

**BY ORDER OF THE
BY THE ORDER OF THE COMMANDER
688TH INFORMATION OPERATIONS
WING**

**688TH INFORMATION OPERATIONS WING
INSTRUCTION 16-501**

20 JULY 2012



Operations Support

CORPORATE PROCESS

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive (AFPD) 16-5, *Planning, Programming, Budgeting and Execution Process*, dated 27 September 2012 and establishes the 688th Information Operations Wing (688 IOW) corporate processes. It establishes the 688 IOW Corporate Board (CB) as the Wing's senior decision-making forum and serves as the focal point for decision recommendations and policy guidance. It provides for the establishment of various working groups (WGs) to collect, validate, deliberate, formulate priorities, and document out-year Program Objective Memorandum (POM) initiatives, next-year financial plans, facility projects, education and training requirements, civilian resource management, exercise participation and support, security issues, and execution issues such as initial distribution, unfunded requirements, cut drills, and fiscal year closeout. This instruction identifies primary functions, responsibilities, membership, and interrelationships of the corporate body. It applies to all units assigned to the 688 IOW. This publication does not apply to Air Force Reserve Command and Air National Guard units. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional's chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with

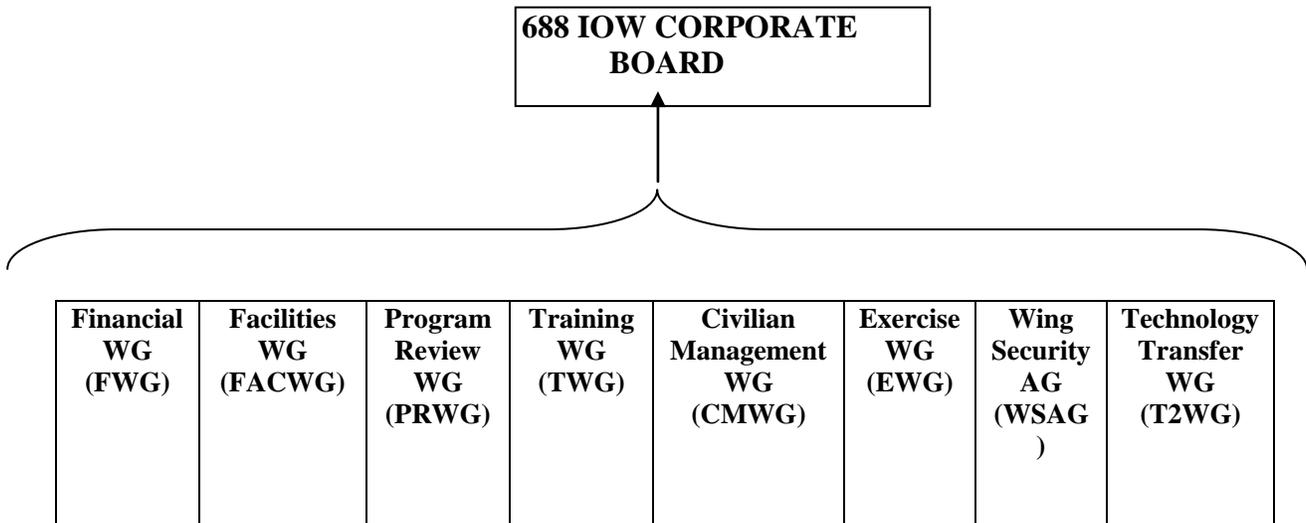
Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afirms/afirms/>.

SUMMARY OF CHANGES

Major changes include the addition of the Technology Transfer Working Group (T2WG). The 38th Cyberspace Engineering Group Commander (38 CEG/CC) changed to 38th Cyberspace Engineering and Installation Group Commander (38 CEIG/CC). The 688 IOW Facilities Office was changed from 23 IOS/OSX to 318 OSS/OSF. The Training Development Element was changed from 23 IOS/OSV to 318 OSS/OSF. The Wing Security Working Group (WSWG) changed to Wing Security Action Group (WSAG).

1. The Corporate Structure. The 688 IOW corporate structure is divided into two-levels: 688 IOW Corporate Board (CB) and Working Group (WG) (Figure 1). The order of business is for issues to enter the corporate process at the WG level based on tasking received from higher headquarters or at the discretion of the 688 IOW CB or higher-level guidance. The WGs present recommendations to the 688 IOW CB for the 688 IOW Commander’s (688 IOW/CC) approval.

FIGURE 1. CORPORATE PROCESS.



