



**ASSISTANT SECRETARY OF THE AIR FORCE
(ACQUISITION)**

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Certified by: SAF/AQ (Ms. Sue Payton)
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1. Mission. The Secretary of the Air Force, pursuant to 10 USC §§ 8013-8016, may establish offices and officials within the Secretariat to assist the Secretary in carrying out his or her responsibilities. As documented by Paragraph 4.1 of AFMD 1, *Headquarters Air Force*, and this Headquarters Air Force (HAF) Mission Directive (MD), the Assistant Secretary of the Air Force for Acquisition (SAF/AQ) is established as part of the Secretariat. The SAF/AQ has overall responsibility for acquisition systems for the Department of the Air Force with the exception of those assigned to the Under Secretary of the Air Force per HAF MD 1-2, and serves as the Senior Procurement Executive; the Service Acquisition Executive (SAE) for non-Space programs for the Department of the Air Force; and a member of the Air Force Council. As Secretary of the Air Force, I retain ultimate responsibility for all policies related to the Department of the Air Force. Within his/her areas of responsibility, the SAF/AQ prepares policies for my approval and issues official guidance/procedures to ensure implementation of those policies.

2. Organizational Relationships. The Secretary of the Air Force (SECAF) exercises authority through civilian officials appointed by the President and confirmed by the Senate (the Under Secretary, the Assistant Secretaries, and the General Counsel) and the Chief of Staff (CSAF), but retains immediate supervision of activities that involve vital relationships with Congress, the Secretary of Defense, other governmental officials and the public.

2.1. The SAF/AQ 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/AQ is accountable to the Secretary for results achieved within the policy and program domains assigned by this directive.

2.2. The SAF/AQ is part of the Secretariat and as such works closely with other HAF offices to assist the Secretary of the Air Force in carrying out his or her responsibilities. The SAF/AQ and the Office of the SAF/AQ work in cooperation with the Under Secretary of the Air Force (SAF/US), the Assistant Secretary of the Air Force for Financial Management and Comptroller (SAF/FM), the Assistant Secretary of the Air Force for Installations, Environment and Logistics (SAF/IE), the Deputy Under Secretary of the Air Force International Affairs (SAF/IA), the Administrative Assistant (SAF/AA), the Chief of Warfighting Integration and Chief Information Officer (SAF/XC), the Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1), the Deputy Chief of Staff, Intelligence, Surveillance, and Reconnaissance (AF/A2), the Deputy Chief of Staff for Air and Space Operations and Requirements (AF/A3/5), the Deputy Chief of Staff for Logistics, Installations & Mission Support (AF/A4/7), the Deputy Chief of Staff for Plans and Programs (AF/A8), the Director of Test and Evaluation (AF/TE), the Directorate of Legislative Liaison (SAF/LL), the Judge Advocate General (AF/JA), the General Counsel (SAF/GC), the Surgeon General (AF/SG), the Inspector General (SAF/IG), the Director, Office of Small and Disadvantaged Business Utilization (SAF/SB), and their respective offices, as well as other HAF organizations, which are responsible, pursuant to Chapters 803 and 805 of Title 10 (10 USC §§ 8013-8023 and §§ 8031-8038), for assisting the Secretary of the Air Force in carrying out his or her responsibilities.

2.2.1. Pursuant to Headquarters Operating Instruction (HOI) 90-1, two or more HAF two-letter organizations, Field Operating Agencies, or Direct Reporting Units with responsibilities in the same functional area are encouraged to develop "standard operating procedures (SOP)" that set forth procedures enabling covered organizations to fulfill and carry out their respective missions, roles, and responsibilities.

2.3. Reporting to the SAF/AQ is a Field Operating Agency, the Air Force Program Executive Office, whose mission is not documented in an Air Force Mission Directive.

3. Responsibilities.

3.1. The SAF/AQ, for non-space acquisitions and in support of space acquisitions is responsible for the following:

3.1.1. Science and Technology (S&T) matters.

3.1.2. Basic Research, Applied Research, and Advanced Technology Development including the Air Force portion of joint programs.

3.1.3. Integration of technology with Air Force requirements and pre-acquisition program planning.

3.1.4. Technical management of systems engineering and integration.

3.1.5. Management of, and policy related to, the Industrial Preparedness program.

3.1.6. Management of, and policy related to, the Air Force Manufacturing Technology program.

3.1.7. Contracting, and is delegated the authority to enter into, approve, terminate and take all other appropriate actions with respect to contracts and agreements

(e.g., grants, cooperative agreements, and Other Transactions) and authority to issue, modify, or rescind contracting regulations under the Federal Acquisition Regulations (FAR).

3.1.8. The Air Force Competition Advocate Program, including Justification and Approval (J&A) documents, competition goals and plans to increase competition and eliminate barriers, and the annual report to Congress.

3.1.9. Management of the funds allocated for acquisition programs within the Research, Development, Test, and Evaluation (RDT&E) Appropriation and those portions of the Aircraft, Missile, and other procurement appropriations falling under the purview of this office.

3.1.10. In direct collaboration with the Air Force Deputy Chief of Staff, Logistics, Installations and Mission Support, the design, development, and delivery of life cycle supportable and sustainable systems and appropriate support equipment.

3.1.11. Acquisition and technology workforce development and resource management.

3.1.12. Ensuring that prospective contractors' Equal Employment Opportunity programs are in compliance with public law.

3.1.13. Providing assistance on Foreign Military Sales, International Armaments Cooperation, and security to applicable organizations and programs.

3.1.14. For assigned programs, providing technical, financial, and support data required by planning, programming, and budgeting activities; congressional questions; and long-range plans and policy formulation implementation.

3.1.15. For assigned programs, managing appropriate system program elements.

3.1.16. Preparing, coordinating, and maintaining program management directives for assigned programs.

3.1.17. Advising Air Force leaders on interpretation and application of policy to the development and testing of space programs; participating in Air Force, Department of Defense (DoD), and national space policy formulation, and space related arms control matters.

