

**BY ORDER OF THE COMMANDER
AIR FORCE GLOBAL STRIKE
COMMAND**

**AIR FORCE GLOBAL STRIKE COMMAND
INSTRUCTION 33-303**

6 MARCH 2013



Communications and Information

ADMINISTRATIVE PROCEDURES

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-Publishing.af.mil for downloading or ordering.

RELEASABILITY: There are no restrictions of release on this publication.

OPR: AFGSC/DDS

Certified by: AFGSC/DS
(Robert M. Morgan)

Pages: 50

This instruction implements policy in Air Force Policy Directive (AFPD) 33-3, *Information Management*. Use this instruction with Air Force Manual (AFMAN) 33-152, *User Responsibilities and Guidance for Information Systems*, AFMAN 33-326, *Preparing Official Communications*, Air Force Instruction (AFI) 33-332, *Air Force Privacy Program*, DoD5400.7-R_AFMAN 33-302, *Freedom of Information Act Program*, and Air Force Handbook (AFH) 33337, *Tongue and Quill* along with other references listed throughout this instruction and in Attachment 1. This AFGSCI outlines procedures for preparing and processing correspondence for Air Force Global Strike Command (AFGSC) Commander (CC), Vice Commander (CV) and the Director of Staff (DS). It also includes procedures for tasking along with preparing, coordinating and staffing official memorandums, personalized letters, messages, Staff Summary Sheets (SSS) and many other types of correspondence. This instruction applies to AFGSC, Eighth and Twentieth Air Forces and their assigned wings and squadrons, and direct reporting units. It does not apply to Air National Guard or Air Force Reserve Command units. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Changes of Publication*. Route AF Form 847s from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW AFMAN 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule.

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Chapter 1

RESPONSIBILITIES

1.1. Director of Staff (DS).

- 1.1.1. Has overall responsibility for AFGSC policy regarding administrative procedures, workflow processes and operations, correspondence preparation and management, action officer (AO) and executive staff training, staffing, coordination and suspense activities.
- 1.1.2. Develops policy which identifies roles and responsibilities, and outlines processes for workflow, correspondence preparation and suspense/tasking management for AFGSC.
- 1.1.3. Develops and maintains process metrics and provides measurement reports to the AFGSC commander (CC) and vice commander (CV) as directed.
- 1.1.4. Provides guidance and assistance on information management for AFGSC. Receives, controls and distributes CC, CV and DS correspondence, as appropriate.
- 1.1.5. Establishes business rules in support of staffing, tasking, and workflow programs.
- 1.1.6. AFGSC's overall task manager.
- 1.1.7. AFGSC's Nuclear Enterprise Management Tool (NEMT) Manager for tasks assigned to AFGSC.

1.2. Deputy Director of Staff (DDS).

- 1.2.1. Serves as correspondence control and task liaison between AFGSC command section, directorates, numbered air forces (NAFs), wings, direct reporting units and all external agencies.
- 1.2.2. Oversees the AFGSC task management and workflow programs.
- 1.2.3. Monitors the status of task actions.
- 1.2.4. Assists staff with extensions, retrieves packages which are being held up in coordinating offices and ensures tasks are assigned to the appropriate office of primary responsibility (OPR).
- 1.2.5. Ensures major command (MAJCOM) AOs, staff executive officers and secretaries adhere to MAJCOM-established processes.
- 1.2.6. Oversees and manages the staff AO, executive officer and other initial and recurring training programs.
- 1.2.7. Oversees management of commander's calls, staff meetings, conferences and meetings supporting CC, CV, and DS.
- 1.2.8. Performs oversight and management of conference rooms, video teleconferences (VTCs) and teleconferences supporting the CC, CV, and DS.
 - 1.2.8.1. Welch Conference Room. (Scheduling, VTC, teleconference)
 - 1.2.8.2. Eubank Conference Center. (Scheduling, VTC, teleconference)

1.2.8.3. Commander's Conference Room. (VTC, teleconference)

1.3. Executive Operations (DSK).

1.3.1. Provides subject matter expertise for MAJCOM workflow operations, task and program management and executive support. Provides continuity for the MAJCOM tasking process and information planning and workflow programs.

1.3.2. Serves as the task management, task tracking and knowledge operations division for DS.

1.3.3. Monitors, maintains and oversees the AFGSC tasking process and system for all tasks, both internal and external.

1.3.4. Implements and conducts workflow and task management operations using the Task Management Tool (TMT), NEMT and Outlook Task Manager.

1.3.5. Reviews packages for clarity and administrative quality to ensure correspondence meets requirements and answers the tasking.

1.3.6. Performs task assignment and tracking. Assigns tasks on behalf of the CC, CV, DS and the command chief (CCC). Before task assignment, conducts research to preclude task duplication and locates and references past or related work.

1.3.7. Provides clear task instructions and processing guidance which will include, at a minimum:

1.3.7.1. Summary of the task.

1.3.7.2. Expected deliverable.

1.3.7.3. References to related past work and associated documents.

1.3.7.4. OPR and Office of Collateral Responsibility (OCR) agencies.

1.3.7.5. Minimum coordination and staffing requirements.

1.3.7.6. Suspense dates that provide OPRs/OCRs as much time as possible to accomplish the assigned task.

1.3.8. Establishes and ensures compliance with MAJCOM business practices and staff processes.

1.3.9. Provides cradle-to-grave oversight and subject matter expert (SME) guidance for all tasks requiring AFGSC Command Section coordination.

1.3.10. Provides organizational analyses and offers assistance to drive consistent and standard actions and activities across the MAJCOM.

1.3.11. Maintains the staff AO, executive officer and other initial and recurring training programs. Ensures that AOs, secretaries and executive officers perform work in accordance with (IAW) AFGSC-directed standards. Provides constructive feedback and retraining, as required.

1.3.12. Processes packages for staffing to CC, CV, and DS.

1.3.13. Ensures accurate staff package status information is available to AFGSC directorates.

1.3.14. Releases all electronic mail (email) for CC, CV, and DS which require authentication from Command Section Automated Message Handling System (AMHS) or the AFGSC Tasker Workflow organizational mailbox (Non-secure Internet Protocol Router Network (NIPRNet) and SECRET Internet Protocol Router Network (SIPRNet)).

1.3.15. Returns packages that require physical dissemination to the originating Directorate.

1.3.16. Maintains and archives all records for the CC, CV, DS and CCC IAW AFI 33-322, *Records Management Program*.

1.3.17. Manages the procedures and processes involving the Command Section file plan and handles the day-to-day actions for electronic and original document filing and storage.

1.3.18. Saves and archives a copy of all signed documents according to Records Disposition Schedules (RDS) to the command section Electronic Records Management (ERM) folder.

1.4. Directorates.

1.4.1. Assist in determining the proper reply to complete a task (e.g., staff package, memoranda, memorandum, personalized letter, etc.) and provides additional task instructions, as appropriate.

1.4.2. Ensure correspondence is essential, timely, well organized and coordination is complete.

1.4.3. Meet established suspense dates.

1.4.4. Request OPR/OCR transfer from originator of the task. If originator is external to AFGSC, go through AFGSC Tasker Workflow. (All OPR and OCR transfer requests must include sound rationale).

1.4.5. Request suspense date extensions for all external tasks through AFGSC Tasker Workflow. All other extensions can be requested by working with appropriate tasker point of contact (POC).

1.4.6. Monitor current task status during the life cycle of each task.

1.4.7. Ensures office organizational workflow mailboxes are established and managed.

1.4.8. Save and archive a copy of all signed documents according to the RDS in the ERM folder.

1.4.9. Appoint authorized personnel, in writing, to pick up classified material for their organization and provide a copy of the appointment letter to AFGSC Tasker Workflow.

1.4.10. Ensure all AOs (who are O-5/GS-14 and below) attend AFGSC AO Orientation, regardless of previous staff or AO experience, within 60 days of reporting for duty at AFGSC.

1.4.11. Assign NEMT representatives. Ensure directorate, division, branch and/or AO-level NEMT representatives are assigned.

1.5. Executive Officers. Note: For those offices that do not have an executive officer, there will be at least one individual in the directorate appointed to perform these responsibilities.

1.5.1. Work on behalf of the director and are responsible for serving as the communications focal point for the directorate. Perform quality control of all directorate packages, track all

communication generated from the directorate and ensure staff packages are error-free, grammatically correct and written and staffed IAW this instruction.

1.5.2. Tracks the status of all packages assigned to the directorate and obtains director, deputy director, executive director or designated authority approval prior to releasing to the Command Section.

1.5.3. Act as or assign a directorate workflow manager.

1.6. Action Officers (AOs).

1.6.1. Required to attend AO training course within 60 days of reporting for duty to AFGSC. All AOs, who are O-5/GS-14 and below, are required to attend AFGSC AO Orientation, regardless of previous staff or AO experience. See paragraph 1.4.10 for additional details.

1.6.2. Ensure accurate, thorough and complete coordination of the required action. Develop responses in a timely manner. High-quality staff work should be the fundamental goal, while at the same time meeting the established suspense date.

1.6.3. Work through the chain of command to the directorate executive officer or designated workflow manager.

1.6.4. Responsible for ensuring the package is tracked from cradle-to-grave using administrative procedures within this instruction. AOs are responsible for the action until the package is approved, coordinated and signed by the required office and the package has been submitted and received by the originator. All intermediate and follow-on personnel must keep the AO informed of status by listing the AO in the courtesy copy (Cc:) block of all e-mails. If AOs are required to hand-carry written staff packages through the coordination process, ensure the executive officers are kept aware of the status of the package.

1.6.5. Ensure the directorate chain of command and DS, as appropriate, receive task status updates throughout the tasking process.

1.6.6. If OCR, review task and work with the OPR for required inputs and coordination.

1.6.7. Ensure staff packages are error-free, grammatically correct and written and staffed IAW this instruction.

1.6.8. Request suspense extensions for tasks internal to AFGSC by working through the chain of command to the appropriate authority within the tasking directorate.

1.6.9. Request suspense extensions for tasks external to AFGSC by working through the chain of command to AFGSC Tasker Workflow.

1.6.10. Ensure coordination with each staff office that has a functional interest, regardless of whether or not they are included in the tasker as OCRs.

1.6.11. Oversee, monitor and coordinate with all OCRs throughout the duration of the tasking process.

1.6.12. Coordinate with outside organizations, when appropriate. **Note:** AOs are authorized to engage with AOs from outside organizations, but are not permitted to officially task outside organizations.

1.7. All Personnel:

1.7.1. Follow guidance directed by this instruction and other Air Force instructions, manuals and handbooks relating to messaging, joint messaging, Air Force messaging, electronic messaging, official and electronic records, the Freedom of Information Act, the Privacy Act, information security plus any other applicable guidance governing administrative procedures.

1.7.2. Ensure classified information is appropriately marked IAW Department of Defense Manual (DoDM) 5200.01-V2, *DoD Information Security Program: Marking of Classified Information*, and handled IAW DoDM 5200.01R-V1, *DoD Information Security Program: Overview, Classification, and Declassification*, and Air Force Instruction 31-401, *Information Security Program Management*.

1.7.3. Paperwork reduction efforts. In order to modernize business processes and reduce staff work, AFGSC personnel are encouraged to utilize electronic signatures as authorized by AFI 33-321, *Authentication of Air Force Records*. From section 3.1, “A record is authenticated when it contains an official signature indicating the document is genuine and official. A signature may be written, stamped, or electronic.” Official directives, statutes or legal requirements may require written signatures.

