



AIR FORCE HISTORICAL STUDIES



SAF/AA

A HISTORY OF THE OFFICE OF THE ADMINISTRATIVE ASSISTANT
TO THE SECRETARY OF THE AIR FORCE



PRISCILLA D. JONES AND KENNETH H. WILLIAMS

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History
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PROGRAM

COVER

An undated aerial view of the Pentagon from the Potomac River side, by TSgt. Andy Dunaway, USAF. *Library of Congress*.

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U.S. Air Force Historical Support Division
Washington, D.C.

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ADMINISTRATIVE ASSISTANTS TO THE SECRETARIES OF THE AIR FORCE

John J. McLaughlin

September 27, 1947 – October 4, 1963

Joseph P. Hochreiter (acting)

October 5, 1963 – February 16, 1964

John A. Lang Jr.

February 17, 1964 – August 18, 1971

Thomas W. Nelson (acting)

August 19, 1971 – September 28, 1971

Thomas W. Nelson

September 19, 1971 – January 11, 1980

Robert W. Crittenden (acting)

January 12, 1980 – August 24, 1980

Robert J. McCormick

August 25, 1980 – March 31, 1994

William A. Davidson (acting)

April 1, 1994 – June 14, 1994

William A. Davidson

June 15, 1994 – September 30, 2011

Timothy A. Beyland

October 1, 2011 – May 2, 2014

Patricia J. Zarodkiewicz

May 3, 2014 – Present

The Origins of the Office of the Administrative Assistant, 1947-1986

Kenneth H. Williams

The roles and responsibilities of the Office of the Administrative Assistant to the Secretary of the Air Force have evolved exponentially since the first secretary, W. Stuart Symington Jr., established it. On September 27, 1947, nine days after the founding of the service, Symington assigned twenty-eight-year-old John J. McLaughlin, on an interim basis because there was no funding for additional personnel, to coordinate “housekeeping” services such as correspondence control and staffing. This study outlines the origins and development of the roles of the administrative assistant, the office that is known as SAF/AA, from the founding of the Air Force up to the time of the Department of Defense Reorganization Act of 1986, better known as Goldwater-Nichols.¹

When the National Security Act of 1947 (Public Law 253) created the Air Force, the “new” service was not new at all, as the U.S. Army Air Forces and its preceding iterations had existed for forty years. Neither was the concept of an administrative assistant, as both the War Department and the Department of the Army had offices with similar duties, which will be discussed below. There was a tremendous amount to be done to transition to an independent service—scheduled to take two years as the Army passed responsibilities and facilities to the Air Force—but the key leaders remained the same.² Symington, who had been assistant secretary of war for air, became the first secretary of the Air Force, and the commanding general of the Army Air Forces, Gen. Carl A. “Tooe” Spaatz, transitioned to the role of Air Force chief of staff. Although President Harry S. Truman

The author thanks colleagues Jean A. Mansavage, Priscilla D. Jones, Yvonne A. Kinkaid, Helen T. Kiss, and William C. Heimdahl (AF/HO retired) for their research and editorial contributions to this study.

1. “Housekeeping” quote from “History of the Office of the Secretary of the Air Force from September 18, 1947, to June 30, 1950,” 2 vols., typescript, AF/HOH, 1:3 (hereafter OSAF history, 1947–50).

2. For a detailed study of the origins of an independent Air Force, see Herman S. Wolk, *Planning and Organizing the Postwar Air Force, 1943–1947* (Washington, DC: Office of Air Force History, 1984). According to Wolk (pp. 203–4), as of September 1947, the Office of the Secretary of the Air Force “inherited solely those functions of the Secretary of the Army as were then assigned to or under the control of the Commanding General, Army Air Forces. Over two years the Secretary of Defense was authorized to assign to the Department of the Air Force such other responsibilities of the Department of the Army as he deemed necessary or desirable, and to transfer from the Army appropriate installations, personnel, property, and records.” This book (pp. 275–92) also contains the full text of the National Security Act of 1947.

had to formally appoint Symington to the newly created position, Secretary of War Robert P. Patterson had put Symington on notice in April 1946 that he would be overseeing the transition to an independent Air Force if one did come to pass.³

There were many new challenges for the Air Force secretariat as of September 1947, as it had to build its own headquarters support staff and infrastructure and choose how much it would continue to follow Army and Army Air Forces protocols. One of Symington's formative decisions was to continue the division of labor between operations and administrative support that had evolved under Robert A. Lovett while Lovett was assistant secretary of war for air in the early 1940s. Symington and Spaatz reached an understanding that Symington would be the public spokesman for the Air Force in interactions with Congress and the president but that he and his staff would not be directly involved in operational details.⁴

Truman had summoned Symington into government service in 1945 from Emerson Electric, where Symington had been company president. Symington brought business acumen to the job as well as experience with the military acquisitions process, as Emerson Electric had manufactured gun turrets for bombers during World War II. In fact, Symington had first met Truman when then-Senator Truman (D-Mo.) led an investigation of Emerson's contracting practices. The Senate committee cleared Emerson, but from the process, Symington gained an understanding of how Congress viewed acquisitions, as well as a champion in Truman, who asked Symington to head the Surplus Property Board the same week Truman became president in April 1945.⁵

To understand how the roles of the Office of the Administrative Assistant originated and initially evolved, one must appreciate how business-oriented the founding Air Force leadership was. Symington had served as president of a manufacturing company and believed strongly in scientific management and efficiency principles. Arthur S. Barrows, the first under secretary of the Air Force, had recently retired as president of

3. James C. Olson, *Stuart Symington: A Life* (Columbia: University of Missouri Press, 2003), 87. There is some indication that even though the first secretary of defense, James V. Forrestal, was a long-time friend of Symington's that Symington was not his first choice to be secretary of the Air Force. Truman overruled Forrestal and appointed the fellow Missourian. Wolk, *Planning and Organizing the Postwar Air Force*, 178, 183.

4. Warren A. Trest and George M. Watson Jr., "Framing Air Force Missions," in *Winged Shield, Winged Sword: A History of the United States Air Force*, ed. Bernard C. Nalty (Washington, DC: Air Force History and Museums Program, 1997), 1:400; George G. Watson Jr., *The Office of the Secretary of the Air Force, 1947-1965* (Washington, DC: Center for Air Force History, 1993), 53. Watson's book is the authoritative study of the origins and development of the Office of the Secretary. The only administrative assistant Watson mentions, however, is John McLaughlin, who served for most of the period covered in the book.

5. Olson, *Symington*, 50-59.

Sears, Roebuck and Company, one of the leading retailers in the United States. Symington had known Barrows since the early 1930s. Assistant Secretary Cornelius Vanderbilt “Sonny” Whitney, scion of two prominent American industrial families and a cousin of Symington’s wife, had founded a mining company, provided significant initial investment in the company that became Pan American World Airways, and backed everything from movies—including *Gone with the Wind*—to thoroughbreds. Whitney had flown in both world wars and had served on Gen. Dwight D. Eisenhower’s staff during World War II as a colonel in the Army Air Forces. The other assistant secretary was Eugene M. Zuckert, who had degrees from Yale Law School and Harvard Business School, where he had taught. Zuckert had worked as an assistant to Symington at the Surplus Property Board and while Symington was assistant secretary of war for air.⁶

There is significant information available on these men of prominence Symington assembled to mold the Air Force like a business.⁷ Much less is known about John McLaughlin, a young man from Brooklyn, New York, to whom these senior leaders turned to manage the nuts and bolts of their everyday administrative duties. McLaughlin would become one of the most vital threads of cohesion and continuity in the secretary’s office, as he served sixteen years as the first administrative assistant to the secretary.

McLaughlin was born in 1919 and came to Washington in January 1940 for a civilian job in personnel with the Army Air Corps. He served with the Navy on a submarine in the Pacific during World War II and returned to his post with the Army Air Forces after the conflict. On September 27, 1947, nine days after Symington took office, the new secretary detailed McLaughlin, on an interim basis, to oversee what were described as “housekeeping” services.⁸

The concept of an administrative assistant was not a new one for the staff transitioning from what had been the War Department to the

6. Trest and Watson, “Framing Air Force Missions,” 1:400; Olson, *Symington*, 123; Joseph Durso, “C. V. Whitney, Horseman and Benefactor, Dies at 93,” *New York Times*, December 14, 1992; Richard Pearson, “Air Force Secretary Eugene Zuckert Dies,” *Washington Post*, June 6, 2000.

7. For Symington’s efforts to run the Air Force like a business, see in particular Wyndham Eric Whynot, “Architect of a Modern Air Force: W. Stuart Symington’s Role in the Institutional Development of the National Defense Establishment, 1946–1950” (PhD diss., Kent State University, 1997). Symington’s signature phrase during the early days of the Air Force was “management control through cost control.” Eugene Zuckert later conceded that “I never knew what it meant,” although he thought the saying was “very shrewd, because he [Symington] was attempting to build the businesslike image of the Air Force.” The early organizational charts even listed “Management Control” and “Cost Control” as areas of responsibility for Zuckert as assistant secretary. Eugene M. Zuckert, interview with George M. Watson Jr., December 3, 4, 5, 9, 1986, typescript, AF/HOH, 18–19 (hereafter Zuckert interview); Jacob Neufeld, comp., *Office of the Secretary of the Air Force Organizational and Functional Charts, 1947–1984* (Washington, DC: Office of Air Force History, 1985).

8. “John J. McLaughlin Dies; Aide to AF Secretaries,” *Washington Post*, April 18, 1972; OSAF history, 1947–50, 1:3.

Department of the Air Force. There had been a similar position in the Office of the Secretary of War since its establishment in 1782, and one had evolved in the Office of the Secretary of the Army as well. By World War II, the administrative assistant for the Army was overseeing records management, personnel, contingency spending, civilian medical treatment, printing, and procurement and accounting within the secretariat.⁹

McLaughlin had to be detailed on interim status because the National Security Act made no provision to pay new personnel. The Air Force reached agreement with the Army to transfer the full staff of what had been the Office of the Assistant Secretary of War for Air—eleven civilians and four officers—to the Air Force and to fund the positions for the rest of fiscal year 1948. With no budget for any additional billets, Secretary Symington sought help from General Spaatz, who allocated Air Staff funds to meet the initial civilian staffing needs. Phased transfer of more personnel from the Department of the Army also began over subsequent months.¹⁰

With at least some personnel funding finally in place, Symington regularized the Air Force's new position of administrative assistant on December 14, 1947. At that time, McLaughlin had a staff of three civilians, one officer, and one warrant officer. In addition to the Office of the Administrative Assistant, Symington also established the offices of the general counsel, legislative liaison, and information services.¹¹

During Symington's tenure as secretary, the administrative assistant's office reported directly to the secretary's executive officer, who for most of the period was Brig. Gen. John B. Montgomery. The second secretary, Thomas K. Finletter, made the Office of the Administrative Assistant a separate entity within the secretariat in October 1950, with the administrative assistant reporting to the secretary through the under secretary.¹²

9. Historical Support Branch, U.S. Army Center of Military History, "Quiet Service: A History of the Functions of the Administrative Assistant to the Secretary of the Army, 1789–1988," unpublished typescript, n.d., AF/HOH, 1, 18–19. The *Official Register of the United States* does not indicate that there was an administrative assistant position within the Office of the Assistant Secretary of War for Air. During World War II, there had been a Management Control office under the Air Staff that seems to have approximated several of the functions of what became the Office of the Administrative Assistant. Branches of the Management Control office were Administrative Services, Organizational Planning, Operations Analysis, Manpower, Statistical Control, and Air Adjutant General. Military officers headed all of these sections. *Air Force*, January 1944, 33.

10. U.S. Air Force, *Report of the Secretary of the Air Force to the Secretary of Defense for the Fiscal Year 1948 (1 July 1947–30 June 1948)* (Washington, DC: U.S. Government Printing Office, ca. 1948), 279–80.

11. Wolk, *Planning and Organizing the Postwar Air Force*, 185; OSAF history, 1947–50, 1:3–4, 10; "History of the Office of the Secretary of the Air Force, September 18, 1947, through June 30, 1950," typescript, National Archives, RG 340, entry P5, box 5, p. 65 (hereafter OSAF history, 1947–50 [NA]).

12. "History of the Office of the Secretary of the Air Force, 1 July 1950–30 June 1951," draft, typescript, AF/HOH, 12, 23 (hereafter OSAF history, 1950–51); Neufeld, *Office of the Secretary of the Air Force Organizational and Functional Charts*; OSAF history, 1947–50 (NA), 62. Before Air Force independence, while Symington was still assistant secretary of war for air, he had sent then-Colonel Montgomery to the United Kingdom to meet with senior officials of the Royal Air Force and learn from their experience as an autonomous air service. Watson, *Office of the Secretary of the Air Force*, 47.

McLaughlin headed the Office of the Administrative Assistant through 1963, serving seven secretaries of the Air Force, and was a significant figure in the formation and early development of the Air Force as an independent service. Zuckert observed in a 1986 interview that McLaughlin was “a darn good bureaucrat” who “knew where all the bodies were hidden.” McLaughlin wrote in a 1962 article that in the late 1940s, a “small, closely knit organization” managed the Department of the Air Force “with a minimum of paperwork.” Secretary Symington emphasized four basic concepts: functionality, flexibility, decentralization, and simplicity. According to McLaughlin, Symington had a “special ‘in the family’ camaraderie” with General Spaatz and his successor, Gen. Hoyt S. Vandenberg, that facilitated coordination between the administrative and operational sides of the Air Force. Nevertheless, Symington was a “dominant person,” as Zuckert put it, and “everybody knew who was the boss.”¹³

Symington assigned the Office of the Administrative Assistant a couple of significant tasks from the very beginning that it continues to perform to the present: management of personnel and space allocation within the secretariat. As a 1950 history of the founding period put it, “Since all secretariat offices were established and organized at approximately the same time or at close intervals of each other, the problem of space and manning was urgent for each office.” Staffing positions was challenging, as many people, both civilians and reservists, who had worked in government during World War II had gone back to their home states. Zuckert recalled that “we had people coming into big jobs in Washington after the war who had never served in a top headquarters in their life.”¹⁴

Because of the lack of budgeting for personnel at the time of Air Force independence, as noted above, a 1948 report by the secretariat stated that “the interim policy of the Secretary provided for the initial manning of each office on an extreme austerity basis, and operating policy was limited to those areas which could not be delegated to appropriate sections” of the Air Staff. Symington gave preferential status to the Directorate of Public Relations, the Air Force Personnel Council, and the Office of the Administrative Assistant. McLaughlin’s background in personnel was invaluable, as the task for him and his colleagues was extensive. By the end of the fiscal year on June 30, 1948, staffing for the secretariat stood at 318, a quantum leap in eight months from the initial fifteen people. Of these,

13. “John J. McLaughlin Dies”; Zuckert interview, 7 (6th quote), 8 (5th quote), 32 (1st and 2d quotes); John J. McLaughlin, “Organization of the Air Force: A Revolution in Management,” *Air University Quarterly Review* 13, no. 3 (Spring 1962): 5 (3d and 4th quotes).

14. OSAF history, 1947–50 (NA), 65 (1st quote); Zuckert interview, 19 (2d quote). As the 1950 paper put it, “Perhaps the greatest achievement of this office [of the Administrative Assistant] was the laying out and equipping of the offices of the secretariat. Next, of course, was the procurement, training, and placement of the personnel necessary to round out each office.” OSAF history, 1947–50 (NA), 66.

121 (sixty-eight civilian, fifty-three military) came in phased transfers of billets from the Department of the Army as the Air Force began picking up more of the responsibilities previously carried out by the Army Air Forces, while 197 (114 civilian, eighty-three military) held newly filled positions. All of these people had to have places to work, which made the task of space management nearly as challenging as that of staffing.¹⁵

In an administrative history of the first ten years of Office of the Secretary, Harry M. Zubkoff, a long-time employee of the Office of the Administrative Assistant best known as the compiler of *Current News*, wrote in 1957 that at the time of Air Force independence, the service had taken “a fresh approach to the organization of the Secretariat and to the problem of providing civilian control in a military establishment.” Unstated was that budgetary constraints left Symington and his small staff little choice but to innovate. According to Zubkoff, “Unlike the Army or Navy, whose civilian managers employed extensive backup organizations to gather information on which to base their decisions, the Air Force adopted a concept of providing civilian policy guidance, with the military Air Staff performing the operational details, making backup studies, and developing recommendations.”¹⁶

As a result of this approach, the Air Force had the smallest staff among the three service secretariats, but also blurred lines of responsibility. In a much more candid piece that he wrote after he retired, Zubkoff recalled that in the early years, the Office of the Secretary had “all kinds of organizational problems” while “trying to adjust its staff to get out from under the Army and do the military things.” He observed that “there was a lot of confusion about who was responsible for what.” The civilians had no roles in operational affairs, while the military side “had some partial responsibility and a lot of interest in administrative matters.” Zubkoff credited Assistant Secretary Zuckert, who stayed with the office until February 1952, with working out the “original ground rules” and soothing tensions among senior officials in the secretariat and on the Air Staff. Nevertheless, confusion about roles and responsibilities continued well into the 1950s, issues that led to a McLaughlin-directed study discussed below.¹⁷

As McLaughlin and his small staff tried to figure out personnel and space allocation puzzles in the early days of Air Force independence,

15. *Report of the Secretary of the Air Force to the Secretary of Defense for the Fiscal Year 1948*, 280–81.

16. “Administrative History of the Office of the Secretary of the Air Force,” typescript, draft by Harry M. Zubkoff, August 28, 1957, AF/HOH, p. 1 (hereafter OSAF history, 1957).

17. Harry M. Zubkoff, “Historical Notes Highlight Pentagon Players—Part 3,” *Foresights and Hindsight* from Harry, June 22, 2017, <http://foresightsandhindsight.blogspot.com/2017/06/historical-notes-highlight-pentagon.html>.

Secretary Symington assigned the Office of the Administrative Assistant another significant function that it has continued to oversee to the present: budgeting for the administration of contingency funds. McLaughlin submitted his first budget for the secretariat in November 1947, a document that outlined spending for fiscal year 1949.¹⁸

Another important duty for the Office of the Administrative Assistant was to coordinate paperwork. Maj. Robert W. Endsley, the first deputy administrative assistant, set up the Correspondence Control Branch to maintain records across the secretariat and develop suspense follow-up procedures. The operation began with only two mail clerks. The branch received official status in December 1947 within the Office of the Administrative Assistant and employed six civilians.¹⁹

The Office of the Administrative Assistant also established a central repository for classified documents, the Top Secret Control Office, in October 1947. The unit monitored all incoming and outgoing correspondence of high classification and maintained special files for the secretary's use. The secretariat transferred the Top Secret Control Office from the administrative assistant to the executive office in April 1949, but the function reverted to the administrative assistant in 1951 in the form of the Document Control Branch.²⁰

After President Truman approved the Air Force seal on November 1, 1947, Secretary Symington designated the administrative assistant as custodian of the emblem. He charged McLaughlin's office with establishing regulations and procedures for its use and with affixing the seal to department documents as required. The seal's first official use occurred on December 18, 1947, when McLaughlin affixed it to the commissions of Barrows, Whitney, and Zuckert.²¹

With the Office of the Administrative Assistant formally established in December 1947, McLaughlin brought in a team of management experts to review the component offices to determine their requirements. A study conducted in January 1948 resulted in the Office of the Administrative Assistant organizing into the following branches: Supply, Civilian Personnel, Military Personnel, Correspondence, and Office Services. The office also had a mess officer and a special projects officer. The mess officer was the originator of what became known as Air Force Mess Number

18. OSAF history, 1947–50 (NA), 65.

19. Ibid.

20. OSAF history, 1947–50, 1:10–11.

21. *Report of the Secretary of the Air Force to the Secretary of Defense for the Fiscal Year 1948*, 282–83; OSAF history, 1947–50, 1:2–3, 11. Truman had named Symington, Barrows, Whitney, and Zuckert on recess appointments in September, and the Senate did not formally approve their nominations until December. Watson, *Office of the Secretary of the Air Force*, 53.

One, now the Air Force Executive Dining Facility. As of 1948, the Office of the Administrative Assistant had an authorized strength of thirty-nine civilians, four officers, and seven enlisted airmen. At that time, however, it had only been able to hire sixteen civilians.²²

The Office of the Administrative Assistant functioned with these branches for a year and half before McLaughlin reorganized the staff in October 1949 to better meet the needs of the secretariat as they had developed. Civilian and military personnel consolidated into a single Personnel Branch, and the Supply Branch became the Services Branch, which was responsible for supplies and communications. McLaughlin eliminated the Office Services Branch and parceled its functions between the Personnel Branch and the newly created Management Branch. The Management Branch reviewed and analyzed procedural problems within the secretariat and produced studies as assigned on issues of budget, personnel, and space allocation. At the time of the restructuring, the Management Branch consisted of six civilians and one officer.²³

When Thomas Finletter succeeded Symington as secretary of the Air Force in April 1950, reorganization of the secretariat extended to the Office of the Administrative Assistant, which consolidated functions into three branches: Management, Administrative Services, and Correspondence Control. Administrative Services took on the personnel duties as well as the budgeting of contingency funds. At the end of June 1950, total staffing for the Office of the Administrative Assistant stood at fifty-three civilians, two officers, and three enlisted airmen.²⁴

The Korean War, which began the same month, prompted rapid expansion of the Air Force, which more than doubled the size of its military force within two years.²⁵ As noted above, Secretary Finletter made the Office of the Administrative Assistant a separate office within the secretariat in October 1950, and the office underwent ongoing reorganization to meet the increasing needs of the secretariat and the service, evolving into seven branches during 1951: Correspondence Control, Administrative Services, Supply (which separated from Administrative Services in May 1951), Management, Security (stood up in August 1951), Document Security, and Air Force Mess Number One. In one year, staffing for the Office of the Administrative Assistant increased from fifty-eight to 128, with seventy-nine civilians, nine officers, and

22. OSAF history, 1947–50, 1:12–13.

23. *Ibid.*, 1:13–14.

24. *Ibid.*, 1:14.

25. From July 1950 to July 1952, the Air Force personnel limit increased from 416,000 to 1,061,000, and the number of wings grew from forty-two (forty-eight authorized) to ninety-five. Watson, *Office of the Secretary of the Air Force*, 117; McLaughlin, “Organization of the Air Force,” 6.

forty enlisted airmen as of June 1951. Finletter also expanded the scope of responsibility for the Office of the Administrative Assistant in the spring of 1951 when he assigned McLaughlin and his staff to be available to advise the under secretary and the assistant secretaries on all matters under their respective jurisdictions.²⁶

Although civilian and military personnel recruitment and training remained together under the Administrative Services Branch, the branch split civilian and military personnel into separate sections to better meet the exigencies of wartime expansion. These two sections recruited and trained personnel for the secretariat, processed military assignments, promotions, and effectiveness reports, secured travel orders, and maintained personnel records and rosters.²⁷

The Management Branch analyzed procedural problems in the secretariat and recommended reallocation of responsibilities to better meet staffing needs with available personnel. The branch prepared mobilization staffing plans, developed a succession list for key civilian positions, reviewed the delegation of powers and responsibilities within the secretariat, developed informational and functional charts, and wrote policies, procedures, and administrative directives.²⁸

The new Security Branch formalized several duties that had not been permanently assigned. It authenticated security clearances across the secretariat, conducted security training, and monitored compliance with security instructions. Prior to the formation of the branch, the Office of the Air Provost Marshal had issued security clearances for the secretariat. The Security Branch also formed and equipped a security guard force, which numbered thirteen air police guards by March 1952, all enlisted airmen. The Security Branch did not remain under the administrative assistant for long, however, as the secretariat transferred it to the Air Staff in 1952. Nevertheless, the Office of the Administrative Assistant remained responsible for “security services” within the secretariat and with advising departments on security matters, although it did not have a branch devoted to these issues again until the 1980s.²⁹

26. OSAF history, 1950–51, 23, 25; “History of the Office of the Secretary of the Air Force from April 1, 1951, to June 30, 1951,” 2 vols., 1:4, AF/HOH. It is interesting that so much reorganization took place under Finletter, who Zuckert said was “not concerned with the business management of the Air Force.” Zuckert interview, 8.

27. OSAF history, 1950–51, 24.

28. *Ibid.*, 26.

29. OSAF history, 1950–51, 27–28; Department of the Air Force, “Department of the Air Force Organization and Functions (Chartbook),” Headquarters Pamphlet 21-1, October 1960, vii (quote) (hereafter Chartbook [date]); Office of the Secretary of the Air Force Key Personnel Telephone Directory, January 22, 1952, p. 4; Department of Defense Telephone Directory, December 1987, O-148. All directories cited here and below can be found in the AF/HOH library.

Air Force Mess Number One was a self-supporting mess that catered to the secretary and under secretary of the Air Force, the Air Force Chief of Staff, and their invited guests. The Office of the Administrative Assistant had a mess officer from at least January 1948, and there seems to have been a formal mess for the secretary by 1950. The mess expanded under Secretary Finletter and had grown to a staff of twelve by mid-1952.³⁰

Reorganization continued in 1952, both within the Office of the Administrative Assistant and across the secretariat. McLaughlin rolled administrative functions into an Administrative Services Division, which included the Personnel and Services Branch, the Supply and Equipment Branch, and Air Force Mess Number One.³¹

An Administrative Management Division briefly existed for the first part of 1952. It included Correspondence Control, which McLaughlin broke out as a separate division by September 1952; the Management Branch, which remained as the Management Office through mid-1953 before it disappeared, its functions absorbed by other offices; and the Security Branch, which the secretariat transferred to the Air Staff in 1952, as noted.³²

As Correspondence Control became a division, it initially included a Document Security Branch and a Correspondence Control Branch, which became the Mail and Records Branch in 1953 and then separated into a Mail Branch and a Records Branch in 1954. The secretariat transferred the Document Security Branch to the Office of the Air Adjutant General in late 1953 or early 1954.³³

The secretariat had formally established the Special Projects Office in April 1949 under the Office of the Special Military Assistant. Its initial assignments were to prepare the annual report of the Office of the Secretary of the Air Force and provide research for the secretary. In February 1952, Secretary Finkletter moved the Special Projects Office to the Office of the Administrative Assistant. By 1955, Special Projects had become the Research and Analysis Division.³⁴

At some point between 1952 and 1953, the secretariat moved the Air Force Board for Correction of Military Records from the Office of the Assistant Secretary of the Air Force (Management) to the Office of the

30. OSAF history, 1950–51, 30.

31. Secretary of the Air Force Key Personnel Telephone Directories, 1952–54.

32. Secretary of the Air Force Key Personnel Telephone Directories, 1951–53.

33. Secretary of the Air Force Key Personnel Telephone Directories, 1952–54; Department of Defense Telephone Directory, April 1955, C–61.

34. John J. McLaughlin, Office Memorandum 20-11, April 21, 1949, AF/HOH; McLaughlin, Office Memorandum 20-11, Supplement 1, February 20, 1952, AF/HOH; Secretary of the Air Force Key Personnel Telephone Directories, 1950–54; Department of Defense Telephone Directory, April 1955, C–61.

Administrative Assistant. Whether this reassignment took place by order of the new secretary of the Air Force, Harold E. Talbott, is unclear. Most of the reorganization within the Office of the Administrative Assistant had already taken place before the inauguration of President Dwight Eisenhower in January 1953. Talbott and his new under secretary and assistant secretaries took office in February.³⁵

The secretariat transferred the Air Force Printing Committee from the Office of the Assistant Secretary (Materiel) to the Office of the Administrative Assistant in February 1952. This department became known as the Air Force Committee for the Improvement of Paperwork in 1955 but was back as the Printing Committee by 1959.³⁶

A new entity the secretariat placed under the Office of the Administrative Assistant in 1953 was the Air Force Civilian Attorney Qualifying Committee, which the Air Force had created a year earlier. This board of civilian attorneys, appointed by the secretary of the Air Force, continues to the present and approves the appointments, promotions, and assignments of personnel in civilian attorney positions across the service. It remained under the Office of the Administrative Assistant for fifteen years.³⁷

By 1952–53, the Office of the Administrative Assistant had evolved into the structure it would have for a quarter century. By 1955, the three divisions had the names they would carry forward: Administrative Services, Correspondence Control, and Research and Analysis. Names of the divisions changed in the 1960s and 1970s, and branches under them came and went, but the office operated with three divisions quite similar to these that McLaughlin constituted until the divisional structure began to dissolve in the late 1970s.

The Special Projects Office was already gaining notice in expanding circles by the time Secretary Finletter transferred it to the Office of the Administrative Assistant in 1952. The “special projects” started in early 1948 with one colonel who provided research for the secretary for speeches and congressional testimony and wrote the first yearly report for the Office

35. Secretary of the Air Force Key Personnel Telephone Directories, 1950–53. The history Zubkoff drafted in 1957 gave details on when the secretariat founded the board but did not note when it came under the auspices of the Office of the Administrative Assistant. Assistant Secretary Zuckert established the board on November 30, 1948. On February 24, 1949, Secretary Symington conferred the powers of the board to Zuckert that Transfer Order No. 23 had given Symington. This order had transferred the function of correction of military records related to airmen from the Army to the Air Force. OSAF history, 1957, 51–53.

36. Secretary of the Air Force Key Personnel Telephone Directories, 1952–54; Department of Defense Telephone Directories, 1955–59.

37. Secretary of the Air Force Key Personnel Telephone Directory, July 20, 1953, 8; OSAF history, 1957, 53–54; Air Force Instruction 51-107, “Employment of Civilian Attorneys,” October 24, 2011, 7, http://static.e-publishing.af.mil/production/1/af_a3_5/publication/afi51-107/afi_51-107.pdf. Prior to the establishment of this committee, a joint committee with members from the Army and the Air Force had carried out these functions. OSAF history, 1957, 53.

of the Secretary. A second colonel joined the operation in the fall of 1948, and the secretariat formalized the Special Projects Office in April 1949 under the Office of the Executive Assistant. The office began keeping files on key national defense subjects and personalities and initiated a small clippings service for Secretary Symington, an operation that blossomed when the officers hired a civilian, Harry Zubkoff, in 1950 to take over the duties. Zubkoff reviewed newspaper coverage each morning of Air Force- and national security-related matters and briefed Secretary Finletter. He expanded the clippings file with an edition for General Vandenberg as well. Soon, the other members of the Joint Chiefs and the secretary of defense wanted copies, and Finletter assigned Zubkoff a couple of enlisted airmen to help with the expanding task. One was MSgt. Amabel Earley, who became the namesake of the “Early Bird” morning edition. Within a few years, their *Current News*, initially a mimeographed newsletter, was going all over the Pentagon and beyond, reaching a circulation of 20,000 by the time Zubkoff retired in 1986. For many years, Zubkoff also wrote the annual report for the Air Force.³⁸

Even as McLaughlin was reorganizing the Office of the Administrative Assistant in the early 1950s to meet the evolving needs of the secretariat, he feared that expansion of the Office of the Secretary was getting out of hand and creating a heavier workload for many, including his staff. McLaughlin put his concerns into a memorandum for Assistant Secretary Zuckert in January 1952. One issue was the growing number of deputies within the secretariat. At that time, Zuckert had six, the other assistant secretary had two, and a special assistant had two. According to McLaughlin, the deputy positions decentralized operations that could be handled more efficiently through his office, caused problems with communications, created overlapping responsibilities, and risked the rise of small administrative empires within the secretariat.³⁹

There was a fair amount of turnover in the Office of the Secretary of the Air Force during the 1950s as Donald A. Quarles, James H. Douglas Jr., and Dudley C. Sharp followed Finletter and Talbott in relatively short terms as secretary. There was also restructuring across the Pentagon with the Department of Defense Reorganization Act of 1958 and its implementation in 1959. These developments had little immediate impact on the Office of

38. John J. McLaughlin, Office Memorandum 20-11, April 21, 1949, AF/HOH; McLaughlin, “Special Projects Office,” memorandum, July 27, 1951, AF/HOH; Harry M. Zubkoff, “Historical Notes Highlight Pentagon Players—Parts 1–3,” *Foresights and Hindsight* from Harry, <http://foresightsandhindsight.blogspot.com/2017/06/>; Richard Scheinin, “Harry Zubkoff and His Pentagon Papers,” *Washington Journalism Review*, March 1985, 34–35, <https://www.cia.gov/library/readingroom/docs/CIA-RDP90-00845R000100200001-4.pdf>.