3.1.18. Directing multi-command, cross-program assessments of requirements to determine system solutions.

3.2. The SAF/AQ is specifically responsible for the following for non-space acquisition:

3.2.1. The Air Force Program Executive Officers (AFPEO) who are not part of the HAF, yet report directly to SAF/AQ on acquisition/programmatic specific issues.

3.2.2. Research, development, and production of weapons, weapons systems, weapons system support and defense materiel. Development of programs to meet defined operational needs and requirements for aerospace systems and subsystems necessary to perform military tasks.

3.2.3. Establishing the structure and processes to support the Air Force Chief Information Officer in satisfying the Clinger-Cohen Act (CCA) requirements for acquisition oversight, economic efficiency, innovative contracting, strategic sourcing methods and information security as it pertains to the acquisition of information resources to include information technology.

3.2.4. Life cycle system product support, in collaboration with the Air Force Deputy Chief of Staff, Logistics, Installations and Mission Support.

3.2.5. In direct collaboration with the Director of Air Force Test and Evaluation (T&E), determining the adequacy of T&E resources required to support weapon system development to include early tester involvement with the S&T community and resolving developmental and operational test programmatic issues. Approving Test and Evaluation Master Plans (TEMPs) for all non-space Acquisition Category (ACAT) I, IA, II, and other programs on Office of the Secretary of Defense (OSD) T&E oversight.

3.2.6. Contract Adjustment Board matters.

3.2.7. Chairing the Integrated Life Cycle Management Executive Forum.

3.2.8. Item Unique Identification (IUID) Standards for non-space Tangible Personal Property.

4. Delegations of Authority: Attachment 1 lists my delegated authorities to the SAF/AQ. The authority delegated to the SAF/AQ by this HAF Mission Directive 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/AQ may re-delegate authority to other Department of Air Force officials, he or she will ultimately be responsible to the Secretary of the Air Force for all matters affecting non-space acquisition systems. Any re-delegation of authority made shall not be effective unless it is in writing. Any person re-delegating authority in accordance with this HAF Mission Directive may further restrict or condition the authority being re-delegated.

5. Notifications to Congress: No re-delegation of authority under this HAF Mission Directive below the level of a Deputy Assistant Secretary or three-digit office shall include authority to provide notifications or reports to Congress.

6. Revocation of Secretary of the Air Force Order: Secretary of the Air Force Orders (SAFO) 101.1, *Authority and Responsibilities of the Assistant Secretary of the Air Force (Acquisition)*, June 5, 1999; SAFO 615.3, *Delegation of Priorities and Allocations Authorities: DO and DX Ratings, Allotment Authority and Rescheduling of Delivery Authority*, October 30, 1997; SAFO 618.1, *Defense Production Act Title III Program*, October 30, 1997; SAFO 630.4, *Lease of Government Personal Property*, October 30, 1997; SAFO 640.11, *Amendment of Contracts Without Consideration of Mistakes in Contracts, and Formalization of Informal Commitments Under Public Law 85-804*, October 30, 1997; SAFO 650.3, *Functions of the Air Force Competition Advocate General and Procuring Activity Advocates for Competition*, October 30 1997; and SAFO 715.1, *Industrial Facilities*, October 29, 1997, are hereby superseded. SAFO 153.1, *Contract Airlift Rate Adjustment Board (CARAB)*, October 29, 1997; is hereby canceled. Re-delegations of authority made pursuant to these SAFOs prior to the date of issuance of this HAF Mission Directive, however, remain effective insofar as such re-

delegations are not inconsistent with the terms of this HAF Mission Directive, or unless superseded by a new re-delegation.

Michael B. Donley
Secretary of the Air Force

ATTACHMENT 1**DELEGATIONS OF SECRETARY OF THE AIR FORCE AUTHORITIES
TO THE
ASSISTANT SECRETARY OF THE AIR FORCE (ACQUISITION)**

A1.1. Authority relating to implementing Public-Private Ventures for specific revenue-generating activities as delegated to the SECAF pursuant to Department of Defense Instruction (DoDI) 1015.13, *DoD Procedures for Implementing Public-Private Ventures (PPVs) for Morale, Welfare and Recreation (MWR), and Armed Services Exchange Category C Revenue-Generating Activities*.

A1.2. Authority relating to U.S. participation in North Atlantic Treaty Organization (NATO) groups as delegated to the SECAF pursuant to DoDI 2010.4, *U.S. Participation in Certain NATO Groups Relating to Research, Development, Production and Logistic Support of Military Equipment*.

A1.3. Authority relating to signing end use certificates on foreign defense items as delegated to the SECAF pursuant to DoDD 2040.3, *End Use Certificates (EUC)*.

A1.4. Authority relating to activities of contractor personnel authorized to accompany the U.S. Armed Forces as delegated to the SECAF pursuant to DoDI 3020.41, *Contractor Personnel Authorized to Accompany the U.S. Armed Forces*.

A1.5. Authority relating to participation in the Technical Cooperation Program as delegated to the SECAF pursuant to DoDI 3100.8, *The Technical Cooperation Program (TTCP)*.

A1.6. Authority relating to the establishment and management of a Scientific and Technical Information Program as delegated to the SECAF pursuant to DoDD 3200.12, *DoD Scientific and Technical Information Program (STIP)*.

A1.7. Authority relating to the implementation of a Scientific and Technical Information Program as delegated to the SECAF pursuant to DoDI 3200.14, *Principles and Operational Parameters of the DoD Scientific and Technical Information Program (STIP)*.

A1.8. Authority relating to the management of DoD research and development laboratories as delegated to the SECAF pursuant to DoDI 3201.01, *Management of DoD Research and Development Laboratories*.

A1.9. Authority relating to the development of DoD research and development laboratories as delegated to the SECAF pursuant to DoDI 3201.3, *DoD Research and Development Laboratories*.

A1.10. Authority relating to the implementation of the in-house Laboratory Independent Research and Independent Exploratory Development programs as delegated to the SECAF

pursuant to DoDI 3201.4, *In-House Laboratory Independent Research (ILIR) and Independent Exploratory Development (IED) Programs*.

A1.11. Authority relating to the governance of use of DoD Research facilities by academic investigators as delegated to the SECAF pursuant to DoDD 3202.1, *Use of Department of Defense Research Facilities by Academic Investigators*.