Chapter 2

INFORMATION WORKFLOW

2.1. Workflow Process.

2.1.1. To the greatest extent possible, all information workflow (the process of tasking, coordinating and staffing packages) within AFGSC is accomplished electronically (see Chapter 8 for specific instructions). The AFGSC Tasker Workflow is the central point for all taskers, and is the tasker inject point for the MAJCOM.

2.1.2. Organizational Workflow E-Mail Addresses.

2.1.2.1. All AFGSC directorates and other staff offices, AFGSC NAFs, and AFGSC wings shall have a central workflow address.

2.1.2.2. The format for organizational workflow address is:

2.1.2.2.1. (Unit) [.TaskerWorkflow@us.af.mil](mailto:TaskerWorkflow@us.af.mil) / (Unit) [.Workflow@us.af.mil](mailto:Workflow@us.af.mil).

2.1.2.2.2. (Unit) [.TaskerWorkflow@base.af.smil.mil](mailto:TaskerWorkflow@base.af.smil.mil) / (Unit) [.Workflow@base.af.smil.mil](mailto:Workflow@base.af.smil.mil)

2.1.2.2.3. Some examples are: AFGSC.TaskerWorkflow@, 8AF CS Workflow@, 20AF.TaskerWorkflow@, 341 MW Workflow@, 509 BW.TaskerWorkflow@

2.1.3. IAW AFMAN 33-152, all official correspondence shall be sent to and from Global Address List (GAL) organizational workflow e-mail addresses.

2.1.4. The workflow process can originate from any level, however, only directors, deputy directors, executive directors or O-6s (or the NAF/CCs, NAF/CVs or NAF/CSs) sign staff summary sheets (SSSs) going to the Command Section.

2.1.5. AFGSC Tasker Workflow assigns, tracks, sends updates and receives inputs/replies for AFGSC suspenses through TMT or the AFGSC Tasker Workflow organizational mailboxes (NIPRNet and SIPRNet). However, TMT is the primary task management tool and shall be utilized first and to the fullest extent possible. Each directorate and special staff down to at least the branch level must have a TMT organization and an e-mail workflow mailbox on both NIPRNet and SIPRNet for receiving, transmitting and responding to taskers. NAFs and Wings must have an e-mail workflow account on both NIPRNet and SIPRNet for receiving, transmitting and responding to taskers. Once TMT is implemented throughout the command, the NAFs and Wings must have a TMT organization and e-mail workflow mailboxes. All packages/correspondence will include the task number.

2.1.5.1. All unclassified packages requiring AFGSC Command Section action are routed using the Task Management Tool (TMT) or NIPRNet (AFGSC.TaskerWorkflow@us.af.mil).

2.1.5.2. All classified packages are processed via SIPRNet except those exempted in paragraph 3.5. All classified tasks are tracked using TMT and managed using SIPR Outlook.

2.2. Task Process.

2.2.1. Tasks or action items may be initiated in various ways and may result from several sources such as meetings, conferences, etc.

2.2.2. The primary source for internal AFGSC tasks and action items is at the direction of the CC, CV, DS, DSK, CCC or the Commander's Action Group (CCX).

2.2.2.1. Directorates/special staffs are responsible for taking action on these items and for delivering appropriate responses in a timely manner to the originating offices.

2.2.2.2. Assigned POCs (AOs or designees) are responsible for all actions and coordination required for meetings and events and work directly with CCX, Protocol (DSP), Public Affairs (PA) and other directorates as necessary.

2.2.3. Other sources for internal AFGSC tasks and action items may be initiated at different levels as follows:

2.2.3.1. AFGSC directors may initiate tasks that require direct support and action from other directors to complete (e.g., A5/8 working an acquisition issue that requires input and coordination from A1 for manpower inputs, A3 for operations and training inputs and A4/7 for aircraft or weapons maintenance issues). This is known as MAJCOM 2-letter coordination.

2.2.3.2. AFGSC division chiefs may initiate tasks that require direct support and action from other division chiefs to complete; also known as MAJCOM 3-letter coordination. Three-letter tasks flow from one division workflow to another division workflow. Task-originating division chiefs may also directly send 3-letter tasks through OCR directorate workflows to ensure relevant divisions are tasked.

2.2.3.3. AFGSC branch chiefs may initiate tasks that require direct support and action from other branch chiefs to complete; also known as MAJCOM 4-letter coordination. Four-letter tasks flow from one branch to another branch workflow. Task originating branch chiefs may also directly send 4-letter tasks through OCR branch workflows to ensure relevant branches are tasked.

2.2.3.4. NAF/CCs (or designees) may initiate tasks that require support and/or coordination from AFGSC Directors and above. These tasks will flow to the AFGSC Tasker Workflow via TMT or the Organizational workflow NIPRNet/SIPRNet e-mail workflow account.

2.2.3.5. Tasks to organizations external to AFGSC (including AFGSC NAFs and below) must originate from a directorate workflow or higher. Tasks requiring NAF/CC signature must originate from the AFGSC Tasker Workflow, the CV or CC. The below paragraphs define signature authority requirements.

2.2.3.5.1. NAF/CC signature: Signed out by AFGSC Tasker Workflow, CV, or CC.

2.2.3.5.2. NAF/CV signature: Signed out by task-originating director or higher.

2.2.3.5.3. NAF/director signature: Signed out by task-originating deputy director or higher.

2.2.3.5.4. NAF/division chief signature: Signed out by task-originating division chief or higher.

2.2.3.5.5. Wing CC signature: Signed out by task-originating deputy director or higher.

2.2.3.5.6. Wing CV(or lower) signature: Signed out by task originating division chief or higher.

2.2.3.5.7. Other MAJCOM/director signature: Signed out by task originating deputy director or higher.

2.2.3.5.8. Other MAJCOM/division chief signature: Signed out by task originating division chief or higher.

2.2.3.5.9. HQ/AF/director: Signed out by AFGSC Tasker Workflow, CV, or CC.

2.2.3.5.10. HQ/AF/division chief signature: Signed out by task originating deputy director or higher.

2.2.3.5.11. HQ/AF/branch chief signature: Signed out by task originating division chief or higher.

2.2.3.5.12. AOs will not send taskers to the NAFs or Wings or other MAJCOMs.

2.3. Suspense Dates.

2.3.1. Use the general guidelines illustrated in Table 2.1. to determine suspense dates. However, not all taskers will fit these guidelines. Suspense dates may be shortened or modified as needed based on availability of the CC or CV and based upon Headquarters Air Force (HAF)/higher headquarters (HHQs) requirements. If the levied suspense will not allow for complete coordination, AFGSC Tasker Workflow will attempt to either coordinate an extension or provide specific guidance in the task of what areas of the task can be streamlined/curtailed in order to meet the suspense. Tasks which require a response within 48 hours will be followed with a phone call to confirm notification.

Table 2.1. Suspense Dates.

TASK CATEGORY	DUE TO AFGSC Tasker Workflow not later than (NLT) 1700 (Central Time)	EXTENSION AUTHORITY
External HHQ Tasks	NLT 5 workdays prior to suspense date	AFGSC Tasker Workflow in conjunction with OPR
Critical Tasks – external or internal	ASAP	AFGSC Tasker Workflow in conjunction with OPR
Priority CC tasks	NLT 4 workdays prior to suspense date	AFGSC Tasker Workflow in conjunction with OPR
Priority CV tasks	NLT 2 workdays prior to suspense date	AFGSC Tasker Workflow in conjunction with OPR
Priority DS tasks	NLT 2 workdays prior to suspense date	AFGSC Tasker Workflow in conjunction with OPR
Routine CC, CV, DS tasks	As stated in task	AFGSC Tasker Workflow in conjunction with OPR
Commander's Action Group (CAG) tasks	As stated in task	CAG in conjunction with OPR

Read aheads for CC or CV	NLT 2 workdays prior to meeting	CCE or CVE
AFGSC Internal tasks Non-CC, CV, DS, CCX	N/A	Tasker OPR
OCR Task Assignment	At least 3 workdays days prior to the OPR suspense date	OPR

2.3.2. Extensions. Request for extension with rationale explaining why the extension is needed should be made immediately if a suspense date is unreasonable or cannot be met. Do not wait until the last minute or after the suspense deadline. Request extensions in writing (e-mail), through TMT, or direct verbal communication with the tasking authority/OPR.

2.3.2.1. External tasks. The directorate OPR (Director, Deputy Director, Executive Officer or designee) submits a request to AFGSC Tasker Workflow, DDS or DS as early as possible but NLT 24 hours prior to the established suspense date using the TMT suspense extension capability, e-mail or telephone. Only under extraordinary circumstances are extensions approved inside of 24 hours from the suspense date. The AFGSC Tasker Workflow, DDS or DS has the authority to terminate/deny the extension request. If the extension request is approved by the external agency, AFGSC Tasker Workflow will inform the command OPR.

2.3.2.2. Internal tasks. The command OPR makes a request to the internal task originator as early as possible, but NLT 24 hours prior to the established suspense date. OCRs may request an extension to the OPR, who will, in-turn, make the request to AFGSC Tasker Workflow or the task originator. However, the OPR can grant an extension to an OCR if they can still meet the overall task suspense. If the extension is approved, the suspense date will be amended.

2.4. Handling and Processing Sensitive or Classified Information.

2.4.1. Communication is considered sensitive when referring to negative or adverse information on an individual or program (e.g., personnel or inspector general (IG) actions) when it contains personal identifying information (PII), or when it contains operations security (OPSEC) related material. Likewise, if there is a requirement for only certain individuals to view the information, it should be considered sensitive and marked "private" in TMT or not processed within TMT. Packages considered sensitive will be staffed IAW governing regulations and have the appropriate markings and classifications.

2.4.2. For staffing classified information, AOs will use the paper-based process or electronic staff summary sheet (eSSS) workflow process on SIPRNet (up to SECRET). For internal coordination of SECRET tasks, create and use a folder in "Z-Drive\Internal Tasker Coord." For staffing TOP SECRET or Special Compartmented Information (SCI) tasks, organizations with the proper information technology (IT) infrastructure (e.g., JWICS) can provide the AO with POC contact information, else the paper-based staffing process is required. All personnel shall comply with security classification instructions, markings and safeguarding according to DoD 5200.1-R and AFI 31-401. But remember, electronic staffing is the preferred method.

2.4.3. No classified information or correspondence will be processed over NIPRNet or TMT. OPR/OCRs will be notified via TMT for packages coordinated via SIPRNet. SIPRNet tasks will be tracked through TMT by referencing the task number and location on the SIPRNet. Following completion of a SIPRNet task, the AO will annotate in TMT that the SIPRNet task was completed. TMT will be the source system for OPR and OCR suspending, and will take precedence over any suspense disagreement with non-TMT communications.

2.5. Staff Packages that Require Rework.

2.5.1. All packages which require rework will be returned with instructions to the OPR.

2.5.2. When the Command Section returns a package for additional work or coordination, it will go to the directorate workflow for action. It may include an amended suspense date (depending on the criticality of the information required) or retain the original suspense date. The AO should expedite and route the changes through the chain of command to AFGSC Tasker Workflow, with the original annotated material to include any guidance memorandums and additional suspense notes.

2.6. Staffing Direct Liaison Authority (DIRLAUTH) within AFGSC.

2.6.1. AFGSC has a unique advantage to collaborate and produce decision quality products at a pace much faster than most MAJCOMs and the AF at large. The clear focus of AFGSC and its lean six-wing structure enables quick responses to operational, programmatic and installation needs.