39. Watson, *Office of the Secretary of the Air Force*, 167.

the Administrative Assistant, however, which kept the same structure and primary functions outlined above through the rest of the decade.⁴⁰

McLaughlin had anticipated further Defense reorganization under President Eisenhower and had lobbied as early as May 1953 for a study of the responsibilities of the secretariat and the Air Staff. Many in the secretariat had complained for years about what Air Force historian George M. Watson Jr. called “the lack of clear authority lines.” Watson noted that “growing confusion frustrated workings between the OSAF [Office of the Secretary of the Air Force] and the Air Staff and had damaging effects on specific areas such as procurement.” It took three years after McLaughlin’s first suggestion, however, until Secretary Quarles approved such a study.⁴¹

McLaughlin and his staff completed “The Secretary of the Air Force-Air Staff Relationship Study” in October 1956. It found significant disagreement about roles and responsibilities of the secretariat and the Air Staff, even within each office. Secretary Quarles formed a study group to follow up on the survey, but it had little success finding common ground. As Watson observed, the 1956 study had “identified a disease, but not a cure. However, by airing complaints, it allowed many offices within both the OSAF and the Air Staff the opportunity to recognize that they shared similar problems.” The root of many of them was the increasing power and reach of the Office of the Secretary of Defense, an issue exacerbated by the Department of Defense Reorganization Act of 1958 but not of full-measure impact until the 1960s.⁴²

The election of John F. Kennedy in 1960 brought a founding executive back to the secretariat: Eugene Zuckert, who took office as Kennedy’s secretary of the Air Force in January 1961. Faced with not only the growing power of the Department of Defense but also with a strong and often inflexible secretary of defense in Robert S. McNamara, Zuckert longed for a return to the days when more authority had rested in the hands of the service secretaries, as had existed when he worked for Secretary Symington. Zuckert had McLaughlin and his staff draft an article for *Air University Quarterly Review* that outlined a “revolution in management” of the Air Force that pointed back to the earlier model.

40. For an account of the functions of the Office of the Administrative Assistant as for 1957, see OSAF history, 1957, 47–54. As for the impact of the legislation, George Watson wrote that “the OSAF under Secretaries Douglas and Sharp did not appear to be radically affected by the 1958 Defense Reorganization Act. The Air Secretary’s power was dwindling to be sure, but there was no tyrannical hand within the OSD [Office of the Secretary of Defense] making life any more uncomfortable than it had been for Secretary Quarles. The final evaluation and implementation of the two reorganization acts of the 1950s would be left to the next administration’s Secretary of Defense, Robert S. McNamara.” Watson, *Office of the Secretary of the Air Force*, 202–3.

41. Watson, *Office of the Secretary of the Air Force*, 167–68.

42. Ibid., 168–74 (quote, 174).

The draft of the article bore Zuckert's name, but it appeared in print in 1962 under McLaughlin's.⁴³

All was not well between the former colleagues, however, and disagreements boiled over in 1963. According to Zuckert, McLaughlin was "doing all sorts of crazy things," which the secretary attributed to the administrative assistant becoming "mentally disturbed, or an alcoholic, or both." McLaughlin made a threat on Zuckert's life, one Zuckert took so seriously that he had security guard his house that night. Zuckert conceded that "I stuck with him too long," but after this incident, McLaughlin had to go. In October 1963, the Air Force lost the only administrative assistant in its sixteen-year history. McLaughlin's deputy, Joseph P. Hochreiter, served as acting administrative assistant until February 1964.⁴⁴

Despite the unfortunate end to McLaughlin's career, his influence on the Office of the Administrative Assistant was profound. He launched and cultivated it, and the structure he developed for it in the early 1950s remained in place long after he left civilian service with the Air Force.

Secretary Zuckert filled the administrative assistant position from the Air Staff, naming John A. Lang Jr., who had been the deputy for Reserve and ROTC affairs, to replace McLaughlin. Lang was a North Carolina native, born in 1910. He had enlisted in the Army Air Forces as a private in 1942 and was a major when he left active duty in 1946. Lang accepted a commission in the Air Force Reserve and rose to the rank of major general. Before he joined the Air Staff in 1961, he had served on staffs of several U.S. congressmen between 1947 and 1961.⁴⁵

According to Zuckert, "everyone liked" Lang, who "represented a calming influence after McLaughlin." Lang "had a lot of energy, and people would work for and with him." Zuckert said that he called Lang "Magnolia Blossom" because of his "southern accent and that line of bullshit he handed out." He described Lang as "a good soldier" and also as someone who "loved the Air Force; the Air Force was his passion."⁴⁶

43. McLaughlin, "Organization of the Air Force," 3. The draft listing Zuckert as the author is in the files at AF/HOH. Whether Zuckert shifted authorship credit in appreciation of McLaughlin's effort or in an attempt to avoid direct responsibility for it in McNamara's eyes is unknown. For McNamara's impact on the secretariat, see Watson, *Office of the Secretary of the Air Force*, 205–44; for Zuckert's frustrations about the limited power of the service secretaries by the time he was in office, see Zuckert interview, 3–19.

44. Zuckert interview, 32. McLaughlin's obituary stated that he retired from his position with the Air Force, although he was only forty-four years old at the time. McLaughlin died tragically in 1972 from injuries sustained when he was hit and pinned by his own car while trying to stop it from rolling out of his driveway. "John J. McLaughlin Dies." According to Zubkoff, Zuckert fired McLaughlin. Elaine Blackman, "Harry's Wrap of '50s Pentagon Memories—Part 4," *Foresights and Hindsight* from Harry, June 29, 2017, <http://foresightsandhindsight.blogspot.com/2017/06/harrys-wrap-of-50s-pentagon-memories.html>.

45. Lang official Air Force biography, AF/HOH.

46. Zuckert interview, 39.

The Research and Analysis Division of the Office of the Administrative Assistant grew during the 1960s, to a staff of twenty-eight by 1968. A series of Air Force officers continued to serve as division director, as they had since the section's inception. Harry Zubkoff recalled that "every one of them was a sharp, intelligent, top-notch guy," as all had been hand-picked for the prestigious assignment of directly supporting the secretary of the Air Force. The best known of these officers was Col. John L. Frisbee, who became editor of *Air Force Magazine* after he retired from the service. Murray Green, the long-time civilian deputy director, and Zubkoff provided continuity for the staff. In addition to the *Current News* service, which expanded in the 1960s (see below), the division's primary focus remained writing and research support for the secretariat, including the preparation of speeches and special reports for the secretary of the Air Force, as well as the annual posture statements for Congress. Green tracked public reaction to defense-related issues, including the Vietnam War, for Zuckert's successor, Secretary Harold Brown.⁴⁷

The Research Branch of the Research and Analysis Division had its tasks expanded in 1963 when Secretary McNamara designated the Air Force as executive agent for the Department of Defense for dissemination of military-related news stories. Prior to that time, the Joint Chiefs, the Office of the Secretary of Defense, and each service secretariat had its own clippings service. McLaughlin had suggested consolidation of Pentagon news gathering under the Air Force as early as 1953, but it took a decade before anyone acted on the idea. With McNamara's designation, *Current News* and the "Early Bird" edition circulated more widely in the Pentagon and to other government agencies, extending the responsibilities of branch head Zubkoff and his small staff.⁴⁸

47. File of correspondence concerning the presentation of the Legion of Merit to Lt. Col. Larry J. Larsen, IRIS no. 01097707, Air Force Historical Research Agency (AF/HRA), Maxwell Air Force Base, AL; Blackman, "Harry's Wrap of '50s Pentagon Memories—Part 4" (quote); "John Frisbee dies at 83," *Washington Post*, August 31, 2000; "Murray Green, 86, Analyst, Historian for the Air Force," *Baltimore Sun*, October 26, 2002.

48. John J. McLaughlin, memorandum for Under Secretary James H. Douglas Jr., April 1, 1953, AF/HOH; James H. Douglas Jr., memorandum for John J. McLaughlin, April 2, 1953, AF/HOH; Elaine Blackman, "Dad's Advice on Reading and Speeding it Up (and Why JFK Called Him on It)," June 20, 2015, Foresights and Hindsight, <http://foresightsandhindsight.blogspot.com/2015/06/dads-advice-on-reading-and-speeding-it.html>; Scheinin, "Zubkoff and His Pentagon Papers," 35. The office had authority as executive agent for national security news analysis under Department of Defense Directive 5160.52. According to those who knew both men, there was a long-standing professional rivalry between Murray Green and Zubkoff. The Scheinin article has Green taking credit for overseeing *Current News* until his retirement in 1970, which he technically did as deputy director of the division, but by all accounts, Zubkoff ran the operation from its inception. Several articles support this point; see for example "A Pentagon Newspaper Consisting of Clippings," *New York Times*, July 6, 1983.

Secretary McNamara brought Zubkoff and his clippings service to the attention of senior officials at the White House, particularly McGeorge Bundy, the special assistant for national security affairs, and Pierre E. Salinger, the president's press secretary. Salinger called Zubkoff regularly to ask him to look for various items in the publications he reviewed, and Zubkoff began sending Salinger several dozen articles a day for the press secretary to share with President Kennedy. One day Salinger phoned Zubkoff and put Kennedy on the line. "These articles you send me, do you read them all yourself?" the president asked. When Zubkoff said that he did, Kennedy asked him how fast he read, stating that he had a hard time keeping up with all the news clippings in addition to everything else he had to review. Zubkoff asked the president if he wanted him to cut back on the number of articles he was sending. "No, no," Kennedy replied, "I just want to be sure that you suffer as much as I do. Keep it coming."⁴⁹

The increased visibility brought more assignments. Zubkoff said that many times across his career, senior staffers asked for his office to prepare position papers for secretaries of defense and even presidents, and on occasion he drafted national security sections of presidential speeches. After the assassinations of Martin Luther King Jr. and Robert F. Kennedy in 1968, President Lyndon B. Johnson formed the U.S. National Commission on the Causes and Prevention of Violence, chaired by Milton S. Eisenhower. According to Zubkoff, his office was "deeply involved" in the commission's study.⁵⁰

In the 1960s, the secretariat also became engaged in a project that had a much lower public profile; in fact, the federal government did not acknowledge the existence of the National Reconnaissance Office (NRO) until 1992.⁵¹ President Eisenhower approved formation of the NRO in August 1960 to coordinate Air Force and Central Intelligence Agency space reconnaissance efforts. Joseph V. Charyk, the under secretary of the Air Force, became dual-hatted as the first director of the NRO, reporting directly to Secretary of Defense Thomas S. Gates Jr. on NRO matters.⁵² When the Kennedy administration came into office in January 1961, McNamara informed Zuckert that Charyk would remain the under secretary. As Zuckert put it, Charyk was "cognizant of a lot of things which McNamara felt would be very hard to transfer to someone else,

49. Blackman, "Dad's Advice on Reading and Speeding it Up."

50. Elaine Blackman, "Letter to Professors Shed More Light on Harry's Life," September 8, 2016, Foresights and Hindsights from Harry, <http://foresightsandhindsights.blogspot.com/2016/09/letters-to-professors-shed-more-light.html>.

51. "Out of the Black: The Declassification of the NRO," National Security Archive, September 18, 2008, <https://nsarchive2.gwu.edu/NSAEBB/NSAEBB257/index.htm>.

52. Robert L. Perry, *Management of the National Reconnaissance Program, 1960–1965* (1969; repr., Washington, DC: National Reconnaissance Office, 1999), 13–15.

such as the ‘black programs.’”⁵³ With the exception of just a couple of periods, the under secretaries of the Air Force remained the directors of the NRO through 1986.⁵⁴

The Office of the Administrative Assistant became the conduit for Air Force involvement with the NRO. Air Force personnel, both military and civilian, who worked in the “black world,” as it came to be known, were officially assigned to the Office of the Administrative Assistant. As William A. Davidson Jr., who became the administrative assistant in 1994, later put it, “The original part of [SAF/AA] working ‘black programs’ starts with the NRO relationship, and trying to act as the cover mechanism for that so they could legitimize all the activities that would occur.” According to Davidson, “They used to call it the ‘Green Door,’ which was special assignments anywhere; it covered assignments if we didn’t want someone to know who the people were. If you were out on cover with some other agency, you’d get assigned through that process, and they’d ensure you were taken care of.” The military assistant in the Office of the Administrative Assistant and his executive officer coordinated much of this activity.⁵⁵

As the office’s portfolio expanded, Lang undertook some minor reorganization of the Office of the Administrative Assistant in 1965–66 that had more to do with streamlining than with extensive changes of function. Administrative Support became the Management Division, while Correspondence Control transitioned to become the Executive Support Division. Research and Analysis remained as it was, printing moved under Executive Support, and the Air Force Board for Correction of Military Records and the Air Force Civilian Attorney Qualifying Committee remained separate offices that reported directly to Lang. In 1968, the secretariat placed the Board for Correction of Military Records under the Office of the Assistant Secretary (Manpower and Reserve Affairs) and made the Civilian Attorney Qualifying Committee a separate entity, associated with other committees and boards.⁵⁶

The Department of the Air Force publication of “Organizations and Functions” (Chartbook) as of December 1969 stated that the Office of the Administrative Assistant was “responsible for management and administration” of the Office of the Secretary. The first of several specific duties listed was administering contingency funds, followed by “developing

53. Zuckert interview, 19.

54. Charyk, Brockway McMillan, John L. McLucas, James W. Plummer, Hans M. Mark, and Edward C. “Pete” Aldridge Jr. all served concurrently as under secretary and director of the NRO. “NRO Directors,” National Reconnaissance Office, <http://www.nro.gov/history/csnr/leaders/directors/index.html>.

55. William A. Davidson Jr., interview with Priscilla D. Jones and Kenneth H. Williams, February 26, 2018, AF/HOH (hereafter Davidson interview).

56. Department of Defense Telephone Directories, 1966–68.

and maintaining the continuity of the operations plan” for the secretariat. The next item the Chartbook highlighted was the Defense-wide clippings and news service, which continued to have the formal agency McNamara had given it, under the guidance of the Office of the Assistant Secretary of Defense (Public Affairs). Other duties included control of the Air Force order system; coordinating Air Force responses to questions from the White House and the Office of the Secretary of Defense; reviewing “miscellaneous claims against the Air Force,” including those under the Military Claims Act, and announcing the decisions for the secretary; and custody and control of the Air Force Seal, which the office had maintained since 1947. After Congress passed the Freedom of Information Act in 1967, the secretariat placed the Office of the Administrative Assistant in charge of reviewing FOIA requests involving the Air Force and announcing the decisions of the secretary.⁵⁷

Thomas W. Nelson joined the Office of the Administrative Assistant around the time of the reorganization in 1966 as chief of the newly constituted Management Division. He became the acting deputy administrative assistant in 1969, the permanent deputy in 1970, and followed Lang as the administrative assistant when Lang retired in 1971. Nelson had been born in Idaho in 1921, received the Bronze Star and the Purple Heart while serving in the Army as an enlisted man during World War II, and had begun working as a civilian in personnel for the Air Force in 1948.⁵⁸

Nelson oversaw more reorganization in the first part of the 1970s as the Executive Support Division became the Administrative Systems Division. The Office of the Administrative Assistant also opened what it labeled the Executive Agency Service department, with Zubkoff dual-hatted as the head of this area as well as Research and Analysis. The latter division by this stage was fully focused on news gathering and dissemination, while the military-staffed component that previously had been under Research and Analysis moved to the Executive Agency Service as the Policy Analysis Group. This section continued to write speeches and presentations for the secretary, as well as reports for Congress. Zubkoff himself was a point person for both the news and the research sides of the operation. People from the secretariat, the Air Staff, and other areas of the Pentagon came to him when someone needed information on a subject quickly. Zubkoff had the files, institutional memory, and connections to get questions answered.⁵⁹

57. Chartbook, December 31, 1969, 12 (dated August 1968); “Office of the Secretary of the Air Force,” Air Force Fact Sheet 75–18, October 1975, 7–8.

58. Nelson official Air Force biography, AF/HOH. Upon his retirement, Lang took a senior administrative position at East Carolina University. Zuckert interview, 39.

59. Department of Defense Telephone Directories, 1971–75; Davidson interview. Henry A. Kissinger, who had served with Zubkoff in a U.S. Army Counter Intelligence Corps unit during World War II, got Zubkoff to let his researchers use Zubkoff’s files as they helped Kissinger prepare the volumes of his memoirs. Scheinin, “Zubkoff and His Pentagon Papers,” 34.

During this period, the secretariat was “pretty casual,” according to William Davidson, and the Office of the Administrative Assistant was “fairly laid back.” The secretariat as a whole was only around 320 people. Unlike during the 1950s when there was overlap and confusion about roles between the secretariat and the Air Staff, by the 1970s, “the two staffs operated totally independently,” Davidson recalled. “It was literally completely divided, except at the very top.”⁶⁰

When Nelson retired in January 1980, his deputy, Robert W. Crittenden, became the acting administrative assistant. At some point around this transition period, Antonia Handler Chayes, the under secretary of the Air Force, led an internal study that concluded that the Office of the Administrative Assistant should be abolished, with its functions parceled across the secretariat. Secretary Hans M. Mark disagreed with Chayes’s finding but understood that he would have to bring in someone from the outside to institute reforms.⁶¹

Mark had known Robert L. McCormick since McCormick had been the executive officer for the assistant secretary for research and development in the early 1970s. When McCormick, an Iowa native who rose to the rank of colonel in the Air Force, retired from active duty in 1975, Mark had helped him get hired in a senior administrative position with the National Aeronautics and Space Administration, where Mark worked at the time as director of NASA’s Ames Research Center. In August 1980, Mark brought McCormick to the secretariat as the new administrative assistant.⁶²

Davidson, who came to the Office of the Administrative Assistant in 1983 as a military executive officer, described McCormick as “pretty intense and very organized,” a change for a staff used to a slower pace under Nelson. McCormick transferred Crittenden and brought in new people to oversee several areas, including personnel and the mess. “Those types of things got changed,” Davidson recalled, “not necessarily organizational structures,” as McCormick sought to make the operation “more professional.”⁶³

There was room for organizational innovation because the divisional architecture that John McLaughlin had developed for the Office of the Administrative Assistant three decades earlier was breaking down by the time McCormick took office. Most of the authority had shifted from the divisional level to various branches, several of which had become little fiefdoms. The office continued to perform the same functions, but by 1982, the formal structure under three divisions was gone. When McCormick

60. Davidson interview.

61. Ibid.

62. Ibid.; McCormick official Air Force biography, AF/HOH.

63. Davidson interview. Al C. Sisneros, who McCormick hired, ran what became the executive dining facility for nearly thirty years.

oversaw reorganization in 1987 as the Air Force began implementing the Goldwater-Nichols Act, the new hierarchy for the Office of the Administrative Assistant was built around branches, not divisions.⁶⁴

In terms of personnel, the largest of the fiefdoms was what had become known as the News Clipping and Analysis Service. McCormick and Zubkoff already knew each other from McCormick's tour in the secretariat in the early 1970s and became "very close," according to Davidson. McCormick encouraged expansion of the office's publications and of their dissemination. Zubkoff also had a direct relationship with Caspar Weinberger, who became secretary of defense in 1981. Like nearly all the senior leaders during the period, Weinberger awaited delivery of the news summary every morning. "We used to call it 'management by the Early Bird,'" Davidson recalled, as the senior executives read the newsletter while on the way to the office "so they knew what their work was going to be," what issues were the most pressing.⁶⁵

In fact, embarrassing stories about activities of another service prompted what became the most significant change in the Office of the Administrative Assistant during this period. An Army secret operation in the early 1980s known as Yellow Fruit, which supported the Contras in Nicaragua and included some of the early money-laundering activities related to those of the Iran-Contra scandal, had been the subject of an internal Pentagon investigation for two years when news of Yellow Fruit reached the press in 1985.⁶⁶ With the Air Force determined to avoid similar irregularities and scandal with its "black programs," the under secretary, Edward C. "Pete" Aldridge Jr., who was also director of the NRO, asked Davidson to undertake "a study and build an oversight mechanism that would ensure that the Air Force wouldn't run into those kinds of problems." Davidson's background was with the Office of Special Investigations, and he had been detailed to the NRO in the 1970s as its chief of polygraph, so he had a good understanding of its organization and security apparatus. Davidson was due to rotate out of the Office of the Administrative Assistant to another military assignment, but Aldridge told

64. Department of Defense Telephone Directories, 1980–87; Davidson interview.

65. Davidson interview (quotes); McCormick nomination for Federal Executive of the Year, 1984, courtesy of William A. Davidson Jr.; James Burton, *The Pentagon Wars: Reformers Challenge the Old Guard* (Annapolis, MD: Naval Institute Press, 1993), 95–96; Scheinin, "Zubkoff and His Pentagon Papers," 33.

66. Caryle Murphy and Charles R. Babcock, "Army's Covert Role Scrutinized," *Washington Post*, November 29, 1985; Jeff Gerth, "Pentagon Linking Secret Army Unit to Contra Money," *New York Times*, April 22, 1987; Michael Smith, *Killer Elite: The Inside Story of America's Most Secret Special Operations Team* (New York: St. Martin's, 2006), 110–17; William M. LeoGrande, *Our Own Backyard: The United States in Central America, 1977–1992* (Chapel Hill, NC: University of North Carolina Press, 1998), 385–87.

him that he would be staying and standing up the new program. Newly promoted Colonel Davidson became head of the Department for Security and Investigative Programs (SAF/AAZ). Upon retirement from the service in 1990, Davidson became the deputy administrative assistant, and he succeeded McCormick as administrative assistant in 1994.⁶⁷

As Air Force involvement in classified programs grew, so did the complexity of tracking the funding for them. The Office of the Administrative Assistant had been in charge of the service's contingency funds since the founding of the Air Force, but McCormick instituted expanded controls and ordered regular audits. His system of safeguards became a model for other areas of the Air Force and across the Department of Defense.⁶⁸

From its interim status in 1947 through the first four decades of the Air Force, the Office of the Administrative Assistant emerged as an integral part of the operation of the service. Its greatest power came to rest in its control of contingency funds, but its influence through the array of services that came under its auspices grew wider as years passed, even more so as the "black programs" expanded. The office's most widely known operation, the news and clippings service, continued for several years after Zubkoff's retirement in 1986 but eventually transitioned to the public affairs office of the Department of Defense and has since ceased.

67. Davidson interview (quote); Davidson official Air Force biography, AF/HOH.

68. McCormick nomination for Federal Executive of the Year, 1984.

The Administrative Assistant to the Secretary of the Air Force: Goldwater-Nichols and Beyond

Priscilla D. Jones

INTRODUCTION

Since the establishment of the U.S. Air Force in September 1947, the administrative assistant to the secretary of the Air Force (SAF/AA) has represented departmental continuity and institutional memory. By March 2018, eight men and one woman had been sworn in as administrative assistants and/or as acting administrative assistants. The tenures of the three longest-serving administrative assistants, William A. Davidson, John J. McLaughlin, and Robert J. McCormick, totaled forty-seven years of the service's seventy-one-year history.¹

Several recurring themes run through the history of SAF/AA. One, as mentioned, is continuity, from one Air Force secretary to another; from one Air Force chief of staff to another; from one president to another. From August 1980 through March 2018, the tenures of four administrative assistants—McCormick, Davidson, Timothy A. Beyland, and Patricia J. Zarodkiewicz—intersected those of twenty-two secretaries and/or acting secretaries of the Air Force; thirteen chiefs of staff or acting chiefs of staff; and seven presidents. In Davidson's view, the "number one job" of the administrative assistant is to be "the long-term . . . advisor" to each Air Force secretary; "the rest of it is secondary."²

Another recurring theme is an aspect of an Air Force-wide issue: how can the business of the department be done more effectively? How can

The author thanks colleagues Yvonne A. Kinkaid, Helen T. Kiss, Randy E. Richardson, Jean A. Mansavage, Kenneth H. Williams, and William C. Heimdahl (AF/HO retired) for their contributions to this study.

1. Davidson served as acting SAF/AA from Apr 1–Jun 14, 1994 and as SAF/AA from Jun 15, 1994–Sep 30, 2011 (though he returned, until his official Nov 1 retirement date). McLaughlin served as SAF/AA from Sep 27, 1947–Oct 4, 1963. McCormick served as SAF/AA from Aug 25, 1980–Mar 31, 1994). *Headquarters United States Air Force Key Personnel*, updated by Maj Laura E. Cox (Washington, DC: Air Force Historical Studies Office, Jan 2013), p 14. [<https://media.defense.gov/2013/Apr/10/2001329974/-1/-1/0/AFD-130410-035.pdf>, accessed Jan 29, 2018.] According to the 1980 *Statistical Digest*, McCormick's tenure began on Aug 24, 1980.

2. Intvw, C. R. Anderegg, Air Force History and Museums Program director, with William A. Davidson, SAF/AA, Jul 15, Aug 19, and Sep 16, 2011, at the Pentagon.

duplication be avoided and integration and coordination be enhanced? These tasks have a larger context also: how can the services and other government agencies work more effectively together?

This leads to a third recurring theme: the ability of the Air Force in general, and SAF/AA in particular, to work with outside agencies on highly classified projects. As retired administrative assistant Davidson recalled in a February 2018 interview, what SAF/AA “was really equipped to do was to handle the black world.” This was due, in significant part, to his own professional background and experiences and those of other individuals who worked there. And the outside agency with which the secretary of the Air Force and SAF/AA had perhaps the closest connection, since at least the late 1970s, was the National Reconnaissance Office (NRO).³ Air Force secretaries Dr. Hans M. Mark and Edward C. “Pete” Aldridge, Jr., exemplify this connection. Mark was NRO director from August 1977 until October 1979; acting Air Force secretary from May until July 1979; and Air Force secretary from July 1979 until February 1981. Aldridge was NRO director from August 1981 until December 1988; acting Air Force secretary from April until June 1986; and Air Force secretary from June 1986 until December 1988.⁴

These three themes are key also to understanding why certain activities are placed in, or removed from, the SAF/AA portfolio. The first reason: continuity. The mission and responsibilities of the administrative assistant to the Secretary of the Air Force are not tied to any particular administration; they are tied to process, ongoing and independent of politics and changes in senior leadership. Second: better ways to do business. As Davidson recalled, SAF/AA has “a history of taking something, and trying to make it better, and giving it to somebody else.” And here, the involvement of various Air Force secretaries and chiefs, vice chiefs, and assistant vice chiefs of staff, in directing organizational changes in several cases, should not be overlooked. Third: “it’s not just Air Force.” That is, Davidson noted, SAF/AA becomes involved when other agencies are involved in a particular activity or task, working together with the Air Force. That, he said, was “the old lineage of the NRO. It goes back to the way that the Air Force knows how to deal with multiple agencies. And we never get credit for it.”

Funding and, consequently, personnel levels are a fourth reason functions are renamed or moved in and out of SAF/AA. Davidson

3. Unless otherwise indicated, all Davidson quotes are from Intvw, Priscilla D. Jones, Air Force Historical Support Division (AF/HOH) chief, histories and studies, with Col William A. Davidson, USAF (Ret), retired SAF/AA, Feb 26, 2018, at the AF/HOH, Joint Base Anacostia-Bolling, DC.

4. Cox, *HQ USAF Key Personnel*, p 4. NRO, list of NRO Directors. [<https://www.nro.gov/History-and-Studies/Center-for-the-Study-of-National-Reconnaissance/NRO-Directors/>], accessed Mar 18, 2019.]

recalled that even before the Goldwater-Nichols Department of Defense Reorganization Act of 1986, the Air Force labored under manning restrictions. The Secretariat was permitted 320 personnel, and the Air Staff had a separate staffing number. The black world did not, officially, exist and so had its own, classified number. The Goldwater-Nichols Act combined the Secretariat and the Air Staff numbers and directed that, as of October 1, 1988, the total number of permanent-duty military members and civilians could not exceed 2,639.⁵ After that, he said, “people start[ed] maneuvering” and wondering how best to accomplish the mission, which was not getting smaller, with fewer staff. Field operating agencies (FOAs) and special offices, whose personnel were not included in the Headquarters manpower numbers, were put into place “in order to get the job done.” Air Force-wide activities such as the Air Force Central Adjudication Facility (AFCAF), the Air Force Declassification Office (AFDO), and the Air Force Art Program Office (AFAPO) were not counted, although they belonged to the administrative assistant to the Air Force secretary. So as SAF/AA was “dropping people out, moving people here, doing different things” to accomplish the mission, the nature of the organization began, and continued, to change:

... what eventually happens is, it forces you to combine [functions. This is] sometimes good, sometimes bad. And then it forces you to get out of support business. . . . It tends to force you into contractors, which tends to be more expensive, once the contractors realize you no longer have the capability to do this.

The history of SAF/AA is not easy to analyze or even to describe. Few documentary sources—such as the June 2007 memorandum about the establishment of the information management directorate (HAF/IM) and its information chart Mr. Davidson shared with me, and the HAF2002 report he hoped still existed in SAF/AA files—are presently available that would explain why certain functions came in and out of the office. Even tracing the basic evolution of the three-letter subordinate offices is problematic due to conflicting and/or incomplete organization charts and personnel directories. For example, the important Headquarters Air Force (HAF) Mission Directives 1-6, *The Administrative Assistant to the Secretary of the Air Force*, dated June 2007, December 2008, March 2014,

5. H.R. 3622 (99th): Goldwater-Nichols Department of Defense Reorganization Act of 1986. [<https://www.govtrack.us/congress/bills/99/hr3622/text/enr>, accessed Dec 21, 2017.] Pub. L. 99–433, title 10, section 8014 Office of the Secretary of the Air Force, Oct 1, 1986, 100 Stat. 1058, 10 USC 8015. [<http://uscode.house.gov/view.xhtml?path=/prelim@title10&edition=prelim>, accessed Dec 21, 2017.]

and December 2014 are available; but, critically, the Secretary of the Air Force Orders (SAFOs) that preceded them are not. The *Department of Defense (DoD) Telephone Directories* are, according to Davidson, the most reliable source for basic organization information and personnel names. But as he pointed out, even they do not include all of the functions of SAF/AA. The *Directories* stopped listing names of personnel as of Edition I, 2005, and the last edition available is dated 2007. The *Headquarters Department of the Air Force Organizational Charts* are helpful but are neither detailed nor complete. The U.S. Air Force *Statistical Digests* are helpful but incomplete. They include most subordinate office names but not designations, for example, and some but not all names of personnel. The data they provide about SAF/AA stops at 2012.

For these and other reasons, Davidson's February 2018 interview, and that of retired Air Force History and Museums Program (AFHMP) deputy director William C. Heimdahl in January 2018, have been invaluable.

What follows is the beginning of a continuing effort to synthesize currently available information and documents.

THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE AIR FORCE: HISTORICAL ANTECEDENTS

The administrative assistant to the secretary of the Air Force is part of a long, multiservice tradition, one that is particularly intertwined with that of the U.S. Army. This heritage extends back to the establishment of the Department of War in August 1789 and to the skilled individuals who, holding positions of evolving titles, assisted the secretary of war in managing the increasingly complex administration of the department.⁶ Initially, the post was a political appointment but fell under the competitive civil service in May 1896. An act of May 1908 designated the position as "assistant and chief clerk," and this designation was carried forward into the first edition of the United States Code, published in June 1926. But in early January 1931, the war secretary described the position as "Administration Assistant to the Secretary of War."⁷ After the passage of the National Security Act in July 1947, the first secretary of the Department of the Army chose to retain for the position the title of administrative assistant.⁸

6. Until 1798, the secretary of war also managed the administration of naval affairs. *Quiet Service: A History of the Functions of the Administrative Assistant to the Secretary of the Army, 1789–1988*, n.a., n.d., pp 3, 9, AF/HOH archives.

7. *Ibid.*, p 15.

8. *Ibid.*, p 20.

The National Security Act spoke in general terms in establishing the U.S. Air Force, giving the service significant freedom, for example, to organize its headquarters. Together with the Army and the Navy, the Air Force was established as an executive department, with a civilian appointed by the president and confirmed by the Senate as secretary. The act authorized the Department of the Air Force an under secretary and two assistant secretaries, also civilians subject to presidential appointment and Senate consent. The act did not speak to the position of administrative assistant, but it would have been surprising, particularly given the position's long Army tradition and the military backgrounds of the early USAF leadership, had such a post not been part of the office of the new Air Force secretary.⁹

However much early Army aviators like Henry H. "Hap" Arnold and Carl Andrew "Tooey" Spaatz had wanted autonomy for the Army air arm and, eventually, an independent air force, they as West Point graduates and Army officers had been trained in Army practices and procedures and were familiar with War Department organizational structures. They would have been well aware of the position of administrative assistant. The precursor organizations that evolved into the modern U.S. Air Force were part of the Army heritage: as retired AFHMP deputy director Heimdahl noted, "We grew up in the Army."¹⁰ Indeed, on the Air Force chief of staff's side, a similar position, titled secretary of the Air Staff, appears, without a designation, on the first U.S. Air Force organizational chart, dated October 10, 1947. It continues, always under the same name but with an AF/ESS or other designation, for a quarter of a century, last appearing in the March 1972 chart.¹¹ The function makes a reappearance, as headquarters executive secretariat (HAF/ES), in the headquarters organization chart of June 15, 2000. It is included in the available charts up to and including that dated August 15, 2006. The next available chart, dated January 17, 2011, does not include HAF/ES, and the function does not appear thereafter.¹²

9. Herman S. Wolk, *Toward Independence: The Emergence of the Air Force, 1945–1947* (Washington, DC: AFHMP, 1996), pp 1–28. [<https://media.defense.gov/2010/Oct/01/2001329742/-1/-1/0/AFD-101001-054.pdf>, accessed Jan 31, 2018.] Herman S. Wolk, *Reflections on Air Force Independence* (Washington, DC: AFHMP, 2007).

