

28 APRIL 2000



**HEADQUARTERS AIR FORCE
MATERIEL COMMAND**

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Certified by: HQ AFMC/XPM
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Supersedes AFMCMD 401, 26 August 1999

Pages: 8
Distribution: F

This mission directive implements Air Force Policy Directive 10-1, *Mission Directives*, and defines the mission and organization of HQ AFMC, Wright-Patterson Air Force Base, OH. It does not apply to the Air National Guard or the US Air Force Reserve.

SUMMARY OF REVISIONS

This revision updates previous edition and adds the following offices - CDB - Small Business, IA - Assistant to the Commander for International Affairs and ST - Assistant to the Commander for Science and Technology.

1. Mission. Through integrated management of research, development, test, acquisition and support, we advance and use technology to acquire and sustain superior systems in partnership with our customers and suppliers. As an integral part of the Air Force warfighting team, we contribute to affordable combat superiority, readiness, and sustainability.

2. Headquarters' Staff:

2.1. Commander (CC):

2.1.1. Commands and exercises control of an Air Force major command (MAJCOM) that provides military superior weapons and equipment to Air Force operating commands. Manages research, development, and testing activities to maintain technology base, evolve system concepts, and mature system designs. Manages procurement of systems, equipment and support items to field new military capabilities, upgrade existing capabilities, and support fielded systems. Manages depot repair, modification, supply, and distribution activities to support the fielding and maintenance of robust systems.

2.2. Command Chief Master Sergeant (CCC):

2.2.1. Primary advisor to the Commander on all matters affecting the quality, welfare, morale, management and leadership of enlisted personnel assigned to the command. Serves as a member of the AFMC Commander's Executive Team and provides input from the enlisted perspective. Assesses factors impacting the morale and well-being of the enlisted force and makes recommendations accordingly.

2.3. Air National Guard Advisor to the Commander for Operations and Logistics (CCG):

2.3.1. Provides advice and assistance to the commander on Air National Guard and US Air Force Reserve acquisition, logistics and operational support matters. Provides logistics interface between AFMC directorates, National Guard Bureau, US Air Force Reserve, and gaining commands to assure timely support necessary to accomplish mission tasking.

2.4. Air National Guard Assistant (CCJ):

2.4.1. Provides advice and assistance to the AFMC Commander and staff on issues, policies, procedures and requirements that affect the Air National Guard and US Air Force Reserve category A reserve forces in peacetime and war.

2.5. Squadron Section (CCQ):

2.5.1. Plans, implements, and directs policies and procedures required to fulfill responsibilities for the morale, welfare, health, and discipline of assigned HQ AFMC officer and enlisted personnel. Advises the commander, vice commander and HQ AFMC directors on these issues. Ensures standardization throughout the headquarters of all UCMJ/quality force responses and actions administrative issues such as weight management, leave (permissive and terminal) and the pass (Liberty) programs. Manages the administration of all other unit programs in accordance with governing instructions and any supplements issued at MAJCOM level or below.

2.6. Mobilization Assistant to the Commander (CCR):

2.6.1. Functions at the direction of the AFMC Commander, and augments the commander during emergency mobilization. Oversees command staff management, and personnel and mobilization processes of the US Air Force Reserve programs within AFMC.

2.7. Air Force Reserve Advisor (CCV):

2.7.1. Responsible for command staff management, personnel and mobilization processes of the US Air Force Reserve programs within AFMC. Functions as the management, coordinating, and advisory body to the commander and staff on the AFMC individual mobilization augmentee (IMA) program. Manages processes to include IMA funding, assignments, and promotions. Establishes procedures and guidance for Military Personnel Appropriation and Reserve Personnel Appropriation man-day control, training, and mobilization plans. Coordinates and shares responsibility for manpower requirements with HQ AFMC/XPM. Serves as AFMC Executive Secretary of the Air Reserve Forces Policy and Advisory Council.

2.8. Commanders Action Group (CCX):

2.8.1. Provides direct support to AFMC/CC, CV, and CD. Serves as the AFMC Command Council and Executive Team secretariat and assists the Chairperson in scheduling meetings, preparing agendas, recording minutes, tracking action items, and communicating council activity (per AFMCI 500-201). Coordinates and executes other conferences (former Commanders, spouses, etc.). Ensures preparation packages are submitted on time and in proper format for daily meetings

and video teleconferences (VTCs) attended by CC/CV/CD. Prepares CC presentations and preparation books for all CORONAs. Maintains CC and CCX websites to include reference information, directories, formats/templates, and schedule information. Prepares all CC presentations to PME schools (e.g. SOS, AWC, ICAF), Squadron Commanders' Course, and the Senior Leader Orientation course. Prepares speeches, comments, or inputs for ceremonies, publications and speaking engagements. Assists CCA with base visits and overseas trips. Accomplish other assigned special projects for the commander.