2.6.2. The standard rule is to flow AFGSC taskings to and through the NAFs. This allows the NAFs to quickly provide a consolidated weapons system and/or force answer. The NAFs can further task one or more wings for the exact data required while keeping an agile information flow.

2.6.3. To further optimize the AFGSC information advantage, staffing DIRLAUTH in specific mission areas is authorized. The NAFs are not manned, nor designed, like the headquarters (HQ) structure with some functional specialties clearly residing at the wing level.

2.6.3.1. When tasking wings, all tasks must be sent to the each Wing's tasker workflow and tasked IAW paragraph 2.2.3.5. Never directly task a group or squadron. All tasks must flow through the wing's tasker workflow. The applicable NAF workflow (8AF CS Workflow, 20 AF Tasker Workflow) must be included as a Cc:/info addressee. Responses to AFGSC from wings/wing units should include their respective NAF workflow as a Cc:/info addressee.

2.6.3.2. The specific mission areas authorized for DIRLAUTH are:

2.6.3.2.1. A1 (8 AF specific): Civilian Personnel, Education, Equal Opportunity, Manpower, Military Personnel Appropriation (MPA) Man-Day Management, Promotions, Readiness, Services and Special Trophies/Awards.

2.6.3.2.2. A1 (20 AF specific): Services. All personnel-related tasks shall go to 20 AF.

2.6.3.2.3. A3: AEF (Air Expeditionary Force) Reporting Tool (ART), Aerial Events (e.g., air shows, fly-over requests), Bomber Operational Testing, Combat Air Force

(CAF) Scheduling, Command and Control Policies and Procedures (C2 P&P), Nuclear Weapons Systems Evaluations Program (NucWSEP), Personnel Readiness, Personal Reliability Program (PRP), Ready Aircrew Program (RAP), Status of Resources and Training (SORTS).

2.6.3.2.4. A4/7 (8 AF specific): Contracting, Civil Engineering, Logistics Readiness, Security Forces, Weapons. However, all protection level 1 nuclear (PL1N) tasks must go to 8 AF.

2.6.3.2.5. A4/7 (20 AF specific): All A4/7 tasks shall be sent to 20 AF. Direct tasking is not authorized.

2.6.3.2.6. A5/8: Combatant Commander (COCOM) Urgent Operational Needs (UON), Modification Management, Plans, Programs and Requirements and Treaty Implementation.

2.6.3.2.7. A6: Authorized Service Interruptions (ASIs), Base Communications Policy and Guidance, Certification and Training, DoD 8570 Certification Requirements, Hardware/Software/Network Information, Operational Status of Equipment (Information and Missile Communications Systems) and Time Compliance Network Order (TCNO) Information.

2.6.3.2.8. A9 (8 AF specific): Operational Analysis and Lessons Learned.

2.6.3.2.9. A9 (20 AF specific): All A9 tasks shall go to 20 AF. Direct tasking not authorized.

2.6.3.2.10. JA: All legal subject areas.

2.6.3.2.11. A2, FM, HC, HO, IG, IP, PA, SE, and SG. All mission areas.

2.6.3.2.12. All directorates may staff functional awards directly to other directorates, NAFs and Wings.

2.6.3.2.13. All MAJCOM Functional Managers (MFM): Training and Personnel Resource Management.

2.7. Tasking to Group, Squadron, Task Force or a Direct Reporting Unit (DRU).

2.7.1. AFGSC is not authorized to directly task a Group, Squadron or a Task Force.

2.7.2. Use the below guidelines to task the following units.

2.7.2.1. All tasks for the 608th Air Communications Squadron (ACOMS), 608th Air Operations Center (AOC), the 608th Strategic Operations Squadron (STOS) and Task Force 204 (TF 204) shall be sent to 8 AF (8AF CS Workflow). Direct tasking to these units is not authorized.

2.7.2.2. All tasks for the 620th Missile Operations Squadron (MOS), 625th Strategic Operations Squadron (STOS) and Task Force 214 (TF 214) shall be sent to 20 AF (20 AF Tasker Workflow). Direct tasking to these units is not authorized.

2.7.2.3. All tasks for 576th Flight Test Squadron (FLTS) shall be sent to AFGSC/A3. Direct tasking is not authorized. AFGSC/A3 personnel shall follow internal A3 guidance for tasking 576 FLTS.

2.7.2.4. All tasks for the AFGSC Missile Engineering Office (MEO) shall be sent to AFGSC/A4/7. Direct tasking is not authorized. AFGSC/A4/7 personnel shall follow internal A4/7 guidance for tasking MEO.

Chapter 3

COORDINATION PROCESS

3.1. Coordination: Coordination gives affected organizations an opportunity to contribute to and comment on packages. AFGSC uses top-line (director or higher), bottom-line (division or lower), and horizontal coordination (between directorates). Note: It is inappropriate for a branch or division to officially task a director or deputy director. Task at the appropriate level IAW Section 2.2.

3.2. Requirements.

3.2.1. Begin the coordination process by identifying other staff offices (within and outside the OPR directorate) which have an interest in the package. These will be the OCRs for the task. The process must allow enough time for thorough coordination. OCRs respond directly to the OPR, who, in turn, adjudicates and resolves comments from all coordinating officials.

3.2.2. Once staff coordination is complete, the OPR routes the package through the organization's chain-of-command as appropriate.

3.2.3. When a consolidated response is required, the primary OPR should contact OCRs, establishing an internal suspense and provide a SSS for coordination, if applicable.

3.2.4. Staff packages going to the Command Section must show all coordination accomplished as well as opposing views (e.g., view of others).

3.2.5. Do not give OCRs an option of non-response. OCRs must provide an answer to a tasker, regardless if they concur or non-concur. In other words, when assigning an OCR to a task, you cannot say, "Non-response to subject task shall be considered concurrence."

3.2.6. The OPR AO is responsible for ensuring formal coordination is accomplished with each directorate having a functional interest.

3.2.7. For tracking purposes, all staff packages must reference the Task Management Tool (TMT) task number. All associated e-mails must reference the TMT task number and title in the subject line and any other subject information the OPR deems necessary.

3.3. Bottom-Line Coordination: The AO conducts bottom-line coordination (division or lower levels) with sections that have a connection with the task. AOs will perform this task as one of the first steps in the coordination process, resolving differences before seeking top-line coordination. Coordination with organizations outside AFGSC is frequently required. It is recommended AOs expedite coordination by making simultaneous distribution to all coordinating offices.

3.4. Top-Line Coordination: After bottom-line coordination, the AO conducts top-line coordination with those 2-Ltr offices that have a connection with the task. Top-line coordination is defined as directorate level or above coordination. All top-line coordination packages will include the consolidated adjudicated CRM of bottom-line coordination as a tab. Note: AOs should not send SSSs or other staff packages to directorates or equivalents without first accomplishing bottom-line coordination. However, there are occasions when sufficient time is not available to conduct a separate bottom-line coordination. When this occurs, it is permissible

to conduct a top-line coordination only. This could also be referred to as a simultaneous bottom-line/top-line coordination. But remember, although permissible, simultaneous coordination should be the exception, not the norm.

3.5. Joint Capabilities Integration Document System (JCIDS) / Information and Resource Support System (IRSS).

3.5.1. AFGSC/A5PP is the focal point for all JCIDS and IRSS documents.

3.5.2. The management, routing and coordination of JCIDS documents are delegated to AFGSC/A5PP.

3.5.3. Coordination of JCIDS requires that AOs have specialized training to interpret the relevance of various JCIDS documents to potential stakeholders within their directorate, and also to submit comments to HAF via specialized JCIDS software programs. In order to streamline the internal coordination of JCIDS documents, the routing of JCIDS documents does not require an associated TMT task.

3.5.4. IRSS is the AF-designated portal used to coordinate, upload, and store JCIDS requirements documents. AFGSC/A5PP is responsible for receiving and sending out applicable documents to all directorates for review. This review will be conducted via normal SIPRNet e-mail. In order to meet restrictive timelines in the JCIDS process, the TMT will not be used for IRSS review notification and tracking. Due to the specific focus and high volume of JCIDS documents, this process will be used in lieu of TMT in order to streamline IRSS document coordination with previously identified and trained directorate stakeholders.

3.5.5. AFGSC/A5PP will request review of subject document via SIPRNet. A SIPRNet e-mail will be sent to directorate workflows directing them to the appropriate IRSS document. A CRM will be provided for every IRSS document. All CRM inputs with substantive or critical comments must be reviewed and endorsed by the appropriate O-6 or 3-Ltr.

3.5.6. All directorates will be given approximately 21 days to review and respond. This is a formal HAF suspense. No response by the stated suspense will be indicated as "Copy Provided" for that agency for reporting purposes to AF/A5PP. This is a nominal timeframe and may be shortened, as needed, by AF/A5PP direction.

3.6. Nuclear Enterprise Management Tool (NEMT).

3.6.1. The NEMT employs a "Strategy-to-Task" hierarchy that traces all levels of data (findings, analyses, action plans, measurements, etc.) from the Air Force nuclear enterprise (strategic level) all the way down to action plans and recommendations (tactical level) and back again. NEMT users are able to trace connections and interdependencies of any or all of the previous levels of information within the Air Force nuclear enterprise.

3.6.2. DS.

3.6.2.1. AFGSC's NEMT manager.

3.6.2.2. Conducts NEMT task reviews through monthly (DS chaired) and quarterly (CV chaired) working group meetings.

3.6.3. AFGSC/DSK / AFGSC Tasker Workflow.

- 3.6.3.1. Receives initial task assignment from AF/A10.
- 3.6.3.2. Assigns NEMT tasks to directorate NEMT Representatives (Team Leads).
- 3.6.3.3. Creates AFGSC tasks using TMT or Outlook when AFGSC is designated as OPR.
- 3.6.3.4. Ensures assigned NEMT tasks are updated at least once every 30 days for every task where AFGSC is designated as OPR.
- 3.6.3.5. Administers NEMT using the AF/A10 NEMT Rules of Engagement (ROE).
- 3.6.4. NEMT Representative - Team Leads.
 - 3.6.4.1. Manages tasks assigned to ensure on-time completion.
 - 3.6.4.2. Updates assigned NEMT tasks at least once every 30 days for every task assigned. Updates must include substantiating proof that progress is being made towards task completion.
 - 3.6.4.3. Administers NEMT using the AF/A10 NEMT ROE.
- 3.6.5. NEMT Representative - Team Co-Leads
 - 3.6.5.1. Assist team leads.
 - 3.6.5.2. Act as team lead when directed or when team lead is absent.
 - 3.6.5.3. Administers NEMT using the AF/A10 NEMT ROE.
- 3.6.6. NEMT Representative - Team Members.
 - 3.6.6.1. Follow team lead guidance.
 - 3.6.6.2. Administers NEMT using the AF/A10 NEMT ROE.
- 3.6.7. NEMT Principles / Task Authority.
 - 3.6.7.1. The CV is the task authority for all tasks generated from Nuclear Operations Boards (NOB), Nuclear Issues Resolution and Integration (NIRI) Board and from any source not specifically identified or assigned to a principle.
 - 3.6.7.2. The A3 is the task authority for all tasks generated from Nuclear Working Groups (NWG).
 - 3.6.7.3. The A6 is the task authority for all tasks generated from NC3 Working Groups.