10. Intvw, Priscilla D. Jones, AF/HOH chief, histories and studies, with retired AFHMP deputy director William C. Heimdahl, Jan 31, 2018, at the AF/HOH, author's notes.

11. It does not appear on the next chart, dated May 1972. Jacob Neufeld, compiler, Department of the Air Force, *Organizational Charts Headquarters USAF, 1947–Present*, AFP 210–5 (Washington, DC: Office of Air Force History, May 1989), AF/HOH archives.

12. *Headquarters Department of the Air Force Organizational Charts*, Jun 15, 2000; May 29, 2001; Apr 15, 2002; Jul 1, 2003 (supersedes the unavailable chart of Nov 15, 2002); Feb 23, 2004; and Aug 15, 2006, AF/HOH archives. HAF/ES does not appear on the charts for 2013 or 2016; any charts published in 2005, 2007, 2008, 2009, 2010, 2012, 2014, or 2015 are unavailable. The charts in the AF/HOH archive titled 2009 and 2015 are actually the charts for 2011 and 2016, respectively.

THE UNITED STATES CODE: THE LEGAL BASIS OF THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE AIR FORCE

The United States Code, first adopted in 1926, consolidates and codifies, by subject matter, the nation's current federal general and permanent laws.¹³ As of January 2018, the Code had fifty-three named titles, or subject-matter categories, and one unnamed (reserved) title.¹⁴ For the first twenty years of the Code's statutory life, the chapters of Title 5, Executive Departments and Government Officers and Employees, included provisions for the Department of War and the Department of Navy. Title 10 included provisions dealing only with the Army, with Title 34 covering the Navy.

The first supplement to the 1946 edition of the U.S. Code reflected the sweeping changes set out in the National Security Act of 1947, and it is in this supplement that the U.S. Air Force is first mentioned. Title 5's chapter dealing with the Department of War was excised; in its place was a new chapter for the National Military Establishment. The title's chapter dealing with the Department of Navy remained, and the title now had a separate chapter for the Department of the Army and a new chapter for the newly established Department of the Air Force. Title 10 was still reserved for the Army and Title 34 for the Navy. The Air Force did not have its own title. Congress also intended that the National Security Act of 1947 would promote coordination between, and "provide for the establishment of integrated policies and procedures" for, the military departments and other national security-related government entities, and later U.S. Code

13. The first U.S. Code consolidated the country's general and permanent laws in force on Dec 7, 1925, then scattered in dozens of volumes containing the Revised Statutes of 1878 and the Statutes at Large. The first Code did not enact or repeal any law. U.S. Code, 1925–1926 ed., *The Code of the Laws of the United States of America of a General and Permanent Character in Force December 7, 1925, consolidated, codified, set forth, and published in 1926 by the 69th Congress, 1st session.* Roy G. Fitzgerald, Preface, Jun 30, 1926, p. v. [<http://www.heinonline.org.pentagonlibrary.idm.oclc.org/HOL/Page?handle=hein.uscode/usc1925001&id=1&size=2&collection=uscode&index=uscode/usca>, accessed Jan 10 2018.] U.S. Code, 1946 ed., Supplement I (Jan 3, 1947–Jan 5, 1948), 80th Congress, 1st Session (Washington, DC: U.S. Government Printing Office, 1948), Chauncey W. Reed, Preface, Apr 20, 1948, p. vii. [<http://www.heinonline.org.pentagonlibrary.idm.oclc.org/HOL/Page?handle=hein.uscode/usc1952001&id=1&size=2&collection=uscode&index=uscode/usce>, accessed Jan 11, 2018.]

14. U.S. House of Representatives, Office of the Law Revision Counsel, United States Code, table of contents, current as of Sep 1, 2017 or thereafter. The Office of the Law Revision Counsel is statutorily responsible for several tasks related to the U.S. Code, including preparing it and publishing new versions of it. [<http://uscode.house.gov/browse/prelim@title34&edition=prelim>, accessed Jan 10, 2018.] Cornell Law School, "U.S. Code: Table of Contents," LII [Legal Information Institute], n.d. [<https://www.law.cornell.edu/uscode/text>, accessed Jan 9, 2018.]

revisions would reflect these aims.¹⁵ It would not be surprising that congressional intent would have also included the notion of equivalent positions, like that of administrative assistant, across the services, to facilitate communication between opposite numbers.

The Air Force would get its own title, or rather, subtitle, when an act of Congress on August 10, 1956, overhauled Title 10 of the U.S. Code. The act resulted in the repeal of Title 34, Navy and further “revised and codified the statutory provisions that related to the Army, Navy, Air Force, and Marine Corps . . . [enacting] those provisions into law as Title 10, Armed Forces.” The Army fell under Subtitle B; the Navy and Marine Corps under Subtitle C; and the Air Force under Subtitle D. Part I of Subtitle D dealt with the service’s organization, and Chapter 803 with the Department of the Air Force.¹⁶

Three decades later, the Goldwater-Nichols Department of Defense Reorganization Act of 1986 amended Title 10—Armed Forces and made the first statutory mention of the position of administrative assistant to the secretary of the Air Force. The act added to Chapter 803 several new sections, including Section 8018. Administrative Assistant.¹⁷ This development, a significant milestone in SAF/AA history, is part of the wider and ambitious aims of the Goldwater-Nichols Act: reforming the management and administration of the Department of Defense; enhancing interoperability or “jointness” amongst the military services; and, thereby, improving the effectiveness of military operations.¹⁸

15. U.S. Code, 1946 ed., Supplement I. *National Security Act of 1947*, Public Law 253, 80th Congress, 1st session, Jul 26, 1947 (quote from Sec. 2., Declaration of Policy). The act aimed at promoting U.S. national security by providing for, among other things, a Secretary of Defense, a National Military Establishment, and Departments of the Army, the Navy, and the Air Force. Lawmakers also sought to promote “the coordination of the activities of the National Military Establishment with other departments and agencies of the Government concerned with the national security.” [<http://legisworks.org/congress/80/publaw-253.pdf>, accessed Jan 12, 2018.]

16. Thereafter, Title 34 was reassigned. Public Law 1028, Aug 10, 1956, chapter 1041 70A Stat. 1, U.S. House of Representatives, Office of the Law Revision Counsel, U.S. Code, 34 USC: Front Matter, From Title 34-Crime Control and Law Enforcement, Prior Provisions. [Link from <http://uscode.house.gov/browse/prelim@title34&edition=prelim> to Title 34—Front Matter, <http://uscodel.house.gov/?req=granuleid:USC-prelim-title34-front&num=0&edition=prelim>, accessed Jan 10, 2018.] *Title 10 and Title 32, United States Code*, Public Law 1028 [H.R. 7049], 84th Congress, 2d session, Chapter 1041, approved Aug 10, 1956. [<http://uscode.house.gov/statviewer.htm?volume=70A&page=1>, <http://uscode.house.gov/statviewer.htm?volume=70A&page=1#>.] CQ Almanac, Public Laws, 84th Congress, 2d Session listing the 638 public laws enacted by the 2d session of the 84th Congress. [<https://library.cqpress.com/cqalmanac/document.php?id=cqal56-884-28625-1348788#1028>, accessed Dec 21, 2017.]

17. H.R. 3622 (99th): Goldwater-Nichols Department of Defense Reorganization Act of 1986. The new section, 8018, was added [by] Pub. L 99-433, title V, section 521(a)(5), Oct 1, 1986, 100 Stat. 1059.

18. AFHMP deputy director William C. Heimdahl discussed these and other matters with the author during and after his Jan 31, 2018 intvw.

Signed into law by President Ronald Reagan on October 1, 1986, the Goldwater-Nichols Act was “the result of almost five years of effort and analysis by Congress and the Pentagon” and “the first major defense reform legislation since the” Department of Defense Reorganization Act of 1958.¹⁹ The bill aimed to solve “the inability of the military services to operate effectively together as a joint team.”²⁰ This failure had been brought into sharp focus by critical operational problems in the years leading up to Goldwater-Nichols, specifically, the Iran hostage rescue mission of April 1980 and the U.S. Marine barracks bombing in Beirut and the U.S. invasion of Grenada in October 1983.²¹

The statutory impact of the Goldwater-Nichols Act’s overhaul of Title 10 on the Air Force secretary and administrative assistant is discussed below. To provide a broader context, these provisions are also compared with those affecting the other services. As noted above, Part I of Subtitle D deals with the service’s organization, and Chapter 803 with the Department of the Air Force.

Chapter 803—Department of the Air Force

Several sections in Chapter 803 provide the legal basis for the position of the Administrative Assistant to the Secretary of the Air Force.

Section 8014. Office of the Secretary of the Air Force

Section 8014 provides for an Office of the Secretary of the Air Force to help the Air Force secretary carry out the responsibilities of that position.²² The section goes on to describe the composition of the Office of the

19. Justin Johnson, “2017 NDAA: Define the Goldwater–Nichols Problem Before Trying to Solve It,” The Heritage Foundation, Jul 12, 2016 (1st quote) [<http://www.heritage.org/defense/report/2017-ndaa-define-the-goldwater-nichols-problem-trying-solve-it>, accessed Jan 4, 2018]. Roger R. Trask and John P. Glennon, eds., *The Department of Defense: Documents on Organization and Mission, 1978–2003* (Washington, DC: Office of the Secretary of Defense Historical Office, 2008), p 42 (2d quote). Public Law 85-599, Aug 6, 1958, H.R. 12541. [<https://www.govinfo.gov/content/pkg/STATUTE-72/pdf/STATUTE-72-Pg514.pdf>, accessed Dec 21, 2017.] John T. Correll, “Eisenhower and the Eight Warlords,” *Air Force Magazine*, Jul 2017. [http://www.airforcemag.com/MagazineArchive/Magazine%20Documents/2017/July%202017/0717_Correll_Eisenhower.pdf, accessed Dec 21, 2017.] ADM Arleigh Burke, USN, Chief of Naval Operations, “The Reorganization Act of 1958,” 1958 JAG J. 3 (1958-1959), HeinOnline. [<http://heinonline.org/HOL/LandingPage?handle=hein.journals/naval1958&div=66&id=&page=>, accessed Jan 9, 2018.]

20. Quoting Sam Nunn, preface to James R. Locher III, *Victory on the Potomac: The Goldwater-Nichols Act Unifies the Pentagon* (College Station, TX: Texas A&M Press, 2002), p xii.

21. Kathleen J. McInnis, *Goldwater-Nichols at 30: Defense Reform and Issues for Congress*, Congressional Research Service, R44474, Jun 2, 2016. [<http://www.dtic.mil/dtic/tr/fulltext/u2/1013813.pdf>, accessed Jan 4, 2018.] Mark Bowden, “The Desert One Debacle,” *The Atlantic*, May 2006. [<https://www.theatlantic.com/magazine/archive/2006/05/the-desert-one-debacle/304803/>, accessed Jan 4, 2018.] Christopher Allan Yuknis, *The Goldwater-Nichols Department of Defense Reorganization Act of 1986: An Interim Assessment*, U.S. Army War College, Carlisle Barracks, PA, USAWC Military Studies Program Paper, Apr 15, 1992, pp 7–8. [<http://www.dtic.mil/dtic/tr/fulltext/u2/a249601.pdf>, accessed Dec 21, 2017.]

22. Section 8014(a). 100 STAT. 1057. 10 USC 8014.

Secretary of the Air Force, listing the Air Force under secretary, assistant secretaries, general counsel, inspector general, chief of legislative liaison, and air reserve forces policy committee.²³ Section 8014 does not explicitly mention the administrative assistant, but it does note that the Office of the Secretary includes other similar “offices and officials as may be established by law” or established or designated by the Air Force secretary.²⁴

Section 5014 provides for an Office of the Secretary of the Navy. In most respects, it describes the composition of the office in the same way as does Section 8014 for the Air Force, and likewise makes no explicit mention of an administrative assistant to the secretary.²⁵

Section 3014 provides for an Office of the Secretary of the Army and makes explicit mention of an administrative assistant to the secretary. In describing the composition of that office, the section includes an administrative assistant as the third in the list of entities that compose the office of the Army secretary.²⁶

Section 8018. Administrative Assistant

Section 8018 is devoted entirely to the administrative assistant position, by name, and is the sole mention of the position in Chapter 803. The Goldwater-Nichols Act added this new section to Chapter 803.

Under the section’s short provisions, the secretary of the Air Force was permitted, but not obliged, to appoint an administrative assistant. That individual was obliged to carry out the duties the Air Force secretary prescribed. The exact wording is as follows: “The Secretary of the Air Force may appoint an Administrative Assistant in the Office of the Secretary of the Air Force. The Administrative Assistant shall perform such duties as the Secretary may prescribe.”²⁷

Likewise, the secretary of the Navy was permitted, but not obliged, to appoint an administrative assistant, and that individual was obliged to carry out the duties the Navy secretary prescribed.²⁸

23. Section 8014(b)(1)–(5). 100 STAT. 1057. 10 USC 8014.

24. Section 8014 (b) (6). 100 STAT. 1057. 10 USC 8014.

25. Section 5014. Office of the Secretary of the Navy, (b)(1–7). 100 STAT. 1045. 10 USC 5014.

26. Section 3014. Office of the Secretary of the Army, (b)(3). 100 STAT. 1036. 10 USC 3014.
Section 5014. Office of the Secretary of the Navy, (b) (3). 100 STAT. 1045. 10 USC 5014 [Chapter 503—Department of the Navy].

27. Section 8018. Administrative Assistant. 100 STAT. 1059. 10 USC 8018.

28. These equivalent provisions for the Navy are in Section 5018. Administrative Assistant. 100 STAT. 1047. 10 USC 5018. The exact wording is as follows: “The Secretary of the Navy may appoint an Administrative Assistant in the Office of the Secretary of the Navy. The Administrative Assistant shall perform such duties as the Secretary may prescribe.” This, like Section 8018 for the Air Force, was added by the Goldwater-Nichols Act, Pub. L. 99–433, title V [Military Departments]. In the case of the Air Force: Title V—Military Departments, Part C—Department of the Air Force, Sec. 521. The Air Force Secretariat. In the case of the Navy: Title V—Military Departments, Part B—Department of the Navy, Sec. 511 [The Navy Secretariat](c)(4), Oct. 1, 1986, 100 Stat. 1047.

The Goldwater-Nichols Act does not contain similarly worded provisions with respect to the Army. However, Title 10, U.S. Code, Section 3018. Administrative Assistant, begins by noting that “There *is* an Administrative Assistant in the Department of the Army.” The section goes on to set out duties that the administrative assistants in the Offices of the Air Force and Navy are not explicitly allowed to perform. The first subsection makes the appointment of an administrative assistant mandatory: that individual “shall be appointed by the Secretary of the Army and shall perform duties that the Secretary considers appropriate.”²⁹ This is followed by two additional subsections:

(b) During a vacancy in the office of Secretary, the Administrative Assistant has charge and custody of all records, books, and papers of the Department of the Army.

(c) The Secretary may authorize the Administrative Assistant to sign, during the temporary absence of the Secretary, any paper requiring his signature. In such a case, the Administrative Assistant’s signature has the same effect as the Secretary’s signature.³⁰

The Code had recognized these duties as part of the portfolio of the Army secretary’s then-called assistant and chief clerk since its 1925–1926 edition, in the chapter on the Department of War in Title 5—Executive Departments and Government Officers and Employees. Congress had given legal sanction to the second of these responsibilities in an act of March 4, 1874.³¹ The 1925–1926 edition of the Code made no specific mention of an equivalent subordinate to the Navy secretary in Title 5’s chapter on the Department of Navy. However, the 1925–1926 edition did mention subordinate “chief clerks” in several sections in Title 5’s chapter on provisions applying to departments generally.³²

29. Section 3018. Administrative Assistant, (a). Italics added.

30. Section 3018 (b) and (c). In all three subsections, “the title ‘Administrative Assistant’ . . . [was] substituted for the title ‘Assistant and Chief Clerk,’ to accord with present usage.” Section 3018, Historical and Revision Notes.

31. *Quiet Service*, p 8, citing Act of Mar 4, 1874, 18 Stat. 19. 43d Congress, 1st session, Chap. 44.—An act authorizing the chief clerk of the War Department to sign requisitions on the Treasury during the temporary absence of the Secretary of War. Approved, Mar 4, 1874. [<https://www.loc.gov/law/help/statutes-at-large/43rd-congress/session-1/c43s1ch46.pdf>, accessed Jan 11, 2018.]

32. U.S. Code, 1925–1926 ed., The Code of the Laws of the United States of America, Title 5.—Executive Departments and Government Officers and Employees. Chapter 1.—Provisions Applicable to Departments and Officers Generally, e.g., Sections 5. Vacancies in office of department heads; temporarily filling, 23. Supervision of subordinate clerks, 33. Women clerks, 43. Authority to employ clerks and other employees, and 45. Officers, clerks, and employees. Chapter 3. Department of War, Sections 185.–187. Assistant and chief clerk; duties; Chapter 7.—Department of Navy.

SAF/AA AND THE GOLDWATER-NICHOLS ACT, 1984–1988

As early as the spring of 1984, Administrative Assistant McCormick and his small staff were involved in preparing the Air Force for what eventually became the Goldwater-Nichols Act. McCormick's military assistant, Lt. Col. Jason M. Middleton, and the exec, Lt. Col. William A. Davidson, sat on teams that were working on the "integration of certain Air Staff activities and the Secretariat," which was how the act began to operate. Davidson recalled that Goldwater-Nichols did not affect SAF/AA "per se." He and his colleagues were "more worried about FM, RD, and AQ being melded together. Working office space issues, to *get* them all together, and [working] organizational issues, because part of what we used to do was design the organizational structures, working with the secretary."

In Davidson's view, Goldwater-Nichols affected SAF/AA in two ways. First, he recalled, the vice chief of staff³³ asked why there was an administrative assistant, McCormick, who reported to the secretary, *and* a director of administration (AF/DA), Col. Bill [William O.] Nations, who reported to the Air Staff. And so, almost as an "afterthought," as Davidson described it, to Goldwater-Nichols, the headquarters organization charts show that AF/DA "and nearly all associated functions" were moved to SAF/AA. According to these charts, this new office, "[r]enamed the Directorate of Information Management and Administration, . . . absorbed responsibility for the resources management function previously under AF/SC [Assistant Chief of Staff, Systems for Command, Control, Communications & Computers]."³⁴ Col. Norman Lezy, not Colonel Nations, appeared as director of administration in the headquarters organization charts for December 1986, February 1987, and 1 March 1, 1987. But by the chart of March 27, 1987, AF/DA had been removed.³⁵

"As part of the afterthought of Goldwater-Nichols," Davidson reiterated, Colonel Nations "and his whole crew" were assigned to SAF/

33. Davidson stated that this was Gen Michael P. C. Carns, who became director, Joint Staff, in Sep 1989 and then served as Air Force vice chief of staff from May 16, 1991 until Jul 28, 1994. His official USAF biography indicates he retired on Jul 1, 1994. Cox, *HQ USAF Key Personnel*, p 10. U.S. Air Force, "General Michael P. C. Carns," official biography, n.a., current as of Apr 1994 (but includes retirement date) [<http://www.af.mil/About-Us/Biographies/Display/Article/107464/general-michael-pc-carns/>, accessed Mar 7, 2018]. Carns was not vice chief when SAF/AA numbers went from 19 in Apr 1987 to 43 in Dec 1987 and 48 in Dec 1988. Previous vice chiefs who served during the period discussed in this section were Gen John L. Piotrowski (Aug 1, 1985–Jan 31, 1987) and Gen Monroe W. Hatch, Jr. (Feb 1, 1987 until he retired on Jun 1, 1990). Cox, *HQ USAF Key Personnel*, p 9.

34. Quote in this sentence, and the 2d quote in the preceding sentence, from Neufeld, *Organizational Charts Headquarters USAF*, introductory essay.

35. Neufeld, *Organizational Charts Headquarters USAF*.

AA. Nations was first listed in the December 1987 issue of the *Department of Defense Telephone Directory* as the director of information management and administration (SAF/AAD), also making its first appearance in the SAF/AA portfolio. This December 1987 issue was the first published after the Goldwater-Nichols Act became law in October 1986. Also added to the SAF/AA portfolio was the Publishing Branch (SAF/AADP): it fell under SAF/AAD and likewise appeared for the first time in the December 1987 issue. The shift of AF/DA functions into SAF/AA was not, Davidson said, required by Goldwater-Nichols. “But it fit into that category of how can we do things better, and where there is a split, why should we have a split? It was a decision made by the Air Force, not forced by the law.”

The second “afterthought” to Goldwater-Nichols during this period was the move of the news clipping service to the Department of Defense. In the *DoD Telephone Directories* for April 1986 and April 1987, the News Clipping & Analysis Service was listed with its new designation, SAF/AAR, in the *Directory’s* April 1986 issue. In the December 1987 and December 1988 issues, the activity had the same designation but a new name, Current News Analysis Research Service. It did not appear in the December 1989 issue or thereafter. Davidson recalled that the transfer was not caused by Goldwater-Nichols “but because we were in support of . . . It was a DoD activity, and they decided to move it under . . . [the assistant secretary of defense] for public affairs,” who since 1989 had been Pete Williams.

Staffing at SAF/AA was stable from April 1983 to April 1986, fluctuating between seventeen and nineteen positions. As a result of the post-Goldwater-Nichols additions to SAF/AA, its personnel numbers increased significantly, from nineteen in the *Directory’s* April 1987 issue to forty-three in December 1987 and forty-eight in December 1988.³⁶

SAF/AA AND THE “AAP” DESIGNATION, 1983–2011

Beginning at least as early as three years before the passage of the Goldwater-Nichols Act, the *Department of Defense Telephone Directories* show that the office of the administrative assistant to the Air Force secretary used the designation “AAP” to refer to the Military Personnel Branch and “AAA” to refer to what was then named Civilian Personnel.³⁷ In the December 1988 issue, SAF/AAP was listed as Director of Personnel, then-Maj. Robert G. Linn, and it included Military Personnel, whose chief was SMSgt. Gregory A. Hoffman, who had been in that post, as

36. *Department of Defense Telephone Directories*, all held in AF/HOH archives.

37. Ibid., Triannual Issues Number One, Apr 1983, Apr 1984, Apr 1985, Apr 1986; and Triannual Issue Number Three, Dec 1987.

a master sergeant, since the April 1986 issue.³⁸ In the December 1989 issue, SAF/AAP was listed as Chief Personnel Division, who was still Linn, and included Military Personnel, whose chief was still Hoffman. By the publication of the December 1990 issue, Linn had been promoted to lieutenant colonel.³⁹ Later *DoD Telephone Directories* included the names of Linn's and Hoffman's successors, but the two parts of SAF/AAP—Chief Personnel Division and Chief Military Personnel—remained, unchanged, through the December 1998 issue.⁴⁰ The SAF/AAP function was not included in the SAF/AA section of the December 1999 issue, but it reappeared there in the December 2000 issue, with a new name, Military Personnel, led by a major, with a senior master sergeant serving as superintendent, military personnel.⁴¹ By November 2003, SAF/AAP had been redesignated HAF/AAP, Chief Personnel Support, and was led by a major, with a senior master sergeant serving as superintendent, military personnel.⁴² The designation, name, and structure continued, unchanged, through early 2004. It was no longer part of SAF/AA by early 2005.⁴³

The *Headquarters USAF Organization Charts* provide different information. In the chart of April 4, 1991, SAF/AAP was titled Chief Management, and it was headed by Lt. Col. [Robert G.] Linn.⁴⁴ The following month, it was renamed Chief Military Personnel, but Linn still led it. For the next eleven and a half years, SAF/AAP remained unchanged except for its chief, through the chart of November 15, 2002. But SAF/AAP Chief Military Personnel did not appear in the next chart, dated July 1, 2003, or in those that followed.⁴⁵

In his February 2018 interview, retired administrative assistant Davidson recalled the circumstances of SAF/AAP's 2004 departure from SAF/AA. Sometime in 2002, after Lt. Gen. Joseph H. Wehrle, Jr., became the assistant vice chief of staff in April of that year, he asked Davidson his opinion of a reorganization issue that would affect Davidson and SAF/AAP.⁴⁶ Wehrle thought that he and Davidson should “combine in HAF/ES” the “small personnel shop” then in SAF/AAP. Wehrle's view

38. Ibid., Triannual Issue Number Three, Dec 1988.

39. Ibid., Triannual Issues Number Three, Dec 1989 and Dec 1990.

40. Ibid., Triannual Issue Number Three, Dec 1998.

41. Ibid., Triannual Issues Number Three, Dec 1999 and Dec 2000.

42. *DoD Special Edition Yellow Pages*, Nov 2003, AF/HOH archives.

43. *DoD Telephone Directory*, Edition I, 2005.

44. *Headquarters USAF Organization Charts* do not include listed individuals' first names.

45. *Headquarters USAF Organization Charts*.

46. Lt Gen Joseph Wehrle, Jr., served as the Air Force assistant vice chief of staff from Apr 1, 2002 until Sep 30, 2003. His official USAF biography indicates he retired on Oct 1, 2003. Cox, *HQ USAF Key Personnel*, p 12. U.S. Air Force, “Lieutenant General Joseph H. Wehrle Jr.,” official biography, n.a., current as of Jul 2003 (but includes retirement date). [<http://www.af.mil/About-Us/Biographies/Display/Article/105353/lieutenant-general-joseph-h-wehrle-jr/>, accessed Mar 22, 2018.]

was that, as assistant vice chief, he was “the ultimate commander” with respect “to people who . . . [were] assigned outside DoD,” and that he looked “over all the military guys.”⁴⁷ Davidson agreed that they should move SAF/AAP functions into HAF/ES, “except for those that . . . [were] assigned . . . outside agencies.” Those military individuals, Davidson told Wehrle, should “stay up underneath AA on a day-to-day basis.” Davidson explained his reasoning to Wehrle: as SAF/AA representing the Air Force, Davidson “had a responsibility back to DoD, . . . and that was exclusive of who it was. It was who was being assigned there and controlling once they get there, a home base for Air Force fellows and things like that, that were working in the White House.” But, Davidson told Wehrle, “[T]he other ones, I think we ought probably to do that. It makes better sense to put it all in one place, because we’ve got two different systems.”⁴⁸ And so, they “transferred AAP to HAF/ES.”

In the Headquarters USAF Organization Chart dated January 17, 2011, the SAF/AAP designation appeared in connection with a new function, Information Protection.⁴⁹ This was the designation’s last usage. By the publication of the chart of September 17, 2013, the information protection function had been passed to a renamed SAF/AAZ, Security/Special Program Oversight/Information Protection, and there was also a new directorate, Information Management (SAF/AAI).⁵⁰ These directorates appeared, unchanged, in the last available chart dated April 18, 2016.⁵¹

EXAMPLES OF OFFICES FALLING UNDER THE ADMINISTRATIVE ASSISTANT TO THE SECRETARY OF THE AIR FORCE, 1984–2014

Air Force Executive Dining Room (AFEDR)/Air Force Executive Dining Facility

By the time of the Goldwater-Nichols Act, the Air Force Executive Dining Room had been under SAF/AA for decades. In the years immediately preceding the act, the executive dining room had appeared in the April 1984 and April 1985 issues of the *Department of Defense Telephone Directory* with the designation AS/SAFAAM and in the April 1986 issue with the designation SAF/AAM. The function was moved around in SAF/AA, and its designation was revised, in the years that followed. As of the December

47. Davidson, quoting Wehrle.

48. Davidson, recalling his comments to Wehrle.

49. *Headquarters USAF Organization Charts*. The chart of Jan 17, 2011 superseded that of Jan 20, 2009, which is not available.

50. *Ibid.*, chart of Sep 17, 2013.

51. *Ibid.*, chart of Apr 18, 2016. This chart superseded that of Nov 5, 2015, which is not available.

1999 issue of the *Directory*, it was known by its revised name, Air Force Executive Dining Facility (AFEDF); this remained the case through the *Directory's* 2007 issue. The Air Force Executive Dining Facility regained its SAF/AAM designation as of HAF Mission Directive 1-6, *Administrative Assistant to the Secretary of the Air Force*, March 20, 2014.

Air Force Publishing Function

The Air Force publishing function first appeared in the SAF/AA portfolio in the December 1987 issue of the *DoD Telephone Directory*. At that time, it was titled Publishing Branch (SAF/AADP) and fell under the Directorate of Information Management and Administration (SAF/AAD). It would be listed in later *Directories* under several different names and designations. The acronym, AFDPO, and name, Air Force Departmental Publishing Office, first appeared in the *Directory's* December 1999 issue.

Under the first HAF Mission Directive 1-6, published in June 2007, the Air Force Departmental Publishing Office was included, together with the Air Force Declassification Office (AFDO) as a direct reporting unit to HAF Information Management (HAF/IM).⁵²

Air Force Art Program (AFAPO)

This Air Force-wide activity had been transferred to SAF/AA by December 1999 after it was removed from the portfolio of the Air Force Historian, Dr. Richard P. Hallion.⁵³ The art program had previously been in public affairs (SAF/PA), and it was moved to the history office at the Pentagon, an Air Staff activity. Davidson recalled that, thereafter, serious personnel problems developed, to the point of congressional and news media involvement. The assistant vice chief of staff, Lt. Gen. David L. Vesely,⁵⁴ decided to call together a group under his chairmanship “look at the Art Program and determine what we would do.” Davidson’s military assistant, Ed Patrick, sat in as the SAF/AA representative. The group

52. Michael W. Wynne, Secretary of the Air Force, HAF Mission Directive 1-6, 5 Jun 2007, *The Administrative Assistant to the Secretary of the Air Force*, OPR: SAF/AAX, Certified by: SAF/AA (Mr. William Davidson), copy in AF/HOH archives. [http://static.e-publishing.af.mil/production/1/af_a1/publication/afi38-601/afi38-601.pdf, accessed Jan 26, 2018.]

53. Dr. Hallion was the Air Force Historian from Nov 1991 until Nov 2002. U.S. Air Force, “Dr. Richard P. Hallion,” n.a., current as of Sep 2006 (but includes Nov 3, 2006 retirement date). [<http://www.af.mil/About-Us/Biographies/Display/Article/104943/dr-richard-p-hallion/>, accessed Mar 13, 2018.]

54. Lt Gen David L. Vesely served as Air Force assistant vice chief of staff from Mar 17, 1997 until Sep 30, 1999. His official USAF biography indicates he retired on Dec 1, 1999. Cox, *HQ USAF Key Personnel*, p 12. U.S. Air Force, “Lieutenant General David L. Vesely,” official biography, n.a., current as of Sep 1998 (but includes retirement date). [<http://www.af.mil/About-Us/Biographies/Display/Article/105337/lieutenant-general-david-l-vesely/>, accessed Mar 13, 2018.]

decided to move the program to SAF/AA. Davidson recalls that he told Patrick, “We can go ahead and do it. And I understand. . . . But you know, that’s something we haven’t done before. But I’d be glad to do it. We’ll take it on.” Davidson and Vesely conferred, and they both agreed that the program needed continuity and someone who understood what the program meant to the military. What it meant to the military . . . [was] ‘This is us.’ . . . [T]he Art Program was “This is us” to the four-stars and the three-stars.” Davidson noted that “The problem they have now is the artists are getting old, and unless you . . . push it a little bit, you’re not going to get new artists to play. So it’ll die. And it’s a big piece of history that you don’t want to lose. But we’ll see.” After Davidson retired, Timothy A. Beyland became administrative assistant and reorganized and consolidated several activities, including, Davidson noted, Facilities and Art.

Under the HAF Mission Directive 1-6 of March 2014, the Air Force Art Program Office no longer had its own place in the organization chart and now fell under the newly named subordinate office, Operations (SAF/AAO).⁵⁵

Air Force Central Adjudication Facility (AFCAF)

An Air Force-wide activity falling under SAF/AA. AFCAF appeared for the first time as part of the SAF/AA portfolio in the December 2000 issue of the *Department of Defense Telephone Directory*.

Under the HAF Mission Directive 1-6 of March 2014, the Air Force Central Adjudication Facility (AFCAF), listed as a separate subordinate office in the earlier directives, was now absorbed into the DoD Central Adjudication Facility (DoD CAF).⁵⁶

Air Force Declassification Office (AFDO)

An Air Force-wide activity falling under SAF/AA. AFDO appeared for the first time as part of the SAF/AA portfolio in the December 2000 issue of the *Department of Defense Telephone Directory*.

Under the first HAF Mission Directive 1-6, published in June 2007, the Air Force Declassification Office was included, together with the Air Force Departmental Publishing Office (AFDPO), as a direct reporting unit to HAF Information Management (HAF/IM).⁵⁷

55. Deborah Lee James, Secretary of the Air Force, HAF Mission Directive 1-6, 20 Mar 2014, *Administrative Assistant to the Secretary of the Air Force*, OPR: SAF/AAII, Certified by: SAF/AA (Mr. Tim Beyland), copy in AF/HOH archives.