2.9. Vice Commander (CV):

2.9.1. Assists in the discharge of the duties and responsibilities of the AFMC Commander. Advises in the formulation of policies, plans and directives affecting the command. Fulfills responsibilities of the commander in the Commander's absence. Responsible for coordinating the activities of the HQ AFMC staff.

2.10. Executive Services (CVE):

2.10.1. Manages the flow of correspondence and maintains a central file of staff actions and correspondence. Operates a suspense control system. Responsible for command section facilities, personnel, security, equipment/supply accounts, and budget. Provides scheduling, management, maintenance and operation of three command section conference rooms. Maintains the daily schedule for the vice commander.

2.11. Protocol (CVP):

2.11.1. Provides direct support to AFMC/CC/CV and CD for protocol matters relating to visits by distinguished visitors, ceremonies, social activities, and meetings and conferences in which they are directly hosting. Acts in advisory capacity to the headquarters staff and field organizations on all protocol-related matters.

2.12. Executive Director (CD):

2.12.1. In conjunction with the Commander and Vice Commander, oversees and ensures the execution of all AFMC business responsibilities. Directs AFMC business activities. Along with the Vice Commander, serves as a principal assistant to the Commander for the overall policy dissemination, procedural guidance, and integrated resource management involved in the operations of AFMC.

2.13. Small Business Office (CDB):

2.13.1. Manages the Small Business Program for the Command. Formulates and implements command small business program planning and policy. Provides oversight to field activities including career development and training. Provides counsel and assistance to small businesses on contracting opportunities and procedures.

2.14. Centralized Acquisition Support Team (AQ):

2.14.1. Established to accelerate and institutionalize the tenets of acquisition reform as directed by SAF/AQ's Lightning Bolt Initiatives 95-1 and 99-1. Responsible for assisting center-level program teams as they implement cycle time and cost reduction practices within all acquisition preaward activities. Facilitates training and center communication between the field Acquisition Support Teams (ASTs) located at each AFMC center. Will assist during planned reviews in dis-

persing acquisition reform, new ideas/innovations and lessons learned within the United States Air Force and DoD.

2.15. Civil Engineer (CE):

2.15.1. Establishes and directs policies and programs to revitalize and operate the AFMC physical plant. Advocates for and acquires resources for real property maintenance, construction, facility and utility privatization, competitive sourcing, and operation, revitalization of real property facilities and infrastructure; environmental management, including restoration, compliance, conservation and pollution prevention; comprehensive planning, fire protection; real estate management; energy; and housing. Performs long range planning for facility and housing. Performs long range planning for facility requirements. Serves as Chief Operating Officer (COO) for the Installations and Support (I&S) Business Area. Directs strategic planning, programming, budgeting, process improvement, and cost efficiency efforts for CE, SV, LGT, LGS, HC, SF, DP, FM, PK, XP, HO, SE, PA and JA installation level activities. Chairs the I&S corporate board. Provides headquarters oversight to the AFMC Civil Engineer Squadron, a field operating agency.

2.16. Operations (DO):

2.16.1. Develops and administers policy and procedures programs, budgets, provides resources and functionally manages all AFMC flight operations, associated aircraft maintenance, and operational support, to include weather operations and airspace management. Leads the Test and Evaluation (T&E) Business Area in providing the policy, planning, programming, budgeting, training and professional development to support all of AFMC's Developmental T&E (DT&E) activities and related weather and air traffic services. Establishes and implements T&E infrastructure investment plans to support a broad customer base and enhance Air Force T&E capabilities for future requirements. Advocates and defends government role in DT&E. Serves as the senior Air Force principal on the Tri-Service Board of Operating directors for T&E.

2.17. Personnel (DP):

2.17.1. Advises the AFMC Commander, command staff, and field commanders on all personnel matters. directs AFMC's worldwide military and civilian personnel, social actions, family support, contingency, education, and training programs.

2.18. Requirements (DR):

2.18.1. Provides resources, policies, and processes to plan, manage and integrate war-fighting systems throughout their life cycle. The Director of Requirements is the Chief Operating Office (COO) for two business areas (BA): Product Support (PS) and Information Services (IS). With a corporate focus, assesses the cost, quality, and timeliness of the products and services for the PS and IS business areas. The PSBA manages high performance Air Force war-fighting systems throughout their life cycles. The goal is to continually improve the operational effectiveness of these war-fighting systems and to simultaneously reduce the cost of ownership. The ISBA provides technological support for all levels of information systems, from deployment of leading-edge technologies to the maintenance and modification of older but important data systems known as legacy systems. The day-to-day management of the ISBA is the responsibility of the Electronic Systems Center at Hanscom AFB MA.

