

**BY ORDER OF THE COMMANDER
AIR EDUCATION AND TRAINING
COMMAND**

**AIR EDUCATION AND TRAINING
COMMAND INSTRUCTION 90-106**

26 MAY 2015



Special Management

**HEADQUARTERS EXECUTIVE STAFFING
PROCEDURES**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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Certified by: HQ AETC/DS
(Colonel Scott Gierat)

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This instruction implements policy in AFPD 90-1, *Policy Formulation*. Use this instruction in conjunction with AFMAN 33-326, *Preparing Official Communications*, AFH 33-337, *The Tongue and Quill*, AFI33-332, *The Air Force Privacy and Civil Liberties Program*, and DoD 5200.01-M, Volume 4, *Department of Defense Information Security Program: Controlled Unclassified Information (CUI)*. AETCI 90-106, outlines procedures unique to the AETC command section on preparing and processing correspondence for the AETC Commander, Vice Commander, and Director of Staff. This instruction also includes guidance for suspenses, official memorandums, electronic coordination, and staff summary sheets (SSS), and applies to all members of the HQ AETC staff, Directorates, offices of Chiefs of Special Staff, Numbered Air Forces, Wings, and direct reporting units. This publication does not apply to Air National Guard (ANG) and Air Force Reserve Command (AFRC) units; however, it does apply to Air Reserve Component (ARC) members assigned to the HQ AETC staff. This publication may be supplemented. Changes to the procedures in this publication are not authorized without approval of HQ AETC/DS. Send recommendations for change or comments to this instruction using the AF Form 847, *Recommendation for Change of Publication*, to HQ AETC/DS. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). Submit requests for waivers through the chain of command to the Publication OPR for non-tiered compliance items. See **Attachment 1** for glossary of references and supporting information.

SUMMARY OF CHANGES

This revision updates office symbols, contact information, and examples for deliverables to the HQ AETC front office (in attachments). Clarification of the tasking process as well as appointment requests, read aheads, and AETC Form 20 expectations were included. Lastly, outdated terminology and processes were deleted.

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1. General Guidance:

1.1. Every effort should be made to electronically staff and coordinate command section correspondence at all levels within AETC. The goal of electronic coordination is to reduce the amount of paper and increase the speed and efficiency of staff coordination. With few exceptions, staff packages at all levels are required to be processed via the Task Management Tool (TMT).

1.2. The focal point for all communications addressed to the AETC Command Section is the Director of Staff, Task Management and Workflow Section (HQ AETC/DSE, aetc.tasker.workflow@us.af.mil). All electronic and hard copy correspondence going to or coming from the command section is routed through and monitored by HQ AETC/DSE.

1.3. Commanders, Vice Commanders, Directors, or Deputy Directors will review and sign the SSS for hard copy packages or coordinate electronically via the TMT. Process electronic staff summary sheets (E-SSS) via TMT in the "My Response" tab of the TMT tasker and route for approval coordination to AETC Tasker Workflow. AETC Tasker Workflow in TMT is monitored by the HQ AETC/DSE office.

2. Action Officer (AO) Responsibilities:

2.1. Ensure correspondence is essential, timely, well-organized, correct in format, clear, and concise.

2.2. An E-SSS or SSS is required on all correspondences requiring command section action. Write succinctly and provide responses within the body of the SSS. If necessary, include background information as attachments to the SSS.

2.3. Ensure formal coordination is accomplished through the division and directorate front offices prior to forwarding to the command section, which includes all offices of collateral responsibility (OCR). Packages received without proper coordination will be returned for rework and can negatively impact timely action or decisions.

2.4. Ensure the action required on correspondence is clear and completed in time to give coordinating and approving officials outside the command section a reasonable time to review and/or sign before the suspense date. If more time is required to complete the tasking, request an extension NLT 48 hours prior to the established suspense via the TMT or as appropriate.

2.5. The AO owns the package from start to finish and is responsible for tracking the package until the final action is completed. This includes, but is not limited to, ensuring receipt from all coordinating organizations. The AO and/or the AO's organization will maintain the official record copy for staff packages IAW AFRIMS RDS.

3. Suspense Tasking Process:

3.1. Suspense Initiation. HQ AETC/DS initiates suspenses through HQ AETC/DSE via the TMT.

3.2. Suspense Tracking Numbers. Suspense tracking numbers are automatically generated via the TMT for each tasker/staff package with a unique 10-digit tracking number.

3.3. Changing Suspense Date. Packages are due to the command section NLT 1200 on the established TMT suspense date. Organizations will submit narrative justification for any requests for extensions via “Suspense Extension” in TMT for HQ AETC/DS consideration NLT 48 hours prior to the established suspense. Only under extraordinary circumstances will extensions be approved inside this timeframe. For CC-Directed taskers, the OPR organization’s Commander, Vice Commander, Director, or Deputy Director must contact the Director of Staff for an extension approval.

3.4. Redirecting Suspense. If the tasked organization believes a different organization should assume office of primary responsibility (OPR) for a specific suspense, the organization’s Executive Officer or designee should coordinate the change in OPR with the other Directorates/Chief of Staff Office and inform HQ AETC/DSE who will confirm no conflicts in making the OPR change with HQ AETC/DS. Remember, until the other organization takes responsibility and HQ AETC/DSE changes the OPR, the original organization tasked is responsible for the action. Redirection actions should be initiated as soon as possible following task assignment, vice waiting until the suspense date approaches.

3.5. Suspense Coordination. The OPR’s AO is responsible for ensuring formal coordination is accomplished with each organization having a functional interest, regardless of whether or not they are included in the suspense as OCRs.

3.5.1. Adding or Removing Offices of Collateral Responsibility (OCR). Any organization can add an OCR as they deem appropriate. If an organization listed as an OCR has no functional interest in a specific tasking, document the reason within the tasker and close at the appropriate level. This must be done well before the specified OCR suspense date.

3.5.2. Required Coordination on Funding Issues. This guidance is for packages where funding is involved. HQ AETC/FM must be an OCR & provide coordination on all packages & briefings involving funding. In addition to FM, HQ AETC/A5/8/9 should also be an OCR for funding issues outside of the current fiscal year.

3.5.3. Required Coordination on Legal Issues. This guidance is only for packages where a legal review is required from HQ AETC/JA, who must be an OCR and provide coordination.