2. Corporate Participants:

2.1. 688 IOW CB. The 688 IOW CB is the senior-level, corporate decision-making forum. The 688 IOW/CC chairs the CB, but may direct the 688 IOW Vice Commander (688 IOW/CV) or 688 IOW Technical Director (688 IOW/CA) to chair specific board meetings during his/her absence. Board membership consists of 688 IOW/CC, 688 IOW/CV, 688 IOW/CA, 318th Information Operations Group Commander (318 IOG/CC), 38th Cyberspace Engineering and Installation Group Commander (38 CEIG/CC), and other appointed representative(s), as necessary.

2.2. WGs. The purpose of WGs is to address specific functional or mission areas. The WGs that follow, will establish and coordinate a charter dictating the mission and procedures. The CB will approve these charters. Each WG acts as the central clearinghouse for validating and prioritizing activities within their specific mission area. WG membership will be determined by the WG chairperson. WGs present all recommendations to the CB for approval.

2.2.1. Financial Working Group (FWG). The FWG is a deliberative, advisory body, focusing on executing and budgeting appropriated funds, both Operations and Maintenance (O&M) and Procurement (3080) for the current fiscal year (FY), plus one. The FWG will review and evaluate financial requirements, including, but not limited to initial distribution of funds, annual execution plan submissions, unfunded requirements submitted through the Budget Execution Review (BER) process, execution status, and fiscal year closeout. The 688 IOW Comptroller (688 IOW/FM) chairs the FWG.

2.2.2. Facilities Working Group (FACWG). Information Operations (IO) facilities are the platform from which the mission is executed. The IO facilities are complex, high-dollar resources. They often require special heating, ventilation and air conditioning, raised flooring, and backup power. The FACWG acts as the central clearinghouse for validating and prioritizing all facility projects for all 688 IOW units on Lackland, Port San Antonio and geographically separated units. Facility Operations (318 OSS/OSFO) chairs the FACWG meetings.

2.2.3. Program Review Working Group (PRWG). The PRWG formulates the 688 IOW program submissions and accomplishes program oversight based on higher headquarters directives and guidance. Program development includes, but is not limited to, initiatives, disconnects, and baseline programs for all out-year exercises, to include POM submissions and program budget reviews across the Future Years Defense Program (FYDP). The 688th Information Operations Wing Director of Plans and Programs (688 IOW/XP) chairs the PRWG.

2.2.4. Training Working Group (TWG). The TWG acts as the focal point for validating and prioritizing all education and training projects for the 688 IOW. The TWG is responsible for ensuring all education and training is responsive to the needs of and is applicable to the mission and goal areas of the specific requesting organization. This will facilitate the provision of the right training and development services at the right time, synchronized to the mission strategy of the 688 IOW and subordinate units. The working group members will determine the education and training requirements for their organizations and recommend the training priority for the 688 IOW. The 318 OSS/OSF chairs the TWG.

2.2.5. Civilian Management Working Group (CMWG). The CMWG is a deliberative, advisory body that is responsible for ensuring funded civilian resources are used efficiently and effectively per AFI 36-502, *Managing Civilian Personnel Resources*. The CMWG will consider civilian resource issues including, but not limited to, civilian individual development training requirements, overtime pay, use of overhires, Special Act and On-the-Spot awards. (If implemented, the CMWG will not oversee performance-based compensation which is administered through the Pay Pool Process under the new Defense Civilian Intelligence Personnel System [DCIPS]). The 688 IOW/CA establishes a CMWG to ensure that civilian resources are used most efficiently and effectively. The 688 IOW/XP chairs the CMWG.

2.2.6. Exercise Working Group (EWG). The EWG exists to inform and advise the Wing Commander of opportunities to enhance the readiness of the unit and improve crisis response. The EWG's highest-level objective is to maximize the benefits gained through exercises. Specifically, it strives to enhance readiness, boost combat capabilities,

streamline procedures, and improve system support. The EWG will be the organization's Point of Contact for issues dealing with the Numbered Air Force (NAF) Scheduling & Resource Process Team (SRPT). The 688 IOW/XP, or delegate, chairs the EWG.

2.2.7. Wing Security Action Group (WSAG). The WSAG is an integrated group of wing functional/technical experts, process owners, and Information Protection (IP) professionals who have been selected to identify and protect information that is critical to successful mission accomplishment by coordinating policy and overseeing security issues in direct support of the WC. Their charter establishes the purpose, membership, procedures, functions, tasks, and administrative requirements of the group. This group ensures information protection policy, oversight, training and implementation issues are properly addressed and staffed prior to being brought to the commander for action. The 688 IOW/CV chairs the WSAG.