Chapter 4

PERSONALIZED LETTERS, OFFICIAL MEMORANDUMS, STATIONERY AND ELECTRONIC MAIL

4.1. AFGSC Templates: Always use the current AFGSC templates. Template documents are available on both SIPRNet and NIPRNet. Templates can be found on the both the NIPRNet and SIPRNet shared drives in the AFGSC Action Officer Tools folder, at the AFGSC SharePoint site (unclass only) in the Action Officer Tools folder and in TMT.

4.2. Font Sizes.

4.2.1. Use Times New Roman, 12-point black for the font type, size and color for all Command Section correspondence. Eleven-point font is acceptable in order to keep a memo to one page.

4.2.2. When creating ready-to-send (RTS) e-mails for the CC, CV or DS, create them using HTML format and Century Schoolbook font 12. This only applies for RTS e-mails created using Outlook (NIPRNet or SIPRNet). When using TMT to create proposed e-Mails, use the TMT default format.

4.2.3. When creating e-mails to the CC, CV or DS, create them using HTML format and Century Schoolbook font 12.

4.3. Personalized Letters.

4.3.1. See AFMAN 33-326 and AFH 33-337.

4.3.2. Address the letter at the left margin, spacing three lines below the Command Section return address element. Begin the salutation one line space under the receiver's address. The salutation is normally in the format "Dear Xxxxx." The complimentary close is normally in the format "Sincerely." The complimentary close is typed one line space below the text of the letter and three spaces to the right of page center. Both the salutation and the complimentary close are typed without punctuation.

4.4. Official Memorandums: Follow the guidance in AFMAN 33-326 and AFH 33-337.

4.5. Letterhead: Use AFGSC color letterhead with the "Deter and Assure" tagline for correspondence signed by the CC, CV or DS.

4.6. Star Stationery: This stationery is reserved for the CC and CV. Only use if the Command Section has specifically levied this as a requirement.

4.7. Dating Memorandums and Letters: Date retirement letters on the day of the retirement ceremony (contact the commander's or vice commander's secretary (CCS or CVS) for exceptions). Hint: It is a good idea to check with your executive officer/secretary to see when the CC/CV will be available to sign your letter. All memorandums printed on regular, preprinted letterhead will not be dated. The letters will be date stamped on the day they are signed.

Chapter 5

AWARDS, RETIREMENT LETTERS AND CERTIFICATES, AND LETTERS OF APPRECIATION

5.1. Command-Level Awards .

5.1.1. All packages will be prepared as a staff package and will be assigned a tracking number. Coordination should include CCC (if enlisted), CCX, DSK, DS, CV and CC.

5.1.2. Packages should have the following tabs.

5.1.2.1. Tab 1 - A CC memorandum forwarding the award package to next award level OPR, if appropriate. **Note:** If there is no competition above MAJCOM level, this is not required and the remaining tabs will be renumbered.

5.1.2.2. Tab 2 - Congratulatory letters for awards outside AFGSC from the CC to the individual's(s) work center or squadron with copies to the NAF commander and wing commander (if applicable) on AFGSC letterhead. For unit awards, a congratulatory letter will be sent to the wing commander with a copy to the NAF commander. **Note:** For MAJCOM functional-level awards, congratulatory letters will come from the functional director.

5.1.3. All awards requiring action by the CC/CV/CCC/DS are due to the AFGSC Tasker Workflow NLT 10 duty days prior to the date due to the external agency.

5.2. Air Force-Level Awards.

5.2.1. All packages will be prepared as a staff package and will be assigned a tracking number. Coordination should include CCC (if enlisted), CCX, DSK, DS, CV and CC.

5.2.2. Packages should have the following tabs.

5.2.2.1. Tab 1 - A congratulatory letter from the CC to the individual's(s) work center or squadron with copies to the NAF commander and wing commander. For units selected as Air Force winners, a draft congratulatory letter to the wing commander with a copy to the NAF commander should be included.

5.2.2.2. Tab 2 - A copy of HQ USAF (or sponsor) announcement message if applicable.

5.2.3. All awards requiring action by the CC/CV/CCC/DS are due to the AFGSC Tasker Workflow NLT 10 duty days prior to the date due to the external agency.

5.3. Retirement Certificates, Retirement Letters of Appreciation and Letters of Appreciation.

5.3.1. For personnel meeting the criteria, forward the appropriate request letter (Atch 6) to AFGSC/A1K for processing. A1K will review and forward by e-mail to CCX. CCX will print, forward for signature and mail in accordance with the request letter. For HQ AFGSC staff personnel, the deputy director may sign the request letter (Atch 6).

5.3.2. All retirement certificates are due to the AFGSC Tasker Workflow NLT 30 days prior to the retirement ceremony date.

5.3.3. Retirement Letters of Appreciation (LOA).

5.3.3.1. CC will sign a retirement LOA for the following AFGSC personnel, as well as a companion letter (if applicable).

5.3.3.1.1. Colonels and chief master sergeants.

5.3.3.1.2. Military with 30 or more years of total active federal military service.

5.3.3.1.3. Civilians with 30 or more years of total federal service (military service can be included).

5.3.4. Obtaining/Requesting Retirement LOAs.

5.3.4.1. Use the appropriate template (Atch 6). Commanders/Directors validate length and quality of service by signing the request.

5.3.4.2. For civilians, requests must be routed through the servicing base Civilian Personnel Section.

5.3.4.3. Send colonel and chief master sergeant requests to AFGSC/A1L no later than 30 days prior to the presentation date. Forward via e-mail to AFGSCAILSeniorLdr@us.af.mil.

5.3.4.4. Send all other requests to AFGSC/A1K no later than 60 days prior to the presentation date. Forward via e-mail to AFGSCAIKworkflow@us.af.mil.

5.3.4.5. The command OPR is AFGSC/A1.

5.3.5. Non-retirement LOAs.

5.3.5.1. All packages will be prepared as a staff package and will be assigned a tracking number. Coordination should include CCX, CCC (if enlisted), DSK, DS, CVS, CV, CCS and CC.

5.3.5.2. LOAs requiring signature by the CC/CV/CCC/DS are due to the AFGSC Tasker Workflow NLT 10 duty days after the event.

Chapter 6

MEETING, FACILITY AND VIDEO TELECONFERENCE (VTC) REQUESTS

6.1. Meeting Requests.

6.1.1. Meeting requests are used by directorates to request time on AFGSC CC/CV's schedule.

6.1.2. The OPR Director/Deputy Director is responsible for submitting meeting requests via e-mail to CCS (CC Secretary) to schedule a meeting with CC or e-mail to CVS (CV Secretary) to schedule a meeting with CV. Follow the format in Table 6.1.

Table 6.1. Meeting Request.

REQUEST FOR CC/CV MEETNG
1. Purpose:
2. Event/Date Duration:
3. Rank and Name/Office/Phone of POC:
4. Decision or Info Brief:
5. Attendance Recommendation:
6. Reason for CC involvement:
7. Brief or Speech required:
8. Guests attending:
9. Location:
10. Clearance or Special Access:
11. Tasker #:
12. Is there a linkage to another event:
13. Special Interest Item:

6.1.3. When the appointment time on the CC/CV schedule is arranged, the directorate is responsible for submitting read aheads NLT 2 workdays prior to the meeting unless CCS/CCE or CVS/CVE directs that read aheads are not required.

6.2. Facility Requests.

6.2.1. Facility requests are used by directorates to request use of a facility for a meeting or other event. For AFGSC facilities, see paragraph 6.2.2. or 6.2.3. or contact the owning directorate.

6.2.2. Send all requests to CCS for scheduling the Commander's Conference Room (CCR). **Note:** The CCR cannot be scheduled for meetings when the CC is on station.

6.2.3. Send all requests to AFGSCVTCWorkflow@us.af.mil for scheduling the Welch Conference Room or the Eubank Conference Center.

6.3. VTC Requests: VTC reservation request forms are used by directorates to request use of a facility for a VTC event. Send all request forms to AFGSCVTCWorkflow@us.af.mil.

Chapter 7

MEETING/EVENT PREPARATION

7.1. Read Aheads.

7.1.1. Read aheads are required for all formal meetings scheduled with the CC and CV. The purpose of a read ahead is to ensure the CC and/or CV has the necessary details for the meeting/event. Read aheads must be approved by a director or deputy/executive director prior to being submitted.

7.1.2. Submit read aheads to the CCE or CVE NLT 2 duty days prior to the meeting/event.

7.1.3. Read ahead packages need to be intelligible and stand by themselves. They should state a desired outcome of the meeting (e.g., what you want: decision, guidance, approval).

7.1.4. If a decision requires CC or CV signature, include a draft letter as Tab 1 of the read ahead.

7.1.5. The command OPR for how to prepare read aheads is the Commander's Action Group (CCX) or the appropriate executive officer or secretary.

7.2. Required Information in Read Aheads.

7.2.1. A list of attendees to include name, rank, distinguished visitor (DV) status, organization, and "goby" name.

7.2.2. All pertinent and necessary attachments. Examples of necessary attachments are biographies, itineraries, briefing slides, point papers, floor plans, and maps. The package will be returned to the OPR directorate if missing pertinent information. **Note:** Classified read aheads may be delivered as a hardcopy package.

7.3. Coordination.

7.3.1. The OPR directorate must complete all coordination prior to submitting the read ahead package.

7.3.2. Obtain CCC coordination for all quality of life and enlisted matters.

7.3.3. Obtain DSP coordination, when necessary.

7.3.4. CCX, CCE and/or CVE will review the package in preparation for the scheduled meeting. The package will be returned to the OPR if additional information is needed.

7.3.5. If follow-up actions or taskers are generated from the meeting, the CCX, CCE or CVE will return the package to the OPR directorate with instructions/detailed guidance.

7.4. Meeting OPR.

7.4.1. Ensure all material associated with the read ahead is accurate.

7.4.2. Ensure the list of attendees is accurate and contains proper DV status.

7.4.3. Ensure updates are made as needed once the read ahead is turned in. In addition, rebuilt read aheads will be routed through the chain of command to CVE and/or CCE.

7.4.4. Reserve the appropriate conference room or facility.

7.4.5. Ensure the room and audio/video equipment is operational. When needed, the Command Presentations Branch will assist the OPR with setup. However, the OPR is ultimately responsible for the meeting and setup.

7.4.6. Take notes during meetings and forward relevant data through the chain of command to the corresponding directorate or command section agency.

7.4.7. Ensure the room is returned to its pre-meeting condition (e.g., room cleaned, documents and papers removed, A/V equipment restored, tables cleaned, etc.).

7.5. Command Protocol.

7.5.1. Coordinate with applicable AOs to ensure accurate DV information is reflected in the list of attendees.

7.5.2. Ensure the meeting room is setup to include flags, appropriate nameplates and refreshments.

Chapter 8

PACKAGES FOR MEMBERS OF THE COMMAND SECTION

8.1. General Information.

8.1.1. Guidelines. Specific guidelines for the preparation and staffing of packages are provided in this chapter. Packages that do not comply with the guidelines will be returned to the directorate for correction. Helpful hints and a checklist for putting together a good staff package are contained in Attachments 3 and 4.

8.1.2. Transmittal documents. AFGSC uses AF Form 1768, *Staff Summary Sheet*, as the primary transmittal document to prepare and staff packages for members of the Command Section. Anything presented to the AFGSC commander, vice commander, director of staff or a director that requires their approval, concurrence or signature must be presented in the form of an eSSS or SSS with the eSSS being the preferred method. There are some instances, however, when informal transmittal documents such as a Buck Slip or an Item of Interest (IOI) are appropriate to use in lieu of the Staff Summary Sheet. For example, a Buck Slip could be used to request signature on a civilian time card. An IOI could be used for answering a CC or CV question posed during a staff meeting.