3.5.4. Required Coordination on Spouse Travel Requests. HQ AETC/FM, HQ AETC/JA, and HQ AETC/A4/7 (or HQ AF IMSC once responsibilities are transferred) coordination must be indicated on all requests for AETC/CV approval of spouse travel. Additionally, a Military Air (MilAir) request must precipitate approval for government funded travel request.

3.6. Final Processing. Once the Commander, Vice Commander, Director, or Deputy Director approves the package, it is transmitted via the TMT to the AETC Tasker Workflow. When hard copy packages are required which cannot be routed electronically and/or through the TMT, they are coordinated and processed the same as electronic and delivered to HQ AETC/DSE (see paragraph 4 below for more information).

3.6.1. Hard Copy packages are assembled and sent to the command section as described in Attachment 9.

3.6.2. Tasks not sent to the command section by the required suspense date will be considered late, and documented by HQ AETC/DSE.

3.7. Command Section Processing. HQ AETC/DSE will process all packages for the command section. Organizations will release all memorandums signed in the command section addressed to Directorates, NAFs, and below. HQ AETC/DSE will release all memorandums to other MAJCOMs and HAF.

3.8. Packages Requiring Rework. Packages returned for rework will have additional guidance for the OPR in order to satisfy the requirements of the suspense prior to resubmission.

3.8.1. A package returned by the command section for additional work or coordination will go only to the OPR organization and may include an amended suspense date (in some cases, depending on the criticality of the information required, the original suspense date may be retained).

3.8.2. The OPR should expedite the changes and return the reworked package to HQ AETC/DSE, along with original, annotated material (if provided in hard copy), to include any guidance memorandums and additional suspense notes. In cases involving major changes or changes to policy or guidance, re-coordination with OCRs may also be necessary as determined by the OPR.

3.8.3. A package initiated by an organization having no command section suspense date, may be returned for additional work or coordination prior to final acceptance and/or processing. Include the annotated material with the returned package.

4. Correspondence Distribution and Package Format (Hard Copy and/or Electronic): Some packages will require hard copy format. Submit the package in hard copy if the package has 20 or more pages or has more than 10 memorandums for signature. NOTE: All congratulatory letter packages will be submitted in hard copy.

5. Special Handling or Processing Requirements:

5.1. Information Requiring Priority Handling. When submitting a time-sensitive package to the command section, the organization's Executive Officer should notify HQ AETC/DS staff of the need to expedite the package. The AO must remain in close contact with the HQ AETC/DS staff ensuring the package is completed and does not require additional work or coordination.

5.2. Sending Sensitive Information to the Command Section. Sealed envelopes must be used to transmit sensitive information to the command section and must be processed through HQ AETC/DSE. Documents shall be marked "FOR OFFICIAL USE ONLY" at the bottom of the outside of the front cover (if there is one), the title page, the first page, and the outside of the back cover (if there is one). Paper documents and printed materials that contain PII shall be covered with the AF Form 3227, *Privacy Act Cover Sheet* or DD Form 2923, *Privacy Act Data Cover Sheet*.

5.2.1. Transmission of Sensitive Information. When routing within the TMT, mark the tasker as "private." When transmitting PA/PII/sensitive information, send via encrypted e-mail to aetc.ds@us.af.mil, be sure to utilize the proper FOR OFFICIAL USE ONLY (FOUO) markings through the Digital Signature Enforcement Tool (DSET).

5.3. Sending Classified Information to the Command Section. The preferred method of submitting classified packages to the command section is via the Secret Internet Protocol Router Network (SIPRNET) to AETC Tasker Workflow, aetc.tasker.workflow@aetc.af.smil.mil. If this method is not feasible, hand carry to HQ AETC/DSE and ensure packages are marked with the appropriate classification, security markings, and downgrading instructions. Attach classified cover sheets on the front and back of classified packages.

5.4. Receiving Classified Information from the Command Section. The preferred method of sending classified information from the command section is via SIPRNET. In certain circumstances, personnel authorized to pick up classified packages for their organization or agency must be designated in writing to do so by their Director, Deputy Director, or Executive Officer. Send the original appointment memorandum to HQ AETC/DSEA.

5.5. AETC Guidance Memorandums and Instructions. Any correspondence establishing, revising, or rescinding AETC guidance and instruction will be approved at least at the directorate level. Forward those policy decisions of direct interest to the AETC/CC and/or AETC/CV to the command section for approval via the TMT.

6. General Guidelines for Written Communication:

6.1. Correspondence Standards. The AETC standards for preparing written correspondence are AFMAN 33-326 and AFH 33-337.

6.1.1. Abbreviations. Do not use abbreviations (to include military rank) in correspondence where style, elegance, and formality are important.

6.1.2. Letterhead. Use command two-line, generic blue letterhead or computer-generated letterhead for correspondence signed by the AETC/CC, AETC/CV, or HQ AETC/DS.

6.1.3. Commander and Vice Commander Stationery. Certain letters may be prepared on Office of the Commander or Vice Commander stationery. For format, see the sample in Attachment 4. HQ AETC/CCP (Protocol) is the focal point for obtaining Office of the Commander and Vice Commander stationery.

6.1.4. Font Size. The standard font settings for all command section correspondence are Times New Roman, 12-point, black font.

6.2. Official Memorandums. Follow guidance in AFH 33-337 and see examples at Attachments 5, 6, and 7.

6.3. Personal Format Letters. Follow guidance in AFH 33-337 and see example at Attachment 8. Please provide go-by names for all individuals listed in the letter.

7. AF Form 1768, Staff Summary Sheet:

7.1. SSS Purpose. Use a SSS to send information to, or request action from, the AETC/CC, AETC/CV, and HQ AETC/DS. The SSS should be self-contained with no attachments unless necessary. It is also appropriate to send information copies to addressees other than the AETC/CC, AETC/CV, and HQ AETC/DS.

7.2. SSS Preparation. The TMT is the preferred method for routing information to the command section. The use of the AF Form 1768 (Attachment 3) is acceptable when using the TMT is not feasible.

7.2.1. Hard copy staff packages destined for the AETC/CC or AETC/CV must be labeled for routing through HQ AETC/CCX and HQ AETC/DS. Route packages related to enlisted issues to HQ AETC/CCX, AETC/CCC, and then HQ AETC/DS prior to AETC/CV or AETC/CC review.