2.2.8. Technology Transfer Working Group (T2WG). The T2WG provides coordination, administration, and management on all Cooperative Research and Development Agreements (CRADAs) between the 688th Information Operations Wing and nonfederal entities. Their charter establishes the purpose, membership, procedures, functions, tasks, and administrative requirements of the group. The T2WG is comprised of individuals with expertise in scientific and technical information, intellectual property, patent law, industrial security, computer network, and requirements support. The 688 IOW/XP chairs the T2WG on a quarterly basis or as required to accommodate Wing CRADA requests.

PAUL A. WELCH, Colonel, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFI 36-502, *Managing Civilian Personnel Resources*, 30 March 1994

AFMAN 33-363, *Management of Records*, 1 March 2008

AFPD 16-5, *Planning, Programming, Budgeting and Execution Process*, 27 September 2012

Adopted Forms

AF Form 332, *Base Civil Engineer Work Request*, 1 January 1991

AF Form 428, *Request for Overtime, Holiday Premium Pay, and Compensatory Time*, 29 April 2004

AF Form 847, *Recommendation for Change of Publication*, 22 September 2009

AF Form 1768, *Staff Summary Sheet*, 1 September 1984

Abbreviations and Acronyms

AFMAN—Air Force Manual

AFRIMS—Air Force Records Information Management System

BER—Budget Estimate Review

BES—Budget Estimate Submission

CCN—Change Control Number

CE—Civil Engineer

CMWG—Civilian Management Working Group

CRADA—Cooperative Research and Development Agreement

DCIPS—Defense Civilian Intelligence Personnel System

EWG—Exercise Working Group

FACWG—Facilities Working Group

FWG—Financial Working Group

FY—Fiscal Year

FYDP—Future Years Defense Program

IO—Information Operations

IP—Information Protection

ISA—Intra-governmental Support Agreement

MAJCOM—Major Command

MILCON—Military Construction

MILPERS—Military Personnel
NAF—Numbered Air Force
OPR—Office of Primary Responsibility
O&M—Operations and Maintenance
OSD—Office of the Secretary of Defense
PB—President’s Budget
PDM—Program Decision Memorandum
POM—Program Objective Memorandum
PPBE—Planning, Programming, Budgeting, and Execution
PPBS—Program, Planning, and Budgeting System
PRWG—Program Review Working Group
R&D—Research and Development
RDS—Records Disposition Schedule
RDTE—Research Development, Test, and Evaluation
SECDEF—Secretary of Defense
SON—Statement of Need
SORD—Systems Operational Requirements Document
SRPT—Scheduling & Resource Process Team
T2WG—Technology Transfer Working Group
TWG—Training Working Group
WC—Wing Commander
WG—Working Group
WSAG—Wing Security Action Group
688 IOW—688th Information Operations Wing
688 IOW/CC—688th Information Operations Wing Commander
688 IOW/CA—688th Information Operations Wing Technical Director
688 IOW/CV—688th Information Operations Wing Vice Commander
688 IOW/FM—688th Information Operations Wing Comptroller
688 IOW/XP—688th Information Operations Wing Plans and Programs
688 IOW/XPP—688th Information Operations Wing Programs
318 IOG/CC—318th Information Operations Group Commander
38 CEIG/CC—38th Cyberspace Engineering and Installation Group Commander

Terms

Appropriation:—Specific funds approved by Congress to permit the Air Force and other government agencies to pay expenses related to acquiring, implementing, operating, maintaining, and supporting missions, functions, and activities. The money is appropriated by categories: Procurement (3080), Military Construction (MILCON) (3300), O&M (3400), Military Personnel (MILPERS) (3500), Research and Development (R&D) (3600), and etcetera. The department must use the dollars for the specified purpose and cannot move money across appropriations without Congressional approval.

Budget Estimate Submission (BES): In the Program, Planning, and Budgeting System (PPBS), this is a formal budget submission from a military Service to the Secretary of Defense (SECDEF). It shows accurate estimates of cost and manpower figures for the upcoming budget period of all projects and activities approved in the program decision memorandums (PDMs). The BES is a re—costing of the program objective memorandum (POM) as modified by the PDM. Fact-of-life adjustments, including Congressional actions impacting POM and PDM positions, are made according to Office of the Secretary of Defense (OSD) direction. The BES is normally developed from July through September.

Civilian Management Working Group (CMWG): The CMWG is the advisory body responsible for ensuring funded civilian resources is used efficiently and effectively per Air Force Instruction (AFI) 36—502, *Managing Civilian Personnel Resources*.