2.19. Engineering and Technical Management (EN):

2.19.1. Develops and manages engineering policy, processes and infrastructure (human resources, tools, equipment, etc.) necessary for system development, production, sustainment and disposal. This includes design, manufacturing, quality assurance, support engineering, technical orders, mission critical computer resources, support equipment, and specialized engineering, and safety, suitability and effectiveness of operational systems and end items.

2.20. Financial Management and Comptroller (FM):

2.20.1. Responsible for the financial management of AFMC's annual budget. Integrates and reports the official financial data in the form of managerial financial statements for legal requirements and management of the AFMC business area missions. Primary advisor in budget, cost, and accounting matters and major counselor concerning financial management and execution to the commander and his or her staff. Primary owner of several managerial accounting systems. Establishes policy, provides guidance, develops procedures, and supervises overall operation of the assigned functions of budget, cost analysis, accounting and finance, and plans for the headquarters and subordinate organizations.

2.21. Chaplain (HC):

2.21.1. Provides policy, guidance, and staff oversight to installation Chaplain Service functions. Manages Chaplain Service manpower, personnel, professional development, readiness, and assignment actions to provide religious ministries during war, contingencies, exercises, and national emergencies. Item manager for ecclesiastical equipment. Advises AFMC/CC on morale, religious, ethical and moral issues.

2.22. History (HO):

2.22.1. Administers the command historical program and provides policy guidance and oversight responsibility for the command museum and art programs. Exercises technical control of all AFMC historical and museum activities. Prepares the annual fiscal year history of AFMC. Conducts research projects and produces special studies and monographs on topics of special command interest. Maintains the AFMC command archives. Manages the USAF heraldry program for AFMC.

2.23. Assistant to the Commander for International Affairs (IA):

2.23.1. Provides advice and assistance to the Commander and staff on international activities and acts as corporate leader and advocate for international business, to include Security Assistance, International Cooperative Research, Development and Acquisition (ICRD&A), and Foreign Disclosure. Performs international resource management and oversight functions. Develops policy, guidance, and procedures. The Assistant to the Commander for International Affairs is also designated the Commander, Air Force Security Assistance Center (AFSAC/CC).

2.24. Inspector General (IG):

2.24.1. Conducts investigative services and evaluates command mission readiness, compliance with critical items derived from safety, federal law, executive order, DoD, Air Force, or AFMC policy, directives, and instructions; and nuclear surety. Performs assessments of support contractor performance and inspects Air Force and command special interest items. Provides AFMC/CC and subordinate unit commanders independent assessments of the command's critical mission elements. Responsible for AFMC oversight activities including senior official and fraud, waste, and abuse investigations. Conducts other commander directed inspections as required.

2.25. Intelligence (IN):

2.25.1. Directs or monitors all intelligence activity within the command and advocates intelligence support to the integrated weapon system management systems (IWSM) process by the Intelligence community. Serves as command's senior intelligence officer and advisor to the AFMC Commander and his or her staff. Submits intelligence production requirements and develops tailored intelligence products for the headquarters staff. Responsible for organizing, training, and equipping intelligence forces in support of the command's mission. Establishes intelligence policy for the command and oversees intelligence support to the IWSM process. Manages command intelligence resources including manpower, personnel, funding, and training. Assures IWSM access to all levels of specialized intelligence through oversight of information security, physical security, AIS security and personnel security. Oversees classified communication and automation equipment to insure headquarters and field activities receive intelligence support.

2.26. Staff Judge Advocate (JA):

2.26.1. Provides the AFMC Commander and staff agencies legal advice (military justice, claims, labor and personnel law, administrative and civil law, fiscal law, Freedom of Information/Privacy Acts matters, international law, and all acquisition legal issues arising in HQ AFMC) to accomplish peacetime/wartime missions. Provides acquisition legal support to the Service Acquisition Executive and Program Executive Offices, in coordination with SAF/GC. Functionally supervises legal services provided to subordinate commanders and all tenant units through the JA office on each AFMC installation. Responsible for legal services provided by the AFMC Law Office, a field operating agency.

2.27. Logistics (LG):

2.27.1. Manages assigned DoD and Air Force programs and provides the environment for continual improvement of products, services, and processes associated with item management, transportation, supply and maintenance. Provides clear, responsive corporate planning, policy, resource allocation and advocacy to achieve best value for each customer dollar. Manages Directorate of Logistics resource programs and activities. Provides corporate-level management as the Chief Operating Officer for the Supply Management and Depot Maintenance Business Areas. Provides the Senior Logistician for the LCCEP career program.