56. Ibid.

57. Wynne, HAF Mission Directive 1-6, 5 Jun 2007.

Under the March 2014 mission directive, the subordinate information management office was redesignated SAF/AAI, and AFDO and AFDPO were its two named activities.⁵⁸

SAF/AA AND HAF 2002, 1999–2001⁵⁹

A key milestone in the continuing efforts of Air Force leadership to improve business practices and departmental organization came in the late summer of 1999, when then-acting Air Force Secretary F. Whitten Peters created a review known as HAF 2002 and put Administrative Assistant Davidson in charge of it. Col. L. Eliot Hurlbut became director of the HAF 2002 Integration Office (HAF 2002/IO). The office first appears in the *Headquarters Department of the Air Force Organizational Chart* of August 1, 1999, the day before Peters became Air Force secretary. Hurlbut was listed as director. By December 1999, HAF 2002 and its director and his subordinates were listed in the *DoD Telephone Directory*.⁶⁰

Why was it called HAF 2002? In his February 2018 interview, Davidson recalled that “We named it that intentionally, so that it would cross over administration[s], so it wouldn’t die with the [current] administration.”

Davidson recalled in interviews in 2011 that, with Peters and Air Force chief of staff Gen. Michael E. Ryan in place, “at that point . . . we were starting to try to get the staff closer together, so we did that HAF 2002 study. We were in another efficiency drill. . . . the chief and the secretary were the sponsors for that.”⁶¹ Air Staff and Secretariat personnel, together on working groups led by Hurlbut, reviewed various offices, starting “inside the Glass,” to determine how to consolidate functions to eliminate duplication and unnecessary work.⁶²

The aim was, primarily, to “improve the business models. . . . Without affecting organizations per se, but there were some that you wanted to affect.” Davidson and his colleagues set up “temporary offices . . . to try

58. James, HAF Mission Directive 1-6, 20 Mar 2014.

59. Like other parts of this study, this section relies in large measure on Intvw, Jones with Davidson.

60. *HQ Dept of the AF Organizational Chart*, Aug 1, 1999, and *DoD Telephone Directory*, Dec 1999–Triannual Issue Number Three.

61. Intvw, Anderegg with Davidson. F. Whitten Peters was acting Air Force secretary from Nov 1, 1997 until Aug 1, 1999 and Air Force secretary from Aug 2, 1999 until Jan 20, 2001. Gen Michael E. Ryan was Air Force chief of staff from Oct 1, 1997 until Sep 5, 2001. Cox, *HQ USAF Key Personnel*, pp 5, 8. U.S. Air Force, “F. Whitten Peters,” official biography, n.a., current as of Mar 2000 (but includes Jan 20, 2001 departure date). [<http://www.af.mil/About-Us/Biographies/Display/Article/104736/f-whitten-peters/>, accessed Mar 15, 2018.] U.S. Air Force, “Gen. Michael E. Ryan,” official biography, n.a., current as of Sep 2001 (but includes Oct 1, 2001, retirement date). [<http://www.af.mil/About-Us/Biographies/Display/Article/105755/general-michael-e-ryan/>, accessed Mar 15, 2018.]

62. Intvw, Anderegg with Davidson (quote). In his Feb 2018 interview with Jones, Davidson stated, “We had colonel working groups that worked each one of these issues.”

to advance . . . HAF 2002, this review of how we do business, how we're organized." One of these was the Headquarters Information Project Office (AF/AAH), directed by Terry Balven, whose job was to "find out how we could integrate these processes."⁶³

Over a period of time, Davidson and others involved in HAF 2002 "looked at all sorts of models of how you can do things jointly." They "trained a number of senior leaders . . . and sent them out to various locations, to learn from industry." IBM, MIT, and others volunteered to help look at the various functions and to make recommendations, many of which were instituted. Decisions were made at the two- and three-star level; "ultimately, the decisions were made by the chief and secretary."

As a result of HAF 2002, the designation "HAF" started to appear, representing the combination, in support of the entire Headquarters, of efforts that used to be done separately, by both the secretary and the Air Staff. The separate staff groups of the chief and secretary were combined, and Davidson and his office began to pick up several of the consolidated functions. His responsibilities had already included personnel support for the Secretariat. "Now, we start[ed] doing the personnel support for inside the Glass." Ryan asked if SAF/AA could provide supply, and so SAF/AA picked up that as well.

Davidson recalled that HAF 2002 addressed the significant problems in programming. This led to the establishment, by early 2004, of HAF/RM, the consolidation of the financial resources process under the administrative assistant to the Air Force secretary. By the summer of 2006, HAF/HR, the consolidation of the manpower process, had also been placed in the SAF/AA portfolio.⁶⁴

In the late spring or early summer of 2001, Davidson gave a transition brief to incoming Air Force secretary James G. Roche.⁶⁵ Davidson discussed the progress of HAF 2002, noting that the review was about "halfway through" and recommended that it be continued. Roche ultimately decided to end the process, though he allowed "some hanger-ons" [sic] to be finished. Davidson noted that "we had gotten probably 70 to 80 percent of what we were attempting to do."

63. Terry Balven was listed as the chief, Dir HQ Info Proj AF/AAH, in the Dec 1999 issue of the *DoD Telephone Directory*. AAH does not appear thereafter. The *HQ Dept of the AF Organizational Charts* offer conflicting information. AAH appears for the first time in the Aug 1, 1999 chart, as SAF/AAH Dir Information Planning, under Balven; it appears again in the Jun 15, 2000 and May 29, 2001 charts. It is not listed in the Apr 15, 2002 chart or in subsequent charts.

64. HAF/RM, HAF Dir Budget and Programming, appears for the first time in the Feb 23, 2004 *HQ Dept of the AF Organizational Chart*. HAF/HR, Dir Manpower and Human Capital Management makes its first appearance in that source's organization chart of Aug 15, 2006.

65. Dr. James G. Roche was Air Force secretary from Jun 1, 2001 until Jan 20, 2005. Cox, *HQ USAF Key Personnel*, p 5. U.S. Air Force, "Dr. James G. Roche," official biography, n.a., current as of Feb 2004 (but includes Jan 20, 2005 departure date). [<http://www.af.mil/About-Us/Biographies/Display/Article/105044/dr-james-g-roche/>, accessed Mar 15, 2018.]

SAF/AA AND THE RAPID CAPABILITIES OFFICE, 2003 AND BEYOND

Air Force Secretary James G. Roche activated the Air Force Rapid Capabilities Office on April 28, 2003. Located in Washington, D.C., the office aimed to expedite the timely “development and fielding” of Defense Department “combat support and weapon systems.” Staffed with functional specialists on small, integrated teams, working under “a short and narrow chain of command” and with significant warfighter involvement, the office carried out sensitive projects sometimes involving other government agencies and short timelines.⁶⁶

In a March 2018 interview, retired SAF/AA Davidson recalled the origins of the Rapid Capabilities Office. He noted that Air Force secretary Roche, a former Northrop Grumman executive, had a keen interest in technology. Roche and other service leaders like Davidson were contemplating the Air Force’s current circumstances and its future direction. At the same time, the boundaries of what had been the “black” world were shifting: increasingly, Davidson noted, “our current black world . . . had become more and more white world,” as formerly secret agencies like the NRO,⁶⁷ and formerly secret capabilities like the B–2 and the F–117, became “more and more normal” as information about them was released to the public. Davidson and others feared that the Air Force was “starting to lose the capability to do things, . . . both evolutionary and revolutionary. And forget[ting] how to do things fast, within the law.”⁶⁸ Working together “all the time” on these and related issues were, among others, Roche and the Army and Navy secretaries and Edward C. “Pete” Aldridge, Jr., the under secretary of defense for acquisition, technology and logistics (AT&L), who had also served—while NRO director—as acting Air Force secretary and then as Air Force secretary.⁶⁹ In the end, Aldridge “sent up a proposal, primarily generated by Air Force military assistants who understood the system, [and] who had been talking to each

66. U.S. Air Force, “Rapid Capabilities Office,” Fact Sheet, n.a., Aug 28, 2009. [<http://www.af.mil/About-Us/Fact-Sheets/Display/Article/104513/rapid-capabilities-office/>, accessed Mar 10, 2018.]

67. The Defense Department and the Central Intelligence Agency established the NRO as a covert organization on Sep 6, 1961. The public acknowledgment of the NRO’s existence came on Sep 18, 1992. *Declassification of Defense Key Officials: September 1947–May 2015* (Washington, DC: Historical Office, Office of the Secretary of Defense, Jun 2015), p 77.

68. The NRO also began to lose the capability to move quickly, as the formerly black world became, in Davidson’s words, “more and more white world.” Aldridge later commented on the impact the Sep 1992 declassification had on the NRO: “As a result of declassification, the oversight and attention given by Congress and by staff and by auditors increased dramatically. So the uniqueness of NRO, where you could make decisions quickly without all the fanfare, a very closely knit internal capability, started to deteriorate. It continued to deteriorate.” Intvw, Rebecca Wright with Edward C. “Pete” Aldridge, Jr., NASA Headquarters Oral History Project, May 29, 2009, Arlington, VA. [https://www.jsc.nasa.gov/history/oral_histories/NASA_HQ/Administrators/AldridgeEC/AldridgeEC_5-29-09.htm, accessed Mar 10 2018.]

69. Davidson recalled here that he had worked with Aldridge to set up AAZ.

other. And what comes out of it is the RCO, [the] Rapid Capability Office.” Roche made two decisions, probably, Davidson believes, after discussing the new office with Aldridge. First, a board consisting of Roche, Aldridge, Air Force chief of staff Gen. John P. Jumper, and Assistant Secretary of the Air Force for Acquisition Dr. Marvin Sambur would oversee the activities of the new office. Second, the RCO would report to SAF/AA Davidson.

In his interview, Davidson pointed out that this was another example of an underlying theme in the history of SAF/AA: providing continuity. Roche told the group his reason for his reporting-chain decision. As Davidson recalled, “Roche said, ‘Because we need continuity. It has to outlast the political process.’”

However, Davidson noted, this reporting structure is not widely known:

. . . the director of RCO reports to Pat [Zarodkiewicz]. . . [But] if you look at a wiring diagram, it doesn’t make any sense at all. . . . [Y]ou don’t ever see . . . that that’s the reporting structure. You’ll see that it reports to a board. If you look on the web, . . . you’ll see that there’s an RCO, and the RCO reports to the board. On a day-to-day basis, it . . . [doesn’t] go forward until it goes to Pat. . . . [T]he RCO guys report to her. I think they go and see her, at least once a week or something like that.

And, indeed, as Davidson noted, there was no mention of the administrative assistant in, for example, the most recent U.S. Air Force fact sheet on the office, released in August 2009. According to that document, the office reported to and was tasked by a board of directors. The under secretary of defense for acquisition was the chair, and members were, on the Air Force side, the secretary, the chief, and the assistant secretary for acquisition.⁷⁰

SAF/AA AND “OUTSIDE ACTIVITIES”

In his March 2018 interview, retired administrative assistant Davidson discussed, in unclassified terms, the “outside activities” in which SAF/AA had been and continued to be involved. He stated that there were “several activities . . . that were in other agencies [over which] . . . the Air Force had . . . administrative control.” He said they still existed and were now under SAF/AA operational and administrative control. Two of them had started, he recalled, “in Pete Aldridge’s day.” Individuals who may have

70. U.S. Air Force, “Rapid Capabilities Office,” Fact Sheet, n.a., Aug 28, 2009.

been twelve years old at that time, and who later entered the Air Force, were “junior players and now the senior players in those organizations.” Davidson did not discuss the specifics—the names of the organizations and the relationships—but he pointed out, as he had done several times throughout the interview, the longstanding ability of the Air Force and SAF/AA “to work with those groups.” He did not believe that these outside activities showed up in the mission directives, but he did note that they did not fall under AAZ. Instead, he said, “They operated exclusively kind of under me . . . as direct reports. And I was the rater for most of them, under the relationship.”

SAF/AA, COMMUNICATIONS, AND INFORMATION MANAGEMENT, 2005–2016

SAF/AA and the Information & Communications Support Directorate (HAF/IC)

In May 2005, Richard L. Testa began working for Administrative Assistant Davidson as the director of the Information and Communications Support Directorate (HAF/IC). He held that position until he retired in March 2007. He was also serving as the Headquarters Air Force chief information officer (HAF/CIO). His duties included overseeing the Air Force Pentagon Communications Agency (AFPCA), responsible for command and control support to the National Military Command Center (NMCC) and travel support to senior Defense Department officials.⁷¹

Air Force Pentagon Communications Agency (AFPCA)

The Air Force Pentagon Communications Agency, which can trace its organizational lineage back to 1951, was moved from Air Force Communications and Information Center (AFCIC) to SAF/AA in 2005. There it remained for eighteen months. This development was the result of the ongoing Pentagon renovation and the discussions underway about

71. Before joining the Senior Executive Service, Mr. Testa had served more than three decades in the Air Force and Air National Guard, retiring as a major general. His position as of May 2005 was listed as Director, Headquarters Communications and Information Support [sic], Office of the Secretary of the Air Force. U.S. Air Force, “Richard L. Testa,” official biography, n.a., current as of Aug 2005 (but includes Mar 31, 2007 retirement date). [<http://www.af.mil/About-Us/Biographies/Display/Article/104790/richard-l-testa/>, accessed Mar 6, 2018.] Department of Defense, National Guard Bureau, “Major General Richard L. Testa,” official biography, n.a., current as of Jul 2003. [<http://www.nationalguard.mil/portals/31/Features/ngbgomo/bio/7/779.html>, accessed Mar 6, 2018.] The Information and Communications Support Directorate appeared for the first time in the *DoD Phone Directory*, Edition I, 2007 issue.

what Pentagon communications would ultimately look like.⁷² The agency was realigned under the Air Force District of Washington (AFDW) at a ceremony at Bolling Air Force Base the end of September 2006. Here was another example of SAF/AA's willingness to hand off previously supervised functions in the interests of eliminating duplication and enhancing efficiency. As AFDW commander Maj. Gen. Robert L. Smolen stated at the ceremony, the realignment would result in a "single Air Force voice" with respect to joint issues in the National Capital Region and in support of the war on terrorism. The reorganization, he said, would "eliminate redundancies and maximize interoperability and efficiencies."⁷³

SAF/AA and the Information Management Directorate (HAF/IM)

On June 7, 2007, Administrative Assistant Davidson circulated a memorandum announcing the consolidation of information management responsibilities under the new Information Management Directorate (HAF/IM). With James G. Neighbors as director, HAF/IM replaced the HAF Directorate for Information and Communications Support (HAF/IC). This development was another example of SAF/AA's ongoing efforts to consolidate functions, eliminate duplication, and improve business practices. As Davidson pointed out,

This name change and consolidation of information management responsibilities was [sic] driven by the recent alignment of Air Force communications support in the NCR [National Capital Region] under the Air Force District of Washington and our desire to consolidate information management responsibilities within one HAF organization.

Now falling under HAF/IM as direct reporting units were the Air Force Declassification Office (AFDO) and the Air Force Departmental Publishing Office (AFDPO). Also reporting to Neighbors were three newly designated HAF divisions that had been under HAF/IC: the Information Management Division (HAF/IMI), encompassing HAF CIO staff and mail services; the Enterprise IT Services Division (HAF/IME), providing

72. Intvw, Jones with Davidson. AFPCA appears in the SAF/AA portfolio for the first time in the *DoD Telephone Directories* in 2005 and for the last time in 2007. *DoD Telephone Directories*, Editions I and III, 2005; Edition I, 2006; and *DoD Phone Directory*, Edition I, 2007. Air Force Historical Research Agency, "Air Force Pentagon Communications Agency (AFCIC)," fact sheet, Dec 11, 2008. [<http://www.afhra.af.mil/About-Us/Fact-Sheets/Display/Article/433444/air-force-pentagon-communications-agency-afcic/>, accessed Feb 24, 2018.]

73. Linda Card, "Air Force Pentagon Communication Agency restructures under AFDW," Air Force District of Washington, News, AFDW Public Affairs, Sep 28, 2006. [<http://www.afdw.af.mil/News/Article-Display/Article/336112/air-force-pentagon-communication-agency-restructures-under-afdw/>, accessed Feb 24, 2018.]

service-oriented architecture solutions; and the Media Division (HAF/IMM), providing HAF multimedia services.

Davidson had every expectation that HAF/IM would “improve our information management process and oversight, customer service, records management, and the ability to comply with legally mandated information management requirements.”⁷⁴

The information management function continued to evolve. By September 17, 2013, following a significant SAF/AA reorganization and consolidation under Administrative Assistant Timothy A. Beyland, HAF/IM had become SAF/IM, and by April 18, 2016, SAF/AAI.⁷⁵

SAF/AA’s EVOLVING RESPONSIBILITIES, 2007–2014: AIR FORCE MISSION DIRECTIVES

As noted above, the administrative assistant to the secretary of the Air Force became a statutory position after the Goldwater-Nichols Act led to changes in the U.S. Code. A general section on the position was added to the code and, since that time, the specific parameters of the position have been governed by several types of Air Force documents. These have included Secretary of the Air Force Orders (SAFOs), copies of which are not available at present, and, since June 2007, U.S. Air Force mission directives (MDs).⁷⁶ These documented the assigned mission and authorized authorities the Air Force secretary directly assigned or authorized to each of the service’s “two-letter” offices or officials.⁷⁷

74. Direct quotes from William A. Davidson, Administrative Assistant (SAF/AA), Memorandum for Distribution C, subj: Information Management Directorate, Jun 7, 2007. U.S. Air Force, “HAF/IM Organization: Directorate for Information Management,” official organization chart, n.d. The author thanks Mr. Davidson for copies of both of these documents. *DoD Phone Directory*, Edition 1, 2007.

75. *HQ Dept of the AF Organizational Charts*, Sep 17, 2013 and Apr 18, 2016. James, HAF Mission Directive 1-6, 20 Mar 2014. Deborah Lee James, Secretary of the Air Force, HAF Mission Directive 1-6, 22 Dec 2014, *Administrative Assistant to the Secretary of the Air Force*, OPR: SAF/AAII, Certified by: SAF/AA (Ms. Patricia J. Zarodkiewicz), pp 1, 10, 11, 12, AF/HOH archives.

76. U.S. Air Force mission directives describe mandatory responsibilities and authorities and were designed to communicate mission responsibilities to commanders and personnel; enable review of a “unit’s adequacy for accomplishing its mission”; and “[p]rovide a basis for interaction between the unit and other organizations.” Each unit had to have a mission directive. James G. Roche, Secretary of the Air Force, Air Force Policy Directive 10-1, 21 Jun 2002, *Operations, Mission Directives*, certified by: HQ USAF/XO (Lt Gen Charles F. Wald), supersedes AFPD 10-1, 2 Aug 93, p 2. [<http://www.dtic.mil/dtic/tr/fulltext/u2/a405089.pdf>, accessed Jan 26, 2018.] “Mission directives provide general guidance about an organization’s mission and communicate the unit’s mission and responsibilities to the commander and unit personnel. Mission directives describe what an organization does, not how it does it. They are written at the executive level.” Daniel R. Sitterly, Principal Deputy Assistant Secretary, Manpower and Reserve Affairs, Air Force Instruction 38-601, 7 January 2015, *Manpower and Organization, Format and Content of Mission Directives*, certified by: AF/A1 (Mr. Robert E. Corsi Jr.), supersedes AFI 10-101, 12 Feb 2003, p 1. [http://static.e-publishing.af.mil/production/1/af_a1/publication/afi38-601/afi38-601.pdf, accessed Jan 30, 2018.]

77. Deborah Lee James, Secretary of the Air Force, Air Force Mission Directive 1, 5 Aug 2016, *Headquarters Air Force (HAF)*, supersedes: AFMD 1, 8 Apr 2011; certified by: SAF/AA (Ms. Patricia Zarodkiewicz). [http://static.e-publishing.af.mil/production/1/saf_aa/publication/afmd1/afmd1.pdf, accessed Jan 26, 2018.]

The administrative assistant to the secretary of the Air Force is obliged to fulfill mandates and authorities set out in HAF Mission Directive 1-6. These are expanded, withdrawn, or otherwise revised pursuant to changes in the U.S. Code or in U.S. Air Force organization. From 2007 through 2014, these directives described the administrative assistant's mission, organizational relationships, specific responsibilities, and subordinate offices. They also assigned the authorities the Air Force secretary delegated to SAF/AA. These the secretary received from, most commonly, the secretary of defense pursuant to Department of Defense directives and instructions, or less frequently, pursuant to Title 10 of the U.S. Code and to Executive Orders. The specific responsibilities of the administrative assistant flowed from these delegated authorities. This system of delegated authorities, by which the defense secretary delegated authorities to the service secretaries, who in turn delegated them to relevant subordinate offices, preceded the Goldwater-Nichols Act.⁷⁸

HAF Mission Directive 1-6, *The Administrative Assistant to the Secretary of the Air Force*, June 5, 2007

The first HAF Mission Directive 1-6 was published on June 5, 2007, relatively late in the tenure of administrative assistant William A. Davidson, over the signature of Air Force secretary Michael W. Wynne. The June 2007 directive superseded Secretary of the Air Force Order (SAFO) 110.1, *Authorities and Duties of the Administrative Assistant to the Secretary of the Air Force*, March 14, 2000, and it provided a template for the directives that followed.

Mission

In its first sentence, the June 2007 directive—and those that superseded it—made clear the primacy of the U.S. Code in establishing the legal basis for the Air Force secretary's administrative assistant: "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." In so assisting the secretary, the administrative assistant was charged with "providing administrative continuity" for the office of the secretary and with "managing support activities" for that office, "the Secretariat, the Air Staff, and supported Field Operating Agencies and elements." The administrative assistant was also responsible

78. Intvw, Jones with Heimdahl.

for “departmental programs involving policy, publishing/publications and forms, security, special access programs, and committee management.” Rounding out the administrative assistant’s mission was the duty to prepare, within SAF/AA areas of responsibility, policies for the secretary’s approval and to issue official guidance and procedures to implement them.⁷⁹

Organizational Relationships

The incumbent reported to the Secretary of the Air Force, served as an agent of the secretary within SAF/AA policy and program areas, and, like the entire Department of the Air Force, carried out all functions subject to the secretary’s “authority, direction and control.” The administrative assistant and the Office of the SAF/AA cooperated with other Headquarters Air Force organizations responsible under Title 10 of the U.S. Code for helping the Air Force secretary to carry out her or his duties.⁸⁰

Responsibilities

By June 2007, as administrative assistant and senior career adviser to Air Force secretary Michael W. Wynne, and as senior Air Force security official, William A. Davidson had a wide range of duties. Several of these related to security, one of his longtime areas of particular expertise. He was specifically responsible for the following:⁸¹

1. Providing advisory services on administrative matters and administrative continuity during changes of top officials in the Office of the Secretary of the Air Force;
2. Developmental policy formulation; committee management, security oversight for U.S. treaty issues, cover programs, and special access programs;
3. Representing the Air Force on the National Security Policy Forum as the Air Force Senior Security Official, and providing oversight and broad direction in conjunction with other 2-digit offices on plans, policies, and programs related to Air Force-wide information protection/assurance and personnel, industrial, physical, network/computer, and information security; and

79. Wynne, HAF Mission Directive 1-6, 5 Jun 2007, pp 1, 6 (quotes).

80. Ibid., pp 1–2 (quote on p 1).

81. Ibid., wording quoted directly from the list on p 2. U.S. Air Force, “William A. Davidson,” official biography, current as of Jul 2011. [<http://www.af.mil/About-Us/Biographies/Display/Article/107294/william-a-davidson/>, accessed Jan 18, 2018.]

chairing the Air Force Security Policy and Oversight Board to ensure an enterprise-wide approach to security;

4. Departmental guidance for and program management of contingency funds, publishing, publications and forms management, implementation of DoD Issuances,⁸² physical space management and building services in the Pentagon and leased space, special access programs and appeals boards, committee management, the Air Force Executive Dining Facility, the Air Force Art Program, the execution of AF-wide document declassification, and the AF-wide adjudication of security clearances;

5. All budget and program development, and manpower and personnel management for the HAF portfolio consisting of all HAF organizations, their assigned FOAs, and the AF District of Washington, and as such co-chairs the Program Budget Review Board (PBRB) and the Program Budget Review Group (PBRG);

6. Representing the Air Force on the DoD Concessions Committee for the Pentagon;

7. Personnel resource management for the Secretariat, and budgeting and supply services for the Secretary of the Air Force, the Under Secretary of the Air Force, the Chief of Staff of the Air Force, and the Vice Chief of Staff of the Air Force;

8. Continuity of operations planning and execution for the Office of the Secretary of the Air Force;

9. Approving medical designee status on behalf of the Secretary of the Air Force;

10. Approving claims submitted under the Military Claims Act and the Federal Tort Claims Act against the Air Force over \$200,000; and

11. Making personnel appointments and certifying documents as directed by the Secretary of the Air Force.

Delegated Authorities

Department of Defense directives and instructions and various titles and sections of the U.S. Code delegated to the Air Force secretary a large number of authorities. The secretary was permitted to delegate these authorities to subordinates such as the administrative assistant, who could generally redelegate them to other Department of the Air Force officials while retaining ultimate responsibility for all matters affecting the core SAF/AA mission. Many of the specific responsibilities of the administrative assistant, and the duties of the SAF/AA subordinate directorates, flowed

82. Department of Defense directives and instructions.

from those delegated authorities. As of June 2007, Secretary Wynne had delegated fourteen authorities to Davidson, but that number would expand two-fold by December 2008, in the early months of Secretary Michael B. Donley's tenure.

In June 2007, the authorities delegated to the administrative assistant related to the following:⁸³

1. DoD issuances.
2. Management of administrative space in the National Capital Region.
3. Procedures for the acquisition and effective use of Federally-owned and leased administrative space in the National Capital Region.
4. Process of payments for Real Property Services rendered by WHS [Washington Headquarters Services].
5. Establishment and management of committees.
6. Administration of the Federal Advisory Committee Act.
7. DoD Concessions Committee.
8. Utilization of stock fund furnishings.
9. Execution of interservice support agreements and supply service reimbursements.
10. Special access program policy.
11. Management, administration, and oversight of DoD special access programs.
12. DoD cover and cover support activities.
13. Official Representation Funds.
14. Administration and operation of executive dining facilities located in the Pentagon.

Subordinate Offices

As of June 2007, Davidson had ten subordinate directorates to assist him. By December 2008, this number had increased to eleven.

In June 2007, these directorates were the following:⁸⁴

1. Human Resources and Manpower Division [sic]⁸⁵ (SAF/AAA) managed civilian personnel, and manpower support functions for the Secretariat, the Top-4,⁸⁶ and selected field activities. The directorate also

83. Wynne, HAF Mission Directive 1-6, 5 Jun 2007, wording quoted directly from the list on pp 4-5.

84. Ibid., wording quoted directly from the list on pp 7-8, tenses changed from present to past.

85. "Division" should read "Directorate". This error was corrected in Mission Directive 1-6, 22 Dec 2008.

86. These were the Air Force secretary, the under secretary, the chief of staff, and the vice chief of staff.

provided support for the many AA sponsored and AF outside DoD activities located in approximately thirty-five locations worldwide. Responsibilities included liaison with WHS/OSD on senior management personnel issues, management of DoD Outside Agency Assignments, and chairing the Special Fund Council. The directorate also facilitated requests for personnel actions, in-hire security clearances and drug testing, provided leave and payroll guidance, oversight and guidance on manpower and staffing issues, including individuals brought into service as Special Government Employees and oversight of the civilian awards programs. It managed the civilian training budget, validated and approved training requests, and performed quality control on civilian appraisals. Other HAF-supported functions included fundraising campaigns for the National Capital Region, the Air Force Pentagon Parking program, and emergency appeals.

2. Directorate of Facilities Support (SAF/AAF) provided a variety of logistics services at various levels of support in space management, civil engineering, interior design, supply services, administrative and secure telephones, and Pentagon renovation coordination for HAF in government-owned and leased facilities in the National Capital Region.

3. Directorate of Policy, Plans, and Resources (SAF/AAX) provided departmental policy on policy formulation, federal and DoD advisory committees, and acted as the group federal officer (GFO) for Air Force committees under the Federal Advisory Committee Act. SAF/AAX issued departmental guidance on implementation of DoD Issuances (Directives and Instructions), and for publications and forms management. SAF/AAX managed the documentation of Secretary of the Air Force's delegated authorities and responsibilities; provided resources support to the offices of the Secretary, Chief of Staff, and the Administrative Assistant; and represented the SAF/AA on various Air Force corporate structure entities, such as the Operating Budget Review Committee (OBRC).

4. Directorate of Security, Counterintelligence and Special Program Oversight (SAF/AAZ), acting on behalf of the Administrative Assistant, the Senior Air Force Security Official, initiated and managed special research, feasibility studies, inquiries, and sensitive reviews for Air Force senior leadership. Contributions were designed to help ensure the protection and technological advancement of Air Force security and special programs. Responsible for coordinating appropriate counterintelligence support from the Air Force Office of Special Investigations and other agencies as necessary. Served as the focal point for Air Force security support to the White House and as the Air Force Special Access Program Central Office (SAPCO).

5. Air Force Executive Dining Facility (AFEDF) provided suitable accommodations for the SECAF and the CSAF to dine and host special

functions for foreign dignitaries, official visitors, and other guests as necessary in the execution of the responsibilities of their respective offices; and a secure and private facility for key staff personnel in the Secretariat, the Air Staff, and the Office of the Secretary of Defense, to dine with guests while conducting official business.

6. Air Force Art Program Office (AFAPO) managed the custodial, curatorial and exhibition activities for an inventory of more than 9,000 works of art worldwide. Established and implemented guidance and planned strategies to document the Air Force story through art.

7. Air Force Central Adjudication Facility (AFCAF) granted, denied, and revoked security clearances and Sensitive Compartmented Information (SCI) access eligibility for all Air Force personnel and administered due process thereto; approved special access eligibility determinations for contractors, civilian, and military personnel; determined trustworthiness for child care providers, funds handlers, and contractor personnel requiring access to restricted areas, and provided adjudicator and personnel security information systems training.

8. HAF Budgeting and Programming (HAF/RM) managed the HAF resource management process and provided input to the Air Force Corporate Structure for all program, budget, and financial plans in the HAF portfolio. Managed day-to-day programming, budgeting, and execution processes for the HAF.

9. HAF Manpower and Human Capital Management (HAF/HR) had overall responsibility for the HAF military and civilian manpower, and civilian employment execution management within the HAF portfolio. Was the single entry point for HAF portfolio manpower issues to AF/A1.

10. HAF Information Management (HAF/IM) provided leadership and oversight for HAF Information Resource Management (IRM) (including Information Management (IM) and Information Technology (IT)) activities as HAF Chief Information Officer (HAF CIO), Executive Secretary for the Information Technology Management Board (ITMB), and chairman of the supporting ITMB Working Group. HAF/IM had two direct reporting units: the Air Force Departmental Publishing Office (AFDPO) and the Air Force Declassification Office (AFDO). AFDPO provided support for authors and users of official Air Force publications and forms (including include technical and customer support for those creating or accessing publications or forms). AFDO was responsible for the declassification and safeguarding of permanent and historical National Security Information (NSI) Air Force documents. It served as the Air Force focal point for inter-agency coordination within the Federal Government of all Air Force declassification issues and acted as the lead agent for inter-agency and inter-service declassification working

groups. HAF/IM relied on the 844th Communications Group reporting to the AFDW/CC to provide various communications and information systems and services for the HAF.

HAF Mission Directive 1-6, *The Administrative Assistant to the Secretary of the Air Force*, December 22, 2008

A revised SAF/AA mission directive, superseding that of June 2007, was published on December 22, 2008, over the signature of Michael B. Donley, who had become Air Force secretary in October after serving as acting secretary since Wynne's departure in June 2008.⁸⁷

Mission and Organizational Relationships

The new directive made no changes in the administrative assistant's organizational relationships, but it did expand Mr. Davidson's mission to include information protection. This change had a significant impact on the responsibilities of, and authorities delegated to, his position and on the structure of SAF/AA.

Responsibilities

The December 2008 mission directive increased from eleven to fourteen the number of specific SAF/AA responsibilities, clarifying or revising several and adding new ones, pursuant to Titles 10, 28, and 32 of the U.S. Code.

Departmental policy formulation, committee management, and security oversight now included information protection programs as well as the areas listed in the June 2007 mission directive.

The directive clarified that Davidson's departmental guidance and program management duties included cover programs and that the guidance and management duties related to leased space referred to that in the Washington, D.C., area.