Cooperative Research and Development Agreement (CRADA):—An agreement between one or more federal laboratories and/or technical activities and one or more nonfederal parties. Under a CRADA, the government laboratories and/or technical activities shall provide personnel, services, facilities, equipment, or other resources with or without reimbursement (but not funds to the nonfederal parties). CRADAs are instruments that may be used in all aspects of a product and/or system life cycle where RDT&E activities occur. The nonfederal parties shall provide funds, personnel, services, facilities, equipment, or other resources toward the conduct of specified research and development efforts that are consistent with the missions of the laboratory and/or technical activity.

Disconnect: That portion of a baseline program that has become unexecutable because of a mismatch between its resources and the program content validated by Air Force decision makers (AFI 16—501, *Control and Documentation of Air Force Programs*). Specific Air Force or OSD decisions to change the program content or pace in the PPBS cycle are not candidates for disconnects in the following year's cycle. These decisions represent intentional adjustments. The program must compete as for new content in the initiative phase of the next cycle if restoration of funding is desired. Major Commands (MAJCOMs) and the Air Staff develop disconnect Change Control Numbers (CCNs) to fix baseline programs.

Exercise Working Group (EWG):—The EWG informs and advises the commander of opportunities to enhance the readiness of the unit and improve crisis response.

Facilities Working Group (FACWG):—The FACWG acts as the central clearinghouse for the validation and prioritization of all facility projects, forwarding recommendations to the Board.

Financial Working Group (FWG):—A deliberative, advisory body with a focus on the

execution and budgeting of appropriated funds—both O&M (3400) and procurement (3080)-- for the current fiscal year, plus one. The FWG will review and evaluate financial requirements, including the initial distribution of funds, annual financial plan submissions, unfunded requirements submitted through the BER process, execution status, and FY closeout.

Future Years Defense Program (FYDP): The official document and database that summarizes SECDEF—approved plans and programs for the DoD. It is a detailed compilation of the total resources (forces, manpower, procurement, construction, Research and Development [R&D], and dollars) programmed for DoD, arranged by Major Force Program (MFP) and appropriation.

It is updated at least three times in the program year (January: President's Budget (PB); April: Service POMs; September: BES).

Initiative: An initiative is a proposal for additional funds, which either adds to an ongoing baseline program's content or is a new start. All initiatives must be validated requirements by a statement of need (SON), Systems Operational Requirements Document (SORD), etcetera.

New Start: There are two kinds of new start programs: A major system new start and a Congressionally recognized new start. A major system new start is a program in which Research Development, Test, and Evaluation (RDT&E) funds exceed \$200M (in FY80 \$), or procurement exceeds \$1.0B (FY80 \$), or one, which the SECDEF so designates. Congress defines a new start as any RDT&E or procurement budget line item in the first year of the POM that has no funding in the prior year (even if there has been funding in an earlier year). All new starts should be identified.

Out—Years: The years of the Air Force Program not included in the execution or budget years.

President's Budget (PB):—The PB summary for operation of the government. It is submitted to Congress in January for the next fiscal year, which begins in October. The DoD input to the PB is the BES modified by Program Budget Decisions. The PB updates the FYDP baseline.

Program:—A complete plan designed to accomplish a stated objective. Outlines scope, phasing, and resource considerations.

Program Objective Memorandum (POM):—The final product of the programming process within the Department of Defense, the Components' POM displays the resource allocation decisions of the Military Departments in responding to and in accordance with Defense Guidance.

Program Review:—That portion of the Planning, Programming, Budgeting, and Execution (PPBE) process immediately following service submission of the POM. The resulting decision of the review are published as the Program Decision Memorandum (PDM) and reflected in the BES.

Program Review Working Group (PRWG): The PRWG formulates 688 IOW program submissions and accomplishes program oversight based on higher headquarters directives and guidance. This involves POM initiatives and disconnects and out—year baseline adjustments and priorities.

Program Year:—A year in the FYDP beyond the budget years. Resources and costs in the program years may be adjusted without approval of Congress.

Resources:—Dollars, people, materiel, etcetera, required to support a program.

Technology Transfer Working Group (T2WG):—The T2WG provides coordination, administration, and management on all Cooperative Research and Development Agreements (CRADAs) between the 688th Information Operations Wing and nonfederal entities.

Training Working Group (TWG):—The TWG acts as the focal point for revalidating and prioritizing all education and training projects for 688 IOW Training. The TWG will be responsible for prioritizing training requirements and ensuring all education and training is responsive to the needs and is applicable to the mission and goal areas of the specific requesting organization.

Unexecutable Program:—A program that requires either a content or resource adjustment to be executable. Resolution can occur in the disconnect or initiative phase consistent with the above definitions.

Wing Security Action Group (WSAG):—The WSAG's primary mission is to protect information that is critical to successful mission accomplishment by coordinating policy and overseeing security issues in direct support of the WC.