7.2.2. The organization's Commander, Vice Commander, Director, or Deputy Director must sign the SSS.

7.3. Coordination and Approval Guidelines:

7.3.1. At a minimum, all packages must clearly reflect OCR coord as identified within the TMT.

7.3.2. The senior individual or formally designated representative in the staff agency/directorate (OPR or OCRs) must sign or approve as the coordinating authority.

7.3.3. Prior to coordination, if an OCR determines a package requires input or coordination by a staff agency/directorate other than those already listed as OCRs, clear the change with the AO's front office so they can continue to track the package.

7.3.4. Providing a copy of a SSS does not constitute coordination.

7.4. Comments. Normally, Commander's, Vice Commander's, Director's or Deputy Director's comments are included only if they non-concur. However, AOs are authorized to include Director's comments that reflect significant concerns but don't necessarily indicate non-concurrence.

7.5. Non-concurrence. The following pertains to Directorate, NAF, DRU, or AU-level non-concurrence:

7.5.1. Non-concur comments will be placed in the TMT ("My Response" tab or "Comments" field) or placed following the Commander's, Vice Commander's, Director's or Deputy Director's coordination on the SSS. Comments longer than one paragraph will be placed in a separate document and uploaded into TMT or attached to the SSS.

7.5.2. All non-concurrences must be resolved prior to requesting AETC/CC, AETC/CV, or HQ AETC/DS action. If non-concurrences cannot be resolved at the Directorate, NAF, DRU, or AU-levels, contact HQ AETC/DS to obtain additional guidance.

7.6. Arranging Your Package (see example at Attachment 9):

7.6.1. For hard copy staff packages, place correspondence submitted to the command section in a plain brown file folder with a SSS on top and all attachments properly tabbed. Use binder clips on your packages.

7.6.2. For both electronic and hard copy packages, the tab order is as follows:

7.6.2.1. Tab 1. Correspondence or documents requiring action (e.g., signature, coord, etc.).

7.6.2.2. Tab 2 (and more if necessary). Background material.

7.6.3. Remove all extraneous material from packages, (e.g., example, internal memorandums, duplicate copies, etc.), before submitting to the command section.

8. Award Nominations and Announcements: Submit award packages in hard copy format and upload in the TMT. See amplifying instructions and guidance in Attachment 11.

9. Read Aheads, Appointments, and the AETC Form 20:

9.1. Suspense. Submit read ahead information and an updated AETC Form 20 (an initial AETC Form 20 should be sent when the meeting is requested) to the AETC Read Aheads distro list (UDG_AETC_READAHEADS@us.af.mil), no later than 1200, three business days prior to the scheduled briefing. This timeline allows one-half a day for command section staff to confirm with the OPR the information is correct/complete; and 2 duty days for the Commander to review the information. For example, if a meeting is scheduled for 1600 on Wed, read aheads are required by 1200 the previous Friday. Please notify HQ AETC/CCS (aetc.ccs@us.af.mil) at first indication you will be unable to meet the read ahead suspense and provide an estimate on when they will be submitted (NOTE: This is only permitted for extenuating circumstances).

9.2. Format. When submitting read aheads and attendance lists to the command section, comply with the format sample at Attachment 12. Should a change occur to the read aheads after they have been submitted to the command section, please forward the updated slide deck with a list of what information changed, i.e., slide 14 – minor corrections; slide 17 – replaced completely; slide 23 – added, etc. For changes to read aheads that occur the day of the scheduled briefing, you will need to contact AETC/CC's front office staff to coordinate delivery, i.e., a hard copy may be required if the Commander will no longer have time to review the changes before-hand. Reference Attachment 10 to request an appointment with the AETC/CC and/or AETC/CV.

9.3. Appointment Request Rules of Engagement. The organization/directorate front office forwards the appointment request (Attachment 10) and draft AETC Form 20 to HQ AETC/CCS. A proposed date/time based on the requirements of the requesting directorate is coordinated with the organization/directorate front office staff by HQ AETC/CCS. Confirmation/proposed reschedule date/time is forwarded to requesting organization/directorate by HQ AETC/CCS or HQ AETC/CVS (aetc.cvs@us.af.mil). Issues briefed to the AETC/CC or AETC/CV by organizations below the HQ AETC level should be coordinated with the appropriate HQ AETC staff functional directorates before presenting to the AETC/CC or AETC/CV.

9.4. Form 20. HQ AETC uses the AETC Form 20 to provide background information for briefing/meetings and a list of proposed participants to the AETC/CC or the AETC/CV. Forward the AETC Form 20 as soon as possible and do not wait to submit with the read aheads.

9.4.1. Other Purposes of the AETC Form 20. Subsequent to command section coordination on a date/time for the appointment, front office staffs send the AETC Form 20 to the proposed attendees/support staffs to inform them of the appointment, its purpose, and to request confirmation of each individual's availability. After coordination has been completed with the proposed attendees, front office staffs disseminates the finalized AETC Form 20 to the AETC Command Section, AETC Command

Presentations, and all attendees—when required, updates are distributed along with a list of the changes that were made.

9.4.2. OPR/Owning Directorate POC Responsibilities. Just prior to the appointed time of the briefing, the OPR/directorate POC uses the finalized AETC Form 20 to confirm all listed attendees are in place and informs the appropriate Executive Officer(s) when the room is ready. The POC is responsible for ensuring only the attendees listed on the finalized AETC Form 20 are in attendance; personnel not listed on the form should not be allowed to “sit in” on the meeting. Should an oversight or important change occur, the POC must contact the Director of Staff in order to clear the change with the AETC/CC and/or AETC/CV. Additionally, it is the responsibility of the owning directorate/OPR to ensure all participants are notified of any changes to the date, time, location, etc. of the meeting or event.

10. Event Binders:

10.1. Suspense.

10.1.1. Initial. OPRs will submit event binders, in bound and tabbed hard copy form, to the command section’s Task Management and Workflow Section no later 10 duty days prior to the event. The Task Manager will log the initial event binder submission and provide the product to the AETC Commander’s Action Group for quality control and completeness review. The review is accomplished within 3 days. The CAG will then notify the OPR when the quality review is complete, and the OPR will retrieve the marked-up hard copy binder, make corrections as necessary, and publish the final version for delivery to the AETC Command Section front office.