A1.12. Authority relating to the contractor recovery of Independent Research and Development (IR&D) costs as delegated to the SECAF pursuant to DoDD 3204.1, *Independent Research and Development (IR&D) and Bid and Proposal (B&P) Program*.

A1.13. Authority relating to DoD policy on administrative support of basic research as delegated to the SECAF pursuant to DoDI 3210.1, *Administration and Support of Basic Research by the DoD*.

A1.14. Authority relating to Defense Grant and Agreement Regulatory System as delegated to the SECAF pursuant to DoDD 3210.6, *Defense Grant and Agreement Regulatory System (DGARS)*.

A1.15. Authority relating to the prevention of research misconduct as delegated to the SECAF pursuant to DoDI 3210.7, *Research Integrity and Misconduct*.

A1.16. Authority relating to the DoD Science and Engineering Apprenticeship Program as delegated to the SECAF pursuant to DoDI 3218.1, *DoD Science and Engineering Apprenticeship Program for High School Students*.

A1.17. Authority relating to procurements using Non-Appropriated Funds (NAF) as delegated to the SECAF pursuant to DoDD 4105.67, *NAF Procurement Policy*.

A1.18. Authority relating to required procurement reports as delegated to the SECAF pursuant to DoDI 4105.69, *Miscellaneous Procurement Reports*.

A1.19. Authority relating to procedures for procurements using NAF as delegated to the SECAF pursuant to DoDI 4105.71, *NAF Procurement Procedure*.

A1.20. Authority relating to implementation of a Defense Standardization Program as delegated to the SECAF pursuant to DoDI 4120.24, *Defense Standardization Program (DSP)*.

A1.21. Authority relating to NATO quality assurance as delegated to the SECAF pursuant to DoDI 4155.19, *NATO Quality Assurance*.

A1.22. Authority relating to Manufacturing Technology Program activities as delegated to the SECAF pursuant to DoDD 4200.15, *Manufacturing Technology (ManTech) Program*.

A1.23. Authority relating to obtaining bills of materials as delegated to the SECAF pursuant to DoDI 4210.8, *Department of Defense Bills of Materials*.

A1.24. Authority relating to governing the acquisition and management of industrial resources as delegated to the SECAF pursuant to DoDD 4275.5, *Acquisition and Management of Industrial Resources*.

A1.25. Authority relating to Defense Production Act Programs as delegated to the SECAF pursuant to DoDD 4400.1, *Defense Production Act Programs*.

A1.26. Authority relating to the management of acquisition programs as delegated to the SECAF pursuant to DoDD 5000.01, *The Defense Acquisition System*.

A1.27. Authority relating to the operation of the defense acquisition programs as delegated to the SECAF pursuant to DoDI 5000.02, *Operation of the Defense Acquisition System*.

A1.28. Authority relating to the management and operation of the defense acquisition regulation system as delegated to the SECAF pursuant to DoDD 5000.35, *Defense Acquisition Regulations (DAR) Management*.

A1.29. Authority relating to the career development program for acquisition personnel as delegated to the SECAF pursuant to DoDD 5000.52, *Defense Acquisition Technology, and Logistics Workforce Education, Training, and Career Development Program*.

A1.30. Authority relating to required reporting of management information as delegated to the SECAF pursuant to DoDI 5000.55, *Reporting Management Information on DoD Military and Civilian Acquisition Personnel and Position*.

A1.31. Authority relating to the Defense Acquisition University as delegated to the SECAF pursuant to DoDI 5000.57, *Defense Acquisition University*.

A1.32. Authority relating to assessing defense industrial capabilities as delegated to the SECAF pursuant to DoDD 5000.60, *Defense Industrial Capabilities Assessments*.

A1.33. Authority relating to impact assessments in the case of mergers or acquisitions involving major suppliers as delegated to the SECAF pursuant to DoDD 5000.62, *Impact of Mergers or Acquisitions of Major DoD Supplies on DoD Programs*.

A1.34. Authority relating to the management and operation of the Defense Acquisition Regulations System as delegated to the SECAF pursuant to DoDI 5000.63, *DAR System*.

A1.35. Authority relating to the operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program as delegated to the SECAF pursuant to DoDI 5000.66, *Operation of the Defense Acquisition, Technology, and Logistics Workforce Education, Training, and Career Development Program*.

A1.36. Authority relating to the Defense Contract Management Agency as delegated to the SECAF pursuant to DoDD 5105.64, *Defense Contract Management Agency (DCMA)*.

A1.37. Authority relating to the Defense Technical Information Center as delegated to the SECAF pursuant to DoDD 5105.73, *Defense Technical Information Center (DTIC)*.

A1.38. Authority relating to nominating one member (principal representative) and one (alternate) deputy member to the DoD Advisory Group on Electron Devices as delegated to the SECAF pursuant to DODI 5129.39, *DoD Advisory Group on Electron Devices (AGED)*.

A1.39. Authority relating to the Under Secretary of Defense for Acquisition, Technology, and Logistics as delegated to the SECAF pursuant to DoDD 5134.01, *Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L))*.

A1.40. Authority relating to the Defense Advanced Research Projects Agency delegated to the SECAF pursuant to DoDD 5134.10, *Defense Advanced Research Projects Agency (DARPA)*.

A1.41. Authority relating to the position of Deputy Under Secretary of Defense for Acquisition and Technology as delegated to the SECAF pursuant to DoDD 5134.13, *Deputy Under Secretary of Defense for Acquisition and Technology (DUSD(A&T))*.

A1.42. Authority relating to the position of Director of Defense Research and Engineering as delegated to the SECAF pursuant to DoDD 5134.3, *Director of Defense Research and Engineering (DDR&E)*.

A1.43. Authority to provide forces and resources, advice, and support, to include personnel, to the Director, Missile Defense Agency as delegated to the SECAF pursuant to DoDD 5134.9, *Missile Defense Agency (MDA)*.

A1.44. Authority relating to the research, development, and acquisition of chemical weapons and chemical and biological defense as delegated to the SECAF pursuant to DoDD 5160.5, *Responsibilities for Research, Development, and Acquisition of Chemical Weapons and Chemical and Biological Defense*.