8.1.3. For SSS directions, see paragraph 8.2.2. For Buck Slip directions see paragraph 8.2.3. For IOI directions see paragraph 8.2.4.

8.1.4. Classified and Sensitive Information. See paragraph 2.4.

8.1.5. Font Requirement: See paragraph 4.2.

8.1.6. Templates are available at the AFGSC SharePoint site, the AFGSC Shared Drive, and within TMT.

8.2. Preparation of Transmittal Documents.

8.2.1. Transmittal documents are brief, to the point and limited to one page if possible. They should stand alone and include sufficient information to provide the DS, CV and CC a thorough understanding of the issue, background, and recommendation. Subject titles are short and classified information is avoided in the title. **Note:** Use of acronyms and abbreviations in the subject line, without spelling them out even though it is the first time they are used, is acceptable.

8.2.1.1. Content. Follow the guidelines outlined in AFH 33-337, AFMAN 33-326, and this instruction to develop the appropriate content.

8.2.1.1.1. Funding issues. All command section packages and briefings involving current or future funding issues must include a concise statement on how the initiative will be funded. The package must outline how the current year requirement will be financed, how the requirement will be accomplished in the financial plan, and what program objective memorandum (POM) impact will be incurred, if any.

8.2.1.1.2. Signature. Transmittal documents for all packages to members of the command section are signed/approved by the director/deputy director or equivalent. Type the signature block flush with the left margin and five spaces below the last line

of text. Type the //SIGNED, xxx, xx xxx xx// signature element four line spaces below the last line of text. References: AFMAN 33-152 and AFMAN 33-326.

8.2.1.1.3. Changes. If it is necessary to make significant changes to packages, a new package is prepared for re-coordination and includes an explanation of why the package is being re-coordinated, a summary of the changes and a copy of the original SSS. The original and revised packages are kept for record by the AO.

8.2.1.1.4. Content changes. Authority for making content changes resides with the OPR director. Changes are clearly and unambiguously annotated by the director. Each directorate, division, and branch may grant appropriate individuals the authority for making content changes. In cases involving major changes or changes to policy or guidance, returning the task to the OPR for reconciliation may be required.

8.2.1.1.5. Comments. If a reviewer concurs with the overall action of a SSS, but has additional comments for clarification, then those comments are returned to the OPR for consideration on the SSS. The OPR should indicate disposition of the comments either in the discussion section of the SSS or in a CRM. If the comments constitute only administrative changes (spelling, punctuation, grammar, or format), the reviewer annotates the CRM and continues the coordination process.

8.2.1.1.6. Directorate-Level Non-Concurrence. The non-concurring organization prepares a memorandum or CRM stating reasons for non-concurrence and sends it with the staff package to the originating directorate. The reviewer writes in ink, "See Memo" in the coord block. If the non-concurrence cannot be resolved, the originating directorate notes the reason for non-concurrence in paragraph four of the SSS, View of Others.

8.2.1.1.7. Pen and ink changes. Any document that is destined outside AFGSC must be error free without pen and ink changes. Pen and ink changes are acceptable at the discretion of the DS, CVS, CVE, CCS, CCE, CV or CC for documents remaining within the headquarters.

8.2.1.1.8. Corrections/rework. All packages that require corrections and/or rework are returned with instructions to the AO. Corrected/reworked packages are expedited and staffed back through the chain of command with the original annotated material to include any guidance memorandums and additional notes.

8.2.2. AF Form 1768, *Staff Summary Sheet (SSS)*. The SSS is used to introduce, summarize, coordinate or obtain approval and/or signature on packages for members of the command section. Follow AFH 33-337, AFMAN 33-326, and the instructions in this AFGSCI to prepare the staff summary sheet, tabs, and accompanying correspondence.

8.2.2.1. Staff Summary Sheet (SSS).

8.2.2.1.1. Electronic: The preferred format for processing staff summary sheets (SSS) is electronic using TMT or e-mail. For unclassified tasks, use TMT. For classified tasks, draft the eSSS in the body of a SIPRNet the e-mail and attach tabs. Use the text-based eSSS format depicted in Atch 5.1 (A.5.1) for both unclassified (TMT) and classified (SIPRNet e-mail) tasks. Number the tabs and attach them in

numerical order. Number the tabs as 1. Title 2. Title, etc. See attachment A.5.1 for example numbering.

8.2.2.1.2. Paper/Hard Copy: Templates are available at the AFGSC SharePoint site, the AFGSC Shared Drive, and within TMT.

8.2.2.2. All SSSs must have the following paragraph headings.

8.2.2.2.1. 1. PURPOSE: To provide a simple statement describing the purpose of package. For example: "Obtain AFGSC/CC signature on Tab 1" or "CSAF directed MAJCOM/CC coordination on the New START implementation guidelines (Tab 1)."

8.2.2.2.2. 2. BACKGROUND: Why is the package needed? For instance, "AFI-XXX requires annual recertification of X by AFGSC/CC" or "HHQ requested X."

8.2.2.2.3. 3. DISCUSSION: Be succinct. If subparagraphs are required, do not indent. Place all paragraphs, subparagraphs, signature blocks and tabs flush left.

8.2.2.2.4. 4. VIEW OF OTHERS: Explain concerns of others that represent a dissenting or opposing view to the recommended course of action. If there are no opposing views, then indicate with "N/A." If too lengthy, give a snapshot here and then reference tab(s) for lengthy inputs from any directorates.

8.2.2.2.5. 5. RECOMMENDATION: What you recommend the person on the bottom of the coordination line do. For instance, "AFGSC/CC sign letter at Tab 1" or "AFGSC/CC approve implementation of COA 1." The recommendation section must align with the purpose and should be the action you want the final reviewer to accomplish.

8.2.2.3. Tabs. All tabs (with the exception of the original tasker) listed at the bottom of the SSS must be referred to in the body of the SSS. The tab order is as follows:

8.2.2.3.1. Tab 1: Actionable. If more than one, the next actionable document will be Tab 2, and so on.

8.2.2.3.2. x: Supporting. All supporting documents such as CRM, SSS showing coordination, etc., are included as tabs and listed in the order they are referred to in the SSS.

8.2.2.3.3. x: Authority/Reference. All authority/reference documents are included as tabs and listed in the order they are referred to in the SSS. **Note:** Do not provide entire documents such as AFIs. Provide and highlight only the specific portion of the AFI that is applicable.

8.2.2.3.4. x: Incoming letter, e-mail, directive, or other document, if any, that prompted the preparation of the SSS. This is often referred to as the "Original Tasker".

8.2.3. Buck Slip. The Buck Slip is a short, informal transmittal document used by directors or equivalents on packages that provide information to members of the command section and do not require decision.

8.2.3.1. Headers. All Buck Slips must have the following headers. Each header must have text or "N/A."

8.2.3.1.1. BLUF: Bottom Line Up Front (A quick “down and dirty” of the issue.)

8.2.3.1.2. Discussion: Discuss the issue with details and enough basic information to provide a good understanding of the issue before looking at the supporting documentation.

8.2.3.1.3. Recommendation: What you want the responsible party to do (sign, approve, concur, info only, etc.)

8.2.3.1.4. Font: Times New Roman 12

8.2.4. Item of Interest (IOI). The Item of Interest is an informal transmittal document used by directors or equivalents on packages that provide responses to questions or requests for information made by the CC, CV, DS, Director, etc. The IOI is typically one-page. It provides a summary of an event or position and may include attachments with relevant background information. The package is sent via e-mail from the director to the CC or CV without review by the command section staff. Provide a courtesy copy of all IOIs to the AFGSC Tasker Workflow with the exception of “Eyes Only” packages. If the IOI is in response to a formal task, include the task number in the subject line. Font: Century Schoolbook 12.

8.3. Coordination of Packages.

8.3.1. Process. All coordination must be complete prior to submitting to the AFGSC Tasker Workflow for staffing to the Command Section. If the package is substantively changed during the coordination process, route back through the chain of command for coordination prior to submitting to the AFGSC Tasker Workflow.

8.3.2. Time requirements. See Table 2.1. If a package requires immediate staffing through the Command Section, then, the director, OPR or AO should be physically present to answer questions from the CC, CV and/or DS.

8.3.3. Levels. Coordination is commensurate with the signatory of the SSS. See paragraphs 2.2.3. and 3.1. through 3.4.

8.3.3.1. Required. Packages must have proper coordination or they will be returned to AO for corrections. All SSSs requiring Command Section action must have the following coordination as a minimum.

8.3.3.1.1. CV: DSK, DS, CVE, CV

8.3.3.1.2. CC: DSK, DS, CVE, CV, CCE, CC

8.3.3.2. Additional. All SSSs requiring Command Section action must have the following coordination, if applicable.

8.3.3.2.1. Commander’s Action Group (CCX). Required for all CC speeches, correspondence, congressional hearing/meeting preparation and inquiries generated by the United States Congress. Note: Congressional inquiries by private citizens, forwarded through their representative, go to/through the AFGSC/IG.

8.3.3.2.2. Command Chief (CCC). Required for any issue of policy affecting enlisted personnel, command-level quality of life, enlisted award packages, 12

Outstanding Airmen of the Year (12 OAY), First Sergeant of the Year (FSOY), Honor Guard annual awards, and Stripes to Exceptional Performers (STEP).

8.3.3.2.3. First Sergeant (CCF). Required for all enlisted packages requiring AFGSC Squadron Commander (DSQ) review and approval and any issue or policy affecting enlisted personnel.

8.3.3.2.4. Legal (JA). Required for contracts, fiscal issues, agreements with other organizations, conference planning, labor disputes, disciplinary issues, environmental issues, ethics, publications, accident investigations, criminal or misconduct investigations, policies, operations plans, and all other matters requiring legal review.

8.3.3.2.5. Financial Management (FM). Required for all packages requesting CV or CC approval for expending money.

8.3.3.2.6. A5/8. Required for all packages dealing with POM issues.

8.3.3.2.7. Public Affairs (PA). PA is the Air Force release authority for official information. PA coordination required for all packages containing products and images (such as speeches, articles, videos, photos, professional journal submissions, publication on AF sites, programming pamphlets, etc.) that are intended for official communication with internal DoD and external audiences.

8.3.3.2.8. Guard and Reserve Integration Office (GRIO). This office consists of the Command Reserve Advisor (CR) and the Command Guard Advisor (CG). Their coordination is required for packages that have Air Force Reserve or Air National Guard issues.

8.3.4. Electronic.

8.3.4.1. Coordination is accomplished via electronic transmittal to and from appropriate organizational e-mail workflow mailbox accounts. The GAL contains all AFGSC workflow e-mail addresses.

8.3.4.2. Packages for the Command Section are sent to the AFGSC Tasker Workflow via e-mail (NIPRNet or SIPRNet) or TMT.

8.3.5. Paper (aka hardcopy) Note: Whenever possible, correspondence shall be accomplished electronically. But, when necessary, use these procedures for staffing hardcopy packages.

8.3.5.1. All packages must be submitted to AFGSC Tasker Workflow for review and assignment of a tracking number before going to the command section.

8.3.5.2. All packages are consolidated and placed in a pocket folder (color specified below). The transmittal document (SSS, Buck Slip or IOI) is attached to the outside cover of the folder using clam clips. The proposed action document is placed inside the folder on top of the right pocket and is not stapled, hole-punched or signed. "Sign here" label is placed on each page requiring signature. All other supporting information is tabbed and placed in the right pocket of the folder.