10.1.2. Final. Unless the suspense date on the TMT tasker indicates otherwise, OPRs will deliver final, reviewed and corrected hard copy binders NLT 7 duty days prior to the event to HQ AETC/CCS or HQ AETC/CVS, in quantities as follows: one Tabbed/Hard Copy Binder for AETC/CC (or CV, if CV is the principal); one Tabbed/Hard Copy Binder for the AETC Commander’s Spouse if she is participating in the event; one Hard Copy for HQ AETC/CCA.

10.1.3. Extension requests. Extensions for event binders are rarely granted as the requirement for final products to prepare the AETC Commander or Vice Commander is NLT one week prior to the event. By exception only, if an extension is required, the OPR organization’s Commander, Vice Commander, Director, or Deputy Director must contact the HQ AETC Director of Staff by e-mail or telecon as early as possible, but NLT one day before the original suspense date for final product. Exception extension requests for event binders must be fully justified.

10.2. Format. Comply with format guidelines as shown in the event binder example (see Attachment 12). OPRs must contact AETC Protocol prior to producing hard copy binders, and will coordinate with AETC Protocol for any format questions and/or additional guidance.

10.3. Electronic versions. As soon as the Event Binder is finalized, the OPR must send electronic copies to the AETC Event Binder distro list (AETCEventBinder@us.af.mil), which should include the HQ AETC/CCE, HQ AETC/CCS, HQ AETC/CVE, HQ

AETC/CVS, HQ AETC/DS, AETC Tasker Workflow, AETC/CCX Workflow, AETC Protocol Workflow, and AETC Command Presentations Workflow organizational boxes.

10.4. Changes after submission. Changes after final submission should be rare. If changes are required, the OPR will immediately deliver hard copies of the changes/updates to HQ AETC/CCS or HQ AETC/CVS; deliver enough copies to update all binders (i.e., CC Binder, Spouse Binder, HQ AETC/CCA, as required). Include a “summary of changes.” Then, for electronic files, resend the entire Event Binder with changes via email using the “AETC Event Binder” distribution list on the GAL. Include an “As of” date in the subject line and a “summary of changes” in the body of the email.

10.5. Action Officer Availability. Ensure the OPR Point of Contact and/or Action Officer (AO) is clearly identified in the event binder and that the individual remains available until the event has been completed. If they will not be available for some unavoidable reason, ensure another AO is available—provide the new contact information to the AETC Command Section staff as soon as possible.

SCOTT L. GIERAT
Colonel, USAF
Director of Staff

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

AFPD 90-1, *Policy Formulation*, 6 Oct 2010

AFMAN 33-326, *Preparing Official Communications*, 25 Nov 2011

AFH 33-337, *The Tongue and Quill*, 1 Aug 2004

AETC Action Officer Guide SharePoint Page: <https://eis.aetc.af.mil/hq/cc/aog/default.aspx>

Prescribed Forms

This publication does not prescribe any forms

Adopted Forms

AETC Form 20, *Request for Briefing*

AF Form 847, *Recommendation for Change of Publication*

AF Form 1768, *Staff Summary Sheet*

Abbreviations and Acronyms

AO—Action officer

AFRIMS—Air Force Records Information Management System

BBP—Bullet background paper

DRU—Direct Reporting Unit

ESSS—Electronic staff summary sheet

OCR—Office of collateral responsibility

OPR—Office of primary responsibility

RDS—Records Disposition Schedule

SSS—Staff summary sheet

SIPRNET—Secret Internet Protocol Router Network

TMT—Task Management Tool

Terms

Action Officer (AO)—A member of the OPR's or OCR's organization who takes lead on a tasking assigned to his or her organization. An AO must be assigned for each OPR and OCR. The AO has the ultimate responsibility to ensure the task is completed.

Command Section—The Commander (CC), Vice Commander, (CV), Director of Staff (DS), Command Chief Master Sergeant (CCC) of Air Education and Training Command (AETC).

Office of Collateral Responsibility (OCR)—The organization responsible for reviewing the tasking and providing input to the OPR in a timely manner. Negative replies are required from the OCR to the OPR.

Office of Primary Responsibility (OPR)—The organization responsible for preparing, coordinating, and monitoring the progress of correspondence and ensuring the task is completed. This is a beginning-to-end responsibility.

Suspense—A task or request generated by the command section requiring an organization, or organizations to provide information, updates, briefings, or policy proposals in response. Normally involves the preparation and submission of a package, to include a summary of information in the form of a SSS with associated background information such as a bullet background paper (BBP), briefing, and/or policy letter, memorandum, or message for approval, signature and/or release by the command section. Also referred to as a tasking or task.

Suspense Date—Date a reply is due to the command section for a specified task.

Suspense Tracking Number—Unique designator assigned to a command section task (suspense) facilitating tracking, filing, and reference actions. Suspense tracking numbers are normally formatted as AETC1234567890.

Attachment 2**TMT FORMAT ELECTRONIC STAFF SUMMARY**

AO: Major John E. Doe, HQ AETC/A8PX, 487-7992

1. **PURPOSE.** The ESSS introduces, summarizes, coordinates, or obtains approval or signature on a staff package. It should be a concise summary of the package. It states the purpose, pertinent background information, rationale, and discussion necessary to justify the action desired.
2. **BACKGROUND.** Use 1 inch margins at top, bottom, left, and right. Each line should be left justified. Remove any unnecessary paragraph returns at the end of each line allowing for the full use of character space of each line. Summarize complicated or lengthy correspondence or documents attached, or any appropriate portion of any document you reference. Do not use in place of a memo; use with the package it summarizes.
3. **DISCUSSION.** List attachments to the SSS as tabs. List the documents for action as Tab 1. List incoming letter, directive, or other paper—if any—that prompted you to prepare the SSS as Tab 2 (If you have more than one document for action, list and tab with as many numbers as needed and list the material you are responding to as the next number: Tabs 1, 2, and 3 for signature, Tab 4 incoming document.). List supplemental documents as additional tabs under the signature block. If nonconcurrency is involved, list it and the letter or rebuttal as the last tab.
4. **VIEW OF OTHERS (Optional).** Since VIEW OF OTHERS is optional, do not list on ESSS if not used. Explain concerns of others on the staff (i.e., Directorate, NAF, etc.). For example: “HQ AETC/FM stated the funding is at risk of being reduced in FY 12.” Use a period or colon after VIEW OF OTHER, OPTION, etc. Either is acceptable; just be consistent.
5. **RECOMMENDATION.** State the recommendation, including action necessary to implement it, in such a way that the official needs only to sign an attachment or coordinate, approve, or disapprove the recommended action.