A1.45. Authority relating to the security classification of airborne sensor imagery and imaging systems as delegated to the SECAF pursuant to DoDI 5210.52, *Security Classification of Airborne Sensor Imagery and Imaging Systems*.

A1.46. Authority relating to the umbrella security classification guide for high technology information as delegated to the SECAF pursuant to DoDI 5210.85, *Umbrella Security Classification Guide for High Technology Information*.

A1.47. Authority relating to policies and procedures for marking technical documents as delegated to the SECAF pursuant to DoDD 5230.24, *Distribution Statements on Technical Documents*.

A1.48. Authority relating to the dissemination and withholding of technical data as delegated to the SECAF pursuant to DoDD 5230.25, *Withholding of Unclassified Technical Data From Public Disclosure*.

A1.49. Authority relating to the consideration of national security in the dissemination of scientific and technical information at conferences and meetings as delegated to the SECAF pursuant to DoDI 5230.27, *Presentation of DoD-Related Scientific and Technical Papers at Meetings*.

A1.50. Authority relating to DoD domestic technology transfer activities as delegated to the SECAF pursuant to DoDD 5535.3, *DoD Domestic Technology Transfer (T2) Program*.

A1.51. Authority relating to the implementation of DoD domestic T2 activities delegated to the SECAF pursuant to DoDI 5535.8, *DoD Technology Transfer (T2) Program*.

A1.52. Authority relating to the implementation of DoD domestic T2 activities as delegated to the SECAF pursuant to DoDD 7230.8, *Leases and Demonstrations of DoD Equipment*.

A1.53. Authority and responsibilities relating to post-contract and grant audit procedures as delegated to the SECAF pursuant to DoDI 7640.2, *Policy for Follow up on Contract Audit Reports*.

A1.54. Authority and responsibilities as Air Force Competition Advocate General and Procuring Activity Advocates for Competition under 41 USC § 418. Further pursuant to the full and open promotion of competition in the procurement of property and services by the Air Force, promotion of the procurement of commercial items in the procurement of property and services, review of procurement practices.

A1.55. Authority relating to the designation of major systems as given to the SECAF under 10 USC § 2302.

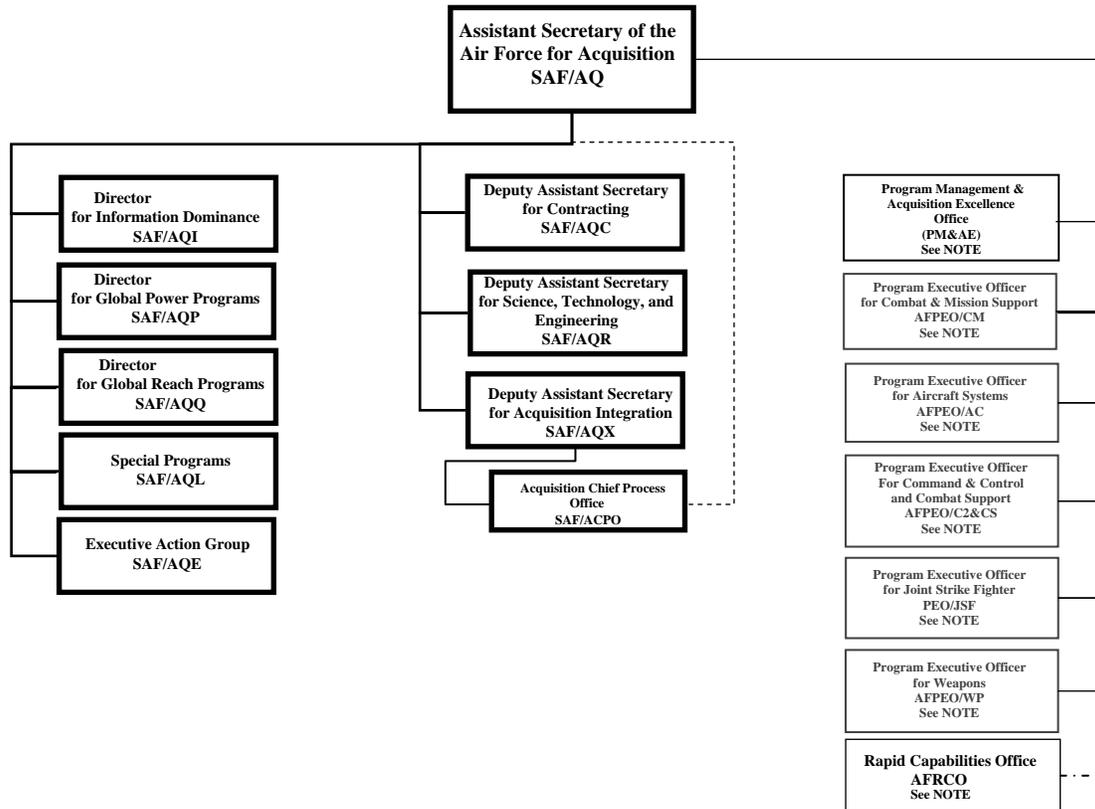
A1.56. Authority relating to equipping and maintaining the Air Force as given to the SECAF under 10 USC § 8013.

A1.57. Authority relating to item unique identification (IUID) standards for tangible personal property as delegated to the SECAF pursuant to DoDI 8320.04, *Item Unique Identification (IUID) Standards for Tangible Personal Property*.

ATTACHMENT 2

THE ASSISTANT SECRETARY OF THE AIR FORCE
(ACQUISITION)

(SAF/AQ)



NOTE: Individuals are not part of the HAF, yet report directly to SAF/AQ on acquisition/programmatic specific issues.

A2.1. The Assistant Secretary of the Air Force, Acquisition (SAF/AQ). The SAF/AQ is responsible for supervision of the Air Force acquisition system and serves as the Senior Procurement Executive; the Service Acquisition Executive (SAE) for non-space programs; and a member of the Air Force Council. The SAF/AQ ensures the Secretary of the Air Force, the Air Force Chief of Staff (CSAF), and the Defense Acquisition Executive (DAE) receives the support required on non-space acquisition matters. SAF/AQ provides the leadership, direction, policy, and resources to acquire superior systems, supplies, and services to accomplish the Air Force mission. SAF/AQ is responsible for the acquisition of non-space nuclear weapons delivery systems and specific non-nuclear component/subsystems which the Air Force has life cycle management responsibility. General responsibilities include direction, guidance, and supervision over all matters pertaining to the formulation, review, approval, and execution of plans, policies, and programs.

