

**BY ORDER OF THE COMMANDER  
AIR FORCE SPACE COMMAND**

**AIR FORCE SPACE COMMAND  
INSTRUCTION 33-303**



**7 MAY 2014**

***Communications and Information***

***ADMINISTRATIVE PROCEDURES***

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This instruction implements policy in AFD 33-3, *Information Management*. Use this instruction with AFH 33337, *The Tongue and Quill*. This AFSPCI outlines HQ Air Force Space Command (AFSPC) Command Section procedures for preparing and processing correspondence for AFSPC Commander (CC), Vice Commander (CV) and Executive Director (CA). It also supersedes AFSPCI 33-333, *Administrative Procedures*; dated 1 October 2012. Additionally, it includes procedures for tasking, preparing, coordinating and staffing official memorandums, personalized letters, messages, AF Form 1768, Staff Summary Sheet (SSS), Electronic Staff Packages (ESP), Read Aheads (RAH) and meetings/briefings with AFSPC/CC, AFSPC/CV and AFSPC/CA. This Operating Instruction applies to HQ AFSPC, its Centers, Numbered Air Forces (NAFs) and their assigned wings. It does not apply to Air National Guard or Air Force Reserve Command units. Attachment 1 contains a glossary of common terms used throughout this AFSPCI. 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. This publication may be supplemented at any level; all direct supplements routing coordination prior to certification and approval is not required to the OPR of this publication. Waivers for this instruction can be submitted through the chain of command to AFSPC/CA for approval. When a requirement is mandated for compliance at the Wing level throughout this Instruction, the requirement is tiered, signifying the appropriate waiver authority to the requirement and is indicated in parentheses (T-0, T-1, T-2 or T-3) following the sentence/paragraph that drives the requirement, IAW AFI 33-360. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual

(AFMAN) 33-363, *Management of Records* and disposed of in accordance with the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

<b>Chapter 1—ROLES AND RESPONSIBILITIES</b>	<b>4</b>
1.1. Executive Director (AFSPC/CA) .....	4
1.2. Assistant Executive Officer to Executive Director (HQ AFSPC/CAE2) .....	4
1.3. Command Section Knowledge Operations Management Staff (HQ AFSPC/CAK) .....	4
1.4. 2-Letter Organizations (HQ Directorates, Numbered Air Forces and Centers) .....	4
1.5. Executive Officer/Executive Task Manager. ....	5
1.6. Action Officer (AOs) .....	5
<b>Chapter 2—INFORMATION MANAGEMENT</b>	<b>6</b>
2.1. Workflow Management Process .....	6
2.2. Records Management. ....	6
2.3. E-mail Responses to the Command Section. ....	6
2.4. Overdue AFSPC/CC, AFSPC/CV or AFSPC/CA tasks: .....	6
<b>Chapter 3—TASKING PROCESS</b>	<b>7</b>
3.1. Task/Tasking Process .....	7
Table 3.1. Equivalent Tasking Authority .....	7
3.2. Tasker Categories and Timelines .....	7
Table 3.2. Tasker Categories .....	8
Table 3.3. Tasker Timeline .....	8
3.3. Tasker Acceptance/Redirect .....	8
<b>Chapter 4—COORDINATION PROCESS</b>	<b>9</b>
4.1. Coordination Requirements. ....	9
4.2. Concur With Comments. ....	9
4.3. Nonconcurrency. ....	9
4.4. Suspense Extension/Rejection .....	9
<b>Chapter 5—COMMAND STAFF PACKAGE DEVELOPMENT</b>	<b>10</b>
5.1. General Information .....	10
5.2. Transmittal Documents. ....	10
5.3. Package Content. ....	10