His personnel resource management responsibilities, mentioned in the June 2007 directive solely in regard to the Secretariat, were now expanded to include "Top-4, and selected field activities."⁸⁸

87. Michael B. Donley, Secretary of the Air Force, HAF Mission Directive 1-6, 22 Dec 2008, *The Administrative Assistant to the Secretary of the Air Force*, OPR: SAF/AAX, Certified by: SAF/AA (Mr. William Davidson), AF/HOH archives. Donley had been assistant secretary of the Air Force (financial management and comptroller) from 1989 and then acting secretary of the Air Force from Jan 20 until Jul 13, 1993. He served as the director of administration and management, Office of the Secretary Defense, from 2005 until he returned to the Air Force in 2008, serving as acting secretary (Jun 21–Oct 2, 2008) and secretary (Oct 2, 2008–Jun 21, 2013). Cox, *HQ USAF Key Personnel*, p 5. U.S. Air Force, "Michael B. Donley," official biography, current as of 21 Jun 2013. [<http://www.af.mil/About-Us/Biographies/Display/Article/108354/michael-b-donley/>], accessed Feb 1, 2018.]

88. Donley, HAF Mission Directive 1-6, 22 Dec 2008, pp 1–2, 3 (quote).

In addition, continuity of operations planning and execution now included evacuation coordination for the offices of the Air Force secretary and SAF/AA.

The administrative assistant was now responsible for approving claims submitted under the Foreign Claims Act and the National Guard Claims Act against the Air Force, in addition to those submitted under the Military Claims Act, as the June 2007 directive had stipulated. The maximum claim amount was also lowered from more than \$200,000 to not more than \$100,000. The administrative assistant's authority to approve Federal Tort Claims was removed pursuant to sections in Title 28 of the U.S. Code ordering the Department of Justice to work directly with the Air Force Judge Advocate on these claims.⁸⁹

The directive gave Davidson three new responsibilities:⁹⁰

1. Approving Claims by Members for Certain Losses of Household Effects Caused by Hostile Action, in an amount not more than \$100,000.
2. Reviewing and approving requests from military members and civilian employees of the Air Force to retain gifts to themselves or their dependents from foreign governments.
3. Approving the hiring and compensation of Highly Qualified Experts (HQEs).

Delegated Authorities

The December 2008 directive listed thirty authorities Air Force secretary Donley delegated to administrative assistant Davidson, an increase of sixteen from the fourteen listed in the June 2007 directive. One of the sixteen new authorities related to Davidson's new responsibility regarding "highly qualified experts," and one spoke to the detail of Defense Department personnel to duty outside that department. The remaining fourteen were associated with a new subordinate organization, the Information Protection Directorate.

In December 2008, the new authorities delegated to the administrative assistant related to the following:⁹¹

1. Hiring and compensating Highly Qualified Experts.
2. United States security authority for North Atlantic Treaty Organization affairs.

89. Ibid., p 3.

90. Ibid., wording quoted directly from the list on p 3.

91. Ibid., wording quoted directly from the list on pp 6–7.

3. Department of Defense Information Security Program.
4. Department of Defense Personnel Security Program.
5. Access to and dissemination of restricted data.
6. Unauthorized disclosure of classified information to the public.
7. Department of Defense unclassified control of nuclear information.
8. Security of Department of Defense personnel at US Missions abroad.
9. Assignment of American National Red Cross and United Service Organizations, Inc., employees to duty with the military services.
10. Department of Defense Presidential Support Program.
11. Selection of DoD military and civilian personnel and contractor employees for assignment to presidential support activities.
12. National Industrial Security Program.
13. Defense Industrial Personnel Security Clearance Review Program.
14. Department of Defense security training.
15. Security Clearance Program for US citizens employed directly by the North Atlantic Treaty Organization.
16. Detail of DoD personnel to duty outside the Department of Defense.

Subordinate Offices

The December 2008 directive made a few minor revisions in the responsibilities of the already-existing ten subordinate directorates assisting the Air Force secretary's administrative assistant.

The description of the Directorate of Facilities Support (SAF/AAF) deleted the duty to provide logistics services in the area of secure telephones. The duties of the Directorate of Policy, Plans and Resources (SAF/AAX) now included "Federal and DoD Advisory Committee management." In addition, SAF/AAX also became "the focal point for the SAF/OS, SAF/US⁹² and SAF/AA Continuity of Operations Plan, Evacuations, and the Joint Emergency Evacuation Plan[.]"⁹³ In the Directorate of HAF Information Management (HAF/IM), the Air Force Departmental Publishing Office and the Air Force Declassification Office were now described as "named activities," not "direct reporting units" as they had been in the directive of June 2007.⁹⁴

92. SAF/OS: Office of the Secretary of the Air Force; SAF/US: Office of the Under Secretary of the Air Force.

93. Donley, HAF Mission Directive 1-6, 22 Dec 2008, p 9.

94. Ibid., p 10 (1st quote). Wynne, HAF Mission Directive 1-6, 5 Jun 2007, wording quoted directly from the list on p 8 (2d quote).

In a major change, the revised directive increased from ten to eleven the number of subordinate offices. The new directorate, the Information Protection Directorate (SAF/AAP), reflected the administrative assistant's new duties in this area. The directive described the new office as follows:⁹⁵

Information Protection Directorate (SAF/AAP) provided a strategic focus on the protection of information across the Air Force. The Directorate served as the Secretariat for the Air Force Security Policy and Oversight Board (AFSPOB) and Chaired the Air Force Security Advisory Group (AFSAG) with responsibilities for convergence activities across the AF Information Protection enterprise. The Directorate served as the Air Force focal point for inter-agency coordination within DoD and the Federal Government involving information protection and security issues and represented the Air Force on inter-service and inter-agency committees and working groups. Additionally, the Directorate directly managed the Air Force's Information Security, Industrial Security, Personnel Security, NATO and Controlled Unclassified information programs. The Director served as the Air Force Career Field Manager for the Security (080) series.

HAF Mission Directive 1-6, *Administrative Assistant to the Secretary of the Air Force*, March 20, 2014

A revised SAF/AA mission directive, superseding that of December 2008, was published on March 20, 2014, over the signature of Deborah Lee James, who had become Air Force secretary in December 2013. Secretary James succeeded Eric Fanning, who served as acting secretary following Donley's retirement in June 2013.⁹⁶ Timothy A. Beyland, who had become then-Secretary Donley's administrative assistant in October 2011, certified the March 2014 mission directive just two months before his deputy, Patricia J. Zarodkiewicz, succeeded him. The directive included "significant changes due to a reorganization"⁹⁷ that reflected changes in headquarters staffing and organization, details of which would be announced publicly in the coming months.⁹⁸ These staffing and organizational changes resulted

95. Donley, HAF Mission Directive 1-6, 22 Dec 2008, wording quoted directly from p 11, tenses changed from present to past.

96. James, HAF Mission Directive 1-6, 20 Mar 2014. Fanning had also served as under secretary of the Air Force from Apr 2013 until Feb 2015. U.S. Department of Defense, "Eric Fanning: Former Secretary of the United States Army," official biography current as of 18 May 2016. [<https://www.defense.gov/About/Biographies/Biography-View/article/778714/eric-fanning/>, accessed Feb 2, 2018.]

97. There were so many alterations that the Mar 2014 directive, unlike that of Dec 2008, did not use asterisks to indicate the revised material.

98. U.S. Air Force, News, "Air Force announces changes to headquarters organization," Jul 14, 2014 [<http://www.af.mil/News/Article-Display/Article/486175/air-force-announces-changes-to-headquarters-organization/>, accessed Jan 26, 2018].

in revisions to the administrative assistant's mission, responsibilities, delegated authorities—now called delegated authorities or assigned responsibilities—and subordinate offices.⁹⁹

Mission and Organizational Relationships

The March 2014 mission directive made a few changes to the SAF/AA mission and organizational relationships. Unlike the directives of June 2007 and December 2008, that of March 2014 deleted all reference to Air Force Mission Directive 1, *Headquarters Air Force*, and relied solely on relevant sections of Title 10 of the U.S. Code as authority for the establishment of the position of administrative assistant to the secretary of the Air Force as part of the Secretariat.¹⁰⁰

In addition, the March 2014 directive deleted all references to the “Air Staff” and replaced them with “Headquarters Air Force.” For example, in the directive's mission section, the administrative assistant's management of support activities now applied to Headquarters Air Force (HAF), and reference to “the Secretariat” was deleted here also. The security enterprise aspect of the administrative assistant's mission was revised: “information protection” was now, simply, “information”; and “personnel and industrial security” replaced “special access programs.” The latter, however, still appeared in the section on SAF/AA responsibilities.¹⁰¹ The revised directive made slight adjustments in SAF/AA's organizational relationships as well, including deleting the description of SAF/AA as “part of the Secretariat.”¹⁰²

Responsibilities

The March 2014 mission directive increased from fourteen to nineteen the number of specific SAF/AA responsibilities. It retained, verbatim, a

99. James, HAF Mission Directive 1-6, 20 Mar 2014, p 1 (quote). U.S. Air Force, official biographies: “Deborah Lee James,” current as of Jan 2017 [<http://www.af.mil/About-Us/Biographies/Display/Article/467806/deborah-lee-james/>, accessed Feb 6, 2018]; “Timothy A. Beyland,” current as of May 2014 [<http://www.af.mil/About-Us/Biographies/Display/Article/104992/timothy-a-beyland/>] and “Patricia J. Zarodkiewicz,” current as of Aug 2017 [<http://www.af.mil/About-Us/Biographies/Display/Article/104775/patricia-j-zarodkiewicz/>], both accessed Jan 16, 2018]. U.S. Department of Defense, Press Operations, “Air Force Announces Changes to Headquarters Organization,” Release No: NR-370-14, Jul 14, 2014. [<https://www.defense.gov/News/News-Releases/News-Release-View/Article/605080/air-force-announces-changes-to-headquarters-organization/>, accessed Feb 5, 2018.] Reprinted in U.S. Air Force, News, AFNS, “Air Force announces changes to headquarters organization,” Jul 14, 2014.

100. James, HAF Mission Directive 1-6, 20 Mar 2014, p 1. James, Air Force Mission Directive 1, 5 Aug 2016.

101. James, HAF Mission Directive 1-6, 20 Mar 2014, pp 1 (quote), 2.

102. Ibid., p 2. Donley, HAF Mission Directive 1-6, 22 Dec 2008, p 2 (quote).

number of those listed in the December 2008 directive, but it also reworded, consolidated, divided, clarified, or expanded several others. The March 2014 directive connected SAF/AA responsibilities to the secretary's delegated authorities less directly than had its predecessors.

Those responsibilities retained related to the following:¹⁰³

1. Providing advisory services on administrative matters and administrative continuity during changes of top officials in the SAF/OS [Office of the Secretary of the Air Force].
2. Approving medical designee status on behalf of the SecAF.
3. Approving claims submitted under the Military Claims Act, the Foreign Claims Act, and the National Guard Claims Act against the Air Force over \$100,000;
4. Approving Claims by Members for Certain Losses of Household Effects Caused by Hostile Action, in an amount not more than \$100,000.
5. Approving the hiring and compensation of Highly Qualified Experts (HQEs).
6. Making personnel appointments and certifying documents as directed by the SecAF.

The reworded, consolidated, divided, clarified, or expanded responsibilities related to the following:¹⁰⁴

1. Departmental policy formulation; Special Access Program (SAP) security oversight for international arms control agreements and treaty issues; cover programs.¹⁰⁵
2. Serving as the Security Program Executive (SPE) with oversight and management responsibilities for the Air Force Security Enterprise (AFSE). Integrates with other two- letter offices on security plans, policies, programs, resources, information sharing, and risk management activities. Chairs the Air Force Security Enterprise Executive Board (AFSEEB).¹⁰⁶

103. James, HAF Mission Directive 1-6, 20 Mar 2014, wording quoted directly from the list on pp 2-3.

104. *Ibid.*, wording quoted directly from the list on pp 2-3, tenses changed from present to past.

105. The Mar 2014 directive deleted the phrase "information protection programs" from this responsibility as it had been described in the Dec 2008 directive.

106. The Mar 2014 directive also introduced the Security Program Executive and the Air Force Security Enterprise; deleted mention of the National Security Policy Forum and the Air Force Senior Security Official; deleted specific mention of several security areas of responsibility; and renamed what had been the Air Force Security Policy and Oversight Board.

3. Departmental guidance for and program management of contingency funds, to include Emergency and Extraordinary Expenses¹⁰⁷ and Official Representation Funds; publishing; publications and forms management; implementation of DoD Issuances; and Committee Management.¹⁰⁸
4. Physical space management in the Pentagon, HAF office space on Joint Base Andrews Naval Air Facility—Washington, Joint Base Anacostia-Bolling, and leased space in the Washington DC area; this included AF Pentagon parking and badging,¹⁰⁹ as well as the Air Force Art Program.
5. The Air Force Executive Dining Facility [AFEDF]; and representing the Air Force on the DoD Concessions Committee for the Pentagon and the Pentagon Governance Council.¹¹⁰
6. All budget and program development, and manpower and personnel management for the HAF portfolio consisting of all HAF organizations, their assigned FOAs;¹¹¹ co-chaired the Program Budget Review Board (PBRB) and the Program Budget Review Group (PBRG).
7. Personnel resource management for the Secretariat, Glass Doors Offices,¹¹² and selected field activities. Budgeting and supply services for the Secretary of the Air Force, the Under Secretary of the Air Force, the Chief of Staff of the Air Force, the Vice Chief of Staff of the Air Force, and the Chief Master Sergeant of the Air Force [CMSAF].¹¹³
8. Operated the HAF Gift Locker. Reviewed requests from military members and civilian employees/political appointees of the Air Force on the appropriateness to retain gifts for themselves or their dependents from domestic personnel and/or foreign governments;

107. The Mar 2014 directive introduced this new category, referred to as Emergency Extraordinary Expenses in the relevant delegated authority and as Emergency and Extraordinary Expenses in the relevant section of the U.S. Code.

108. The Mar 2014 directive deleted mention here of cover and special access programs and special access programs appeals boards, but several delegations of authority dealt with these matters.

109. The Dec 2008 mission directive had included the Air Force Pentagon Parking Program in the duties of the directorate of Human Resources and Management (HAF/RM), but the Mar 2014 directive was the first to include it in the list of specific responsibilities and the first to make any mention of badging.

110. The AFEDF now had its own specific responsibility, consolidated with that related to the DoD Concessions Committee, and the Pentagon Governance Council made its first appearance in a SAF/AA mission directive.

111. The Mar 2014 directive deleted the Air Force District of Washington from this list.

112. The Dec 2008 directive had here read “Top-4.” The Mar 2014 directive used, for the first time, the term “Glass Door Offices” but did not define it. According to the Dec 2014 mission directive, the term referred to the “SecAF [Secretary of the Air Force], Under Secretary of the Air Force (USecAF), AF/CC [Chief of Staff of the Air Force], Vice Chief of Staff of the Air Force (AF/CV), and Assistant Vice Chief of the Air Force (AF/CVA).” James, HAF Mission Directive 1-6, 22 Dec 2014, p 3.

113. The CMSAF was now included in this list.

maintained an inventory of items appropriate for gift giving by Glass Doors offices; processed gift requests.¹¹⁴

The administrative assistant's new or newly included responsibilities related to the following:¹¹⁵

1. Representing the Air Force as the Senior Agency Official.
2. Serving on the Air Force Space Board to address SAP [special access program-]related issues across the space portfolio.
3. Oversight of Information Resource Management for the HAF¹¹⁶ in the Pentagon reservation; media (including graphics, videography, and photography) services to HAF; and Official Mail service to HAF.
4. Overseeing and implementing the Air Force Insider Threat Program.
5. Serving as the Restricted Data (RD) Management Official to direct and administer the RD classification program within the Air Force.

Delegated Authorities/Assignment of Responsibilities

The March 2014 directive listed forty-three authorities Air Force secretary James delegated to administrative assistant Beyland, an increase of thirteen from the thirty listed in the December 2008 directive. What had in all previous mission directives been described solely as an “authority” was now described, in twenty-five instances, as a “responsibility”; in ten instances, as “authority”; in six instances, as variants of “authority and responsibility”; and, in two instances, as “specific authority.” The March 2014 mission directive retained a number of those delegated authorities—now most frequently called “responsibilities”—that clearly corresponded to those listed in the December 2008 directive, but it usually reordered them and sometimes made minor additions or deletions in addition to the “authority” versus “responsibility” alterations noted in the previous sentence. It also deleted several others and added new ones.¹¹⁷

114. The Mar 2014 directive made the first mention of “the HAF Gift Locker” and expanded SAF/AA responsibilities in this area. The administrative assistant would now review gift retention requests from political appointees, not just from military members and civilian employees as had been the case under the Dec 2008 directive. New also was the mention of “appropriateness,” and gifts from “domestic personnel” now joined those from foreign governments as a source of concern. The duties to maintain an inventory and to process gift requests were explicitly spelled out for the first time.

115. James, HAF Mission Directive 1-6, 20 Mar 2014, wording quoted directly from the list on pp 2–3.

116. The Dec 2008 mission directive had included HAF Information Resource Management in the duties of the directorate of HAF Information Management (HAF/IM), but the Mar 2014 directive was the first to include it in the list of specific responsibilities.

117. James, HAF Mission Directive 1-6, 20 Mar 2014, wording quoted directly from the list on pp 5–9.

The delegations of authority/assignments of responsibility retained by the administrative assistant were the following:¹¹⁸

1. Responsibility relating to detail of AF personnel to duty outside the Department of Defense.
2. Responsibility relating to DoD security training and authority to appoint a representative to the DoD Security Training Council (DSTC).¹¹⁹
3. Responsibility relating to the administration and operation of executive dining facilities located in the Pentagon.
4. Authority and responsibility relating to DoD issuances.
5. Responsibility relating to the process of payments for Real Property Services rendered by WHS.¹²⁰
6. Responsibility relating to United States security authority for North Atlantic Treaty Organization (NATO) affairs.
7. Authority relating to the establishment and management of committees . . . , not to be further delegated lower than the Assistant Secretary level or the three-star flag officer equivalent.¹²¹
8. Authority relating to the administration of the Federal Advisory Committee Act . . . (not to be further delegated lower than the Assistant Secretary level or the three-star flag officer equivalent and to no one serving in any capacity on the Committees in question).¹²²
9. Authority relating to DoD cover and cover support activities.
10. Responsibility relating to the DoD Concessions Committee.
11. Responsibility relating to Department of Defense Information Security Program.
12. Responsibility relating to DoD Personnel Security Program (not including adjudication of AF security investigations), with the Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR) having Personnel Security Appeals Board (PSAB) oversight.¹²³

118. Ibid.

119. The DSTC authority was new.

120. The wording of this responsibility is unchanged from the Dec 2008 mission directive. But according to its "Summary of Changes" section, the Mar 2014 directive added "the authority to ensure the Air Force processes payments promptly and expeditiously for all Real Property Services rendered by Washington Headquarters Service (WHS)". However, the Mar 2014 directive does not say this explicitly in its section on delegated authorities/ assignments of responsibility.

121. The prohibition on further delegation below the listed levels was new.

122. The prohibition on further delegation below the listed levels was new.

123. The prohibition on adjudication of AF security investigations, the role of SAF/MR, and the PSAB were new.

13. Authority relating to the management, administration, and oversight of DoD Special Access Programs (SAPs).
14. Responsibility relating to SAP security policy.¹²⁴
15. Authority/Responsibility relating to access to and dissemination of restricted data.
16. Responsibility relating to assignment of American National Red Cross and United Service Organizations, Inc., employees to duty with the military services.
17. Responsibility relating to unauthorized disclosure of classified information to the public as delegated to the SECAF pursuant to DoDD 5210.50, Unauthorized Disclosure of Classified Information to the Public.
18. Responsibility relating to Department of Defense Presidential Support Program (not to include adjudication of AF security investigations).¹²⁵
19. Responsibility relating to Security Clearance Program (not to include adjudication of AF security investigations), for U.S. citizens employed directly by NATO.¹²⁶
20. Responsibility relating to Air Force policy development for DoD unclassified control of nuclear information.¹²⁷
21. Responsibility relating to personnel investigations of Department of Defense personnel at U.S. Missions abroad.¹²⁸
22. Authority relating to selection of AF military and civilian personnel and contractor employees for assignment to presidential support activities, . . . not to be delegated below this level.¹²⁹
23. Responsibility relating to National Industrial Security Program (NISP).
24. Responsibility relating to Defense Industrial Personnel Security Clearance Review Program.
25. Responsibility relating to procedures for the acquisition and effective use of Federally-owned and leased administrative space in the National Capital Region (NCR).
26. Authority relating to hiring and compensating HQEs.

124. The insertion of “security” was new.

125. The prohibition on adjudication of AF security investigations was new. The Department of Defense Central Adjudication Facility (DoD CAF) had absorbed the Air Force Central Adjudication Facility (AFCAF). James, HAF Mission Directive 1-6, 20 Mar 2014, p 1.

126. The prohibition on adjudication of AF security investigations was new.

127. The insertion of “Air Force policy development for” was new.

128. The phrase “personnel investigations” had read “security” in the Dec 2008 directive.

129. The phrase “AF military” had read “DoD military” in the Dec 2008 directive. The prohibition on delegation “below this level” was also new.

The March 2014 directive rescinded four delegated authorities granted the administrative assistant in the December 2008 directive. It deleted authorities relating to utilization of stock fund furnishings, the execution of interservice support agreements and supply service reimbursements, and the Department of Defense Personnel Security Program. It also removed the authority relating to “management of administrative space in the National Capital Region,” but, as noted above, kept in place that relating to “procedures for the acquisition and effective use of Federally-owned and leased administrative space” in the region.¹³⁰

The new delegations of authority/assignments of responsibility to the administrative assistant were the following:¹³¹

1. Authority relating to reporting DoD intelligence and intelligence-related sensitive activities, other than CI and HUMINT¹³² activities, for the preceding fiscal quarter to the Office of the Under Secretary of Defense, Intelligence, Sensitive Activities Directorate.
2. Responsibility relating to providing prompt responses to Defense Investigative Service (DIS) personnel security lead requests from overseas military investigative agencies.
3. Authority and responsibility relating to the coordination of efforts with Director of Administration and Management (DA&M) on matters relating to the authorities, responsibilities, and functions assigned in the Directive.
4. Authority relating to the implementation of DoD cover and cover support activities.¹³³
5. Responsibility relating to identifying an official to serve as the Transition Assistance Coordinator for the departure and arrival of PAS and non-career SES officials.¹³⁴
6. Responsibility relating to WHS.
7. Responsibility relating to the updates, responsibilities, functions, relationships and authorities of the Principal Deputy Under Secretary of Defense for Policy (PDUSD)(P).
8. Responsibility relating to providing the General Counsel with information and recommendations concerning all phases of the personnel security programs within the Air Force.

130. James, HAF Mission Directive 1-6, 20 Mar 2014, p 8.

131. *Ibid.*, wording quoted directly from the list on pp 5–9.

132. CI: counterintelligence; HUMINT: human intelligence.

133. This new authority was in addition to the “Authority relating to DoD cover and cover support activities,” retained as noted above.

134. PAS: presidentially-appointed, Senate-confirmed; SES: senior executive service.

9. Authority/Responsibility relating to the management, administration, and oversight of the Air Force Security Enterprise.

10. Responsibility relating to providing AF SAP-unique IT support, access to AF Access Database System (AFADS), AF Special Programs (AFSP), Configuration and Security Tracking System (CASTS), phones and all other SAP specific hardware, databases and systems; funding SAP specific missions, equipment and capabilities; referring adverse information on persons under AF SAP cognizance to the DoD CAF following a determination by the appropriate Program Security Officer.¹³⁵

11. Authority relating to Emergency Extraordinary Expenses as delegated to the SecAF pursuant to Title 10, Section 127, *Emergency and Extraordinary Expenses*, and Official Representation Funds.¹³⁶

12. Responsibility to ensure all assigned personnel, contractors, visitors, and guests to the Pentagon Reservation comply with the Administrative Instruction; authorized to identify and assign a Component Parking Representative and Division Representative to administer the Air Force Parking Program.

13. Responsibility and authority to grant the entry of authorized fire inspectors into Air Force-controlled or occupied space at reasonable times, and to ensure conditions are promptly corrected or incorporated into the appropriate WHS facility hazard abatement plan, and to ensure fire safety representatives are assigned and trained.

14. Specific authority . . . relating to the use of government aircraft by DoD officials, specifically, to “review and approve government air requests from within their respective Departments” which is delegated to SAF/AA for Secretariat requests, the AF/CV for MAJCOM Commanders (except when the primary purpose of the travel is for a Combatant Command), and the Assistant Vice-Chief of Staff (AF/CVA) for Air Staff, FOA, and DRU requests. SAF/AA may approve these requests when AF/CV and AF/CVA are not available.

15. Authority to approve, as the AF focal point for all AF hosted or attended conferences, conferences where the estimated AF-wide costs are below \$500,000. Authority to approve attendance

135. The Mar 2014 directive did not include a corresponding mention of this delegated responsibility in its list of specific responsibilities. In a complete reversal, the Dec 2014 directive included this entry in its list of specific responsibilities but did not include it in its delegated authority/assigned responsibility list.

136. This delegated authority was both new and old. As noted above, the Mar 2014 directive introduced this new category, referred to here as Emergency Extraordinary Expenses and as Emergency and Extraordinary Expenses in the relevant section of the U.S. Code. The delegated authority relating to Official Representation Funds was included in the Dec 2008 directive and was retained here.

at conferences hosted by non-DoD entities, where the estimated AF-wide costs are at or below \$20,000.

16. Authority/Responsibility relating to the management, administration, and oversight of classified information sharing/safe-guarding program and the Air Force Insider Threat Program.

17. Specific authority . . . to approve medical designee status.¹³⁷

Subordinate Offices

The March 2014 directive made significant revisions in the SAF/AA organization chart and in the responsibilities of several of the subordinate offices assisting the Air Force secretary's administrative assistant. The reorganization mentioned in the first sentence of the March 2014 directive resulted in consolidations, deletions, name changes, and other revisions in those offices. The eleven subordinate offices of the December 2008 directive were now six, and they were no longer described as directorates.

The March 2014 directive established the Sensitive Activities Office (SAF/AAH) and dismantled several directorates listed in the December 2008 directive and reassigned or deleted their responsibilities. Some of the duties of the old Human Resources and Manpower Directorate (SAF/AAA) were passed to the new Resources (SAF/AAR) office and others to the new Operations (SAF/AAO) office. Some of the duties of the old Directorate of Policy, Plans, and Resources (SAF/AAX) went to the Resources office and others to the new Information Management (SAF/AAI) office. The Air Force Art Program Office (AFAPO), listed as a separate subordinate office in the December 2008 directive, was now part of the Operations office. The Air Force Central Adjudication Facility (AFCAF), also listed as a separate subordinate office in the earlier directives, was now absorbed into the DoD Central Adjudication Facility (DoD CAF). The Information Protection Directorate was closed, with most of its responsibilities apparently passed outside SAF/AA and a small number reassigned to the renamed Security and Special Program Oversight (SAF/AAZ) office. The March 2014 directive used the phrase "information protection" only once, in describing, in general terms, the SAF/AA portfolio. In another development, the SAF/AA organization chart now included the administrative assistant's deputy for the first time in a mission directive.¹³⁸

The six subordinate three-letter offices described in the March 2014 directive were as follows:¹³⁹

137. The DoD instruction granting this specific authority reserved all other authorities to the Air Force surgeon general. The Dec 2008 directive included this activity in its list of specific responsibilities, but there was no corresponding delegated authority until here in the Mar 2014 directive.

138. James, HAF Mission Directive 1-6, 20 Mar 2014, p 10 (quote and organization chart).

139. Ibid., wording quoted directly from the list on pp 10–12, tenses changed from present to past.

1. Resources (SAF/AAR).

This newly named office combined certain functions of the old Human Resources and Manpower Directorate (SAF/AAA); the old Directorate of Policy, Plans, and Resources (SAF/AAX); the old Directorate of HAF Budgeting and Programming (HAF/RM); and the old Directorate of HAF Manpower and Human Capital Management (HAF/HR).

The Resources office, a Secretariat function¹⁴⁰ managed civilian personnel¹⁴¹ for the SAF/OS, SAF/US, AF/CC, AF/CV, AF/CVA and selected field activities. SAF/AAR also provided support for the many AA-sponsored and AF outside DoD activities located in approximately 35 locations world-wide. Responsibilities included liaison with Washington Headquarters Service/Office of the Secretary of Defense (WHS/OSD) on senior management personnel issues, management of DoD Outside Agency Assignments, and those responsibilities associated with chairing the Special Fund Council. Additionally, this directorate facilitated requests for personnel actions, in-hire security clearances and drug testing,¹⁴² oversight and guidance on manpower and staffing issues to include individuals brought into service as Special Government Employees, oversight of the civilian recognition programs,¹⁴³ managed the resources and requirements for civilian training and education, and managed and oversaw civilian performance management systems functions including emergency appeals directed by DoD and Office of Personnel Management (OPM).¹⁴⁴ SAF/AAR represented the SAF/AA on Air Force Corporate Structure entities such as the Operating Budget Review Committee (OBRC).¹⁴⁵ SAF/AAR managed the HAF resource management process and provided input to the Air Force Corporate Structure for all program, budget, and financial plans in the HAF portfolio. SAF/AAR was responsible for management of day-to-day programming, budgeting, and execution processes for the HAF.¹⁴⁶ SAF/AAR maintained overall responsibility for the HAF military and civilian manpower, and civilian employment execution management within the HAF portfolio. Acted as the single entry point for HAF portfolio manpower issues to AF/A1.¹⁴⁷ Provided resources support to the offices of the SecAF, CSAF, and the SAF/AA.¹⁴⁸

140. The functions set out in the first four sentences were the same or nearly the same as those in the Dec 2008 directive's description of SAF/AAA.

141. The phrase "and manpower support functions," included in the Dec 2008 directive's description of SAF/AAA, was deleted here.

142. The phrase "provides leave and payroll guidance," included in the Dec 2008 directive's description of SAF/AAA, was deleted here.

143. The Dec 2008 directive's description of SAF/AAA described these as "civilian awards programs."

144. The Dec 2008 directive noted that SAF/AAA "performs quality control on civilian appraisals" but made no mention of emergency appeals or OPM.

145. The Dec 2008 directive included this duty in its description of SAF/AAX.

146. The Dec 2008 directive included the duties in these two sentences in its description of HAF/RM.

147. The Dec 2008 directive included the duties in these two sentences in its description of HAF/HR.

148. The Dec 2008 directive included this duty in its description of SAF/AAX.

2. Operations (SAF/AAO).

This newly named office combined and expanded certain functions of the old Directorate of Facilities Support (SAF/AAF) and the old Human Resources and Manpower Directorate (SAF/AAA). The Air Force Art Program Office no longer had its own place in the organization chart and now fell under the Operations office (SAF/AAO).

SAF/AAO managed all facility and logistical support services for the HAF and other Air Force agencies occupying government-owned and leased facilities in the NCR. SAF/AAO was the AF liaison with OSD, WHS, Facilities Services Directorate and other Services on all facility and logistical issues in the NCR.¹⁴⁹ Support included, but was not limited to, facilities and facility operations, facility modification, maintenance, space management, civil engineering, parking allocation,¹⁵⁰ furniture procurement, systems furniture design, interior design, corridor displays, supplies and supply services, continuity of operations,¹⁵¹ capabilities, lease/rent management, facility acquisition and contracting, and secure/non-secure telecommunications.¹⁵² Other HAF-supported functions included locksmith and physical security support, Airman's Hall scheduling, badge/CAC services, preparation of building pass applications and contractor verifications,¹⁵³ maintained the HAF Gift Locker¹⁵⁴ for presentation and disposition of gifts, and managed the official Air Force fundraising campaigns (e.g., Combined Federal Campaign and Air Force Assistance Fund) for the NCR.¹⁵⁵ Additionally, SAF/AAO facilitated the world wide Air Force Art program, managing the custodial, curatorial and exhibition activities.¹⁵⁶

3. Security and Special Program Oversight (SAF/AAZ).

The Security and Special Program Oversight (SAF/AAZ) office bore some resemblance to the Directorate of Security, Counterintelligence and

149. The Dec 2008 directive made no mention of liaison duties with WHS/OSD except in connection with "senior management personnel issues, management of DoD Outside Agency Assignments, and those responsibilities associated with chairing the Special Fund Council" that fell under SAF/AAA. As noted above, these fell under SAF/AAR in the Mar 2014 directive.

150. In the Dec 2008 directive, the Air Force Pentagon Parking program was one of the duties of SAF/AAA.

151. This is the Mar 2014 directive's only specific mention of SAF/AA "continuity of operations" duties. The Dec 2008 directive (p 9) gave a detailed duty to SAF/AAX: it was "the focal point for the SAF/OS, SAF/US and SAF/AA Continuity of Operations Plan, Evacuations, and the Joint Emergency Evacuation Plan."

152. The Mar 2014 directive added many of the tasks following the previous footnote as new or expanded responsibilities, compared with those included in the Dec 2008 directive's description of SAF/AAF. For example, the Dec 2008 directive deleted SAF/AAF's duties regarding secure telephones mentioned in the Jun 2007 directive.