A2.2. Subordinate offices include:

A2.2.1. Executive Action Group (SAF/AQE). Functions as the SAF/AQ Commander's Action Group. Provides executive support and independent recommendations on key acquisition issues that cut across all SAF/AQ organizations for direct use by the Assistant Secretary and Military Deputy. Advises on policy for the Assistant Secretary on all matters related to direction and management for the Air Force Research & Development, Test, Production & Modernization programs. Reviews SAF/AQ correspondence for content. Prepares positions and presentations for the Assistant Secretary and the Military Deputy in dealing with Congress, senior DoD executives, Senior Air Force leadership and corporate Chief Executive Officers (CEO). SAF/AQ focal point for Congressional interface activities for the SAE and weapon system acquisition programs. Produces written testimony for the Assistant Secretary of the Air Force for Acquisition, and responsible for all hearing preparation materials. SAF/AQ focal point for Director, Budget and Appropriations Liaison (SAF/FMBL), SAF/LL, and the Air Force posture team. SAF/AQ focal point for the Acquisition Sustainment Reviews, directing development of PEO briefings to provide Commander, Air Mobility Command (AMC/CC); Commander, Air Combat Command (ACC/CC); Commander, Air Education and Training Command (AETC/CC); and Commander, Air Force Special Operations Command (AFSOC/CC) with decision-level issues. Also serves as SAF/AQ focal point for all four star level meetings. Develops and coordinates SAF/AQ products for CORONA and the Integrated Capabilities Review and Risk Assessment (I-CRRA). SAF/AQ focal point for all media inquiries, serving as the primary interface with the Air Force Director of Public Affairs (SAF/PA). Reviews acquisition media responses ensuring timely and consistent answers; gaining Assistant Secretary of the Air Force for Acquisition approval to release. Develops acquisition messages, coordinates press release information, and prepares Assistant Secretary of the Air Force for Acquisition for all media engagements. Acts as the Integrated Life Cycle Management Executive Forum Secretariat.

A2.2.2. The Deputy Assistant Secretary of the Air Force (Contracting) (SAF/AQC). The senior contracting and business advisor to SAF/AQ. Ensures policy, processes, training, and information technology for Air Force military and civilian contracting personnel worldwide to include the readiness of Air Force contingency contracting officers. Is the functional manager for the development of all contracting personnel. Serves as the Competition Advocate General for the Air Force. Develops, integrates, and promulgates all Air Force contracting policy and provides tools and training to support its implementation. Assesses Air Force field operations to ensure policy is adequate. Represents the Air Force to the DAR Council. Interfaces daily with senior leaders in Air Force, DoD, Government Accountability Office (GAO), Air Force Audit Agency (AFAA) and other Federal agencies, and the defense industry to develop, present, and defend Air Force positions on acquisition matters. Provides information, assistance, and business advice for programs at product centers, logistic centers, and operational contracting squadrons. This includes support of active source selections; acquisition strategy panels; portfolio reviews; acquisitions teams for major systems, logistics and operational acquisitions; acquisition plans; Life Cycle Management Plans (LCMP); justification for other than full and open competition; and approval of other contract related documentation. Provides government purchase card program management and assistance with Central Contractor Registration (CCR). Serves as the focal point for all

legacy and future Information Technology (IT) procurement systems. Assists in the deployment and provides support for DoD and Air Force business systems, the acquisition domain, and the Functional Requirements Board. Directs electronic commerce, improved customer-focused service delivery and enterprise architecture for procurement. Supports implementation of Air Force commodity councils.

A2.2.3. Directorate of Information Dominance Programs (SAF/AQI). Directs, plans, and programs for research, development, and acquisition of programs in the Information Dominance capability area. This includes airborne and ground based Command and Control (C2) and combat support systems, airborne reconnaissance systems, unmanned aerial systems, Information Warfare/Cyberspace systems, and future Command, Control, Communications, and Computer, Intelligence, Surveillance, Reconnaissance (C4ISR) capability programs from concept and technology development through production, deployment, and sustainment. Provides key support to steering committees and boards of directors for several NATO programs to include: Airborne Warning, and Control Systems (AWACS); Advanced Command and Control System (ACCS); and Alliance Ground Surveillance. Participates in the Defense Planning, Programming, Budgeting and Execution (PPBE) process. Prepares position on unfunded requirements and identifies funding sources for Information Dominance programs. Serves as the focal point for Information Dominance program information requests from members of Congress, personal and professional staff members in both Congress and the White House, and other sources such as SAF/PA. Manages preparation of responses including suspense tracking and format guidance.

A2.2.4. Special Programs (SAF/AQL). Serves as the Chairman, Special Programs Review Group (Special Access Required Panel Chair) and Executive Secretary, Special Programs Oversight Committee (Special Access Required Council) directly responsible to the SECAF as Chair. Serves as the principal acquisition advisor to the SECAF, CSAF, USECAF, and SAF/AQ on all matters involving special access programs. The DoD Executive Agent for Anti-Tamper. Coordinates Congressional oversight of all Air Force special access programs. Maintains liaison with other Services, Government Departments, and Agencies to ensure cross-fertilization of advanced technologies and concepts to explore the potential for joint cooperation activities. Accomplishes the initial phases of Research, Development, Test, & Evaluation (RDT&E) for promising advanced aerospace capabilities. Analyzes proposed technical approaches to satisfy operational needs of the Combat and Mobility Forces. Develops and produces advanced aerospace systems and subsystems for the Combat and Mobility Forces. Provides acquisition technical support for developing advanced aerospace systems and subsystems in Concept Refinement & Technology Development; System Development & Demonstration; Production & Deployment; as well as the Operations & Support phases of the system life cycle. Directs advanced technology development programs and monitors new technologies, which may satisfy operational requirements and, or capitalize on technological opportunities. Reviews and coordinates on system requirements proposed by implementing and operating commands, field operating agencies (FOA), and direct reporting units (DRU) for advanced technologies or sensitive intelligence. Provides programmatic support to SAF/IA international projects and facilitates SAF/IA participation in the Tri-Service Executive Committee.

