

**BY ORDER OF THE COMMANDER
AIR COMBAT COMMAND**

AIR COMBAT COMMAND PAMPHLET

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Manpower and Organization

**HEADQUARTERS AIR COMBAT
COMMAND SKIP ECHELON SUPPORT TO
FIELD UNITS**

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This pamphlet implements Air Force Instruction 38-101, *Air Force Organization*. The pamphlet addresses skip echelon support provided to Air Combat Command (ACC) active-duty units during peacetime operations. IAW AFI 38-101, numbered/named air forces (NAFs), groups, and flights have no or minimal staff. These tactical echelons are designed to increase operational effectiveness rather than review and transmit paperwork. This pamphlet does not apply to the Air National Guard or Air Force Reserve Command units or personnel. This publication may not be supplemented or further implemented/extended. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). Refer recommended changes and questions about this publication to the office of primary responsibility using AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command.

SUMMARY OF CHANGES

This revision updates office symbols and squadron names. It also identifies staff agency support at the NAF and/or MAJCOM level.

Chapter 1

INTRODUCTION

1.1. Overview: This pamphlet addresses skip echelon support provided to Air Combat Command (ACC) active-duty wings and units during peacetime operations. It provides general guidance only, is not a directive, and is not intended to encompass all possible circumstances. Component NAFs (C-NAFs) possess a broader staff to support some additional functions.

1.2. Purpose: IAW AFI 38-101, paragraph 1.2.4, “Major Commands (MAJCOMs) sit on top of a skip-echelon staffing structure. MAJCOMs, wings and squadrons possess the full range of staff functions needed to perform required tasks. Numbered/named air forces (NAFs) groups, and flights have no or minimal staff. These tactical echelons are designed to increase operational effectiveness rather than review and transmit paperwork. The chain of command and responsibility for mission accomplishment runs through commanders at all levels. Problems, however, often are solved by staff communication through the functional chain, bypassing echelons where the function is not found.” (NOTE: Component NAFs (C-NAFs) possess a broader staff to support the Air Force component commander at the operational and tactical level. When designated as the Air Force component to a Combatant Commander (CCDR), the C-NAF functions at the operational level.).

1.3. Applicability: During peacetime, ACC active-duty wings and units obtain support for the majority of functions and activities directly from HQ ACC. There are exceptions where wing functions, such as: safety and judge advocate issues where the NAF/USAFWC Commander is the general courts-martial convening authority, and some personnel activities specified in this pamphlet. These peacetime functions should not be associated with NAF functions that exist to support the NAF Commander in his/her role as a CCDR and are limited to USAF operations in CCDR area of responsibility (AOR). As a result, a wing will not interface with these functions unless the wing has assets deployed to the respective CCDRs. The following describes, by function and organizational entity, a representative assessment of where issues and actions should be addressed for resolution, i.e., the NAF or MAJCOM. It is not intended to be all inclusive, nor should it preclude keeping the appropriate chain of command informed of activities/actions ongoing at the wing level.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Wing Staff Agencies: Wing Staff Agencies obtain support from their Numbered/Named Air Force (NAF) functions. Headquarters Air Combat Command (HQ ACC) provides support when there is no comparable functions at the NAF.

2.1.1. The Wing Inspector General (IG):

2.1.1.1. The Wing IG contacts the NAF IG for assistance if a complaint case cannot be investigated at the unit level. The wing IG then contacts the ACC Office of Oversight, HQ ACC Director of Complaint Resolution (IGQ) if the NAF IG is unable to address the issue. The wing IG refers cases involving reprisal or mental health allegations to the NAF IG for technical and legal review. The NAF IG then forwards the case to HQ ACC/IGQ. Cases initiated at the wing level involving senior officials (O-6 select or above) and mental health referral cases are reported to NAF IG offices and then forwarded to HQ ACC/IGQ, who in turn reports the information to SAF/IG.

2.1.1.2. In accordance with Program Action Directive (PAD) 13-01, *Implementation of the Secretary of the United States Air Force Direction to Implement a New Air Force Inspection System*, 17 June 2013, the Wing's Director of Inspections (IGI) will plan and execute wing commander's Inspection Program NLT 1 October 2014 and NAF's IGI will provide contingency plans functions.

2.1.2. The Wing Legal (JA): The wing legal office obtains support from the NAF/JA as described below. HQ ACC/JA provides all other support.

2.1.2.1. The NAF legal staff provides support in the areas of military justice; adverse officer personnel actions, and adverse enlisted personnel actions where the NAF Commander is the discharge authority; Automated Military Justice Analysis and Management System (AMJAMS) oversight; aircraft accident investigation support (AFI 51-503, *Aerospace Accident Investigations*); investigation support (IG and commander directed); operations law support; international law support; flying evaluation boards; line of duty determinations; reports of survey; complaints under Article 138 of the Uniform Code of Military Justice (UCMJ); equal opportunity treatment complaints; command succession; and adjudication of foreign claims under the Foreign Claims Act, and as a Foreign Claims Commission.