2.28. Public Affairs (PA):

2.28.1. Manages the AFMC public affairs program consisting of media relations, plans, programs, resources, security and policy review, internal information, community relations, broadcast and visual communications, command presentations, and environmental issues. Develops and implements AFMC public affairs policy and directives. Provides counsel to the AFMC Commander and staff and conducts public affairs activities for issues directly involving the headquarters. Directs subordinate units in accomplishing command public affairs activities and provides all public affairs support of AFMC peacetime/wartime missions. Monitors duties and responsibilities of the Air Force Band of Flight, a field operating agency.

2.29. Contracting (PK):

2.29.1. Provides policy guidance to, and exercises staff supervision over, the management of AFMC contracting activities in carrying out the command mission. Develops and manages processes and infrastructure necessary to contract for science and technology, systems, development/

production/ sustainment, information technology, and operational support. Primary advisor on contracting matters and major advisor on business and acquisition matters to the AFMC Commander and staff. Manages the command Competition Advocacy Program.

2.30. Communications and Information (SC):

2.30.1. Serves as the Command Chief Information Officer (CIO). Principal AFMC staff agency to provide policy, guidance, planning, allocation of resources for and evaluation of communications and information management. In conjunction with customers and suppliers, ensures command-wide information sharing using a standards based information technology architecture (ITA) to support business areas and support functions in peace and war. Provides headquarters oversight to the AFMC Computer Systems Office, a field operating agency.

2.31. Safety (SE):

2.31.1. Establishes and directs AFMC Safety policies and programs. Provides counsel to the AFMC Commander, command staff and field commanders on all flight, ground, system and weapons safety matters. Serves as the command single face for safety for AFMC, USAF, DoD, and other federal organizations. Evaluates command occupational safety and health programs.

2.32. Security Forces (SF):

2.32.1. Provides policy, resource development and supervision for the command's force protection program to secure personnel and mission capabilities, and to meet war and contingency taskings. Provides direction and command management over physical security, resource protections, antiterrorism, air base defense, combat arms, acquisition security, information security, operations security and military tactical deception.

2.33. Surgeon (SG):

2.33.1. Ensures maximum wartime medical readiness to support Air Force contingency operations. Establishes occupational health and aerospace medical programs to support the operational missions of the command. Promotes and provides peacetime medical services. Provides health care education and training programs. Supports medical research missions of the Human Systems Wing, which achieves Air Force-wide program objectives in drug testing, occupational and environmental health research, and aerospace medicine programs.

2.34. Assistant to the Commander for Science and Technology (ST):

2.34.1. To discover, develop, integrate, and deliver affordable technologies for improved warfighting capabilities by leading a partnership of government, industry and academia. To keep our Air Force the best in the world.

2.35. Services (SV):

2.35.1. Provides policy, guidance, planning, resource allocation and oversight of Services programs and command lodging, MWR and civilian welfare funds that support readiness, unit cohesion, and quality of life at AFMC bases. Provides programs that promote physical fitness, unit cohesion, family well-being and quality of life such as: wartime/mobility taskings including Prime Readiness in Base Services (RIBS) teams, mortuary and honor guard program, food services (dining halls, troop support, clubs and restaurants), fitness centers, libraries, child development, youth, and recreation programs. Manages the non-appropriated fund (NAF) construction program; pro-

vides oversight and policy for NAF accounting and financial management processes, and provides policy for NAF personnel.

2.36. Plans and Programs (XP):

2.36.1. Provides strategic direction and command integration for AFMC. Focal point for command goals/objectives metrics, and commander policies. Operates AFMC resource allocation process for facility, manpower and money issues. Focal point for infrastructure planning, BRAC activity, national security negotiation activities, and the mission assignments process. Manages AFMC manpower programs and maintains organizational control. Focal point for congressional activities. Provides oversight of the AFMC Manpower and Innovation Office, the AFMC Operations Office, and the AFMC Studies and Analyses Office, field operating agencies.

3. Command. HQ AFMC is a MAJCOM reporting to the Chief of Staff of the Air Force.

3.1. **Organization Structure.** The organization structures of HQ AFMC are according to the Air Force Objective Blueprint, AFI 38-101, *Air Force Organization*, and HQ USAF approved variances to the structures.

3.2. **Organization Changes.** Requests to change the organizational structures of the HQ AFMC must be made according to AFI 38-101 and HQ AFMC/XP/XPM policy guidance. Requests must be approved by the HQ AFMC two letter and submitted, with justification, proposed mission statements and organization charts, to HQ AFMC/XP or XPM for staffing and approval.

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