8.3.5.2.1. Unclassified packages: Use navy blue or black pocket folder. A blue, black or white binder may be used if there is too much supporting information for a folder.

8.3.5.2.1.1. Unclassified Controlled Nuclear Information (UCNI) will have a cover sheet on the package.

8.3.5.2.1.2. Sensitive, For Official Use Only (FOUO) or Privacy Act information. If the information is releasable only to the DS, CV or CC, place contents in a sealed envelope clearly marked DS, CV or CC "Eyes Only" on the front. Ensure appropriate cover sheet is attached to the folder or binder and portion markings are used.

8.3.5.2.2. Classified Packages.

8.3.5.2.2.1. Classified SECRET packages: Use red pocket folder. A red binder may be used if there is too much supporting information for a folder. Ensure appropriate cover sheet is attached to the folder or binder. Mark packages with appropriate classification and security markings.

8.3.5.2.2.2. Classified TOP SECRET packages: Use yellow pocket folder. A yellow binder may be used if there is too much supporting information for a folder. Ensure appropriate cover sheet is attached to the folder or binder. Mark packages with appropriate classification and security markings.

8.3.5.2.2.3. Cover sheet. Ensure appropriate classified cover sheet is used on top of folder or binder. If classified information is contained in the transmittal document, the cover sheet is attached to outside cover of the folder and the transmittal document is attached inside the folder on the left side.

8.3.5.2.2.4. Tracking number: Ensure a tracking number is assigned through the unclassified electronic staffing system (TMT).

8.3.5.2.2.5. Authorization: Personnel authorized to pick up classified packages for their directorate or agency must be designated in writing by their director, deputy/executive director or executive officer. The original letter of appointment is sent to AFGSC Tasker Workflow and must be updated whenever personnel change.

Chapter 9

TASK MANAGEMENT TOOL (TMT) GUIDELINES

9.1. TMT (<https://tmt/afgsc.af.mil>): AFGSC standard tool for conducting task management.

9.2. Task Responsibilities.

9.2.1. AFGSC Tasker Workflow will assign the directorate OPR and directorate OCR(s).

9.2.2. Taskers to the NAFs, Wings or other MAJCOMs must originate from the AFGSC Tasker Workflow, a Directorate Workflow, or Special Staff Office Workflow. AOs will not send taskers to the NAFs or Wings or other MAJCOMs. See Section 2.2. for specific details and tasking authorities.

9.2.3. OPRs:

9.2.3.1. Assign OCRs, give them a suspense date, and clearly state what is expected. This could be in addition to the OCRs assigned by the DS or AFGSC Tasker Workflow.

9.2.3.2. Ensure SSS provided for command section coordination meets AFGSC requirements.

9.2.3.3. Draft proposed e-mail for the final task approver/releaser (if required).

9.2.4. OCRs are required to accomplish the assigned task by the suspense date.

9.3. Sending Packages to AFGSC Tasker Workflow for Command Level Coord using TMT. (Use these TMT commands)

9.3.1. Complete Tasker: When Tasker Workflow initiates the task.

9.3.2. Lateral Coord: When the tasker was initiated by someone other than AFGSC Tasker Workflow and requires command section signature or approval.

9.3.3. Hand-Off Draft: When the creator of the task does not have sufficient position authority to task other organizations.

9.3.4. Cancel: When the task has been made in error or is overcome by events (OBE) before completion.

9.4. TMT and Non-TMT Users.

9.4.1. Only AFGSC and 8 AF have TMT capability.

9.4.2. 20 AF, 90 MW, 91 MW, 341 MW, 2 BW, 5 BW, 509 BW, 576 FLTS and AFGSC/MEO do not have TMT capability. AFGSC considers these organizations to be non-TMT users. However, AFGSC is working towards full TMT implementation throughout the command.

9.4.3. Even though other Air Force organizations such as HAF, SAF, ACC and AFMC use TMT, AFGSC considers them to be non-TMT users.

9.4.4. Task non-TMT users using Outlook e-mail.

9.4.5. Task 8 AF, 20 AF and their assigned wings through the NAF Workflows except those authorized by DIRLAUTH (paragraph 2.6.). Include the AFGSC Tasker Workflow as a Cc: address in all correspondence to the NAFs/wings (for non-TMT tasks).

9.5. Information a Non-TMT User Receives When Tasked via TMT. Note: This section is provided as information only. Non-TMT users shall be tasked using Outlook e-mail (paragraph 9.4.4.). However, if a non-TMT users are tasked using TMT, the following paragraphs describe what the non-TMT user will receive while paragraph 9.6. details responsibilities of the task initiator with respect to tasking non-TMT users in TMT.

9.5.1. A non-TMT user will receive two e-mails generated by TMT.

9.5.1.1. The first e-mail will contain the task instructions (as listed in TMT's General tab).

9.5.1.2. The second e-mail will contain all documents stored in Original Documents. **Note:** TMT will not send the second e-mail to a non-TMT user if there aren't any documents in the Original Docs folder.

9.6. Task Initiator's Responsibilities When Tasking a Non-TMT User.

9.6.1. When tasking a non-TMT user, it is the task initiator's responsibility to:

9.6.1.1. Ensure that both TMT-generated e-mails have been delivered to the appropriate workflow and to ensure that the task is understood. **Note:** TMT will not send the second e-mail to a non-TMT user if there aren't any documents in the Original Docs folder.

9.6.1.2. Accept the task on behalf of the non-TMT user.

9.6.1.3. Enter response on behalf of non-TMT by using the "My Response" tab, then save.

9.6.1.4. Complete the task on behalf of the non-TMT user.

9.7. Accepting, Rejecting or Completing Tasks.

9.7.1. Anyone and any organization that is a TMT user can accept taskers.

9.7.2. Only the directorate's/special staff's executive officer or workflow manager may reject a task from the command section and other directorates/special staffs. Pre-coordination with AFGSC Tasker Workflow or the applicable directorate/special staff is required. If the rejecting office is the OPR, they must recommend who the OPR should be along with their rationale for requesting the change in OPRship.

9.7.3. Completing Tasks. Before completing / closing a TMT task, a copy of the response e-mail shall be saved in the Tabs folder. The file name of the response e-mail shall begin with the word "Response."

JEFFREY K. BEENE, GS-15, DAF
Director of Staff

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

- DoDM 5200.01-V1, *DoD Information Security Program: Overview, Classification, and Declassification*, 24 February 2012
- DoDM 5200.01-V2, *DoD Information Security Program: Marking of Classified Information*, 24 February 2012
- DoD5400.7-R_AFMAN 33-302, *Freedom of Information Act Program*, 21 October 2010
- AFPD 33-3, *Information Management*, , 8 September 2011
- AFI 33-321, *Authentication of Air Force Records*, 3 August 2011
- AFI 33-322, *Records Management Program*, 4 June 2012
- AFI 33-332, *Air Force Privacy Program*, 16 May 2011
- AFI 31-401, *Information Security Program Management*, 1 November 2005
- AFMAN 33-152, *User Responsibilities and Guidance for Information Systems*, 1 June 2012
- AFMAN 33-326, *Preparing Official Communications*, 25 November 2011
- AFMAN 33-363, *Management of Records*, 1 March 2008
- AFH 33-337, *Tongue and Quill*, 1 August 2004

Abbreviations and Acronyms

- A1**—Directorate of Manpower, Personnel and Services
- A2**—Directorate of Intelligence, Surveillance and Reconnaissance
- A3**—Directorate of Operations
- A4/7**—Directorate of Logistics, Installations and Mission Support
- A5/8**—Directorate of Planning, Programs and Requirements
- A6**—Directorate of Communications
- A9**—Directorate of Lessons Learned and Analysis
- CCX**—Commander's Action Group
- FM**—Financial Management
- GRIO**—Guard and Reserve Integration Office
- HC**—Command Chaplain
- HO**—Command Historian
- IG**—Inspector General
- IP**—Information Protection

JA—Judge Advocate

OSI—Office of Special Investigations

PA—Public Affairs

POLAD—Political Advisor to the Commander

SE—Command Safety

SG—Command Surgeon General

ST—Command Scientist

Terms

Action Officer (AO)— Individual responsible for preparing, assembling, coordinating, and monitoring assigned packages to ensure all actions are completed by the suspense date. Anyone can be an Action Officer.

Bottom—Line Coordination - The process of coordinating at the division or lower levels.

Buck Slip— A short memo which can take the place of a SSS when staffing a package.

Command Section— Comprised of the Commander (CC), Vice Commander (CV), Director of Staff (DS), Commander's Action Group (CCX), and Command Chief (CCC).

Comment Resolution Matrix (CRM)— A Word document table to be used as a template for submitting comments on draft publications and draft program directives.

Electronic Staff Summary Sheet (eSSS)— The electronic version of the AF Form 1768, Staff Summary Sheet or the text based version used in TMT or e-mail.

Four—letter (4-Ltr) Coordination - The process of coordinating at the branch level.

Office of Collateral Responsibility (OCR)— The office that is indirectly responsible for executing a task. The OCR is charged with providing the OPR with appropriate support to complete the task on time.

Office of Primary Responsibility (OPR)— The office that is responsible for executing a task. The OPR's duties include acquiring appropriate coordination, ensuring the task is completed on time, making necessary arrangements, and submitting the appropriate documentation.

Staff Summary Sheet (SSS) (AF Form Form 1768)— An SSS (electronic or paper) is the primary tool the staff uses to obtain guidance, decision, approval, or signature from members of the Command Section. An SSS introduces, summarizes, coordinates, or obtains approval or signature on a staff package. It states the purpose, pertinent background information, rationale, and discussion to justify the action required.

Staffing— The process for tasking, preparing, coordinating, storing, and retrieving AFGSC correspondence for signature or information.

Suspense Date— The date a reply is due for a specified task.

Task Number— Unique designator assigned to a task which enables tracking the task through the points of action.

Task/Tasker— An order or request to provide information, updates, briefings, policy proposals, coordination, or obtain approval. A tasker normally involves the preparation and submission of a package and associated background information (such as a bullet background paper, briefing, memorandum, message, proposed policy, etc.).

Task Management Tool (TMT)— The AFGSC standard tool for conducting task management.

Three—letter (3-Ltr) Coordination - The process of coordinating at the division level.

Two—letter (2-Ltr) Coordination - The process of coordinating at the directorate (director or deputy/executive director)

Top—Line Coordination - The process of coordinating at the directorate or higher levels.

Prescribed Forms—This publication does not prescribe any forms.

Adopted Forms—AF Form 847, *Recommendation for Change of Publication*

AF Form 1768, *Staff Summary Sheet*

Attachment 2

WORKFLOW MANAGEMENT PROCESS

A2.1. The Workflow Process.

A2.1.1. May originate at any level within AFGSC.

A2.1.2. Many actions originate external to AFGSC (e.g., HAF, NAFs, Wings, Centers, other MAJCOMs, etc.).

A2.1.3. The SSS is the primary tool for use when coordinating/staffing packages within AFGSC. The SSS contains the following headers: 1. Purpose, 2. Background, 3. Discussion, 4. View of Others and 5. Recommendation. The eSSS is the preferred method for transmittal, however, the paper SSS may be used when necessary. See [paragraph 3.2.2.1.1](#) for specific details on drafting an eSSS.

A2.1.4. AFGSC organizational workflow e-mail boxes or TMT will be used to flow taskers.

A2.1.5. AFGSC Tasker Workflow, or designee, is the day-to-day MAJCOM tasking office for AFGSC.