A2.2.5. Directorate of Global Power Programs (SAF/AQP). Directs, plans, and programs for research, development, and acquisition of fighter, bomber, air-to-ground weapons, air-to-air weapons, weapons integration, electronic attack, theater air defense, battle management, and chemical/biological defense programs. Advises on all conventional issues from production through sustainment. Manages, monitors, and provides direction to field commands regarding Global Power programs. Monitors force composition and quality for Global Power programs. Participates in the PPBE process. Acts as principal mission area point of contact to SAF/LL and SAF/FMBL. Prepares position on unfunded requirements and identifies funding sources as required. Maintains liaison for advanced technologies with technology development agencies, including the National Aeronautics and Space Administration (NASA); DARPA; the Department of Energy; Sandia National Laboratory; U.S. Navy; U.S. Army; aerospace industry contractors; and subordinate Air Force organizations. Monitors Office of the Secretary of Defense (OSD) Conventional, NATO Cooperative and Emerging Technologies Initiatives for potential application to Air Force missions and development. Primary interface with NATO regarding U.S. and Allied weapons issues and maintains liaison with SAE on NATO Air Weapons. Represents SAF/AQ on the Air Force Requirements for Operational Capabilities Council (AFROCC). Acts as the Air Force Executive Agent for Insensitive Munitions (IM).

A2.2.6. Directorate of Global Reach Programs (SAF/AQQ). Directs, plans, and programs for research, development and acquisition of advanced systems and modifications for Global Reach systems, to include airlift; tanker; special operations; combat search and rescue; trainer; special mission aircraft (VIP Special Airlift Missions); mobility support systems; and large aircraft defensive systems. Serves as the SAF/AQ focal point for civil airspace access and navigation safety. Provides key support to steering boards and board of directors such as the C-17 Strategic Airlift Capability program. Participates in the PPBE process. Prepares position on unfunded requirements and identifies funding sources for Global Reach programs. Works in conjunction with United States Transportation Command (USTRANSCOM), United States Special Operations Command (USSOCOM), developing commands, and MAJCOMs (as applicable) to support Global Reach airlift, tanker, and mobility programs from inception through appropriate major milestones. Works in conjunction with USSOCOM, developing commands and MAJCOMs to support special mission and Special Operations Forces (SOF) programs from inception through disposal. Serves as the focal point for Global Reach acquisition information requests from Members of Congress, personal and professional staff members in both Congress and the White House, and other sources. Identifies Global Reach Congressional requirements in defense committee reports, conference reports, and Appropriation and Authorization Bills and tracks progress toward meeting requirements and timelines.

A2.2.7. Deputy Assistant Secretary of the Air Force (Science, Technology and Engineering) (SAF/AQR). Directs, plans, and programs for basic research, applied research, and advanced technology development for the Air Force Science & Technology (S&T) Program, and research, development, and acquisition for the Aging Aircraft and Industrial Preparedness programs. As Air Force S&T Executive, provides policy and programmatic advice on all Air Force S&T matters, as well as technical expertise to SAF/AQ, USECAF, SECAF, CSAF, and OSD. Serves as principal point of contact to

SAF/FMBL, SAF/LL, and Congress on all Air Force S&T matters to include Air Force S&T testimony, briefings, and responses to Congressional inquiries. Serves as principal point of contact to OSD on all Air Force S&T matters to include the Reliance 21 coordination process. Advocates and defends Air Force S&T investments and unfunded requirements through the corporate Air Force planning, programming and budgeting process. Prepares position on unfunded requirements and identifies funding sources for S&T programs. Authors the Air Force S&T Descriptive Summaries and provides input to the Automated Budget Interactive Data Environment System (ABIDES) computer database. Conducts periodic reviews and assessments of the Air Force S&T Program. Provides guidance to the Air Force Research Laboratory (AFRL) for development of the Air Force S&T Plan and recommends approval to SAF/AQ. Provides subject matter expertise to SAF/IA in the establishment of cooperative international technology programs and for disclosure, export control, armaments cooperation, and regional affairs activities. Serves as member on the North Atlantic Treaty Organization (NATO) Research and Technology Board (RTB). Coordinates on all technology related public affairs cases, Munitions Export License Applications, Technical Assistance Agreements, and other public releasable documents. Is the Air Force Scientific and Technical Information (STINFO) Program Manager. Serves as focal point for Air Force Independent Research and Development (IR&D) policy. Is a permanent member of the Air Force Security Advisory Group (AFSAG) coordinating policy and oversight issues in support of the Air Force Security Policy and Oversight Board (AFSPOB). As Chief Engineer, provides overall engineering and technical policy and guidance to ensure disciplined and comprehensive technical planning is performed over the life-cycle – from concept development through sustainment and disposal. Policy includes engineering/systems engineering and related Systems Engineering Plans (SEPs), systems-of-systems engineering, software engineering/development, human systems integration, system safety and integrated risk management, Operational Safety, Suitability, and Effectiveness (OSS&E), manufacturing readiness, technology readiness, quality assurance, specifications and standards, and Environment, Safety, and Occupational Health (ESOH) to include approving system-related National Environmental Policy Act (NEPA) documents. As Air Force Standardization Executive, serves on the Defense Standardization Council and coordinates on U.S. ratification and implementation of all Air Force subscribed to acquisition-related (materiel) International Standardization Agreements (ISAs). Represents the SAE on the OSD Systems Engineering Forum. Conducts periodic reviews and assessments of PEO programs to ensure technical policy compliance using focused technical or specialty reviews, technology and manufacturing readiness assessments, and systems engineering plan reviews to ensure program technical preparedness for Acquisition Strategy Panels (ASPs), Air Force Review Boards (AFRBs), and Milestone Reviews. Serves as Air Force SEP approval authority. Reviews Analysis of Alternatives (AoA) plans to ensure appropriate technical planning has been addressed on all alternative concepts identified for study prior to AoA plan submittal to the Milestone Decision Authority (MDA). Reviews programs' Technical Development Strategy, which guides the program to focus on specific activities during the Technology Development Phase of the Acquisition Lifecycle Framework. Manages Air Force process for Advanced Concept Technology Demonstrations and Joint Capabilities Technology Demonstrations (ACTDs and JCTDs) including selection, execution, and