2.1.2.2. The United States Air Force Warfare Center (USAFWC) legal staff provides similar support as a NAF and as a base level legal office.

2.1.3. The Wing Safety (SE): The wing safety office obtains support from the NAF/USAFWC SE as described below. HQ ACC/SE provides all other support.

2.1.3.1. NAF/USAFWC SE is responsible for ground, weapons, space and flight safety functions for active duty wings. The NAF/USAFWC SE executes the MAJCOM directed safety program and oversight functions for designated active and gained units, and develops and implements mishap prevention/risk management programs within the NAF/USAFWC.

2.1.3.2. The USAFWC Chief of Safety is responsible for both wings' safety programs at Nellis AFB, NV.

2.1.4. Wing Plans (XP):

2.1.4.1. Wing XP receives support from HQ ACC. However, NAF provides XP functions for contingency plans. As part of PAD 13-01, the new Air Force Inspection System, the Wing's IGI will plan and execute wing commander's Inspection Program NLT 1 October 2014 and the NAF's IGI will provide contingency plans functions.⁷

2.1.4.2. The USAFWC Plans, Test and Tactics Directorate (USAFWC/A5) provides exercise, plans and Site Survey/Site Activation Task Force (SATAF) support.

2.1.4.2.1. Accountable for the USAFWC exercise/inspection program, conducts and critiques base-wide exercises consisting of the full range of disaster preparedness, operational readiness and nuclear surety scenarios. Trains, supervises and coordinates the Exercise Evaluation Team (EET).

2.1.4.2.2. Controls local plans and gives specialist advice to senior staff on assessment and readiness issues. Responsible for programming plans (PPlans) supporting higher headquarters on wartime missions and peacetime activities.

2.1.4.2.3. Organizes all base-hosted Site Survey/SATAF conferences and follow-up action completion.

2.1.5. Command Post (CP): The Wing Command Post has no NAF counterpart and receives support from HQ ACC/A3OR.

2.1.6. Comptroller (FM): The wing comptroller receives all support from HQ ACC/FM.

2.1.7. Public Affairs (PA): The wing public affairs office receives all support from HQ ACC/PA.

2.1.8. Information Protection (IP): The wing information protection office receives all support from HQ ACC/IP.

2.1.9. Historian (HO): The wing history office receives all functional support from HQ ACC/HO

2.1.10. Equal Opportunity (EO): The wing equal opportunity office receives all support from HQ ACC/A1KQ

2.1.11. Protocol (CCP): The wing protocol office receives all support from HQ ACC/DSP.

2.2. Operations Group (OG): The OG Commander obtains all support from HQ ACC except as described below:

2.2.1. Unit Standardization and Evaluation. Units receive formal Standards and Evaluations visits and staff assistance visits (SAVs) from the NAFs.

2.2.2. Contingency Operations. Wings/Groups may coordinate directly with air component command staffs for deployment issues once tasked by HQ ACC / SECAF for deployment.

2.2.3. Squadrons. Operational flying squadrons and operational support squadrons obtain support from the OG commander and other wing agencies.

2.3. Mission Support Group (MSG): The MSG commander obtains all support from HQ ACC, except where the NAF provides support to subordinate squadrons as described below:

2.3.1. Force Support Squadron (FSS): The wing FSS obtains support from their NAF manpower, personnel and services function as described below. ACC Manpower, Personnel and Services Directorate (HQ ACC/A1) provides all other support.

2.3.1.1. Commander Involvement Orientation Program: Wings provide submissions to their NAFs.

2.3.1.2. Personnel Field Activities: Each NAF supports such functions as separation processing when NAF Commander's action is required. Some personnel reliability program (PRP) actions require NAF commander certification. Each NAF may provide guidance on promotion and retention recommendation forms where the NAF commander has senior rater involvement.

2.3.1.3. Awards and Decorations: Each NAF supports functions such as endorsement of Legion of Merit recommendations when direct reporting unit commanders undergo permanent changes of station, and endorsement of decorations on their staff personnel which require ACC commander or higher approval. They also endorse wing nominations to HQ ACC for the Air Force Outstanding Unit Awards, General and Mrs. Jerome F. O'Malley Award, Twelve Outstanding Airmen of the Year Award, and First Sergeant of the Year Award, as well as nominations from their staff.

2.3.2. Communications Squadron (CS)/Strategic Communications Squadron (SCS): The wing CS/SCS obtains all support, to include support for Nuclear Command Control Communications (NC3) requirements from ACC Communications Directorate (HQ ACC/A6).