//signed/jed/date//

JANE E. DOE

Brigadier General, USAF

Director of Plans, Programs

Requirements and Assessments

(NOTE: All documents listed as Tabs must be placed into the Tabs Folder within TMT)

2 Tabs

1. Draft AFPD 90-11 (NOTE: Correspondence or document requiring action)
2. AETC Comments Matrix (NOTE: Background Information)

Attachment 3

SAMPLE AF FORM 1768, STAFF SUMMARY SHEET

Figure A3.1. Sample AF Form 1768.

STAFF SUMMARY SHEET								
	TO	ACTION	SIGNATURE (<i>Surname</i>), GRADE AND DATE		TO	ACTION	SIGNATURE (<i>Surname</i>), GRADE AND DATE	
1	A1	Coord	Click to sign	6			Click to sign	
2	A4/7	Coord	Click to sign	7			Click to sign	
3	CCX	Coord	Click to sign	8			Click to sign	
4	DS	Coord	Click to sign	9			Click to sign	
5	CV	Sign	Click to sign	10			Click to sign	
SURNAME OF ACTION OFFICER AND GRADE			SYMBOL		PHONE		TYPIST'S INITIALS	SUSPENSE DATE
Capt James Doe			HQ AETC/A3Z		652-1234		jed	20120929
SUBJECT							DATE	
Preparation of the AETC Staff Summary Sheet (SSS) (TMT 12345)							20120918	
SUMMARY								
<p>1. PURPOSE. AFMAN 33-326 and AFH 33-337 are your best sources of information on how to assemble an SSS. The SSS is used to introduce, summarize, coordinate, or obtain approval/signature on a staff package. It states the purpose, provides pertinent background information, and gives the reader the rationale necessary to justify the action desired.</p> <p>2. BACKGROUND. The SSS is always the first page of a correspondence package. It is highly suggested to keep the SSS to one page (be concise). Summarize complicated or lengthy correspondence attached or any tabs that are not self-explanatory.</p> <p>3. DISCUSSION. List attachments to the SSS as tabs, not as attachments. The document for action must be at Tab 1. Supplemental/background information should be at Tab 2 (and more if needed). If nonconcurrence is involved, annotate it in the coordination section above and attach any documents of rebuttal as a tab. Staff summary prompted by a command section suspense should indicate the suspense date in the "Suspense Date" block and list the TMT number in the "Subject" block after the title. HQ AETC/CCC should be included for coordination when the SSS is dealing with enlisted matters. HQ AETC/CCP should be included for coordination when the SSS is dealing with DVs, ceremonies, etc. HQ AETC/FM must coordinate on packages dealing with funding issues. Lastly, HQ AETC/JA must coordinate on packages dealing with any legal or potential legal issues.</p> <p>4. RECOMMENDATION. Do not recommend alternatives here. If SSS is for informational purposes (Info), use "None, information only."</p>								
//signed/jed/18 Sep 12// JOHN E. DOE, Colonel, USAF Director (of Deputy Director)					2 Tabs 1. Draft AFPD 90-11 2. AETC Comments Matrix			

Attachment 4

OFFICE OF THE COMMANDER OR VICE COMMANDER STATIONERY

Figure A4.1. Sample Stationery.



AIR EDUCATION AND TRAINING COMMAND
 UNITED STATES AIR FORCE
 Office of the Commander
 1 F Street Ste 01
 JOINT BASE SAN ANTONIO-RANDOLPH TEXAS 78150-4324

(Date)

Senior Master Sergeant John A. Doe, USAF
 Superintendent, Facility Maintenance Branch
 11th Civil Engineering Squadron
 7224 N 135th Drive, Suite 103
 Vandenberg AFB CA 55309-1149

Dear Sergeant Doe

This is an example of using Office of the Commander or Vice Commander Stationery. Font: Times New Roman, 12-point. Date: Do not date; leave adequate room for the date to be entered. Indention: Indent paragraphs by 0.5 of an inch. Center-feed printers: Set paper size at 7.17 x 10.12. Establish margins of 2.2 inches at top and 1 inch at bottom, left, and right. Left-feed printers: Set paper size at 8 ½ x 11. Establish margins of 2 inches at top, 2.5 inches at bottom and right, and 1 inch at left. Addresses: Use full rank and name, duty title, organization, street address, and base.

Complimentary Close and Signature Block: Should be positioned 3 spaces to the right of center of the page.

Sincerely

Commander's Signature Block
 General, USAF

A4.1. Sample Address Elements. Some samples of address elements for 3-star and 4-star stationery and envelopes are:

A4.1.1. Letters: Include the appropriate service designator, USAF, USA, USN, USMC, after the name.

Captain Jane A. Doe, USAF
Chief, Officer Promotions & Evaluations Branch
Directorate of Manpower, Personnel, & Services
Headquarters Air Education & Training Command
1850 First Street West, Suite 1
JBSA Randolph TX 78150-4308

Mr. John Q. Public
Contract Lawyer
902d Staff Judge Advocate Office
1 Washington Circle, Suite 1
JBSA Randolph TX 78150-4559

Senior Airman Jane Q. Public, USAF
Information Management Technician
Protocol Office
Headquarters Air Education & Training Command
1 F Street, Suite 1
JBSA Randolph TX 78150-4324

A4.1.2. Envelopes: Prepare envelopes using all capitals and no punctuation. Addresses should match the letter; using military unit/office symbol abbreviations for the organization and Postal Service abbreviations for the address, for example, street – ST; road – RD; Air Force Base – AFB; Texas – TX; suite – STE, etc. Some examples are:

HQ AETC/A1M
ATTN CAPT JANE A DOE
1850 FIRST ST W STE 1
JBSA RANDOLPH TX 78150-4308

902 MSG/JA
ATTN MR JOHN Q PUBLIC
1 WASHINGTON CIR STE 1
JBSA RANDOLPH TX 78150-4559

HQ AETC/CCP
ATTN SRA JANE Q PUBLIC
1 F ST STE 1
JBSA RANDOLPH TX 78150-4324

Attachment 5
OFFICIAL MEMORANDUM FORMAT

Figure A5.1. Official Memorandum Format.