A2.1.6. AFGSC DS oversees the management of AFGSC information flow and tasking process.

A2.2. AFGSC Command Tasks (Inclusive of tasks sourced from the commander, vice commander, director of staff and external sources.) Note: The package must be delivered to the AFGSC Tasker Workflow on or before the assigned suspense date.

A.2.2.1. STEP 1: AFGSC Tasker Workflow creates a tasker based on input from a Command Section office (CC, CV, DS, CCC, designee, or from an external source). This input will typically be presented to AFGSC via the AFGSC.TaskerWorkflow@us.af.mil organizational mailbox.

A.2.2.2. STEP 2: Task is created, given an AFGSC task tracking number and tasked to a directorate or special staff. All tasks are sent to a directorate workflow. The AFGSC internal suspense is based upon needs of the CC, CV, DS, or CCC. Exception/extensions to the suspense may be granted on a case-by-case basis, as determined by AFGSC Tasker Workflow.

A.2.2.3. STEP 3: The directorate organization receives taskers in a directorate workflow or TMT and identifies and assigns the appropriate OPR. (Directorates should attempt to assign the tasker to an AO as quickly as possible.) If the OPR director (or directorate-level designee) believes that the task was incorrectly tasked, they are responsible for alerting AFGSC Tasker Workflow and should provide input to the recommended OPR. **Note:** The director or directorate-level designee originally assigned will continue as OPR of the task until formally relieved of responsibility by AFGSC Tasker Workflow.

A.2.2.4. STEP 4: Directorate logs tasker into a tracking database (maintained and monitored by the directorate) for internal status tracking.

A.2.2.5. STEP 5: Directorate OPR assigns other directorates, NAFs or Wings as OCR, if required. **Note:** The OPR assigned by AFGSC Tasker Workflow will be the primary liaison for that task. The OPR is responsible for meeting the AFGSC Tasker Workflow assigned suspense.

A.2.2.6. STEP 6: AO works the tasker. **Note:** Once an AO is assigned by the directorate, that AO has cradle-to-grave ownership and responsibility for said tasker.

A.2.2.7. STEP 7: When the AO has completed work on the package, it will be routed up through the OPR directorate. Once the directorate is satisfied that the completed package is ready for Command Section routing, to include a well-written and thorough SSS (electronic or paper), it is sent to AFGSC Tasker Workflow. Oftentimes, the task can be closed out at lower level. When this occurs the OPR shall save a copy of the response e-mail shall in the Tabs folder before completing/closing the TMT task. The file name of the response e-mail shall begin with the word "Response."

A.2.2.8. STEP 8: AFGSC Tasker Workflow logs the package in, does a thorough process and format quality control check to ensure all business and staffing rules were adhered to and then routes the package for Command Section coordination. **Note:** Prior to submitting the package to the AFGSC Tasker Workflow, all directorate coordination and OCR inputs must be completed and noted on the SSS. If a previous SSS was used for directorate coordination, insert that SSS into the package as a tab (this verifies both internal and external coordination). If sufficient, DSK or DDS will route the package to DS for coordination. If insufficient, DSK or DDS will send the package back to the OPR directorate for additional work.

A.2.2.9. STEP 9: If sufficient, DS will route the package to the CV or CC. If insufficient, DS will send the package back to the OPR directorate, through AFGSC Tasker Workflow, for additional work.

A.2.2.10. STEP 10: The CVE and/or CCE will do a final review/quality check of the package and forward it for CV and/or CC action, respectively. **Note:** All packages that require action from the CV or CC will have either Appr, Sign or Info on the SSS. The final approver is never listed on the AFGSC SSS as coord.

A.2.2.11. STEP 11: CV and/or CC reviews, signs or sends back to the DS, AFGSC Tasker Workflow or OPR directorate with questions, concerns, or corrections.

A.2.2.12. STEP 12: Upon completion, the package is returned to the AFGSC Tasker Workflow for logging, scanning, and transmitting of the actionable document(s). For internal tasks, AFGSC Tasker Workflow will transmit/return the completed staff package to the OPR directorate. For external tasks, when AFGSC Tasker Workflow transmits the AFGSC response, the OPR directorate and the AO will be included as a Cc: address. The package is then filed IAW recordkeeping procedures.

A2.3. Directorate Originated Staff Packages. A.2.3.1. STEP 1: The directorate OPR will fully staff the package for coordination and inputs. The package is then forwarded to the director (or designee) to review and sign or approve for release.

A.2.3.2. STEP 2: The package is routed to the directorate executive officer, secretary or administrative personnel, where it is logged and delivered to the AFGSC Tasker Workflow either electronically (preferred) or in hardcopy.

A.2.3.3. STEP 3: AFGSC Tasker Workflow logs the package in, does a thorough process and format quality control check to ensure all business and staffing rules were adhered to and then routes the package for Command Section coordination. **Note:** Prior to submitting the package to the AFGSC Tasker Workflow, all directorate coordination and OCR inputs must be completed

and noted on the SSS. If a previous SSS was used for directorate coordination, insert that SSS into the package as a tab (this verifies both internal and external coordination).

If sufficient, DSK or DDS will route the package to DS for coordination. If insufficient, DSK or DDS will route the package back to the OPR directorate for additional work.

A.2.3.4. STEP 4: If sufficient, DS will route the package to the CV or CC. If insufficient, DS will send the package back to the OPR directorate, through AFGSC Tasker Workflow, for additional work.

A.2.3.5. STEP 5: The CVE and/or CCE will do a final review/quality check of the package and forward it for CV and/or CC action, respectively. **Note:** All packages that require action from the CV or CC will have either Appr, Sign or Info on the SSS. The final approver is never listed on the AFGSC SSS as Coord.

A.2.3.6. STEP 6: CV and/or CC reviews, signs or sends back to the DS, AFGSC Tasker Workflow or OPR directorate with questions, concerns, or corrections.

A.2.3.7. STEP 7: Upon completion, the package is returned to the AFGSC Tasker Workflow for logging, scanning, and transmitting of the actionable document(s). For internal tasks, AFGSC Tasker Workflow will transmit/return the completed staff package to the OPR directorate. For external tasks, when AFGSC Tasker Workflow transmits the AFGSC response, the OPR directorate and the AO will be included as a Cc: address. The package is then filed IAW recordkeeping procedures.

Attachment 3

HELPFUL HINTS FOR DEVELOPING A GOOD STAFF PACKAGE

A3.1. Do:

A3.1.1. Do make every effort to limit all SSSs to one page that are staffed to DS, CV and CC. Communications must be concise but completely clear as to the action requested, background data and rationale, view of others, and the recommendation by the AO/directorate.

A3.1.2. Do reference all tabs that are included in the package in the text of the SSS.

A3.1.3. Do spell out all acronyms in the SSS the first time they are used before using the acronym in the package unless exempted in the AFGSC approved acronym list.

A3.1.4. Do make Tab 1 the document that requires action (memo to be signed, slides to be reviewed or approved, bullet background paper (BBP) for info, etc.).

A3.1.5. Do use AFGSC templates. They are available to all AFGSC personnel are located on both the NIPR and SIPR shared drive, SharePoint, and in TMT.

A3.1.6. Do accomplish a thorough quality check of the entire package prior to delivering it to the Command Section. This will ensure a smooth routing of the package. If a package has substantial edits due to failing to follow AFGSC staffing rules and business practices, it will be returned to the directorate for correction.

A3.2. Don't:

A3.2.1. Don't abbreviate an individual's grade or title in the address or text of a document for personal letters to Air Force personnel.

A3.2.2. Don't quote members of the Command Section unless prior approval has been obtained.

A3.2.3. Don't use phrases such as "The Commander" or "The Vice Commander" when preparing responses that will go outside the Command. Use AFGSC/CC or AFGSC/CV or use their names.

A3.2.4. Don't use first person singular "I" in official correspondence, or the possessives "my" or "mine" when referring to AFGSC personnel. Instead, use first person plural "we" and the possessive "our."

A3.2.5. Don't use names or phrases such as "this headquarters requests" or "Maj Doe requests."

A3.2.6. Don't use abbreviations (including military rank) in correspondence where style, elegance and formality are important.

A3.2.7. Don't mix division (3-ltr) and directorate (2-ltr) coordination in the same staff package. Although accomplishing division-level coordination is customary and highly recommended (best practice), it is not always feasible. When time constraints prevent distinct division-level coordination, it is permissible to jump right to the directorate-level coordination.

Attachment 4

STAFF PACKAGE CHECKLIST

A4.1. General

- _____ 1. Package has a completely filled in SSS.
- _____ 2. Does the Command Section routing contain at a minimum DSK, DS, CV and CC and CCC (for issues pertaining to quality of life and the enlisted force)? Paragraph 8.3.3.1.
- _____ 3. Verbally notify DSK, DDS, and/or DS of “hot” packages; do not just drop them off or send to the AFGSC Tasker Workflow.
- _____ 4. Delivered package to AFGSC Tasker Workflow on or prior to the suspense date.
- _____ 5. Properly and accurately quality check package before submitting to the Command Section. (Use *Tongue and Quill* and AFGSC Document Templates).

A4.2. Folders

- _____ 1. Use blue or black folders for unclassified packages; red folders for SECRET packages; yellow folders for TOP SECRET packages.
- _____ 2. Use clam clips and binder clips only; no paper clips or staples.
- _____ 3. If unclassified, place the Staff Summary Sheet (SSS) on the front and put all supporting documents (tabs) inside on the right with item for action as Tab 1 on top. If classified, place the appropriate cover sheet on the front of the folder and put all supporting documents, starting with the SSS, on the right side.
- _____ 4. Ensure nothing obstructs the approver’s ability to sign the document. Document to be signed should be uncovered; however, the top of the document must be protected from the fasteners used to secure the package contents. Place a “Sign Here” sticker to note where the signature is required.
- _____ 5. When there is more than one document to be signed, ensure it is noted on the SSS and clearly place a “Sign Here” sticker at each place where a signature is required.
- _____ 6. Ensure each tab has a tab sticker or divider, clearly delineating each tab.
- _____ 7. Make each memo attachment a separate tab.

A4.3. SSSs

- _____ 1. Ensure the Purpose and Recommendation paragraphs are consistent with each other and with the action requested.
- _____ 2. Indicate completion of coordination by annotating all coordinators on the SSS (office, name, rank, date).
- _____ 3. Ensure appropriate authority signs the SSS.
- _____ 4. Ensure packages going to the Command Section have coordination are signed by Director or Deputy/Executive Director or designee.
- _____ 5. Put the AFGSC suspense date in “suspense date” block, if applicable.
- _____ 6. Annotate the AFGSC task number in the “Suspense Tracking Number” block.
- _____ 7. Does the routing/coordination requirements comply with paragraph 8.3.3.1.

A4.4. Official Memos

- _____ 1. Use AFGSC letterhead
- _____ 2. Use Times New Roman, 12 point font. Use of 11 point font is allowed to make a memo fit on a single page.