153. The Mar 2014 directive was the first to mention these particular "HAF-supported functions."

154. As noted above, the Mar 2014 directive made the first mention of "the HAF Gift Locker."

155. In the Dec 2008 directive, fundraising-campaign responsibilities were part of the SAF/AAA portfolio.

156. As noted above, the Air Force Art Program Office (AFAPO) was a separate subordinate office in the Dec 2008 directive.

Special Program Oversight (SAF/AAZ) of the December 2008 directive. The new office retained some of its predecessor's past functions and removed others. The new SAF/AAZ also took on some functions from the Information Protection Directorate (SAF/AAP), which no longer existed under the March 2014 directive.

Old SAF/AAZ functions not passed to the new Security and Special Program Oversight office included initiating and managing "special research, feasibility studies, inquiries, and sensitive reviews for Air Force senior leadership.... designed to help ensure the protection and technological advancement of Air Force security and special programs." Gone also was the responsibility "for coordinating appropriate counterintelligence support from the Air Force Office of Special Investigations and other agencies as necessary."¹⁵⁷

Several Information Protection Directorate functions did not transfer to the new Security and Special Program Oversight office. The March 2014 directive made no mention of the Air Force Security Policy and Oversight Board (AFSPOB), the Air Force Security Advisory Group (AFSAG), or the duty to manage "NATO and Controlled Unclassified information programs." The director of the new office would not be responsible, as the SAF/AAP director has been, for serving "as the Air Force Career Field Manager for the Security (080) series."¹⁵⁸

SAF/AAZ provided a strategic policy focus on the Air Force Security Enterprise¹⁵⁹ and on protection of information across the Air Force. SAF/AAZ served as the Secretariat for the AFSEEB.¹⁶⁰ Served as the Vice Chair for the Security Enterprise/Mission Assurance Steering Group with responsibilities for convergence, integration, and information sharing of security activities across the AF security enterprise.¹⁶¹ Additionally, SAF/

157. Donley, HAF Mission Directive 1-6, 22 Dec 2008, p 9.

158. Ibid.

159. The Dec 2008 directive did not use the phrase "Security Enterprise."

160. Not present in the Dec 2008 directive and unidentified in that of Mar 2014, this acronym referred to the Air Force Security Enterprise Executive Board. Deborah Lee James, Secretary of the Air Force, Air Force Policy Directive 17-1, 12 Apr 2016, Cyberspace, Information Dominance Governance and Management, OPR: SAF/CIO A6SS, Certified by SAF/CIO A6 (Lt Gen William J. Bender), Supersedes: AFPD 33-2, 3 Aug 2011; AFPD 33-4, 17 Jan 2013; and AFPD 33-5, 11 Jan 2013. [http://static.e-publishing.af.mil/production/1/saf_cio_a6/publication/afpd17-1/afpd_17-1.pdf, accessed Feb 13, 2018.] That policy directive (p 5) identified the administrative assistant's duties as follows:

1. IAW AFPD 16-14, Security Enterprise Governance, provide assistance to SAF/CIO A6 in the presentation and vetting of cyberspace issues and agenda items to the Air Force Security Enterprise Executive Board when appropriate.
2. On behalf of the security enterprise and special access program (SAP) community, participate in cyberspace governance forums.
3. As the Senior Security Official and Security Program Executive, ensure Personnel, Information, Industrial, and Insider Threat security programs are aligned with and support cyberspace policy and execution.
4. Support the SAF/CIO A6 in execution of CIO responsibilities for Special Access Program networks.

161. The Dec 2008 directive did not mention this responsibility or the steering group.

AAZ managed the AF Information Security Program (to include nuclear information¹⁶² security); Personnel Security Program; Industrial Security Program;¹⁶³ acted as the AF focal point for the insider threat program,¹⁶⁴ and served as the Air Force Special Access Program Coordination Office (SAPCO) and the Authorizing Official for Air Force SAP systems.¹⁶⁵

4. Air Force Executive Dining Facility (SAF/AAM).

The primary responsibility of the Air Force Executive Dining Facility, providing “suitable accommodations” for the Air Force secretary and chief of staff, remained unchanged from what it had been in the December 2008 directive. The only change was in the description of the facility’s additional responsibility with respect to “key staff”. In the earlier directives, these had been personnel in the Secretariat and the Air Staff. Now, they were “personnel in the HAF,” a revision reflecting the organizational changes at Headquarters Air Force.¹⁶⁶

5. Information Management (SAF/AAI).

The revised Information Management (SAF/AAI) closely resembled its predecessor, HAF Information Management (HAF/IM). But the revised office no longer acted as HAF Chief Information Officer (HAF CIO). The revised office also took on several functions of the old Directorate of Policy, Plans, and Resources (SAF/AAX).

SAF/AAI provided leadership and oversight for HAF Information Resource Management, to include Information Management, Information Technology, Privacy Act, Freedom of Information Act, and Records Management activities.¹⁶⁷ SAF/AAI served as Executive Secretary for the HAF Information Technology Management Board and chaired the supporting ITMB Working Group. SAF/AAI had two named activities:

162. The Dec 2008 directive included a delegated authority related to DoD “unclassified control of nuclear information” but made no mention of any nuclear-related duties in its descriptions of the administrative assistant’s subordinate offices.

163. The duties thus far in this sentence came from the Dec 2008 directive’s description of SAF/AAP responsibilities. But the Mar 2014 directive did not carry over the SAF/AAP duty to manage also “NATO and Controlled Unclassified information programs” included in the Dec 2008 directive (p 11).

164. The Mar 2014 directive made the first mention of the insider threat program. But it deleted the SAF/AAZ duty to serve as “the focal point for Air Force security support to the White House” included in the Dec 2008 directive (p 9).

165. This duty as named was new.

166. James, HAF Mission Directive 1-6, 20 Mar 2014, p 12 (all quotes). Donley, HAF Mission Directive 1-6, 22 Dec 2008, p 10 (1st and 2d quotes).

167. Privacy Act, Freedom of Information Act, and records management activities were new or newly spelled out.

the Air Force Departmental Publishing Office (AFDPO) and the Air Force Declassification Office (AFDO). AFDPO provided support to authors and users of official Air Force publications and forms (to include technical and customer support for those creating or accessing publications or forms). AFDO was responsible for the declassification and safeguarding of permanent and historical National Security Information (NSI) Air Force documents. It served as the Air Force focal point for inter-agency coordination within the Federal Government of all Air Force declassification issues and acted as the lead agent for inter-agency and inter-service declassification working groups.¹⁶⁸ SAF/AAI provided media services to include graphics, videography, and photography services to HAF organizations, and operated the Official Mail program for HAF organizations on the Pentagon reservation.¹⁶⁹ SAF/AAI interfaced with the 844th Communications Group [CG], reporting to the AFDW/CC, to ensure various communications and information systems and services for the HAF.¹⁷⁰ SAF/AAI developed departmental policy on policy formulation, federal and DoD advisory committees, and the Group Federal Officer (GFO) for Air Force committees under the Federal Advisory Committee Act; issued departmental guidance for these programs, and publications and forms management. SAF/AAI managed the documentation of Secretary of the Air Force's delegated authorities and responsibilities.¹⁷¹

6. Sensitive Activities Office (SAF/AAH).

This office served as the United States Air Force Focal Point and Single Enterprise to address immediate and emerging Combat Air Force, Combat Support Agency, and Combatant Commander's mission needs involving sensitive activities, specifically their applications, and operational concepts. This also included those sensitive activities . . . involving other non DoD Federal Departments and Agencies (NDFDA). This Directorate also promulgated SAF/AA's directed manning prioritization guidance for USAF personnel assigned to USAF, DoD, and NDFDA sensitive activities via AFPC's Special Programs Assignment Division.

168. The duties in the preceding five sentences repeated those set out in the Dec 2008 directive.

169. The Mar 2014 directive was the first to mention the Official Mail program, and the other responsibilities were new or newly spelled out.

170. The Mar 2014 directive made slight adjustments in the Dec 2008 directive's wording of this sentence. The office—no longer relying on the 844th CG—interfaced with that group, with the goal of ensuring—instead of providing—those systems and services for the HAF.

171. In the Dec 2008 directive, these responsibilities belonged to the Directorate of Policy, Plans, and Resources (SAF/AAX).

HAF Mission Directive 1-6, *Administrative Assistant to the Secretary of the Air Force*, December 22, 2014

A revised SAF/AA mission directive, superseding that of March 2014, was published on December 22, 2014, over the signature of Secretary James. It was certified by Ms. Zarodkiewicz, who had succeeded Tim Beyland as administrative assistant in May 2014. The revised directive included changes resulting from the Headquarters Air Force reorganization, specifically the elimination of graphics responsibilities from the portfolio of the subordinate Information Management office.¹⁷²

It also added “Information Protection” to the name of an already existing subordinate office, clarifying SAF/AA responsibilities in that area.¹⁷³

Mission and Organizational Relationships

The December 2014 mission directive did not alter the SAF/AA mission or organizational relationships.

Responsibilities

The December 2014 mission directive increased from nineteen to twenty the number of specific SAF/AA responsibilities. It retained, verbatim, sixteen of those listed in the March 2014 directive, but it deleted part of one and clarified, reworded, or expanded two others. The new responsibility dealt with matters related to special access programs.

The December 2014 directive deleted graphics from the list of media services over which Zarodkiewicz’s subordinate Information Management office had responsibility. The revised duty read as follows:¹⁷⁴

Oversight of Information Resource Management for the HAF in the Pentagon reservation; media (including videography and photography) services to HAF; and Official Mail service to HAF.

The directive added a parenthetical definition to the SAF/AA responsibility relating to personnel resource management. The revised responsibility read as follows:¹⁷⁵

172. The removal of graphics responsibilities is apparently a continuation, or final piece, of the Headquarters Air Force reorganization that had a significant impact on the Mar 2014 directive.

173. James, HAF Mission Directive 1-6, 22 Dec 2014, pp 1, 10, 11, 12. USAF official biography, Zarodkiewicz.

174. James, HAF Mission Directive 1-6, 22 Dec 2014, p 2.

175. Ibid., p 3.

Personnel resource management for the Secretariat, Glass Door Offices (SecAF, Under Secretary of the Air Force (USecAF), AF/CC, Vice Chief of Staff of the Air Force (AF/CV), and Assistant Vice Chief of the Air Force (AF/CVA)), and selected field activities. Budgeting and supply services for the SecAF, the USecAF, the CSAF, AF/CV, and the Chief Master Sergeant of the Air Force.

The directive made two changes to SAF/AA's responsibility relating to the HAF Gift Locker. More significantly, it enlarged Zarodkiewicz's duty by adding consultation with the State Department on gifts from foreign governments. It also revised the wording about the gift inventory. The expanded and reworded responsibility read as follows:¹⁷⁶

Operated the HAF Gift Locker. Reviewed requests from military members and civilian employees/political appointees of the Air Force on the appropriateness to retain gifts for themselves or their dependents from domestic personnel and/or foreign governments; consulted with Department of State on proposed declinations of gifts from foreign governments for official use, to including [sic] accepting such gifts on behalf of the Air Force or otherwise disposing of such gifts; maintained an inventory of items appropriate for gift giving by Secretariat and Air Staff senior leaders;¹⁷⁷ processed gift requests.

The December 2014 directive added an entry related to special access programs to the list of SAF/AA's specific responsibilities. This entry had appeared in the March 2014 directive, not on the specific responsibilities list but on the delegations of authorities/assignment of responsibility list. The December directive reversed this: it included the entry in the specific responsibilities list but not in the delegated authorities list.¹⁷⁸ Under the December directive, Zarodkiewicz now¹⁷⁹

Provided AF SAP-unique IT support, access to AF Access Database System (AFADS), AF Special Programs (AFSP), Configuration and Security Tracking System (CASTS), phones and all other SAP specific hardware, databases and systems;

176. Ibid., wording quoted directly from p 3, tenses changed from present to past.

177. In the Mar 2014 directive, "Secretariat and Air Staff senior leaders" read "Glass Doors offices."

178. James, HAF Mission Directive 1-6, 22 Dec 2014, pp 3, 5-9. James, HAF Mission Directive 1-6, 20 Mar 2014, pp 2-3, 7.

179. James, HAF Mission Directive 1-6, 22 Dec 2014, wording quoted directly from p 3, tenses changed from present to past.

funded SAP specific missions, equipment and capabilities; referred adverse information on persons under AF SAP cognizance to the DoD CAF following a determination by the appropriate Program Security Officer, pursuant to Memorandum of Understanding between DA&M and SAF/AA, 5 December 2012.

Delegated Authorities/Assignment of Responsibilities

The December 2014 mission directive reordered and made several other changes to the delegations of authority/assignment of responsibility list. As noted above, the directive deleted the SAP-related entry quoted in the previous section from the delegated authorities list and moved it to the specific responsibilities list. The directive also deleted one responsibility and added a new one. These revisions resulted in a net decrease, from forty-three to forty-two, in the number of specific SAF/AA responsibilities.¹⁸⁰

The December 2014 directive deleted the March directive's responsibility regarding "assignment of American National Red Cross and United Service Organizations, Inc., employees to duty with the military services."¹⁸¹

The December directive's new responsibility related "to complying with guidance for information concerning significant quantities of special nuclear materials, other than that contained in nuclear weapons & that used in the production of energy in reactor plants of nuclear powered ships."¹⁸²

Subordinate Offices

The December 2014 directive made one change in the SAF/AA organization chart: the Security and Special Program Oversight office was renamed Security, Special Program Oversight and Information Protection, with the three-letter designation, SAF/AAZ, unchanged.¹⁸³

There were changes also in the responsibilities of the subordinate offices assisting the Air Force secretary's administrative assistant. The six subordinate three-letter offices described in the December 2014 directive were as follows:¹⁸⁴

180. Ibid., list on pp 5–9.

181. James, HAF Mission Directive 1-6, 20 Mar 2014, p 7.

182. James, HAF Mission Directive 1-6, 22 Dec 2014, p 7.

183. Ibid., p 10. James, HAF Mission Directive 1-6, 20 Mar 2014, p 10.

184. James, HAF Mission Directive 1-6, 22 Dec 2014, wording quoted directly from the list on pp 11–12, tenses changed from present to past.

1. Resources (SAF/AAR).

SAF/AAR as described in the December 2014 directive resembled that of the March 2014 directive. Overall, the wording was condensed or otherwise revised; certain tasks were added and others deleted. Gone was the March directive's mention of SAF/AAR's "support for the many AA-sponsored and AF outside DoD activities location in approximately 35 locations world-wide." Gone, too, was text related to the following: Special Government Employees; civilian recognition programs, training, education, and emergency appeals directed by DoD and OPM; and the Operating Budget Review Committee.

SAF/AAR was now described as responsible for providing financial management,¹⁸⁵ programming, civilian employment execution, and military and civilian manpower resource management support to the HAF portfolio. SAF/AAR represented the SAF/AA to the Air Force Corporate Structure and on other Boards. SAF/AAR provided inputs for all HAF financial and manpower resource requirements. The directorate oversaw the development and defense of the HAF's POM submission.¹⁸⁶ SAF/AAR managed the day-to-day programming, budgeting, and execution processes; Unit Manpower Document (UMD) adjustments; and civilian work-year execution within the HAF.¹⁸⁷ Additionally, the directorate provided civilian personnel support to the offices of the SecAF, CSAF, SAF/AA, and selected field activities. Responsibilities included liaison with Washington Headquarters Service/Office of the Secretary of Defense (WHS/OSD) on senior management personnel issues, management of DoD Outside Agency Assignments, chairing the Special Fund Council, providing oversight and guidance on staffing issues, and facilitating requests for personnel actions, in-hire security clearances, and drug testing.

2. Operations (SAF/AAO).

SAF/AAO responsibilities remained largely unchanged from those described in the March 2014 directive. The December directive clarified several responsibilities, narrowing some and expanding others. SAF/AAO support now included corridor display policy, as opposed to corridor displays, and contractor verification policy, as opposed to contractor verifications. Continuity of operations responsibilities now referred specifically to AA. Airman's Hall duties now included management, not just scheduling.

185. "Financial management" was a new phrase.

186. The tasks in this sentence and the one preceding were new.

187. The Dec 2014 directive was the first to mention Unit Manpower Documents; this phrase and the one following were new.

3. Security, Special Program Oversight and Information Protection (SAF/AAZ).

“Information Protection” was now formally added to SAF/AAZ’s name, but its duties remained unchanged from those described in the March 2014 directive.

4. Air Force Executive Dining Facility (SAF/AAM).

SAF/AAM’s responsibilities remained unchanged from those described in the March 2014 directive.

5. Information Management (SAF/AAI).

SAF/AAI’s duties remained unchanged with one exception: the media services it provided no longer included graphics.

6. Sensitive Activities Office (SAF/AAH).¹⁸⁸

SAF/AAH’s duties were unchanged with two exceptions. It now served as the U.S. Air Force “Office of Primary Responsibility and Single Enterprise” instead of the USAF “Focal Point and Single Enterprise.” And the office’s duties involving sensitive activities no longer included the phrase “specifically their applications.”¹⁸⁹

188. This office was described in the Dec 2014 directive’s paragraph A2.2.7: the paragraph should have been numbered A2.2.6.

189. The description also included a couple of minor wording and punctuation changes.

Tenure Dates of the Administrative Assistant to the Secretary of the Air Force: A Wider Context¹

Administrative Assistant to the Secretary of the Air Force	Deputy Administrative Assistant	Secretary of the Air Force	Chief of Staff of the Air Force	President of the United States
Robert J. McCormick (25 Aug 1980–	Steven A. Thompson (Jan 1984; had departed by 1990). Col. William A. Davidson, the deputy for security and investigative programs (as of Jun 25, 1986 through Jun 24, 1989), ² became the acting deputy administrative assistant (as of Dec 1989). ³	Hans M. Mark (26 Jul 1979– –9 Feb 1981) Verne Orr (9 Feb 1981– –30 Nov 1985) Russell A. Rourke (8 Dec 1985–7 Apr 1986) Edward C. Aldridge, Jr. (Acting) (8 Apr–8 Jun 1986) Edward C. Aldridge, Jr. ⁴ (9 Jun 1986–16 Dec 1988) James F. McGovern (Acting) (16 Dec 1988–29 Apr 1989) John J. Welch, Jr. (Acting) (30 Apr–21 May 1989) Donald B. Rice (22 May 1989–	Gen. Lew Allen, Jr. (1 Jul 1978– –30 Jun 1982) Gen. Charles A. Gabriel (1 Jul 1982– –30 Jun 1986) Gen. Larry D. Welch (1 Jul 1986– –30 Jun 1990) Gen. Michael J. Dugan (1 Jul–17 Sep 1990) Gen. John M. Loh ⁶ (Acting) (18 Sep–29 Oct 1990) Gen. Merrill A. McPeak ⁷ (30 Oct 1990–	Jimmy Carter (20 Jan 1977–20 Jan 1981) Ronald Reagan (20 Jan 1981– –20 Jan 1989) George [H. W.] Bush (20 Jan 1989– –20 Jan 1993) Bill Clinton (20 Jan 1993–
		20 Jan 1993) ⁵ Michael B. Donley (Acting) (20 Jan–13 Jul 1993) Gen. Merrill A. McPeak (Acting) (14 Jul–5 Aug 1993)		

<p>–31 Mar 1994)</p> <p>William A. Davidson (Acting) (1 Apr–14 Jun 1994)</p> <p>William A. Davidson (15 Jun 1994–</p>		<p>Sheila E. Widnall (6 Aug 1993–</p>			
	<p>Jake Henry⁸ (~ 1 Aug 1999–before Dec 2000)</p> <p>Robert E. Corsi, Jr.⁹ (~ Dec 2000–</p>	<p>–31 Oct 1997) F. Whitten Peters (Acting) (1 Nov 1997–1 Aug 1999) F. Whitten Peters (2 Aug 1999–20 Jan 2001) Lawrence J. Delaney (Acting) (20 Jan–31 May 2001) James G. Roche (1 Jun 2001–</p>	<p>–25 Oct 1994) Gen. Ronald R. Fogleman¹⁵ (26 Oct 1994–29 Aug 1997) Gen. Ralph E. Eberhart (Acting)¹⁶ (2 Sep–1 Oct 1997) Gen. Michael E. Ryan¹⁷ (1 Oct 1997–</p>		<p>–20 Jan 2001) George W. Bush (20 Jan 2001–</p>
		<p>–20 Jan 2005) Peter B. Teets (Acting) (20 Jan–25 Mar 2005) Michael Montelongo (Acting)¹⁰ 26–28 Mar 2005)</p> <p>Michael L. Dominguez (Acting)¹¹ (29 Mar–28 Jul 2005) Pete Geren (Acting)¹² (29 Jul–2 Nov 2005) Michael W. Wynne¹³</p>	<p>–5 Sep 2001) Gen. John P. Jumper (6 Sep 2001–</p>		
			<p>–1 Sep 2005)</p>		

30 Sep 2011; retired 1 Nov 2011)	– ~ Sep 2011	(3 Nov 2005–20 Jun 2008) Michael B. Donley (Acting) ¹⁴ (21 Jun 2008–2 Oct 2008) Michael B. Donley (2 Oct 2008–	Gen. T. Michael Moseley ¹⁸ (2 Sep 2005–31 Jul 2008) Gen. Norton A. Schwartz ¹⁹ (1 Aug 2008–	–20 Jan 2009) Barack Obama (20 Jan 2009–
Timothy A. Beyland (1 Oct 2011–	Patricia J. Zarodkiewicz (Sep 2011–	–21 Jun 2013) Eric Fanning (Acting) ²⁰ (21 Jun–20 Dec 2013) Deborah Lee James (20 Dec 2013–	–10 Aug 2012) Gen. Mark A. Welsh, III (10 Aug 2012–	
–2 May 2014) Patricia J. Zarodkiewicz (May 2014–present)	–May 2014)	–20 Jan 2017) Lisa Disbrow (Acting) (20 Jan–16 May 2017) Dr. Heather Wilson (May 2017–present)	–1 Jul 2016) Gen. David L. Goldfein (1 Jul 2016–present)	–20 Jan 2017) Donald J. Trump (20 Jan 2017–present)

¹ *Headquarters United States Air Force: Key Personnel*, Secretary of the Air Force (SAF/OS), Chief of Staff of the Air Force (AF/CC), Administrative Assistant to the Secretary of the Air Force (SAF/AA), updated by Maj. Laura E. Cox (Washington, DC: Air Force Historical Studies Office, Jan 2013), pp 4, 5, 8, 14. [<https://media.defense.gov/2013/Apr/10/2001329974/-1/-1/0/AFD-130410-035.pdf>; accessed Jan 29, 2018.] *Headquarters USAF Organization Charts*, various, AF/HOH archives, DoD Telephone Directories, various, AF/HOH archives, *Department of Defense Key Officials: September 1947–May 2015* (Washington, DC: Historical Office,

Office of the Secretary of Defense, Jun 2015), pp 25–26. U.S. Air Force, official biographies, AF Senior Leaders, various. [http://www.af.mil/About-Us/Biographies/] Intwv, P. D. Jones with Col William A. Davidson, USAF (Ret), retired administrative assistant to the Air Force secretary, Feb 26, 2018, at the Air Force Historical Support Division (AF/HOH), Joint Base Anacostia-Bolling, D.C.; and copies of his officer effectiveness reports, which he kindly shared.

² U.S. Air Force, AF Form 707, Officer Effectiveness Report, William A. Davidson, Jr., 25 Jun 86–24 Jun 88, 25 Jun 88–24 Jun 88, 25 Jun 88–24 Jun 89, informational copies provided by Mr. Davidson, AF/HOH archives. As an example of conflicting sources, according to the United States Air Force *Summary*, FY 1988/1989 (Amended), 14th ed., RCS: SAF-ACC(A) 7203 (Washington, DC: Deputy Comptroller, Cost & Economics, Comptroller of the Air Force, 15 May 1988), Table E-2, Department of the Air Force Key Personnel (Current as of 15 May 88), p E-12, as of 15 May 1988 until Mar 1990. Col. William A. Davidson was serving as Administrative Assistant Robert J. McCormick's deputy administrative assistant for security and administrative (sic: according to his official USAF biography, this should read "investigative") programs, and Brig. Gen. Jon A. Reynolds was serving as military assistant to Air Force secretary Edward C. Aldridge, Jr.

³ Gene Boesch was now the acting deputy for security and investigative programs. *DoD Telephone Directory*, Dec 1989. According to his officer effectiveness reports, then-Lieutenant Colonel Davidson had arrived at SAF/AA by Jun 25, 1983, and was serving as the assistant for plans and programs; by Jun 25, 1984, he was serving as military assistant. Colonel-selectee Davidson continued in that job from Jun 25, 1985 through Jun 24, 1986. U.S. Air Force, AF Form 707, Officer Effectiveness Report, William A. Davidson, Jr., 25 Jun 83–24 Jun 84, 25 Jun 84–24 Jun 85, 25 Jun 85–24 Jun 86, informational copies provided by Mr. Davidson, AF/HOH archives. As an example of conflicting sources, Lieutenant Colonel Davidson appeared in the *DoD Telephone Directory*, Apr 1984, Triannual Issue Number One, as the exec, with Lt Col Jason M. Middleton as military assistant. By the publication of the *DoD Telephone Directory*, Apr 1985, Triannual Issue Number One, Lieutenant Colonel Davidson was the military assistant.

⁴ *DoD Key Officials* lists Aldridge's tenure dates as 9 Jun 1986–15 Dec 1988 and does not include McGovern or Welch.

⁵ As of 1 May 1990, Col. D. W. McIlvoy was serving as military assistant to Air Force secretary Donald B. Rice. United States Air Force *Statistical Digest* (Abridged), FY 1991 Estimate (Washington, DC: Deputy Assistant Secretary (Cost and Economics) and Assistant Secretary of the Air Force (Financial Management and Comptroller of the Air Force), Table X-1, Key Personnel, Department of the Air Force Key Personnel (As of 1 May 1990), p X1. As of the publication of the full digest for FY 1991, however, Secretary Rice apparently no longer had a military assistant. United States Air Force *Statistical Digest*, FY 1991 (Washington, DC: Deputy Assistant Secretary (Cost and Economics) and Assistant Secretary of the Air Force (Financial Management and Comptroller of the Air Force, n.d.), Table D-28, Key Personnel of the Air Force Secretariat, Office of the Secretary, p 87.

⁶ *DoD Key Officials* lists Loh's tenure dates as 18 Sep–27 Oct 1990.

⁷ *DoD Key Officials* lists McPeak's tenure dates as 27 Oct 1990–25 Oct 1994.

⁸ In his Feb 2018 interview, Davidson referred to his deputy as "Jake" Henry. The SAF/AA sections of the *DoD Telephone Directories* do not list Henry. He appears (without his first name) only in the *Headquarters USAF Organization Chart* of Aug 1, 1999; the next chart, dated Jun 15, 2000, shows as vacant the deputy administrative assistant position.

⁹ Corsi first appears as deputy administrative assistant in the *Headquarters USAF Organization Chart* of May 29, 2001. But he had been listed as deputy in the *DoD Telephone Directory*, as early as Dec 2000. Triannual Issue Number Three.

¹⁰ *DoD Key Officials* lists Montelongo's tenure dates as 25–28 Mar 2005.

¹¹ *DoD Key Officials* lists Dominguez's tenure dates as 28 Mar–29 Jul 2005.

¹² *DoD Key Officials* lists Geren's tenure dates as 29 Jul–4 Nov 2005.

¹³ *DoD Key Officials* lists Wynne's tenure dates as 4 Nov 2005–5 Jun 2008.

¹⁴ *DoD Key Officials* lists Donley's tenure dates as acting SECAF as 9 Jun–1 Oct 2008.

¹⁵ *DoD Key Officials* lists Fogleman's tenure dates as 26 Oct 1994–2 Oct 1997 and does not include Eberhart.

¹⁶ Walter J. Boyne, *Beyond the Wild Blue: A History of the U.S. Air Force, 1947–2007* (New York: Thomas Dunne Books, an imprint of St. Martin's Press, 2d ed., 2007), p 339. *Headquarters United States Air Force: Key Personnel* does not include Eberhart.

¹⁷ *DoD Key Officials* lists Ryan's tenure dates as 2 Oct 1997–6 Sep 2001.

¹⁸ *DoD Key Officials* lists Moseley's tenure dates as 2 Sep 2005–1 Aug 2008.

¹⁹ *DoD Key Officials* lists Schwartz's tenure dates as 12 Aug 2008–10 Aug 2012.

²⁰ *DoD Key Officials* lists Fanning's tenure dates as 24 Jun–19 Dec 2013.

Administrative Assistant to the Secretary of the Air Force and Subordinate Offices, 1983–2007¹

Apr 1983 17 positions, with named staff	Apr 1984 19 positions, with named staff	Apr 1985 19 positions, with named staff	Apr 1986 18 positions, with named staff	Apr 1987 19 positions, with named staff
Office of the Administrative Assistant to the SECAF SAF/AA (3 + 1 Vacant) Admin Asst to the Secretary of the Air Force Robert J. McCormick, Deputy Admin Asst (vacant), Mil Asst, Asst for Manpower & Personnel	Ofc of the AA SAF/AA (4) Admin Asst, Dep Admin Asst, Mil Asst, Exec	Ofc of the AA SAF/AA (4) Admin Asst, Dep Admin Asst, Mil Asst, Asst for Manpower & Personnel	Ofc of the AA SAF/AA (4) Admin Asst, Dep Admin Asst, Mil Asst, Asst for Manpower & Personnel	Ofc of the AA SAF/AA (4) Admin Asst, Dep Admin Asst, Mil Asst, Exec Asst
				Deputy for Security & Investigative Programs SAF/AAZ (2) Dep. Asst for Security Plans & Progs
Civilian Personnel SAF/AAA (1)	Civ Pers SAF/AAA (1)	Civ Pers SAF/AAA (1)	Civ Pers SAF/AAA (1)	Civ Pers SAF/AAA (1)
Military Personnel Branch SAF/AAP (1)	Mil Pers Br SAF/AAP (1)	Mil Pers Br SAF/AAP (2)	Mil Pers Br SAF/AAP (1)	Mil Pers SAF/AAP (1)
Supply Support Service Specialist SAF/AAS (1)	Supply Support Svc Spec SAF/AAS (1)	Supply Support Svc Spec SAF/AAS (1)	Support Svcs Supervisor SAF/AAS (1)	Supply Support Svcs SAF/AAS (1)
News Clipping & Analysis Service N/CAS (5)	News Clipp & Analysis Svc N/CAS (5)	News Clipp & Analysis Svc N/CAS (5)	News Clipp & Analysis Svc SAF/AAR (4 + 1 N/CAS)	News Clipp & Analysis Svc SAF/AAR (4)
	Air Force Executive Dining Room AS/SAFAAM (1)	AF Exec Dining Rm (AS/SAFAAM) (1)	AF Exec Dining Rm SAF/AAM (1)	AF Exec Dining Rm SAF/AAM (1)
Administrative Systems Division SAF/AAW (4 + 1 Vacant)	Admin Sys Div SAF/AAW (4 + 1 AS/SAFAAW)	Admin Sys Div SAF/AAW (4 + 1 AS/SAFAAW)	Admin Sys Div SAF/AAW (5)	Admin Sys Div SAF/AAW (3 + 2 Vacant)

¹ *Department of Defense Telephone Directories*, Apr 1983–Dec 1994; *Department of Defense Telephone Directories* (Washington: Defense Telecommunications Service, Dec 1995–Triannual Issue Number Two 2002); *DoD Special Edition Yellow Pages* (Washington: Defense Telecommunications Service, Nov 2003); *DoD Directories* (Washington: Defense Telecommunications Service, Edition I, 2004; Editions I and III, 2005; Edition I, 2006); *Department of Defense Phone Directory* (Washington: Defense Telecommunications Service, Edition I, 2007), Air Force Historical Support Division (AF/HOH) archives. Most of the directories were published triannually; not all issues are available.

Dec 1987

43 positions, with named staff

Ofc of the AA SAF/AA (4)

Admin Asst to the SECAF, Dep Admin Asst, Mil Asst, Exec Asst

Dep for Security & Investigative Progs SAF/AAZ (3)

Dep, Asst for Security Plans & Progs, Asst for Spec Progs Oversight

Civ Pers SAF/AAA (1)

Mil Pers SAF/AAP (1)

Supply Support Svcs Supervisor SAF/AAS (1)

Travel Branch¹ SAF/AAT (1)

AF Exec Dining Rm SAF/AAM (1)

Current News Analysis Research Service² SAF/AAR (4)

Directorate of Information Management & Administration SAF/AAD³ (3 + Chief Special Projects⁴ w/SAF/AADP designation)

Publishing Branch SAF/AADP (2 + 1) See above.