DEPARTMENT OF THE AIR FORCE
AIR EDUCATION AND TRAINING COMMAND

MEMORANDUM FOR HQ USAF/A1

FROM: AETC/CC
1 F Street, Suite 1
JBSA Randolph TX 78150-4324

SUBJECT: Official Memorandum Format

1. This format is used when sending correspondence off base or to non-AETC units on base. Use appropriate letterhead and include a complete return address.
2. Leave the date blank when requesting a command section signature; leave space for the date to be entered.
3. The format of the letter will be IAW AFMAN 33-326, *Preparing Official Communications*, and AFH 33-337, *The Tongue and Quill*. The signature element will always consist of a three-line signature block for general officers and HQ AETC/DS. All other ranks use a two-line signature block. The signature block is placed 3 spaces right of center.

(4 blank lines)

JANE E. DOE
General, USAF
Commander

Attachment:
Background Information

cc:
SAF/AAI w/o Atch

Attachment 6

MULTIPLE ADDRESS MEMORANDUM FORMAT (BOTTOM OF PAGE)

Figure A6.1. Sample Memorandum Bottom of Page.



DEPARTMENT OF THE AIR FORCE
AIR EDUCATION AND TRAINING COMMAND

MEMORANDUM FOR DISTRIBUTION

FROM: HQ AETC/DS

SUBJECT: Preparing Multiple Address Memorandums

1. Although printing the distribution list for a multiple address memorandum on a separate page as an attachment is the most advertised method, there is another way to enhance clarity and save paper.
2. When your distribution list is too large to place in the MEMORANDUM FOR element, use the DISTRIBUTION element as outlined below:
 - a. Place your distribution list two lines below the last attachment (if used), courtesy copy (cc) element, or where the attachment element would begin if attachment and "cc" elements were not used.
 - b. Circle, underline, or highlight each addressee's copy.
3. List addressees on a separate page when the address list is too long or includes a complete mailing address for each addressee (see Attachment 7).
4. The complete mailing address does not need to be reflected in the "FROM:" element if all addressees are located on the same installation.
5. The signature block is placed 3 spaces right of center.

(4 blank lines)

JAMES E. SMITH
Colonel, USAF
Director of Staff

DISTRIBUTION:
AETC HQ Directorates and Chiefs of Special Staff
AETC Wing/Equivalent Commanders
AETC NAF Commanders

Attachment 7

MULTIPLE ADDRESS MEMORANDUM FORMAT (SEPARATE PAGE)

Figure A7.1. Sample Memorandum Format First Page.



DEPARTMENT OF THE AIR FORCE
AIR EDUCATION AND TRAINING COMMAND

MEMORANDUM FOR DISTRIBUTION

FROM: HQ AETC/DS
1 F Street, Suite 1
JBSA Randolph TX 78150-4324

SUBJECT: Preparing Multiple Address Memorandums

1. When your distribution list is too large to place in the MEMORANDUM FOR element and the DISTRIBUTION element or complete mailing addresses are used, list addresses on a separate page.
 - a. Circle, underline, or highlight each addressee's copy.
 - b. Note that "courtesy copy to" is not listed on your distribution list.
2. The complete mailing address must be reflected in the "FROM:" element if one or more of the addressees are not located on the same installation.
3. The signature block is placed 3 spaces right of center.

(4 blank lines)

JAMES E. SMITH
Colonel, USAF
Director of Staff

Attachment:
HQ USAF/A2/3 Memo, 4 Jun 12

cc:
HQ AETC/A5/8

DISTRIBUTION:
(listed on next page)

Figure A7.2. Sample Memorandum Format Distribution.**DISTRIBUTION:**

AETC HQ Directors/Chiefs of Special Staff

AU/CC
55 LeMay Plaza South, Suite 120
Maxwell AFB AL 36112-6335

2 AF/CC
721 Hangar Road, Suite 102
Keesler AFB MS 39534-2804

19 AF/CC
555 E Street East, Suite 237
JBSA Randolph TX 78150-4444

AFRS/CC
550 D Street West, Suite 1
JBSA Randolph TX 78150-4527

12 FTW/CC
1 Washington Circle, Suite 1
JBSA Randolph TX 78150-4559

14 FTW/CC
555 Seventh Street, Suite 205
Columbus AFB MS 39710-1000

17 TRW/CC
351 Kearney Blvd, Suite 220
Goodfellow AFB TX 76908-4122

33 FW/CC
1007 Nomad Way
Eglin AFB FL 32542-6018

37 TRW/CC
1701 Kenly Avenue, Suite 201
JBSA Lackland TX 78236-5103

42 ABW/CC
50 LeMay Plaza South
Maxwell AFB AL 36112-6334

47 FTW/CC
561 Liberty Drive, Suite 1
Laughlin AFB TX 78843-5230

56 FW/CC
14185 W. Falcon Street
Luke AFB AZ 85309-1629

58 SOW/CC
4249 Hercules Way SE
Kirtland AFB NM 87117-5861

59 MDW/CC
2200 Bergquist Drive, Suite 1
JBSA Lackland TX 78236-9908

71 FTW/CC
246 Brown Parkway, Suite 224
Vance AFB OK 73705-5015

80 FTW/CC
1911 J Avenue, Suite 1
Sheppard AFB TX 76311-2051

81 TRW/CC
720 Chappie James Avenue, Suite 204
Keesler AFB MS 39534-2604

82 TRW/CC
419 G Avenue, Suite 1
Sheppard AFB TX 76311-2941

97 AMW/CC
100 Inez Blvd, Suite 1
Altus AFB OK 73523-5047

149 FW/CC
107 Hensley Street, Suite 1
JBSA Lackland TX 78236-0103

150 SOW/CC
2251 Air Guard Road SE
Kirtland AFB NM 87117-5875

162 WG/CC
1650 E Perimeter Way
Tucson AZ 85706-6052

173 FW/CC
211 Arnold Avenue, Suite 11
Klamath Falls OR 97603-2111

189 AW/CC
112 CMSgt Williams Drive, Suite 103
Little Rock AFB AR 72099-4802

314 AW/CC
318 CMSgt Williams Drive, Suite 113
Little Rock AFB AR 72099-4976

340 FTG/CC
555 East Street West, Suite 4
JBSA Randolph TX 78150-4532

381 TRG/CC
1472 Nevada Avenue, Suite 112
Vandenberg AFB CA 93437-5327

502 ABW/CC
2080 Wilson Way
JBSA Fort Sam Houston TX 78234-7680

944 FW/CC
14708 W Super Sabre Street
Luke AFB AZ 85309-1722

Attachment 8
PERSONAL LETTER FORMAT

Figure A8.1. Personal Letter Format.