transition. Provides oversight and policy guidance for Air Force Technology Transition processes. As Industrial Preparedness Executive, develops overall policy and guidance for the Air Force Industrial Preparedness program and provides oversight for same. Provides goals/objectives, priorities, and investment guidance on manufacturing technologies and manufacturing readiness assessments; industrial base studies and assessments; Title I and Title III of the Defense Production Act; and Government-Owned, Contractor-Operated (GOCO) plants. Provides policy and programmatic industrial preparedness advice to SAF/AQ, USECAF, SECAF, CSAF, and OSD. Serves as principal point of contact to SAF/FMBL, SAF/LL, and Congress on all Air Force industrial preparedness and manufacturing technology matters. Advocates and defends Air Force industrial preparedness and manufacturing technology investments through the corporate Air Force planning, programming, and budgeting process. Conducts periodic reviews and assessments of the Industrial Preparedness program. Serves as the Air Force focal point for the Committee on Foreign Investment in the U.S. (CFIUS) process and provides the Air Force position regarding potential national security impacts related to foreign investment in, and/or acquisition of, U.S. companies. As Functional Manager for the Scientists and Engineers (S&E) and Quality Assurance workforce, develops initiatives and strategies on behalf of the functional authority, including professional military education, acquisition professional development, and advanced educational opportunities, designed to recruit, retain, and cultivate a highly qualified workforce.

A2.2.8. Deputy Assistant Secretary of the Air Force (Acquisition Integration) (SAF/AQX). Oversees current and future year acquisition requirements into a balanced program that reflects guidance on operational needs, force structure, and funding constraints. Responsible for the integration of all SAF/AQ programs to achieve the best Air Force acquisition program mix. Prepares position on unfunded requirements and identifies funding sources. Participates in the PPBE process and represents SAF/AQ on the Air Force Board and Group. Chairs the RDT&E Panel that is responsible for programming S&T, Test and Evaluation (T&E) infrastructure and defense wide support activities. Develops and implements plans, policies, and procedures related to Air Force RDT&E, procurement, acquisition management, budget formulation, program planning, resource allocation, and financial program execution. Establishes Air Force acquisition policy and guidance for Air Force systems, subsystems, end-items and services (referred to as programs throughout this document). Supports the warfighter by participating in three corporate strategies: Warfighter Rapid Acquisition Process (WRAP), Rapid Response Process, and Joint Rapid Acquisition Council. Designated as PEM for the WRAP program. Exercises below threshold investment appropriation reprogramming authority for designated major and selected acquisition programs within the portfolio. Is the functional manager for the RDT&E and procurement appropriations. Ensures compliance with statute, Congressional direction, OSD and Air Force policy. Issues Program Authorizations (PA).. Develops and communicates plans and policies for OSD, Air Force transformation and streamlined acquisition initiatives. Develops and implements acquisition program reporting policy covering Selected Acquisition Reports, Congressional (Nunn/McCurdy) reporting, Defense Acquisition Executive Summary, and the Air Force Monthly Acquisition Reports. Reviews and tracks GAO, DoD IG, AFAA, and Air Force IG audits and inspections relating to acquisition. Co-chairs the Rapid Response Process Council. Develops, reviews, and coordinates policy regarding the Air

Force acquisition workforce, including both organic (Air Force civilians and military) and contracted resources. Responsible for Air Force acquisition professional development, including the direction, coordination, and review of actions mandated by the Defense Acquisition Workforce Improvement Act (DAWIA) and DoD Directives, as the Air Force Director, Acquisition Career Management. Air Force Liaison to OSD and the President, Defense Acquisition University (DAU), on behalf of the SAE and all Air Force acquisition, technology and logistics career field managers, and for career fields covered by DAWIA. Functional Manager and Career Field Manager for all Air Force acquisition program management personnel. Manages the Air Force acquisition awards program. Establishes policy and reporting procedures for the planning, programming, and execution of the Air Force use of Advisory and Assistance Service (A&AS) and the Air Force-sponsored Federally Funded Research and Development Centers (FFRDC). Manages acquisition training resources, including DAU course quotas. Oversees acquisition training selection boards including the PM Course and Industrial College of the Armed Forces Senior Acquisition Course, for the acquisition community. Manages all SAF/AQ Management Level Review (MLR) officer promotion processes, including Brigadier General Promotion Board actions. Responsible for promotion board results and test scheduling. Represents the Air Force on the Weapon System Life Cycle Management Core Business Mission Senior Steering Group and the Acquisition, Technology, and Logistics (AT&L) Investment Review Board (IRB), a component of the Defense Business Systems Management Committee (DBSMC). Manages SAF/AQ portfolio of business systems. Oversees portfolio of business systems supporting acquisition within the Air Force. Develops and maintains a transition plan for business information technology initiatives in support of Air Force acquisition transformation efforts. Develops and maintains the acquisition portion of the Air Force Agile Combat Support Enterprise Architecture (ACSEA). Develops and maintains a data strategy and associated taxonomy that supports the acquisition process within the Air Force. Co-Lead representative for the Air Force on the Total Life Cycle System Management (TLCSM) Council with AF/A4/7. Lead representative of the Joint Cross Service Group. Oversees Expectations Management Agreements / Program Management Agreements (EMA/PMA) and Acquisition Program Baselines (APB). Responsible for the development and implementation of Earned Value Management (EVM) policy and coordination with OSD on EVM issues.