Budget & Accounting Branch AFDW/ACS-B (1)

Editorial Production Branch SAF/AADPE (1)

Publication Development Office SAF/AADPP (1 Vacant)

Distribution Management Office SAF/AADPD (1)

Reprogramming Management Branch SAF/AADPR (1)

Information Management Branch SAF/AADA (1 + 1 Vacant)

Human Resources Branch SAF/AADAH (1)

Information Management Policy Branch SAF/AADAQ (1)

Admin Comm Management Section SAF/AADAQA (1)

Records Management Policy Section (1)

Plans Branch SAF/AADAX (1)

Administrative Management Branch SAF/AADS (2)

Admin Comm Branch⁵ SAF/AADSA (1)

Admin Pro Branch SAF/AADSJ (1)

Reprographics Branch SAF/AADSR (1)

Operations Branch SAF/AADO (1)

Internal Operations Branch SAF/AADOI (1)

Worldwide Operations Branch SAF/AADOW (1)

ASTRA Officer SAF/IA⁶ (1)

¹ The Travel Branch now had its own designation.

² This was a name change.

³ This was a new division and a new designation. The Admin Sys Div SAF/AAW had gone away. As a result of Goldwater-Nichols, "The Director of Administration (AF/DA) and nearly all associated functions were placed under the Administrative Assistant to the Secretary (SAF/AA). Renamed the Directorate of Information Management and Administration, this new office absorbed Responsibility [sic] for the resources management function previously under AF/SC [Assistant Chief of Staff, Systems for Command, Control, Communications & Computers]." Jacob Neufeld, compiler, *Organizational Charts Headquarters USAF 1947–Present*, AFP 210–5, foreword by Jacob Neufeld, Chief, Air Staff Branch (Office of Air Force History: Washington, D.C., May 1989), Air Force Historical Support Division (AF/HOH) archives.

⁴ The nature of these special projects is unclear.

⁵ It is unclear how this differed from the Admin Comm Mgmt Sec above.

⁶ This function was included in the SAF/AA listings.

Dec 1988

48 positions, with named staff

Ofc of the AA SAF/AA (4)

Admin Asst, Dep Admin Asst, Mil Asst, Secy

Dep for Security & Investigative Progs SAF/AZ (4)

Dep, Asst for Security Plans & Progs, Asst for Spec Progs Oversight, SAF Security Ofcr¹

Director of Personnel SAF/AAP (1)

Civ Pers SAF/AAA (1)

Mil Pers SAF/AAP (1) [Total AAP: 2]

Supply Support Svcs Supervisor SAF/AAS (1)

Travel Br SAF/AAT (1)

AF Exec Dining Rm SAF/AAM (1)

Current News Analysis Research Svc SAF/AAR (4)

Directorate of Info Mgmt & Admin SAF/AAD (4)

Publishing Division² SAF/AADP (1 + 1 Vacant)

Budget & Acctg Br AFDW/ACS-B (1)

Editorial Prod Br SAF/AADPE (1)

Pub Devel Ofc SAF/AADPP (1)

Electronic System[s] Office SAF/AADPO (1)

Distr Mgmt Ofc SAF/AADPD (1)

Reprogra Mgmt Br SAF/AADPR (1)

Pub & Form Mgmt Br SAF/AADPS (1 Vacant)

Information Management Division³ SAF/AADA (1)

Human Resources Br SAF/AADAH (1)

Policy Br⁴ SAF/AADAQ (1)

Admin Comm Mgmt Policy Section SAF/AADAQA (1 Acting)

Information Management Policy Section SAF/AADAQI (1 Acting)

Records Mgmt Pol Sec SAF/AADAQD (1)

Plans Br SAF/AADAX (1 Acting)

Administrative Management Division⁵ SAF/AADS (3)

Admin Comm Br SAF/AADSA (1)

Admin Pro Br SAF/AADSJ (1)

Reprographics Br SAF/AADSR (1)

Operations Division⁶ SAF/AADO (1)

Internal Opers Br SAF/AADOI (1)

Worldwide Opers Br SAF/AADOW (1)

ASTRA Ofcr SAF/IA (1)

¹ This was a new position.

² This former branch was now a division.

³ This former branch was now a division.

⁴ "Info Mgmt" was deleted from the now-shorter name of this branch.

⁵ This former branch was now a division.

⁶ This former branch was now a division.

Dec 1989

41 positions, with named staff

Ofc of the AA SAF/AA (6)

Admin Asst to the SECAF, Dep Admin Asst (Acting), Mil Asst, Exec Asst, Secy, Secy

Dep for Security & Investigative Progs SAF/AAZ (4)

Dep (Acting)[Gene Boesch], Asst for Security Plans & Progs, Asst for Spec Progs Oversight [Gene Boesch], SAF Security Ofcr

Chief,¹ Personnel Div SAF/AAP (1)

Mil Pers SAF/AAP (1) [Total AAP: 2]

Chief, Civilian Personnel SAF/AA (2)

Supply Support Svcs Supervisor SAF/AAS (1)

Travel Br SAF/AAT (1)

AF Exec Dining Rm SAF/AAM (1)

²

Directorate of Info Mgmt SAF/AAI³ (4 + Chief 50-S Prog Ofc⁴ w/SAF/AAI-EP designation (vacant))

Publishing Div SAF/AAIP⁵ (2)

Budget & Acctg Br AFDW/ACB-S (1)

Distr Mgmt Br SAF/AAIP (1)

Printing Mgmt Br (SAF/AAIP) (1)

Pub & Form Mgmt Branch SAF/AAIP (1)

Policy Division SAF/AAIA⁶ (1)

Admin Comm & Postal Policy Section SAF/AAIA (1)

Info & Data Mgmt Policy Branch SAF/AAIA (1)

Records Mgmt Policy Branch SAF/AAIA (1)

Plans & Resources Branch SAF/AAIA (1)

Architecture & Integration Branch SAF/AAIA (1)

Info Mgmt Support Div SAF/AAIS (3)

Admin Comm Branch SAF/AAIS (1)

Info Mgmt Programs Branch SAF/AAIS [1: Robert J. Arnold was also Dep Chief of the Div]

Printing Branch SAF/AAIS (1)

Copying Branch SAF/AAIS (1)

Elect Info Sys Branch SAF/AAIS (1)

¹ This position went from a director to a chief.

² Current News Analysis Research Svc SAF/AAR had gone away.

³ This directorate had a shorter name and a new designation. Some functions appear to have been consolidated.

⁴ The nature of this function is unclear.

⁵ This function had a new designation: seen here, and in the division and branch names that follow, is the cascading effect of the new designation for the Directorate of Info Mgmt SAF/AAI noted above.

⁶ This former branch was now a division and had a new designation.

Dec 1990
At least 95 positions, most with named staff, + 3 vacant
Ofc of the AA SAF/AA (7)
Admin Asst to the SECDEF, Dep Admin Asst, Mil Asst, Exec Asst, Secy, Secy, Admin Asst [SSgt] ¹
Dep Security & Investigative Progs SAF/AAZ (7) ²
Dep, Asst for Spec Prog Oversight, Asst for Security Plans & Progs, Asst for Spec Projects (vacant), SAF Security Ofcr, SAF Security Ofcr, Chief Admin
Vietnam Records Declassification Review SAF/AAZD (1)
Chief, Personnel Div SAF/AAP (1)
Ch Mil Pers SAF/AAP (1) [Total AAP: 2]
Chief, Civilian Personnel SAF/AAA (2)
Chief, Supply Support Svcs SAF/AAS (1)
Chief, Travel Br SAF/AAT (1)
Facility Mgr, AF Exec Dining Rm SAF/AAM (2)
Dir, Info Mgmt SAF/AAI (3 + 1 Vacant)
Dir, Dep Dir, Exec Ofcr, Secy (vacant)
Chief, Policy Div SAF/AAIA (2)
Ofc Mgr (1)
Chief, Admin Comm & Postal Policy Branch (2)
Admin Orders Policy (1)
Official Mail Mgr (1)
Postal Policy (1)
Comm Pol (1 Vacant)
Chief, Info & Data Mgmt Policy Branch (1)
EDL/IM Policy (1)
Access Progs Mgr (1)
RCS/OMB Center (1)
Chief, Architecture & Integration Branch (2)
Chief, Records Mgmt Policy Branch (1)
Doc Imaging Sys Mgr (1)
Elect Rcd Keeping (1)
Hq USAF/SAF Rcd Mgr (1)
Fed Registrar/SAF Orders (1)
Chief, Plans & Resources Branch (1)
IM Civ Personnel Mgmt (1)
Asst for Strat Plans & Progs (1)
Ofcr Prov [sic] Dev (1)
Asst for Mobility & Cont Matters (1)
Budget & Oversight Progs (1)
Manpower & Productivity (1)
Spec Proj (1)
Admin Asst (1)
Data Mgmt Ofc SAF/AAID (1)
Data Arch (1)
Data Diet (1)
AF 902-S Info Publishing Service SAF/AAIE (1)
Ch Logistics Planning (1)
Ch Sys Imp (1)
Ch Sys Dev (2)
Hq AFLC Liaison Ofcr (1) AFLC/OL-CX
Chief, Publishing Div SAF/AAIP (2)
Ch Distr Mgmt Br (1)
Ch Printing Mgmt Br (1)
Ch Pub & Form Mgmt Br (1)
Ch Budget & Acctg Br (AFDW/ACS-B) (1)
Chief, Info Mgmt Support Div SAF/AAIS (3)
Ch Admin Comm Br (1)
Ch Info Mgmt Prog Br (1)
Ch Printing Br (1)
Ch Copying Br (1)
Ch Elect Info Sys Br (1)
Info Mgmt Support Svc (at least 18) ³
Printing Plant, Copier Mgr, Self-Svc Copier Ctr, Copier Repair Monitor; Staff Digest/Info Bulletin, Foreign Language Translation, Hq Master Reference Library (HOIs HPs HQ Forms), FOIA/PA Mgr, Ofc Systems (8 different tel nos).
Federal Register Submissions (AAIA), Federal Staff Directory, US Govt Manual, DoD Phone Books, Congressional Digest, Publications Div (AAIP), Forms Mgmt (AAIP), Records Mgmt (AAIA) (4 different tel nos).
Mail Svc (PEN/NCR); MAJCOM/SOA, Pouches; Electro Mail; Express Mail; NATO Subregistry; Classified (4 different tel nos)
Special Orders (1 tel no).
Reports Mgmt/OMB Clearance (AAID) (1 tel no).

¹ The last was a new position.

² This was a staffing increase.

³ No named staff. But separate functions listed, usually with individual telephone phone numbers (18) and sometimes designations.

Dec 1991
At least 99 positions, most with named staff, + 3 vacant
Ofc of the AA SAF/AA (7)
[Unchanged]
Deputy Security & Investigative Progs SAF/AAZ (8) ¹
Dep, Exec Asst, Asst for Spec Prog Oversight, Asst for Spec Plans Prog[s] & Opers, Asst for Spec Plans Prog[s] & Intelligence, SAF Security Ofcr, SAF Security Ofcr, Ch Admin
Chief, Plans Progs & Budget Div SAF/AAX (2) ²
Chief, Personnel Div SAF/AAP (1)
Ch Military Personnel SAF/AAP (1) [Total AAP: 2]
Chief, Civilian Personnel SAF/AAA (2)
Chief Supply Support Svcs SAF/AAS (1)
Chief, Travel Br SAF/AAT (1)
General Mgr AF Exec Dining Rm SAF/AAM (3)
Dir Info Mgmt SAF/AAI (5)
Dir, Dep Dir, Chief Enlisted Career Matters, ³ Exec Ofcr, Secy
Ch Policy Div SAF/AAlA (1 + 1 Vacant)
Ofc Mgr (1)
EDI/IM Pol (1) ⁴
Access Prog Mgr (1)
AF Info Mgmt Control Ofcr (1)
Ch Admin Comm & Postal Pol Br (1 + 1 Vacant)
Admin Orders Pol (1)
Official Mail & Postal Pol (1) ⁵
Comm Pol (1)
Ch Architecture & Integration Branch (2)
Ch Records Mgmt Pol Br (1)
Doc Imaging Sys Mgr (1)
Elect Rcd Keeping (1)
Hq USAF/SAF Rcd Mgr (1)
Fed Registrar/SAF Orders (1)
Ch Plans & Resources Br (1)
IM Civ Personnel Mgmt (1)
Asst for Strat Plans & Progs (1)
Ofcr Prof Dev (1)
Asst for Mobility & Cont Matters (1)
Budget & Oversight Progs (1)
Manpower & Productivity (1)
Spcl Projects Ofcr (1) ⁶
Admin Asst (1)
Data Mgmt Ofc SAF/AAlD (1)
Asst for Data Mgt (1)
Asst for Data Mgt (1)
Asst for Data Mgt (1)
Asst for Data Mgt (1)
AF 902-S Info Publishing Service SAF/AAlE (1)
Ch Logistics Planning (1)
Ch Sys Imp (1 Vacant)
Ch Sys Dev (2)
Hq AFLC Liaison Ofcr (AFLC/OL/CX) (1)
Ch Publishing Div SAF/AAlP (2)
Ch Distr Mgmt Br (1)
Ch Printing Mgmt Br (1)
Ch Pub & Form Mgmt Br (1)
Ch Budget & Acctg Br (AFDW/ACS-B) (1)
Ch Info Mgmt Support Div SAF/AAlS (3) ⁷
Ch Admin Comm Br (1)
Ch Info Mgmt Prog Br (1)
Ch Printing Br (1)
Ch Copying Br (1)
Ch Elect Info Sys Br (1)
Info Mgmt Support Svcs (at least 19) ⁸
Printing Plant, Copier Mgr, Copy Center, Fax Information, Copier Repair Monitor, Staff Digest/Info Bulletin, Foreign Language Translation, Hq Master Reference Library (HOLs HPs HQ Forms), FOIA/PA Mgr, Ofc Systems (8 different tel nos), Federal Register Submissions (SAF/AAlA), Federal Staff Directory, US Govt Manual, DoD Phone Books, Congressional Digest, Publications Div (AAIP), Forms Mgmt, Records Mgmt (AAIA) (5 different tel nos), Mail Svc (PEN/NCR) (SAF/AAlS): MAJCOM/FOA, Pouches; Electro Mail (Facsimile Transmissions); Expedite [sic] Mail (Incoming); Expedite Mail (Outgoing); NATO Subregistry; Classified Mail; U.S. Postal Svcs Express Mail (Classified Material) (4 different tel nos) Administrative Orders (1 tel no)
Reports Mgmt/OMB Clearance (AAID) (1 tel no)

¹ This was a staffing increase.

² This new division was staffed by a Chief and a Division Office Manager.

³ This was a new position.

⁴ EDI/IM Pol and Access Prog Mgr moved up the list from Chief, Info & Data Mgmt Policy Branch.

⁵ This consolidated the Official Mail Mgr and Postal Pol positions.

⁶ This was a revised name.

⁷ The former Exec Asst was now head of Plans Prgrms & Rqmts.

⁸ No named staff. But separate functions listed, usually with individual telephone phone numbers (19) and sometimes designations.

Dec 1992

At least 98 positions, most with named staff, + 3 vacant

Ofc of the AA SAF/AA (7)

Admin Asst to the SECAF, Dep Admin Asst, Mil Asst, Exec Asst, Secy, Secy, Admin Asst [SSgt]

Dep Security & Investigative Progs SAF/AZ (8 + 1 Vacant)

Dep, Exec Asst (vacant), Asst for Spec Prog Oversight, Asst for Spec Plans Prog & Opers, Asst for Spec Plans Progs & Intelligence, SAF Security Ofcr, SAF Security Ofcr, Ch Admin, Ch Admin

Ch Plans Progs & Budget Div SAF/AAX (3)

Ch, Asst for Budget & Progs, Division Office Manager

Chief Personnel Div SAF/AAP (2)

Chief, Ch Military Personnel

Chief Civilian Personnel SAF/AAA (2)

Chief, Asst Civilian Personnel

Chief Supply Support Svcs SAF/AAS (1)

Chief Travel Br SAF/AAT (1)

General Mgr Air Force Exec Dining Rm SAF/AAM (3)

Gen Mgr, Manager, Acct Ofcr

Dir Info Mgt SAF/AAI (4)

Dir, Ch Enlisted Career Matters, Exec Ofcr, Secy

Ch Policy Div SAF/AIA (1)

Ofc Mgr (1)

Access Progs Mgr (1)

AF Info Mgt Control Ofcr (1)

Admin Comm & Postal Pol Br (1)

Admin Orders Pol (3)

SMSgt, Official Mail & Postal Pol, Comm Pol

Ch Records Mgt Pol Br (6)

Chief, Doc Imaging Sys Mgr, Elect Rcrd Keeping, Hq USAF/SAF Rcrd Mgr, Fed Registrar/SAF Orders, Records Analyst

Ch IM Integration Div SAF/AII (13)

Chief, Ch Data Admin Br, Asst for Info Engrg, Asst for Data Mgt & Analysis, Asst for Data Mgt, Asst for Info Engrg, Ch Air Force EDI, Ch Elect Info Sys, Ch Sys Adm Sec, Ch Network Adm, Ch Customer Svc, Ch Arch & Integration Br, Asst Ch Arch & Integration Br

Ch Publishing Div SAF/AIIP (6)

Chief, Dep Ch, Ch Distr Mgt Br, Ch Printing Mgt Br, Ch Pub & Form Mgt Br, Ch Financial Mgt Sys (AFDW/FMB-A)

Ch Info Mgt Support Div SAF/AIS (at least 25 + 2 Vacant)¹

Chief, Secy (vacant), Plans Prgrms & Rqmts, Ch Doc Sety, Ch Admin Comm Br, Ch Info Mgt Prog Br, Ch Hq Printing Liaison Br, Ch Copying Br (7 + 1 Vacant)

Info Mgt Support Svcs (at least 18):

Copier Mgr, Copy Center, Fax Information, Copier Repair Monitor, Info Bulletin, Hq Master Reference Library (HOIs HPs HQ Forms), FOIA/PA Mgr, Ofc Systems, Federal Register Submissions, Federal Staff Directory, US Govt Manual, DoD Phone Books, Congressional Digest, Publications Dev, Forms Mgmt, Records Mgmt (11 different tel nos)

Mail Svc (PEN/NCR): MAJCOM/FOA, Pouches; Electro Mail (Fascimile [sic] Transmissions); Expedite Mail (Incoming); Expedite Mail (Outgoing); NATO Subregistry; Classified Mail; US Postal Svcs Express Mail (Classified Material) (5 different tel nos)

Administrative Orders (1 tel no)

Reports Mgmt/OMB Clearance (1 tel no)

Ch Plans & Resources Div SAF/AIIX (9)²

Chief, Ch Plans & Resources Br, Ofc Mgr, IM Civ Personnel Mgt, IM Awards Progs, Asst for Strat Plans & Progs, Ofcr Career Mgt, Asst for Mobility & Cont, Budget & Oversight Progs

¹ No staff names were included. But separate functions were listed, usually with individual telephone phone numbers (25).

² This was a new division.

Aug 1993

At least 91 positions, most with named staff, + 4 vacant

Ofc of the AA SAF/AA (7)

Unchanged

Dep Security & Investigative Progs SAF/AAZ (6 + 3 Vacant)

Unchanged except that the 2 Ch Admin positions were now also vacant

Ch Plans Progs & Budget Div SAF/AAX (4)

Ch, Asst for Budget & Progs, Asst for Plans & Progs,¹ Division Office Manager

Chief Personnel Div SAF/AAP (2)

Unchanged

Chief Civilian Personnel SAF/AAA (2)

Unchanged

Chief Supply Support Svcs SAF/AAS (1)

Chief Travel Br SAF/AAT (1)

General Mgr Air Force Exec Dining Rm SAF/AAM (3)

Unchanged

Dir Info Mgt SAF/AAI (4)

Unchanged

Ch Policy Div SAF/AAIA (1)

Ofc Mgr (1)

Access Progs Mgr (1)

AF Info Mgt Control Ofcr (1)

Admin Comm & Postal Pol Br (1)

Admin Orders Pol (3)

Unchanged

Ch Records Mgt Pol Br (6)

Unchanged

Ch IM Integration Div SAF/AII (6 + 1 Vacant)²

Chief, Ch Architecture & Integration Br (vacant), Asst Ch Architecture & Integration Br, Ch Elect Info Sys, Ch Sys Adm Sec, Ch Network Adm, Ch Customer Svc

Ch Publishing Div SAF/AAP (6)

Unchanged

Ch Info Mgt Support Div SAF/AIS (at least 26)³

The secretary position was now filled. Otherwise unchanged. (8)

Info Mgt Support Svcs (at least 18):

Copier Repair Monitor was now Copier Repair; FOIA/PA Mgr was now FOIA Manager. Otherwise unchanged. (12 different tel nos)

Mail Svc (PEN/NCR): unchanged (4 different tel nos)

Administrative Orders (1 tel no)

Reports Mgmt/OMB Clearance (1 tel no)

Ch Plans & Resources Div SAF/AAIX (9)

Chief, Ch Plans & Resources Br, Ofc Mgr, IM Civ Personnel Mgt, IM Awards Progs, Asst for Strat Plans & Progs, Ofcr Career Mgt, Asst for Mobility & Cont, Asst for Manpower & Productivity⁴

¹ This was a new position.

² This was a loss of 6 positions.

³ This division was not listed in the SAF/AA section of the Dec 1994 *Department of Defense Telephone Directory*.

⁴ This was a new or renamed position, replacing or renaming Budget & Oversight Progs.

Dec 1994

57 positions, with named staff, + 5 vacant

Ofc of the Administrative Assistant SAF/AA (5 + 1 Vacant)¹

Admin Asst to the SECAF William A. Davidson, Mil Asst (vacant), Exec Asst, Secy, Admin Asst, Director Operations Support

Deputy Security & Special Program Oversight SAF/AAZ (8 + 1 Vacant)

Dep, Exec Asst (vacant), Asst for Spec Prog Oversight, Asst for Spec Plans Progs & Oprs, Asst for Spec Plans Progs & Intelligence, SAF Security Ofcr, SAF Security Ofcr, Ch Admin, Ch Admin²

Dir Plans, Prgrms & Budget SAF/AAZ (4)

Dir, Asst for Budget & Progs, Asst for Plans & Progs, Division Office Manager

Chief Personnel Div SAF/AAP (2)

Chief, Ch Military Personnel

Chief Civilian Personnel SAF/AAA (2)

Chief, Asst Civilian Personnel

General Mgr Air Force Exec Dining Rm SAF/AAM (3)

Gen Mgr, Manager, Acct Ofcr

Dir Info Mgt SAF/AAI (4)

Dir, Ch Enlisted Career Matters, Exec Ofcr, Secy

Ch Admin Comm & Records Mgt Div SAF/AAIQ (1)³

Ofc Mgr (1)

Access Progs Mgr (1)

AF Info Mgt Control Ofcr (1)

Admin Comm & Postal Pol Br (1)

Admin Orders Pol (2)⁴

Official Mail & Postal Pol, Comm Pol

Ch Records Mgt Pol Br (6)

Ch, Doc Imaging Sys Mgr, Elect Rcrd Keeping, Hq USAF/SAF Rcrd Mgr, Fed Registrar/SAF Orders, Records Analyst

Ch IRM Plans & Readiness Div SAF/AAIX (4)⁵

Ch, Ch Architecture & Integration Br, Asst for Strat Plans & Progs, Asst for Mobility & Cont

Ch Publishing Div SAF/AAIP (5)⁶

Ch, Ch Electronic Publishing Ofc, Ch Distr Mgt Br, Ch Printing Mgt Br, Ch Pub & Form Mgt Br

Ch Resources Div SAF/AAIB (7 + 3 Vacant)⁷

Ch (vacant), Ch Plans & Resources Br (vacant), Ofc Mgr, IM Civ Personnel Mgt, IM Awards Progs, Ofcr Career Mgt (vacant), Asst for Manpower & Productivity, Ch Elec Info Sys Br, Ch Sys Adm Sec, Ch Network Adm

¹ William A. Davidson was now listed as the Administrative Assistant, having replaced Robert J. McCormick. SAF/AA lost two positions, the deputy administrative assistant and one of the secretaries, and gained the director of operations support.

² The 2 chief admin positions were now filled.

³ This division replaced Chief Policy Div SAF/AAIA.

⁴ The SMSgt was now gone.

⁵ This was a renamed, smaller SAF/AAIX. It took parts of the previous Ch Plans & Resources Div SAF/AAIX (i.e., Asst for Strat Plans & Progs and Asst for Mobility & Cont) and combined them with a part of the now-gone Ch IM Integration Div SAF/AAII (i.e., Ch Architecture & Integration Br).

⁶ The chief electronic publishing office position was new; the deputy chief and the chief financial management system positions were now gone.

⁷ This newly designed, newly named division combined parts of the previous Ch Plans & Resources Div SAF/AAIX (i.e., Ch Plans & Resources Br, Ofc Mrg, IM Civ Personnel Mgt, IM Awards Progs, Ofcr Career Mgr, and Asst for Manpower & Productivity) with parts of the now-gone Ch IM Integration Div SAF/AAII (i.e., Ch Elect Info Sys, Ch Sys Adm Sec, and Ch Network Adm). Together, as of Aug 1993, SAF/AAII and SAF/AAIX had 15 positions and 1 vacant position. Now, with the consolidation and reorganization, SAF/AAIX had 4 positions and SAF/AAIB had 7 positions and 3 vacant positions.

Dec 1995

50 positions, with named staff, + 4 vacant

Ofc of the Administrative Assistant SAF/AA (4)
Admin Asst to the SECAF, Secy, Mil Asst, Exec Asst
Director Operations Support (2) ¹
Dir, Admin Asst
Ch Executive Services SAF/AOAE (4)
Ch, Supplies & Services, Phone Support, Facilities Management
General Mgr Air Force Exec Dining Rm SAF/AAOM (4) ²
General Mgr, Mgr, Acct Ofcr, Catering Mgr
Dir Security & Investigative Prog SAF/AAZ (7 + 1 Vacant) ³
Dir, Exec Asst (vacant), Asst for Spec Prog Oversight, Asst for Spec Plans Progs & Oprs, Asst for Spec Plns Progs & Intelligence, SAF Security Ofcr, SAF Security Ofcr, Ch Admin
Dir Plans, Prgms & Budget SAF/AAZ (5)
Dir, Asst Dir Plns Prgms & Budget, ⁴ Asst Plns & Prgms, Ch Renovation & Spt Svc, ⁵ Division Office Manager/Directorate Ofc Mgr ⁶
Chief Personnel Div SAF/AAP (2)
Unchanged
Chief Civilian Personnel SAF/AAA (1)
Chief ⁷
Ch Ofc of Elec Info Sys Br SAF/AAOC (5 + 1 Vacant) ⁸
Chief, Ch Sys Adm Sec, Ch Plans & Prgms Br, Ch Cust Svc Br (vacant), Ch Rqmt Brf, Ch Network Adm]
General Mgr Air Force Exec Dining Rm SAF/AAOM (4) ⁹
Gen Mgr, Mgr, Acct Ofcr, Catering Mgr ¹⁰
Dir Info Mgt SAF/AAI (4)
Unchanged
Ch Admin Comm & Records Mgt Div SAF/AAIQ (1)
Ofc Mgr (1)
Access Progs Mgr (1)
AF Info Mgt Control Ofcr (1)
Admin Comm & Postal Pol Br (1)
Admin Orders Pol (2)
Official Mail & Postal Pol, Comm Pol
Ch Records Mgt Pol Br (6)
Unchanged
Ch IRM Plans & Readiness Div SAF/AAIX (5)
Chief, Ch Architecture & Integration Br, Asst Ch Architecture & Integration Br, ¹¹ Asst for Strat Plans & Progs, Asst for Mobility & Cont
Ch Publishing Div SAF/AAIP (5)
Unchanged
Ch Resources Div SAF/AAIB (4 + 3 Vacant)
Ch (vacant), Ch Plans & Resources Br (vacant), Ofc Mgr, IM Civ Personnel Mgt, IM Awards Progs, Ofcr Career Mgt (vacant), Asst for Manpower & Productivity

¹ The Dec 1995 issue of the *DoD Telephone Directory* did not include the new designation for the Director Operations Support, SAF/AAO. However, that issue makes it clear that the SAF/AA's Admin Asst, a SSgt, now reported to the Director Operations Support. Several redesignated functions also now fell under the Director Operations Support. The organizational structure and naming had been clarified by the Dec 1996 issue.

² This function lost its 3-letter designation and now fell under the Director Operations Support.

³ SAF/AAZ, renamed, was now headed by a director and no longer a deputy. It lost a Ch Admin position.

⁴ This was an expanded name.

⁵ This service was new.

⁶ The expanded name of this position was evidence of its additional responsibility.

⁷ The Asst Civilian Personnel position had gone away.

⁸ This office/branch now had its own designation, SAF/AAOC, and was no longer part of Ch Resources Div SAF/AAIB. SAF/AAOC took from SAF/AAIB the Ch Sys Adm Sec position and added Ch Plans & Prgms Br, Ch Cust Svc Br, and Ch Rqmt Br. In another part of the SAF/AAOC listing, the Ch Network Adm was included.

⁹ General Mgr Air Force Executive Dining Room's SAF/AAM designation was now SAF/AAOM.

¹⁰ The Catering Mgr position was new.

¹¹ This was a new position.

Dec 1996
42 positions, with named staff, + 2 vacant
Ofc of the Administrative Assistant SAF/AA (4)
Admin Asst to the SECAF, Secy, Mil Asst, Exec Asst
Dir Operations Support SAF/AAO (2) ¹
Dir, Admin Asst
Ch Executive Services SAF/AAOE (4)
Ch, Supplies & Svcs, Telecomm Spt, Facilities Mgmt
General Mgr Air Force Exec Dining Rm SAF/AAOM (4)
Gen Mgr, Manager, Manager, Info Management ²
Ch Elec Sys Div SAF/AAOC (5)
Ch, Ch Plans & Progs Br, Ch Cust Svcs Br, Ch Sys Admin Br, Ch Reqmt
Ch Civilian Personnel SAF/AAA (1)
Ch
Dir Departmental Publishing SAF/AAD (7) ³
Dir, Secy, Ch Electronic Pub Div, Ch Pub Mgmt Div, Ch Forms Mgmt Div, Ch Procurement Liaison/Contracting Div, Ch Distri Mgmt Div
Ch Personnel Div SAF/AAP (2)
Ch, Ch Mil Pers
Dir Plans Progs & Budget (7) ⁴
Dir, Asst Dir Plans Progs & Budget, Asst Plans & Progs, Ch Renovation & Spt Svcs + MSgt, Dir Ofc Mgr, Fed Registrar/SAF Orders ⁵
Dir Security & Investigative Progs SAF/AAZ (6 + 2 vacant) ⁶
Dir, Exec Asst (vacant), Dir Spec Policy & Prog, Asst for Spec Plans & Progs, Asst for Spec Progs & Intelligence (vacant), SAF Security Ofcr, SAF Security Ofcr, Ch Admin

¹ The Dec 1996 issue of the *DoD Telephone Directory* now clearly included the designation SAF/AAO for Dir Operations Support, which had been implied but not stated in the Dec 1995 issue. As noted above, SAF/AAO oversaw several subordinate functions.

² The last 2 positions were new, replacing the Acct Ofcr and the Catering Mgr.

³ Dir Info Mgt SAF/AAI now no longer existed. Part of its portfolio was retained in this new 3-letter directorate. Formerly Ch Publishing Div SAF/AAIP, it had been part of the now-gone Dir Info Mgt SAF/AAI, which had overseen several branches and many functions. The old SAF/AAIP office and branches were now divisions and had revised names. SAF/AAD also had 1 new Secy and 1 new Ch Procurement Liaison/Contracting Div position.

⁴ This new division was the former now-gone Dir Plans, Prgms & Budget SAF/AAX. It now had 2 additional staff but no longer had its own designation.

⁵ The last function came over from the old Ch Records Mgt Pol Br, part of the Ch Admin Comm & Records Mgt Div SAF/AAIQ, neither of which now existed, as they had fallen under the now-gone Dir Info Mgt SAF/AAL.

⁶ The names of the old 3 SAF/AAZ assistant-level positions were now revised, and 1 of them had become a director position.

Dec 1997
51 positions, with named staff, + 4 vacant
Ofc of the Administrative Assistant SAF/AA (4) Unchanged
Dir Operations Support SAF/AAO (2) Unchanged
[Facilities Mgmt Div] SAF/AAOF (Pentagon) (total: 10 + 1 vacant) ¹ Ch, Div Ofc Mgr (2) Ch Interior Design, Interior Project Ofcr (2) Ch Space Mgmt/Operations, Space Mgmt Ofcr, Proj Ofcr, Proj Ofcr, Electrical Tech (vacant), CADD Sys Admin/SABER Ch, Customer Svcs (6 + 1 vacant)
Ch Executive Services SAF/AAOE (4) Unchanged
General Mgr Air Force Exec Dining Rm SAF/AAOM (4) Unchanged
Ch Elec Sys Div SAF/AAOC (5) Unchanged
Ch Civilian Personnel SAF/AAA (1) Unchanged
Dir Departmental Publishing SAF/AAD (7) Dir, Secy, Ch Policy Plans Progs, ² Ch Pub Mgmt Div, Ch Forms Mgmt Div, Ch Procurement Liaison/Contracting Div, Ch Distri Mgmt Div
Ch Personnel Div SAF/AAP (2) Unchanged
Dir Plans Progs & Budget (6 + 1 vacant) Unchanged except the Dir position was vacant
Dir Security & Investigative Progs SAF/AAZ (6 + 2 vacant) Unchanged

¹ This division, SAF/AAOF, was new.