DEPARTMENT OF THE AIR FORCE
AIR EDUCATION AND TRAINING COMMAND

General Jane E. Doe, USAF
Commander
Air Education and Training Command
1 F Street, Suite 1
JBSA Randolph TX 78150-4324

Lieutenant Colonel Ronald J. Staffer, USAF
Vice Commander, 99th Fighter Wing
15 X Street, Suite 14
Laughlin AFB TX 12343-1234

Dear Colonel Staffer

The personalized letter format requires indented paragraphs and the placement of the complimentary close and signature element three spaces to the right of page center.

Do not date the letter when requesting a command section signature.

Spell out the rank in both the return address block and the salutation. The salutation for all general officers is Dear General (last name); for Colonels, Dear Colonel (last name); for Lieutenant Colonels, Dear Colonel (last name); for First and Second Lieutenants, Dear Lieutenant (last name); for Chief Master Sergeants, Dear Chief (last name); for all NCOs, Dear Sergeant (last name); and for all Airmen, Dear Airman (last name).

The complimentary close and signature block are placed 3 spaces right of center.

Sincerely

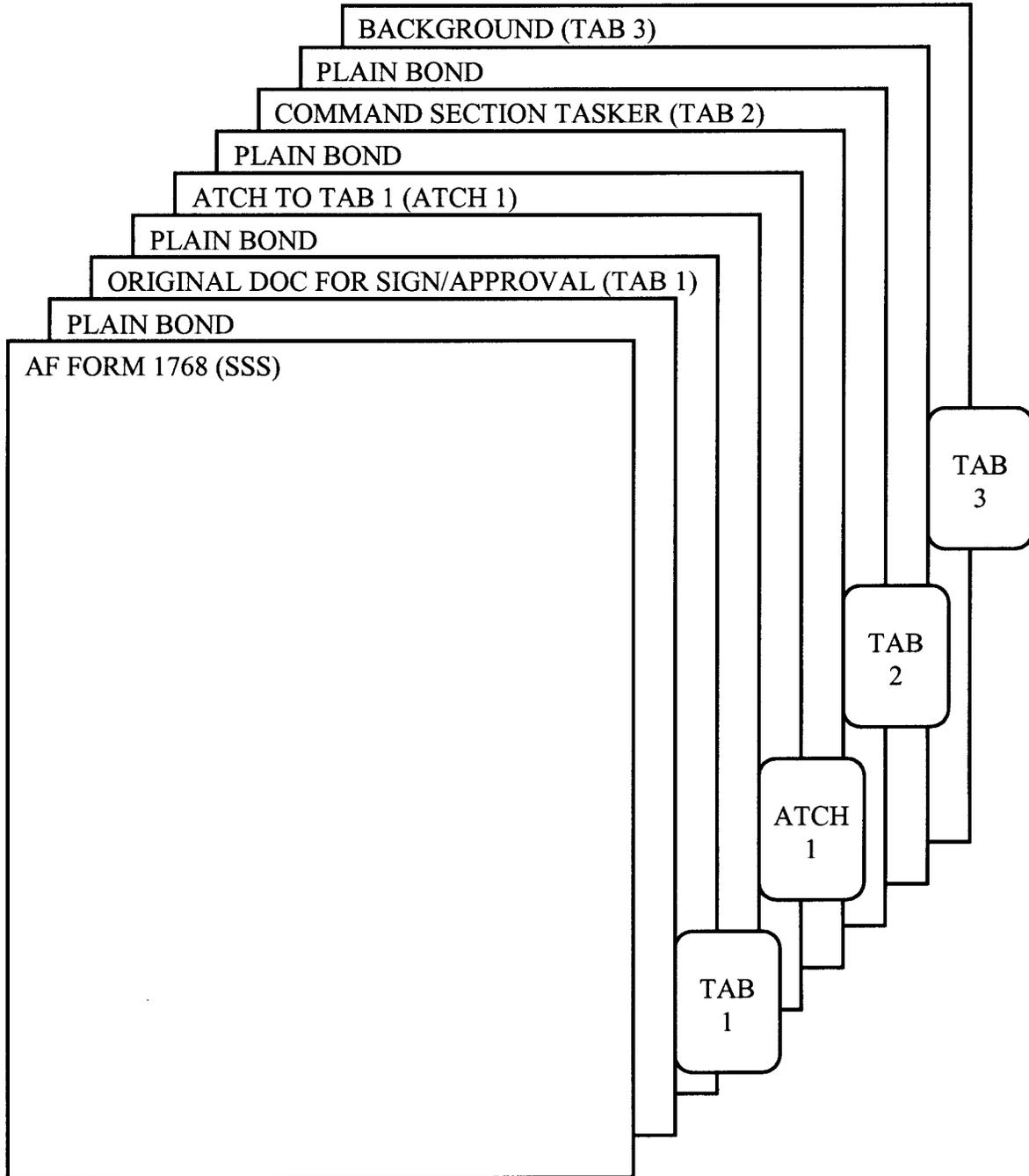
(4 blank lines)

JANE E. DOE
General, USAF

For the AETC Commander and Vice Commander, do not include the duty title in the signature element.

Attachment 9
PACKAGE ASSEMBLY FORMAT

Figure A9.1. Package Assembly Format.



Attachment 10**REQUESTING APPOINTMENTS WITH AETC/CC OR AETC/CV**

A10.1. Organization/Directorate front office emails appointment request (sample below) and draft AETC Form 20 to HQ AETC/CCS or HQ AETC/CVS. Include background information for the request.

A10.2. A proposed date/time is coordinated with Organization/Directorate front office staff by HQ AETC/CCS or HQ AETC/CVS.