A2.2.8.1. Acquisition Chief Process Office (ACPO). Champions continuous process improvement for the acquisition enterprise to enable solutions in policy, process, information systems, and human resources. Facilitates institutionalization of improvements across our acquisition community. Leads, integrates and expedites Air Force acquisition transformation and strategic alignment within the Air Force and OSD. Represents the AF acquisition community with a single process and enabling solutions to the Air Force Process Council, the DoD Strategic Management Plan and the AT&L Strategic Goals Implementation Plan. Deploys standard process reengineering and continuous process improvement toolsets in participation with AFSO21.

A2.3. Individuals/Offices that are not part of the HAF, yet report directly to SAF/AQ on acquisition/programmatic specific issues:

A2.3.1. Program Management and Acquisition Excellence Office (PM&AE).

Key advisor to the Air Force Service Acquisition Executive (SAE) and acquisition community on all program management related matters. Mentors and facilitates program management teams by providing senior advisors that offer hands-on, dedicated subject matter expertise. Ensures all acquisition guidance is clear, concise and non-duplicative in nature prior to release by the SAE or functional director. Provides program managers a single source to turn to for expert advice on implementing all acquisition guidance (law, regulation, policy, directives, and mandates). Based on input from Program Managers, offer recommendations to AQX and the SAE for revisions and improvements to acquisition guidance to include law, regulation, policy directives, mandates, and best practices. Lead agent responsible for identifying, developing and deploying standardized program management practices (i.e., risk management, integrated baseline development, schedule development and analysis, etc.) across the enterprise. Coordinates with SAF/AQX with respect to policy changes and impacts to program managers. Ensures consistency and continuity between processes, tools, metrics and training across the enterprise. Guarantees all program assessments and reporting requirements are timely, include multifunctional team members and advise the SAE on improvements needed to facilitate program management success. Assists with problem resolution on a continuous basis across the program lifecycle. Focal point for capturing and promulgating all acquisition related lessons learned. Secretariat and member on all Acquisition Strategy Panels (ASPs), Air Force Review Boards (AFRBs), and Configuration Steering Boards (CSBs).

A2.3.2. Program Executive Officer, Combat and Mission Support (PEO/CM). Provides program management and oversight for all acquisitions of services within their portfolio in accordance with Air Force Federal Acquisition Regulation Supplement (AFFARS) and AFI 63-101, *Operations of Capabilities Based Acquisition System*.

A2.3.3. Program Executive Officers (PEO). The PEOs are the DoD 5000 series Milestone Decision Authority (MDA) for programs delegated to them. They are responsible for the execution of a program throughout the entire lifecycle until it is transferred out of their portfolio. PEOs assign and charter program managers per DoDI 5000.02 for those programs for which they are the milestone decision authority. PEOs have been established in the command line between the SAE and the PM for all acquisition programs. While the PEOs are not part of the HAF, they have direct reporting responsibilities to the SAE for acquisition/programmatic specific issues. The Air Force PEOs responsible for program execution include: PEO for Aircraft, PEO for Weapons, PEO for Command & Control and Combat Support Systems, and PEO for Joint Strike Fighter. In reference to joint service programs, the PEOs will establish memoranda of agreement to describe program oversight, management, and organization responsibilities. PEOs ensure cost, schedule, and performance aspects of acquisition programs are executed within the acquisition program baseline and in accordance with approved acquisition strategy and applicable DoD and AF directives and instructions. They direct the PMs in all aspects of program execution with emphasis on planning, reporting, and preparation for milestones and other program reviews. They ensure

program offices remain focused on satisfying the operational requirements. Participates with program offices in establishing and maintaining a continuous dialogue with the users to ensure program execution provides the required system and product. Maintains currency with emerging technologies and assesses their impact on current and future Air Force weapon systems. Ensures program offices exercise contracting authorities and responsibilities as prescribed by the contracting rule structure established by the SAE. Advises program offices on and approves acquisition strategies. Reviews and approves program documentation (Acquisition Program Baseline, Selected Acquisition Reports, Defense Acquisition Executive System Reports, selected Test and Evaluation Master Plans, Request for Proposals, etc.); presentations for higher authorities; and budget execution exercises. Advises the SAE on resource decisions affecting Acquisition Program Baseline parameters and alternatives that may mitigate the impact of such actions. Consults with the SAE on resource issues during the execution of assigned programs. Approves acquisition strategies consistent with established guidance, direction, and policies and resolves programmatic issues or refers to the SAE those requiring the attention of Air Force corporate management. Ensures the SAE and acquisition staffs are informed of all significant or sensitive problems or issues in sufficient time to influence the outcome. Assists the Air Force Capability Director staff in identifying reprogramming sources from within their programs for “top down” directed requirements, and otherwise advises on programming and budgeting matters. Ensures development and oversees the EMA/PMA for the programs within their respective portfolio.

A2.3.4. Air Force Rapid Capabilities Office (AFRCO). Serves as the Program Executive Officer (PEO) for programs executed by the office reporting directly to the Service Acquisition Executive (SAE) and Defense Acquisition Executive (DAE) for acquisition functions. Serves as a special purpose program office reporting directly to a Board of Directors chaired by the Undersecretary of Defense for Acquisition, Technology, and Logistics. Board members also include the SECAF, CSAF, and SAF/AQ. In accordance with the RCO charter, responds to tasks directly from the Board of Directors to address immediate and near-term Combat Air Force and Combatant Commander needs that involve mission applications and operational concepts requiring specialized expertise, and/or involve sensitive activities managed by other government departments, services, offices, and agencies. Manages acquisition projects that are conducted on accelerated timelines, require unique industrial interactions, and stress the importance of leveraging related activities of other government agencies and organizations. Expedites development and fielding of select Air Force combat support and weapon systems by leveraging DoD-wide technology development activities and operational capabilities. Provides integration and technical support to other Service and other Government Agency activities that leverage select Air Force developed technologies and/or operational capabilities. Conducts independent operational and technical assessments of integrated weapon or combat support system capabilities and vulnerabilities. Performs PEM functions and supports all resource allocation and reporting activities as directed by the Board of Directors and in coordination with the Director of Special Programs for OUSD(AT&L). The AFRCO Director, or his designated representative, serves as a member of the Special Programs Review Group

(SPRG) and as an advisor to the Special Programs Oversight Council (SPOC). The Director also serves as an advisor to the OUSD (AT&L) Senior Review Group (SRG).