- _____ 3. Write using plain, simple words that express what you mean.
- _____ 4. Do not use run-on sentences.
- _____ 5. Minimize prepositions and conjunctions (with, for, and, both, not, either, or...).
- _____ 6. Avoid word echoes, or using the same word twice in close proximity.
- _____ 7. Maximize use of active voice. (If you run a spell check on the entire document, you will get a summary of readability statistics, including passive voice. Also, a grammar check will point out passive voice sentences and offer alternatives).
- _____ 8. Keep the official memo short, concise and to the point. It should be no more than one page. Condense by combining ideas and eliminating unnecessary verbiage.
- _____ 9. Eliminate unnecessary words. For example, “that” and “which” can often be deleted.
- _____ 10. Use “we” and “our” rather than “I” and “my” in most cases.
- _____ 11. Do not use HQ in front of AFGSC for DS, CV and CC.
- _____ 12. Include two spaces after every period and colon.
- _____ 13. Put “MEMORANDUM FOR” and anything that follows in all capital letters.
- _____ 14. Include complete address in “FROM” line when memo is going outside AFGSC.
- _____ 15. In the address, use a comma if you don’t abbreviate. If using a comma, abbreviate. (Barksdale AFB, Louisiana or Barksdale AFB LA)
- _____ 16. Do not mix abbreviated with unabbreviated addresses. For example, use St Ste OR Street, Suite.
- _____ 17. Double space between paragraphs.
- _____ 18. Place signature block five lines down from last line of the document.
- _____ 19. Spell check/grammar check ALL documents before submitting to Command Section.

A4.5. Personal Letters

- _____ 1. Use AFGSC stationery, not star stationery.
- _____ 2. Include “go by” name on yellow sticky.
- _____ 3. Use Times New Roman, 12 point font. Use of 11 point font is allowed to make a memo fit on a single page.
- _____ 4. Include complete “from” address when memo is going outside AFGSC.
- _____ 5. In the address, use a comma if you don’t abbreviate; otherwise, don’t use a comma.
- _____ 6. Use “Dear Colonel,” “Dear Sergeant,” or “Dear Airman.” Do not use “Dear Lieutenant Colonel,” “Dear Master Sergeant,” or “Dear Senior Airman.” The use of “Chief” is fine.
- _____ 7. Use the date of ceremony as the date on retirement letters.
- _____ 8. Follow the document templates EXACTLY for retirement letters.
- _____ 9. Send courtesy copies of congratulatory/award letters to the NAF or Center/CC and the BW/CC, MW/CC or applicable director.
- _____ 10. After your last sentence, enter one return (two on letterhead), hit the space bar three times and then type “Sincerely.” Then hit enter five times and type the signature below “Sincerely.”

Attachment 5

STAFF SUMMARY SHEET

A5.1. Sample eSSS. -----COORDINATION-----

(Remove offices as required for the SSS being worked -- then delete this line)
 (Action: Choices are Coord, Concur, Non-concur, Appr, Review, Sign, Info, and File)

TO: ACTION: REVIEWER: Last Name, Rank, Date

AFGSC/A1	Coord	
AFGSC/A2	Coord	
AFGSC/A3	Coord	
AFGSC/A4/7	Coord	
AFGSC/A5/8	Coord	
AFGSC/A6	Coord	
AFGSC/A9	Coord	
AFGSC/GRIO	Coord	
AFGSC/FM	Coord	
AFGSC/HC	Coord	
AFGSC/HO	Coord	
AFGSC/IG	Coord	
AFGSC/IP	Coord	
AFGSC/JA	Coord	
AFGSC/OSI	Coord	
AFGSC/PA	Coord	
AFGSC/SE	Coord	
AFGSC/SG	Coord	
AFGSC/ST	Coord	
AFGSC/CCX	Coord	
AFGSC/CSS	Coord	
AFGSC/CCC	Coord	
AFGSC/DSP	Coord	
AFGSC/FOIA	Coord	(Only used for publications – new or review)
AFGSC/ICR	Coord	(Only used for publications – new or review)

-----COMMAND STAFF-----

AFGSC/DSK	Review
AFGSC/DS	Coord
AFGSC/CVE	Coord
AFGSC/CV	Coord
AFGSC/CCE	Coord
AFGSC/CC	Appr

-----STAFF SUMMARY-----

AO: (Name, Unit, Office Symbol, E-Mail Address, Duty Phone):

TASK #:

AFGSC SUSPENSE DATE:

SUBJECT: (Insert Subject)

1. **PURPOSE:** Simple statement describing purpose of package.
2. **BACKGROUND:** Why is the package needed? For instance, "AFI-XXX requires annual recertification of X by AFGSC/CC." Or "HHQ requested X."
3. **DISCUSSION:** Be succinct. If subparagraphs are required, do not indent. Place all paragraphs, subparagraphs, signature blocks and tabs flush left.
4. **VIEW OF OTHERS:** Explain concerns of others that represent a dissenting or opposing view to the recommended course of action. If there are no opposing views, then indicate that with "N/A." If too lengthy, give snapshot here and then reference tab(s) for lengthy inputs from any directorate.
5. **RECOMMENDATION:** What you recommend the person on the bottom of the coordination line above to do. For instance, "AFGSC/CC sign letter at Tab 1" or "AFGSC/CC approve implementation of COA1."

//SIGNED, (initials), (date)//

SIGNATURE BLOCK

x Tab(s)

1. Actionable Document (Shall always be the first tab.)
- x. Supporting documents
- x. Authority / Reference Documents
- x. Incoming letter, e-mail, directive, etc., if any, that prompted preparation of the SSS
- x. Original Tasker

A5.2. Sample eSSS with portion markings

(Note: None of the information displayed is classified. Markings are for demonstration only.)

-----STAFF SUMMARY-----

AO: (Name, Unit, Office Symbol, E-Mail Address, Duty Phone):

TASK #:

AFGSC SUSPENSE DATE:

(U) SUBJECT: (Insert Subject)

1. (U) **PURPOSE:** Simple statement describing purpose of package.

2. (S) BACKGROUND: Why is the package needed? For instance, "AFI-XXX requires annual recertification of X by AFGSC/CC." Or "HHQ requested X."
3. (S/NF) DISCUSSION: Be succinct. If subparagraphs are required, do not indent. Place all paragraphs, subparagraphs, signature blocks and tabs flush left.
4. (U) VIEW OF OTHERS: Explain concerns of others that represent a dissenting or opposing view to the recommended course of action. If there are no opposing views, then indicate that with "N/A." If too lengthy, give snapshot here and then reference tab(s) for lengthy inputs from any directorate.
5. (U) RECOMMENDATION: What you recommend the person on the bottom of the coordination line above to do. For instance, "AFGSC/CC sign letter at Tab 1."

//SIGNED, (initials), (date)//
SIGNATURE BLOCK

x Tab(s)

- (U) 1. Actionable Document (Shall always be the first tab.) (S/NF)
- (U) x. Supporting documents (U)
- (U) x. Authority / Reference Documents (U)
- (U) x. Incoming letter, e-mail, directive, etc., if any, which prompted the staff package (S)

Note: The portion marking starting the line denotes the information written is unclassified. The portion marking at the end of the line denotes the attached document is classified.

A5.3. AFGSC SSS Checklist: _____ 1. Is the SSS routing correct?

- a. For Command Section coord, it should follow: DSK, DS, CVE, CV, CCE, CC.
 - b. If the package includes a letter for CV/CC signature, include the Commander's Action Group (CCX) before the command section.
 - c. If the package refers to enlisted matters, quality of life, awards, etc., add the Command Chief (CCC) before the command section.
 - d. If the package concerns Air Force Reserve or Air National Guard Issues, include AFGSC/GRIO (AFGSC Guard and Reserve Integration Office) before the command section.
 - e. See paragraph 8.3.3.1.
- _____ 2. Are the AO, Task # (if known), Suspense Date, and Subject sections completed?
- _____ 3. Are the required sections included in the SSS Subject section? (PURPOSE, BACKGROUND, DISCUSSION, VIEW OF OTHERS, RECOMMENDATION)
- _____ 4. Is the PURPOSE clearly stated? Short, concise and to the point.
- _____ 5. Is the RECOMMENDATION clearly stated?
- _____ 6. Are all acronyms/abbreviations spelled out when first used?
- _____ 7. Are all internally created documents IAW AFGSC business rules and templates?
- _____ 8. Have you included any coordination (internal & external) with other agencies (e.g.,

- CRM, other SSS, coordination e-mails, etc.)?
- _____ 9. If necessary, have you utilized the VIEW OF OTHERS section? This section is for opinions/views contrary to the view(s) being recommended.
- _____ 10. Did you spell check the document?
- _____ 1. If classified
- a. Is the SSS and all supporting documents properly marked?
 - b. If the overall classification marked at the top and bottom of the SSS?
 - c. Are the paragraphs portion marked?
- _____ 12. Is it signed/e-signed?
- _____ 13. Are all documents/publications referenced in the text of the SSS included as tabs in the SSS? Do not include the entire publication, just the applicable portion (highlighted).
- _____ 14. Are all tabs referenced somewhere in the text (body) of the SSS?
- _____ 15. Is Tab 1 the “actionable” document (e.g., the document you want reviewed, signed, etc.). If there is more than one actionable document they should all be the first few tabs (e.g., if there are three actionable documents, they should be Tabs 1-3). Actionable documents should be followed by the incoming directive that spawned the writing of the SSS. Next would be supporting documents (e.g. CRMs, previous SSSs, e-mails, etc.). Supporting documents should be followed by authoritative references such as AFIs, AFGSCIs, etc..
- _____ 16. Are all tabs listed? Are all tabs named appropriately? The naming convention is:
1. Xxx
 2. Xxx

Attachment 6

REQUEST FOR RETIRMENT LETTER OF APPRECIATION (LOA)

A6.1. Military Retirement Letter of Appreciation Requests. *****

MEMORANDUM FOR HQ AFGSC/A1L (for Colonels and Chief Master Sergeants) HQ AFGSC/A1K (for all others)

FROM: ORGANIZATION

SUBJECT: AFGSC/CC Retirement Letter of Appreciation (LOA)

1. Request an AFGSC/CC Retirement LOA for the following individual:

- a. Complete name (First, Middle Initial, Last):
b. "Go-By" name:
c. Grade:
d. Current duty title:
e. Brief job narrative (1-2 lines):
f. Total years of federal service:
g. Retirement date:
h. Presentation date:
i. Spouse's Full and "Go-By" name (if applicable) and address:
j. Employee's complete organization mailing address to include unit (Example: 51st Force Support Squadron):
k. Address signed LOA is to be mailed to (if different from line j):
l. Unit POC and phone number:

2. This individual is not retiring in lieu of adverse administrative action, and I confirm they meet the requirements for an LOA.

SIGNATURE BLOCK OF COMMANDER

A6.2. Civilian Retirement Letter of Appreciation Requests

MEMORANDUM FOR HQ AFGSC/A1L (for GS-15s and above)
HQ AFGSC/A1K (for all others)

FROM: ORGANIZATION

SUBJECT: AFGSC/CC Retirement Letter of Appreciation (LOA)

1. Request an AFGSC/CC Retirement LOA for the following individual:

- a. Complete name (First, Middle Initial, Last):
- b. "Go-By" name:
- c. Grade:
- d. Current duty title:
- e. Brief job narrative (1-2 lines):
- f. Total years of federal service:
- g. Retirement date:
- h. Presentation date:
- i. Spouse's Full and "Go-By" name (if applicable) and address:
- j. Employee's complete organization mailing address to include unit (Example: 51st Force Support Squadron):
- k. Address signed LOA is to be mailed to (if different from line j):
- l. Unit POC and phone number:

2. This individual is not retiring in lieu of adverse administrative action, and I confirm they meet the requirements for an LOA.

SIGNATURE BLOCK OF COMMANDER

1st Ind, Base Civilian Personnel Section

MEMORANDUM FOR HQ AFGSC/A1K

I have verified the employee's service.

SIGNATURE BLOCK OF COMMANDER