A10.3. Confirmation/proposed reschedule date/time is emailed to requesting Organization/Directorate by HQ AETC/CCS or HQ AETC/CVS.

Figure A10.1. Appointment Request Format.**SAMPLE APPOINTMENT REQUEST**

To: HQ AETC/CCS

SUBJECT: Request for Appointment with AETC/CC – HQ AETC/A2/3/10 – Quarterly F-35 Update

1. **PURPOSE.** To request a 2 hour appointment to present a briefing to the AETC/CC on F-35 Program. We are requesting mid to late September timeframe. Briefing will need to be held in Martin Hall CR (draft AETC Form 20 attached to facilitate AETC/CC-directed changes/additions to the proposed attendees).

2. **BACKGROUND.**

- What prompted the request, i.e., HHQs tasking, request from AETC Commander, etc.
- If there is a specific deadline the Directorate is required to meet, please include that information.
- If it is a request from a contractor, please provide a recommendation on why the AETC/CC should take the brief
- Any additional information available on the proposed briefing topic

JANE SMITH
Executive Secretary to the Director
Directorate Name

2 Attachments:

1. Background Information (Attach background email, memo, etc., as appropriate)
2. Draft AETC Form 20

Attachment 11**AETC FUNCTIONAL AWARDS AND NOMINATION GUIDELINES**

A11.1. All functional annual awards will be approved at the directorate-level. Each directorate will be responsible for soliciting nominations, selecting awards winners, generating and sending congratulatory memos, generating and sending announcement emails, and providing AETC nominations to Higher Headquarters.

A11.1.1. If the nomination instruction/AFI requires MAJCOM/CV to approve nominations, the functional Directorate will send the nomination cover memo along with the nomination instruction/AFI stating MAJCOM/CV approval via hard copy staff package for AETC/CV approval NLT 3 duty days prior to the HAF suspense date. These staff packages will also be tracked via the TMT.

A11.2. Non-functional award preparation guidance for AETC/CV signature:

A11.2.1. SSS: Include brief background of award, criteria, board composition, etc.

A11.2.2. Tab 1: Congratulatory letters prepared on "Office of the Vice Commander" stationery. These are addressed to individual winners (unit commanders in the case of unit award).

A11.2.3. Tab 2: Memorandum forwarding AETC nomination from AETC/CV for HQ AETC/DS release.

A11.2.4. Tab 3: Announcement email from AETC/CV for HQ AETC/DS release.

A11.2.5. Tab 4: Transmittal memorandum to wing commander (or equivalent). These are prepared on regular AETC letterhead and signed by HQ AETC/DS.

A11.2.6. Tab 5: Supporting documentation (if required).

A11.3. AETC/CC will sign congratulatory letters for AF-level or higher awards.

A11.3.1. SSS: Include brief background of award, criteria, etc.

A11.3.2. Tab 1: Congratulatory letters prepared on "Office of the Commander" stationery. These are addressed to individual winners (unit commanders in the case of unit award) and will include "sticky notes" with the "go-by" names of all individuals on the letter(s).

A11.3.3. Tab 2: Announcement email from AETC/CC for HQ AETC/DS release.

A11.3.4. Tab 3: Transmittal memorandum to wing commander (or equivalent). These are prepared on regular AETC letterhead and signed by HQ AETC/DS.

A11.3.5. Tab 4: Supporting documentation (if required).

Attachment 12

ATTENDANCE LIST AND READ AHEAD FORMAT

From: HQ AETC/A1 Workflow

Sent: Monday, June 18, 2014, 2:46 PM

To: HQ AETC/CCE; HQ AETC/CCS; HQ AETC/CVE; HQ AETC/CVS; HQ AETC/CCX,
AETC Tasker Workflow; AETC Command Presentations Workflow

Subject: Example of Read Aheads and AETC Form 20 Submission (TMT 12345)

Date/Time: Fri, 22 June 14/1400

Location: Executive Conference Room

Sponsoring Directorate: HQ AETC/A1

Administrative POC: Mr. Alan Haskin, HQ AETC/A1R, (210) 652-7673

Action Officer: Ms. Joetta Promes, HQ AETC/A1R, (210) 652-7761

Read-ahead slides and AETC Form 20 are attached.

//SIGNED//

JANE E. DOE, Colonel, USAF
Chief Resources Division

Attachments:

1. File: Example Read Aheads
2. AETC Form 20

Attachment 13
EVENT BINDER FORMAT

Figure A13.1. Event Binder Coversheet.



Figure A13.2. Event Binder Table of Contents.

FOR OFFICIAL USE ONLY



TABLE OF CONTENTS
 for
General John A. Doe
 Commander, Air Education and Training Command
Name of Event
Date



SAMPLE AETC/CC TABLE OF CONTENTS

Itinerary	A
DV Attendees (General Officers/Equivalent/CMSAF, Spouse of DV)	B
Biographies	C
Maj Gen Frank John	C1
Brig Gen Bill Green	C2
(Bio should be provided for each individual listed in Tab B with the exception of spouses)	
Seating Diagram	D
Background Information	E
Read Ahead	E1
Proposed Remarks	E2

FOR OFFICIAL USE ONLY

Figure A13.3. Event Binder Itinerary



FOR OFFICIAL USE ONLY



ITINERARY
for
General Robin Rand
Commander, Air Education and Training Command
Name of Event
Date

Uniform: Specify Uniform (UOD, Service Uniform (long sleeve/short sleeve blue shirt; tie or open collar; Service Dress)

Spouse Attending: No

(If spouse is attending please provide attire and provide a separate binder)

Friday, 14 February 2014

1000

Arrive at Location

Accompanied by: List individuals to include rank, name, go-by name, org and office symbol

Met by: List individual to include rank, name, go-by name, org and office symbol

Attendees: Provide list of attendees – include rank, name, go-by name, org and office symbol

Sequence of Events

If needed

1100

Closing Remarks by Gen Rand

Depart Location

Accompanied by: List rank and name of individual

POINT OF CONTACT:

Org and Office Symbol

Rank, First, Last Name, Office

E-mail: @us.af.mil

Office: (210) 652-XXXX BB: 210-XXX-XXXX

DSN 487-XXXX Cell: (210) XXX-XXXX

FOR OFFICIAL USE ONLY