2.3.3. Civil Engineer (CE): The wing CE squadron receives support from the ACC Installations and Mission Support Directorate (HQ ACC/A7) and the Air Force Civil Engineer Center (AFCEC).

2.3.3.1. Rapid Engineer Deployable Heavy Operational Repair Squadron Engineers (RED HORSE) Squadrons are assigned by HQ USAF to a MAJCOM.

2.3.3.1.1. The parent MAJCOM maintains operational control of RED HORSE Squadrons while the NAF exercises administrative control during normal peacetime operations.

2.3.3.1.2. Normally RED HORSE Squadrons come under the operational control of the gaining Air Force forces commander when tasked by a MAJCOM to support theater CDR contingency construction requirements.

2.3.3.1.3. Normally the Commander of Air Forces (COMAFFOR) assumes operational control of deployed RED HORSE squadrons in times of conflict.

2.3.3.1.4. The Air Force Civil Engineer Council approves the RED HORSE annual Troop Training Project (TTP) construction program for funding and execution in accordance with Air Force Integrated Priority List (IPL) for the consolidated Sustainment, Restoration, and Modernization (SRM) program managed by AFCEC.

2.3.3.2. Deployed ACC civil engineers request support for required resources/manpower/funding through the Air Force Forces (AFFOR) Staff (e.g. AFNORTH, AFSOUTH, and USAFCENT). The theater air component staff validates the requirements and requests HQ ACC to assist in planning, programming and provision of required resources.

2.3.4. Contracting Squadron (CONS): The wing contracting squadron has no NAF or HQ ACC counterpart and receives all functional support from Air Force Installation Contracting Agency (AFICA).

2.3.5. Logistics Readiness Squadron (LRS): The LRS receives all support from the ACC Logistics Directorate (HQ ACC/A4), except for the following:

2.3.5.1. The 9 MSG Support Division receives support from Defense Logistics Agency (DLA) for orchestrating the movement and pre-positioning of Jet Propellant Thermally Stable (JPTS) fuel for U-2 aircraft at all non-established JPTS locations.

2.4. Maintenance Group (MXG): The maintenance group commander receives all support from the ACC Logistics Directorate (HQ ACC/A4).

2.5. Medical Group (MDG): The medical group commander receives all policy guidance and support for health care from the ACC Command Surgeon (HQ ACC/SG).

MARK R. ENGELBAUM, GS-15
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Services

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

PAD 13-01, *Implementation of the Secretary of the United States Air Force Direction to Implement a New Air Force Inspection System*, 17 June 2013

AFI 33-322, *Records Management Program*, 4 June 2012

AFI 38-101, *Air Force Organization*, 16 March 2011

AFI 51-503, *Aerospace Accident Investigations*, 26 May 2010

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

Prescribed Forms

This pamphlet does not prescribe any forms.

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

ACC—Air Combat Command

AFCEC—Air Force Civil Engineer Center

AFICA—Air Force Installation Contracting Agency

AFFOR—Air Force Forces

AFJAMS—Automated Military Justice Analysis and Management System

AFNORTH—Air Forces Northern

AFSOUTH—Air Forces Southern

AOC—Air and Space Operations Center

AOR—Area of Responsibility

CCDR—Combatant Commander

CCP—Protocol

COMAFFOR—Commander, Air Force Forces

C-NAF—Component Numbered/Named Air Force

CE—Civil Engineer

CP—Command Post

CS—Communications Squadron

EET—Exercise Evaluation Team

EO—Equal Opportunity

FSS—Force Support Squadron

FM—Comptroller
HO—Historian
HQ ACC/IGQ—ACC Office of Oversight
IG—Inspector General
IGI—Director of Inspections
IGQ—Director of Complaint Resolution
IP—Information Protection
IPL—Integrated Priority List
JPTS—Jet Propellant Thermally Stable
LRS—Logistics Readiness Squadron
MAJCOM—Major Command
MSG—Mission Support Group
NAF—Numbered/Named Air Force
NC3—Nuclear Command, Control and Communications
OG—Operations Group
PA—Public Affairs
PAD—Program Action Directive
PPlan—Programming Plans
PRP—Personnel Reliability Program
RED HORSE—Rapid Engineer Deployable Heavy Operational Repair Squadron Engineers
SAF / SECAF—Secretary of the Air Force
SATAF—Site Activation Task Force
SAV—Staff Assistance Visit
SCS—Strategic Communications Squadron
SE—Safety
SRM—Sustainment, Restoration and Moderation
TTP—Troop Training Project
UCMJ—Uniform Code of Military Justice
USAF—United States Air Force
USAFCENT—United States Air Forces Central Command
USAFWC—United States Air Force Warfare Center
XP—Wing Plans