² This was a new position, replacing Ch Electronic Pub Div.

Dec 1998

50 positions, with named staff, + 5 vacant

Ofc of the Administrative Assistant SAF/AA (4)

Unchanged

Dir Operations Support SAF/AAO (2)

Unchanged

[Facilities Mgmt Div] SAF/AAOF (Pentagon) (10 + 1 vacant)

Unchanged

Ch Executive Services SAF/AAOE (4)

Unchanged

General Mgr Air Force Exec Dining Rm SAF/AAOM (4)

Unchanged

Ch Elec Sys Div SAF/AAOC (5)

Unchanged

Ch Civilian Personnel SAF/AAA (1)

Unchanged

Dir Departmental Publishing SAF/AAD (7)

Unchanged

Ch Personnel Div SAF/AAP (2)

Unchanged

Dir Plans Progs & Budget (7)

Unchanged except the Dir position was no longer vacant

Dir Security & Investigative Progs SAF/AAZ (4 + 4 vacant)

Unchanged except 2 additional positions were vacant: the Dir Spec Policy & Prog post and 1 of the SAF Security Ofcr positions

Dec 1999
61 positions, with named staff, + 2 vacant + 2 acting
Ofc of the Administrative Asst SAF/AA (5 + 1 vacant)
Dir [Admin Asst], Secy, Mil Asst, Exec, Dep Dir (vacant), Exec ¹
Dir Civilian Personnel SAF/AAA (1)
Ch
HAF 2002 Integration Office HAF2002IO (total: 7) ²
Dir (1), Dep Dir (1), Reengineering Project Managers (3), NCOIC Information Management (1), Web Developer (1)
Ch Communications (1)
Ch
HAF 2002 Admin PDJ Team (HAF 2002 Admin) (1)
Dir Hq Info Project Ofc AF/AAH (3)
Ch, Dep, Admin Asst
Computer Support AF/AAOC (total: 7 + 1 vacant)
Ch (1), Helpdesk Br (3), Integration Br (1), Sys Admin (2), Plans & Engineering (1 vacant)
Facilities Support Div (AAOF) (total: 16)
Ch (1), Info Mgmt (1), Renovation and Special Project (3), Leased Facility Support Carpet & Space Mgmt (3), Facilities Projects (4), Customer Service (1), Supply Support (3)
Dir Plans Progs & Budget AF/AAX (total: 3 + 2 acting) ³
Acting Dir (1), named staffer (no position indicated) (1), Ch Prog & Budget (1), DoD Issuances (1), HOIs/SAFOs (1)
Dir Security & Special Programs SAF/AAZ (7) ⁴
Dir, Dir Spec Policy & Prog, Asst for Spec Plans & Prog, SAF Security Ofcr, Superintendent Security & Policy, Info Mgmt, Joint Project Ofc
AF Art Program Office AFAPO (3) ⁵
AF Departmental Publishing Office AFDPO (5) ⁶
[Head of office], Secy, Ch Plans & Progs, Ch Product Development, Ch Distribution/Contracting
AF Executive Dining Facility AFEDF (2) ⁷
General Manager, Manager

¹ SAF/AA now had 2 new positions. The Deputy Director position, lost as of Dec 1994, was restored, and a second Exec position was added.

² The HAF 2002 Integration Office was new.

³ This directorate had now returned, with a revised designation and positions.

⁴ SAF/AAZ now had a revised name.

⁵ The AF Art Program Office was new to SAF/AA. The listing included names of 3 staff but not their positions.

⁶ Dir Departmental Publishing SAF/AAD was now an office, AFDPO, with consolidated functions and 2 fewer positions.

⁷ This function had a new acronym and 2 fewer positions, and was no longer part of the now-unlisted Dir Operations Support SAF/AAO.

Dec 2000

94, not all with staff named or positions indicated

Ofc of the Administrative Asst SAF/AA (6)
Admin Asst, Dep, ¹ Secy, Mil Asst, Exec, Dep Exec Asst ²
Dir Civilian Personnel SAF/AAA (1)
Unchanged
HAF 2002 Integration Office HAF 2002IO (total: 4)
Dir (1), Dep Dir (1), Reengineering Project Managers (2)
Chief Communications (1)
Ch
Executive Support AF/AAOE (total: 3)
Acting Ch (1), named staff (no positions indicated) (2)
Facilities Support Div SAF/AAOF (total: 21)
Ch (1), Info Mgmt (1)
Telecommunications Renovation & Special Project (3), Leased Facility Support Carpet & Space Mgmt (4), Facilities Supt Construction & Interior Design (7), Customer Service (1), Supply Support (4)
Mil Personnel SAF/AAP (2) ³
[Head], Supt Mil Personnel
Dir Plans Progs & Budget SAF/AAX (5)
Acting Dir, Ch Prog & Budget, DoD Issuances, HOIs/SAFOs, Info Mgmt ⁴
Dir Security & Special Programs SAF/AAZ (7)
Unchanged
AF Art Program Office AFAPPO (3)
Unchanged
Air Force Central Adjudication Facility AFCAF (total: 19; no named staff) ⁵
Dir INS, Dep Dir, Info Mgmt, Technical Dir (4)
Central Adj Div (1): Chiefs Teams A-F (6), Ch Spec Sec Div (1), Superintendent SSQ (1), Info Mgmt (1), Opers & Training Div (1), Prog & Res (1), Adj Spt (1), Cust Spt (1), Trng (1), Info Sec & Telecom (1)
AF Declassification Office AFDO (total: 17 named staff) ⁶
9 named staff (no positions indicated) + 8 at the National Archives-College Park (no positions indicated)
AF Departmental Publishing Office AFDPO (2) ⁷
[Head of office], Secy
AF Executive Dining Facility AFEDF (3)
General Manager, Manager, Catering Mgr ⁸

¹ Mr. Robert E. Corsi was now in place as deputy to Mr. Davidson.

² The Exec to Deputy SAF/AA Corsi had a new title.

³ This was a new name for SAF/AAP; the function did not appear in the Dec 1999 listing.

⁴ This was a new position.

⁵ The AF Central Adjudication Facility was new to SAF/AA.

⁶ The AF Declassification Office was new to SAF/AA.

⁷ AFDPO lost 3 positions.

⁸ This was a new position.

2001: Triannual Issue No 1

92, not all with staff named or positions indicated

Ofc of the Administrative Asst SAF/AA (6)

Unchanged

Dir Civilian Personnel SAF/AAA (1)

Unchanged

HAF 2002 Integration Office HAF 2002IO (4)

Unchanged

Chief Communications (1)

Unchanged

Executive Support AF/AAOE (3)

Unchanged

Facilities Support Div SAF/AAOF (21)

Unchanged

Mil Personnel SAF/AAP (2)

Unchanged

Dir Plans Progs & Budget SAF/AAX (total: 6)

Acting Dir, Ch Prog & Budget, Asst Policy Implementation,¹ HOIs/SAFOs, Info Mgmt (5)

Continuity of Operations (COOP) (1)²

Dir Security & Special Programs SAF/AAZ (7)

Unchanged

AF Art Program Office AFAPO (3)

Unchanged

Air Force Central Adjudication Facility AFCAF (total: 16 + 2 vacant; no named staff)³

Dir (1, vacant), Dep Dir (1, vacant), Superintendent (1), Info Mgmt (1), Technical Dir (1), Central Adj Div (1), Ch Teams A-F (6), Opers & Training Div (1), Progs & Res (1), Adj Spt (1), Cust Spt (1), Trng (1), Info Sec & Telecom (1)

AF Declassification Office AFDO (total: 17 named staff)

Unchanged

AF Departmental Publishing Office AFDPO (2)

Unchanged

AF Executive Dining Facility AFEDF (3)

Unchanged

¹ This was a new position. The former DoD Issuances position was now gone.

² This was a new position.

³ The AFCAF Dir and Dep Dir positions were now vacant, and the Ch Spec Sec Div was gone. There was a Superintendent position, but Superintendent SSQ and 1 Info Mgmt position were gone. New indentation suggested that Progs & Res, Adj Spt, Cust Spt, Trng, and Info Sec & Telecom were subordinate to Opers & Training Div.

2002: Triannual Issue No 2

91 + 2 vacant, not all with staff named or positions indicated

Ofc of the Administrative Asst SAF/AA (6)

Unchanged

Human Resources & Manpower Div SAF/AAA (1)¹

Facilities Support SAF/AAF (total: 19)²

Dir (1), Info Mgmt (3), Renovation Telecommunications & Special Projects (3), ³Leased Facility Support Carpet & Space Mgmt (3), Facilities Support Construction & Interior Design (5), Customer Service, Supply Support (4)

Mil Personnel SAF/AAP (2)

Unchanged

Dir Plans Progs & Budget SAF/AAX (total: 11)

Dir, Dep, Ch Prog & Budget, Ch Policy Implementation, Asst for Prog & Policy Implem, Office Mgr, Ch Plans & Prog

HAF DASH 1: Sr Prog Mgr, Sr Webmaster, Web Developer, Web/Database Developer (4)⁴

Dir Security & Special Programs SAF/AAZ (7)⁵

Dir, Dir Spec Policy & Prog, Asst for Spec Plans & Prog, SAF Security Ofcr, Treaties & Policy, Joint Project Ofc, Info Mgmt

AF Art Program Office AFAPO (3)

Unchanged

Air Force Central Adjudication Facility AFCAF (total: 18 + 2 vacant; no named staff)

Dir (1, vacant), Dep Dir (1, vacant), Superintendent (1), Info Mgmt (1), Dir Policy & Oversight (1)⁶

Central Adj Div (1): Ch Teams A-H (8),⁷ Progs & Res (1), Adj Spt (1), Cust Spt (1), Stan/Eval (1),⁸ Trng (1), CAO (1)⁹

AF Declassification Office AFDO (total: 19 named staff)

8 named staff (no positions indicated) + 11 at the National Archives-College Park (no positions indicated)

AF Departmental Publishing Office AFDPO (2)

Unchanged

AF Executive Dining Facility AFEDF (3)

Unchanged

¹ SAF/AAA had a new name.

² Facilities Support SAF/AAOF was now SAF/AAF; staffing was down 2 to 19.

³ The name of this function was revised slightly.

⁴ This was a new addition to the SAF/AA portfolio.

⁵ SAF/AAZ lost the Superintendent Security & Policy position and gained the Treaties & Policy position.

⁶ This was a new position.

⁷ There were now 8 teams. The Opers & Training Div and Info Sec & Telecom positions were now gone.

⁸ This was a new position.

⁹ This was a new position.

Nov 2003

90, not all with staff named or positions indicated

Ofc of the Administrative Asst SAF/AA (6)

Admin Asst, Dep, Secy, Sr Exec,¹ Exec, Dep Exec Asst

Human Resources & Manpower Div SAF/AAA (1)

Unchanged

Facilities Support SAF/AAF (total: 21)²

Dir (1), Renovation Tele Supply & Special Projects (5),³ Leased Facility Support Carpet & Space Mgmt (3), Facilities Support Construction & Interior Design (11), Customer Service (1)

Ch Personnel Spt HAF/AAP (2)⁴

Unchanged

Dir Plans Progs & Budget SAF/AAX (total: 11)

Dir, Dep, DoDD/DoDi,⁵ Ch Prog & Budget, Asst Prog & Budget,⁶ Ch Policy Implementation, Asst for Prog & Policy Implem, Office Mgr, Ch Plans & Prog

HAF DASH 1: Sr Webmaster, Web Developer (2)⁷

Dir Security & Special Programs SAF/AAZ (9)⁸

Dir (1), Dir Spec Policy & Prog (1), Asst for Spec Plans & Prog (1), SAF Security Ofc (3), Treaties & Policy (1), Joint Project Ofc (1), Info Mgmt (1)

AF Art Program Office AFAP (3)

Unchanged

Air Force Central Adjudication Facility AFCAF (8; no named staff)

Dir (1),⁹ Ops Ofcr (1),¹⁰ Superintendent (1), Policy & Oversight Div (1)

Central Adj Div (1): Progs & Res Div (1),¹¹ Cust Spt (1), Stan/Eval(1)¹²

AF Declassification Office AFDO (total: 24 named staff)¹³

12 named staff (no positions indicated) + 12 at the National Archives-College Park (no positions indicated)

AF Departmental Publishing Office AFDPO (2)

Unchanged

AF Executive Dining Facility AFEDF (3)

Unchanged

¹ The Mil Asst was now the Sr Exec.

² Facilities Support SAF/AAF staffing was up 2 to 21, despite the loss of Info Mgmt and Supply Support.

³ The name of this position was revised slightly.

⁴ This was a new name and a new designation, replacing Military Personnel SAF/AAP.

⁵ This was a new position.

⁶ This was a new position.

⁷ The Sr Prog Mgr and Web/Database Developer positions were now gone.

⁸ SAF/AAZ gained 2 SAF Security Officer positions.

⁹ The Dir position had now been filled.

¹⁰ The Dep Dir position was now gone; the Ops Ofcr position was new.

¹¹ The name of this position was revised slightly.

¹² Ch Teams A-H were now gone, as were the Adj Spt, Trng, and CAO positions.

¹³ This was an increase from 19.

2004

90, not all with staff named or positions indicated

Ofc of the Administrative Asst SAF/AA (6)

Unchanged

Human Resources & Manpower Div SAF/AAA (1)

Unchanged

Facilities Support SAF/AAF (21)

Unchanged

Ch Personnel Spt HAF/AAP (2)¹

Unchanged

Dir Plans Progs & Budget SAF/AAX (11)

Unchanged

Dir Security & Special Programs SAF/AAZ (9)

Unchanged

AF Art Program Office AFAPPO (3)

Unchanged

Air Force Central Adjudication Facility AFCAF (8)

Unchanged

AF Declassification Office AFDO (24)

Unchanged

AF Departmental Publishing Office AFDPO (2)

Unchanged

AF Executive Dining Facility AFEDF (3)

Unchanged

¹ Chief Personnel Support HAF/AAP did not appear in the *DoD Directory*, Edition I, 2005, or in those that followed.

2005

92 positions, no named staff

Ofc of the Administrative Asst SAF/AA (6)

Unchanged

Human Resources & Manpower Div SAF/AAA (1)

Unchanged

Facilities Support Div SAF/AAF¹ (total: 20)

Dir (1), Renovation Tele Supply & Special Projects (4),² Leased Facility Support Carpet & Space Mgmt (3),³ Facilities Support Construction & Interior Design (11),⁴ Customer Service (1)

Dir Plans Progs & Budget SAF/AA (total: 12)

Dir, Dep, DoDD/DoDi, Ch Prog & Budget, Asst Prog & Budget, Ch Policy Implementation, Asst for Prog & Policy Implem, Office Mgr, Ch Plans & Prog

HAF CIO: Dir, Sr Webmaster, Web Developer (3)⁵

Dir Security & Special Programs SAF/AAZ (9)

Unchanged

AF Art Program Office AFAPO (3)

Unchanged

Air Force Central Adjudication Facility AFCAF (total: 8)

Dir (1), Dep Dir (1),⁶ Superintendent (1), Policy & Oversight Div (1)

Central Adj Div (1): Progs & Res Div (1), Cust Spt (1), Stan/Eval (1)

AF Declassification Office AFDO (total: 24)

Declassification (12); Archives (12), National Archives-College Park

AF Departmental Publishing Office AFDPO (2)

Dir,⁷ Secy

AF Executive Dining Facility AFEDF (3)

Unchanged

Air Force PNT Communication Agency (AFPCA) (3)⁸

Dir, Dep Dir, Secy

HAF/RM (1)⁹

Dir

¹ “Division” was now included in SAF/AAF’s listing.

² This was a loss of 1 position. All were listed as “Spec Project.”

³ These positions were all listed as “Space Mgmt.”

⁴ These positions were all listed as “Interior Design.”

⁵ HAF DASH 1 was now replaced by HAF CIO, with a new Dir position.

⁶ The Ops Ofcr position was now gone, replaced by or renamed (again) Dep Dir.

⁷ The previously untitled head of AFDPO was now “Dir.”

⁸ AFPCA was a new addition to the SAF/AA portfolio.

⁹ HAF/RM was a new addition to the SAF/AA portfolio.

2006
92 positions, no named staff
Ofc of the Administrative Asst SAF/AA (6) Unchanged
Human Resources & Manpower Div SAF/AAA (1) Unchanged
Facilities Support Div SAF/AAF (20) Unchanged
Dir Plans Progs & Budget SAF/AAX (12) Unchanged
Dir Security & Special Programs SAF/AAZ (9) Unchanged
AF Art Program Office AFAP0 (3) Unchanged
Air Force Central Adjudication Facility AFCAF (8) Unchanged
AF Declassification Office AFDO (24) Unchanged
AF Departmental Publishing Office AFDPO (2) Unchanged
AF Executive Dining Facility AFEDF (3) Unchanged
Air Force PNT Communication Agency (AFPCA) (3) Unchanged
HAF/RM (1) Unchanged

2007

88 positions, no named staff

Ofc of the Administrative Asst SAF/AA (6)

Unchanged

Human Resources & Manpower Div SAF/AAA (1)

Unchanged

Facilities Support Div SAF/AAF (total: 8)¹

Dir (1), Renovation Tele Supply & Special Projects (4), Leased Facility Support Carpet & Space Mgmt (1),² Facilities Support Construction & Interior Design (1),³ Customer Service (1)

Dir Plans Progs & Budget SAF/AAX (12)

Unchanged

Dir Security & Special Programs SAF/AAZ (9)

Unchanged

AF Art Program Office AFAPO (3)

Unchanged

Air Force Central Adjudication Facility AFCAF (9)⁴

Dir, Dep Dir, Admin Support;⁵ Superintendent, Policy & Oversight Div, Central Adj Div, Progs & Res Div, Cust Spt, Stan/Eval

AF Declassification Office AFDO (total: 23)⁶

Declassification (11); Archives (12), National Archives-College Park

AF Dir Departmental Publishing AFDPO (6)⁷

Dir, Secy, Access & Dissemination Div, Product Development, Plans & Programs Div, Customer Service Desk⁸

AF Executive Dining Facility AFEDF (3)

Unchanged

Air Force PNT Communication Agency (AFPCA) (3)⁹

Unchanged

HAF/RM (1)

Unchanged

Information & Communications Support HAF/IC (4)¹⁰

Dir, Ch Info Mgmt Div, Ch Media Service Div, Ch Enterprise Bus Solutions Div

¹ SAF/AAF lost 12 positions. Please see notes below.

² This was a loss of 2 “Space Mgmt” positions.

³ This was a loss of 10 “Interior Design” positions.

⁴ AFCAF gained 1 position.

⁵ This was a new position.

⁶ AFDO lost 1 declassification position.

⁷ AF Departmental Publishing Office was now listed as AF Dir Departmental Publishing. AFDPO gained 4 positions.

⁸ The last 4 were new positions.

⁹ AFPCA was realigned under the Air Force District of Washington (AFDW) at the end of Sep 2006.

Linda Card, “Air Force Pentagon Communication Agency restructures under AFDW,” Air Force District of Washington, News, AFDW Public Affairs, 28 Sep 2006. [<http://www.afdw.af.mil/News/Article-Display/Article/336112/air-force-pentagon-communication-agency-restructures-under-afdw/>], accessed Feb 24, 2018.]

¹⁰ HAF/IC was a new addition to the SAF/AA portfolio.

Headquarters USAF Organization Charts, 1991–2016¹

4 Apr 1991

SAF/AA: AA Mr. McCormick; Dep Mr. Davidson

SAF/AAZ: Dep for Security & Investigative Programs Col Furusho

SAF/AAI: Dir Information Management Col Pardini

SAF/AAP: Ch Management LTC Linn

SAF/AAX: Ch Plans, Programs & Budget LTC Joubert

4 May 1991

SAF/AAP renamed.

SAF/AA

SAF/AAZ

SAF/AAI

SAF/AAP: Ch Military Personnel LTC Linn

SAF/AAX

1 Jul 1991; 1 Aug 1991; 1 Sep 1991; 1 Oct 1991

SAF/AA

SAF/AAZ

LTC Weaver (Colonel selectee)

SAF/AAI

SAF/AAP

SAF/AAX

1 Nov 1991; 1 Dec 1991

SAF/AA

SAF/AAZ

Col Weaver

SAF/AAI

SAF/AAP

SAF/AAX

1 Jan 1992; 1 Feb 1992

SAF/AA: AA McCormick; Dep Davidson

SAF/AAZ: Dep for Security & Investigative Programs Col Weaver

SAF/AAI: Dir Information Management Col Pardini

SAF/AAP: Ch Military Personnel Lt Col Linn

SAF/AAX: Ch Plans, Programs & Budget Lt Col Joubert (Colonel selectee)

¹ Air Force Historical Support Division archives.

1 Mar 1992; 1 Apr 1992; 1 Jul 1992; 1 Oct 1992; 1 Jan 1993; 1 Apr 1993; 13 Jul 1993; 1 Oct 1993; 1 Jan 1994

SAF/AA

SAF/AAZ

SAF/AAI

SAF/AAP

SAF/AAX

Col Joubert

1 Apr 1994

Davidson is now acting AA; plus, 2 chiefs became directors, and the order changes to alphabetical.

SAF/AA: AA Davidson (Acting); Dep Davidson

SAF/AAI: Dir Information Management Col Pardini

SAF/AAP: Ch Military Personnel Lt Col Linn

SAF/AAX: Dir Plans, Programs & Budget Col Joubert

SAF/AAZ: Dir for Security & Investigative Programs Col Weaver

1 Sep 1994

Davidson is now AA, and there is no longer a Dep; plus new Dir (SAF/AAO), and all new military personnel.

SAF/AA: AA Davidson

SAF/AAI: Dir Information Management Col Collins

SAF/AAO: Dir Operations Support Col Semon

SAF/AAP: Ch Military Personnel Maj Patrick

SAF/AAX: Dir Plans, Programs & Budget Lt Col Walker (Col selectee)

SAF/AAZ: Dir for Security & Investigative Programs Lt Col Patterson (Col selectee)

1 Jan 1995

Unchanged, except that Walker is now a colonel.

1 Apr 1995

Unchanged, except that Patrick is now a lieutenant colonel.

1 Jul 1995; 1 Nov 1995; 1 Jan 1996

Unchanged.

1 Apr 1996

A new 3-letter (SAF/AAA); plus, a new lieutenant colonel, replacing Patrick.

SAF/AA: Davidson

SAF/AAA: Ch Civilian Personnel Ms Park
 SAF/AAI: Dir Information Management Col Collins
 SAF/AAO: Dir Operations Support Col Semon
 SAF/AAP: Ch Military Personnel Lt Col Best
 SAF/AAX: Dir Plans, Programs & Budget Col Walker
 SAF/AAZ: Dir for Security & Investigative Programs Lt Col Patterson
 (still Col selectee)

1 Jul 1996

Info Management (SAF/AAI) is gone; plus, civilian replaces Patterson;
 plus reordered (no longer alphabetical).

SAF/AA: Davidson
 SAF/AAO: Dir Operations Support Col Semon
 SAF/AAA: Ch Civilian Personnel Ms Park
 SAF/AAP: Ch Military Personnel Lt Col Best
 SAF/AAX: Dir Plans, Programs & Budget Col Walker
 SAF/AAZ: Dir Security & Investigative Programs Mr. Boesch

1 Oct 1996

New departmental publishing responsibility (SAF/AAD); plus new
 colonel replaces Walker.

SAF/AA
 SAF/AAO
 SAF/AAA
 SAF/AAD: Dir Departmental Publishing Mr. McMullin
 SAF/AAP
 SAF/AAX: Col Ferguson
 SAF/AAZ

1 Jul 1997

2 new military, replacing Lt Col Best and Col Ferguson.

SAF/AA
 SAF/AAO
 SAF/AAA
 SAF/AAD
 SAF/AAP: Maj James (Lt Col
 selectee)
 SAF/AAZ: Lt Col Hurlbut (Col
 selectee)

1 Aug 1998

James is now a lieutenant colonel.

SAF/AA

SAF/AAO

SAF/AAA

SAF/AAD

SAF/AAP

Lt Col James

SAF/AAX

SAF/AAZ

1 Sep 1998

New heads of SAF/AAO and SAF/AAA.

SAF/AA

SAF/AAO Dir Operations Support Col Loucks

SAF/AAA Ch Civilian Personnel Mr. Arigo

SAF/AAD

SAF/AAP

SAF/AAX

SAF/AAZ

1 Nov 1998

Hurlbut is now a colonel. To recap all:

SAF/AA: AA Mr. Davidson

SAF/AAO: Dir Operations Support Col Loucks

SAF/AAA: Ch Civilian Personnel Mr. Arigo

SAF/AAD: Dir Departmental Publishing Mr. McMullin

SAF/AAP: Ch Military Personnel Lt Col James

SAF/AAX: Dir Plans, Programs & Budget Col Hurlbut

SAF/AAZ: Dir Security & Investigative Programs Mr. Boesch

1 Aug 1999

Davidson now has a Dep; vacancy at SAF/AAO; SAF/AAD has gone away; new 3-letter (SAF/AAH); a major replaces Lt Col James at SAF/AAP; vacancy at SAF/AAX; and new office (HAF 2002 Integration) with former SAF/AAX head Col Hurlbut as head.

SAF/AA: Davidson; Dep Mr. Henry

SAF/AAO: Dir Operations Support (Vacant)

SAF/AAA: Ch Civilian Personnel Arigo

SAF/AAH: Dir Information Planning Mr. Balven

SAF/AAP: Ch Military Personnel Maj Bruner
SAF/AAX: Dir Plans, Programs & Budget (Vacant)
SAF/AAZ: Dir Security & Investigative Programs Boesch
HAF2002/IO: Dir HAF 2002 Integration Office Col Hurlbut

15 Jun 2000

Dep AA now vacant; SAF/AAP has gone away; a new major replaces Maj Bruner at SAF/AAP; a new female head at SAF/AAX.

SAF/AA: AA Davidson; no Dep

SAF/AAA

SAF/AAH

SAF/AAP:

Maj Gatlin

SAF/AAX:

Ms. Lunsford

SAF/AAZ

HAF2002/IO

29 May 2001

Mr. Corsi now Dep AA.

SAF/AA: AA Davidson; Dep Corsi

SAF/AAA

SAF/AAH

SAF/AAP

SAF/AAX

SAF/AAZ

HAF2002/IO

15 Apr 2002

SAF/AAH has gone away; a new colonel heads SAF/AAX, replacing Lunsford; SAF/AAZ has an expanded name and a new head, replacing Boesch; and a new 3-letter (SAF/AAF); HAF2002/IO has gone away.

SAF/AA: AA Davidson; Dep Corsi

SAF/AAA: Ch Civilian Personnel Arigo

SAF/AAP: Ch Military Personnel Maj Gatlin

SAF/AAX: Dir Plans, Programs & Budget Col Bishop

SAF/AAZ: Dir Security & Special Programs Oversight Mr. Hennessey

SAF/AAF: Dir Facilities Mr. Dittamo

15 Nov 2002 (p 38 of the list: doesn't appear to be dated).

No change from 15 Apr 2002 (p 37).

1 Jul 2003

No names listed except for AA and Dep AA; new name for SAF/AAA; SAF/AAP has gone away.

SAF/AA: AA Davidson; Dep Corsi

SAF/AAA: Ch Human Resources & Manpower

SAF/AAX: Dir Plans, Programs & Budget

SAF/AAZ: Dir Security & Special Programs Oversight

SAF/AAF: Dir Facilities

23 Feb 2004

No names listed except for AA and Dep AA; 2 new HAF additions.

SAF/AA

SAF/AAA

SAF/AAX

SAF/AAZ

SAF/AAF

HAFICIO: HAF Ch Information Officer

HAFRM: HAF Dir Budget & Programming

15 Aug 2006

A few names listed; HAFICIO has gone away; HAF/IC and HAF/HR are new.

SAF/AA: AA Davidson; Dep AA Corsi

SAF/AAA: Dir Human Resources & Manpower

SAF/AAX: Dir Plans, Programs & Budget

SAF/AAZ: Dir Security & Special Programs Oversight Mr. Hennessey

SAF/AAF: Dir Facilities

HAF/IC: Dir Information and Comm Support Mr. Testa

HAF/HR: Dir Manpower and Human Capital Management

HAF/RM: Dir Budget & Programming

20 Jan 2009: not available.

17 Jan 2011 (current a/o Jan 2011; supersedes 20 Jan 2009)

A few names listed. Significant reorganization.

SAF/AA: AA Davidson; Dep AA Corsi

SAF/AAA: Human Resources

SAF/AAP: Information Protection Mr. McGarvey

SAF/AAZ: Security, CounterIntel & Special Programs Mr. Deacon

SAF/AAX: Policies, Plans & Resources
HAF/HR: HAF Manpower & Human Capital Management
HAF/IM: HAF Information Management Ms. Miller
HAF/RM: HAF Resource Management

17 Sep 2013

A few names listed. A new AA and Dep AA. Significant reorganization/consolidation/deletions; new names and new people. First inclusion, in these org charts, of SAF/AAM.

SAF/AA: AA Mr. Timothy Beyland; Dep AA: Ms. Zarodkiewicz

SAF/AAI: Information Management Ms. Miller

SAF/AAM: Executive Dining

SAF/AAO: Operations

SAF/AAR: Resources

SAF/AAZ: Security/Special Program Oversight/Information Protection
Mr. McMillin

5 Nov 2015: not available.

18 Apr 2016 (supersedes 5 Nov 2015)

A few names listed. A new AA and Dep AA. New heads of SAF/AAI and SAF/AAZ.

SAF/AA: Ms. Patricia Zarodkiewicz; Dep AA Mr. Shelton

SAF/AAI: Information Management: Mr. Chadrick

SAF/AAM: Executive Dining

SAF/AAO: Operations

SAF/AAR: Resources

SAF/AAZ: Security/Special Program Oversight/Information Protection
Ms. Kay

Administrative Assistant to the Secretary of the Air Force and Subordinate Offices, 2007–2014¹

Table: SAF/AA Overview

5 Jun 2007 HAFMD 1-6	22 Dec 2008 HAFMD 1-6	20 Mar 2014 HAFMD 1-6	22 Dec 2014 HAFMD 1-6
Administrative Assistant SAF/AA	Administrative Assistant SAF/AA	Administrative Assistant SAF/AA	Administrative Assistant SAF/AA
		Deputy Administrative Assistant SAF/AA	Deputy Administrative Assistant SAF/AA
Human Resources and Manpower Division SAF/AAA	Human Resources and Manpower Directorate SAF/AAA		
Directorate of Facilities Support SAF/AAF	Directorate of Facilities Support SAF/AAF	Operations SAF/AAO	Operations SAF/AAO
Air Force Executive Dining Facility AFEDF	Air Force Executive Dining Facility AFEDF	Air Force Executive Dining Facility SAF/AAM	Air Force Executive Dining Facility SAF/AAM
	Air Force Art Program AFAPO		
HAF Information Management HAF/IM	HAF Information Management HAF/IM	Information Management SAF/AAI	Information Management SAF/AAI
Directorate of Policy, Plans & Resources SAF/AAZ	Directorate of Policy, Plans & Resources SAF/AAZ		
Directorate of Security, Counterintelligence & Special Programs Oversight SAF/AAZ	Directorate of Security, Counter- Intelligence & Special Programs Oversight SAF/AAZ	Security and Special Program Oversight SAF/AAZ	Security, Special Program Oversight and Information Protection SAF/AAZ
Air Force Central Adjudication Facility AFCAF	Air Force Central Adjudication Facility AFCAF		
HAF Budgeting and Programming HAF/RM	HAF Budgeting and Programming HAF/RM		
HAF Manpower and Human Capital Management HAF/HR	HAF Manpower and Human Capital Management HAF/HR	Resources SAF/AAR	Resources SAF/AAR
		Sensitive Activities SAF/AAH	Sensitive Activities SAF/AAH

Table: Number of Responsibilities, Delegated Authorities, and Subordinate Offices

Mission Directive 1-6	Responsibilities	Delegated Authorities	Subordinate Offices
5 Jun 2007	11	14	10
22 Dec 2008	14	30	11
20 Mar 2014	19	43	6
22 Dec 2014	20	42	6

¹ *HAF Mission Directives 1-6*, Jun 2007–Dec 2014, Air Force Historical Support Division (AF/HOH) archives.

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