5.4.	Sensitive and Classified Packages .....	11
5.5.	Packages Requiring Rework .....	12
5.6.	Meeting/Event Preparation Materials .....	12
<b>Chapter 6—TMT GUIDELINES</b>		<b>14</b>
6.1.	Overview .....	14
6.2.	Suspense Tasking, Tracking and Coordination Procedure .....	14
6.3.	Guidance for Staffing .....	15
Table 6.1.	TMT Format Guidance .....	15
<b>Chapter 7—MEETINGS AND CALENDAR REQUESTS</b>		<b>18</b>
7.1.	Meetings .....	18
7.2.	AFSPC Calendar .....	18
<b>Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION</b>		<b>20</b>
<b>Attachment 2—ELECTRONIC STAFFING (LEVELS 1-3)</b>		<b>22</b>

## Chapter 1

### ROLES AND RESPONSIBILITIES

#### 1.1. Executive Director (AFSPC/CA)

1.1.1. Has overall responsibility for AFSPC policy, workflow processes, correspondence preparation and management and business rules for staffing and suspense activities.

1.1.2. Develops policy, identifies roles and responsibilities, outlines processes for workflow, correspondence preparation and suspense tracking/management for HQ AFSPC.

1.1.3. Responsible for AFSPC Task Management Tool (TMT) operation and implementation across the headquarters to include publishing and updating the TMT business rules and ensuring the staff is provided training and any necessary materials.

#### 1.2. Assistant Executive Officer to Executive Director (HQ AFSPC/CAE2)

1.2.1. Serves as tasker liaison between HQ AFSPC Command Section, HHQs, HQ AFSPC directorates, NAFs, Centers and tenant organizations residing within HQ AFSPC.

1.2.2. Determines primary OPR, assigns or reassigns tasks on behalf of the AFSPC/CC, AFSPC/CV and AFSPC/CA and assists the staff with extensions requiring coordination or approval from the Command Section.

1.2.3. Ensures packages are compliant with AFSPC Business Rules prior to AFSPC/CC, AFSPC/CV or AFSPC/CA review.

1.2.4. Notifies directorates requesting an extension of approval/disapproval and modify the TMT suspense accordingly in a timely manner.

#### 1.3. Command Operations Management Staff (HQ AFSPC/CAK)

1.3.1. Creates tasks in TMT on behalf of the AFSPC/CC, AFSPC/CV and AFSPC/CA, disseminates tasks to directorates, NAFs and Centers and closes taskers in TMT upon direction from HQ AFSPC/CAE2.

1.3.2. Processes, routes and monitors all incoming and outgoing classified and unclassified tasker communications for AFSPC/CC, AFSPC/CV and AFSPC/CA.

1.3.3. Conducts initial quality review of all tasks, checking for directorate (or equivalent) signature, tabs and basic formatting. HQ AFSPC/CAK will return tasks not meeting standards.

1.3.4. Provides alternate tracking method for periods when TMT is not available.

#### 1.4. 2-Letter Organizations (HQ Directorates, Numbered Air Forces and Centers)

1.4.1. Provides responses to tasks which are error-free, grammatically correct, in the approved format and properly classified.

1.4.2. Maintains responsibility of staff packages from creation to completion using administrative procedures within this instruction.

1.4.3. Oversees, monitors and coordinates with all Offices of Collateral Responsibility (OCRs) throughout the duration of the tasking process.

1.4.4. Utilizes tools and guidance for Executive Officers, Executive Assistants, Action Officers (AO) and Administrative Support Staff located at the AFSPC/CA SharePoint page, AO Tools.

1.4.5. If OCR, provide OPR with required inputs and coordination by suspense date.

**1.5. Executive Officer/Executive Task Manager.** For offices that do not have an Executive Officer, there will be at least one individual on staff capable of performing the responsibilities outlined in this instruction.

1.5.1. Serves as focal point with HQ AFSPC/CAE2 for all tasks.

1.5.2. Tracks the status of all tasks 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. Coordinates extension requests with HQ AFSPC/CAE2 through TMT, telephone or AFSPC Workflow NLT 24 hours prior to the established suspense.

1.5.4. Notifies HQ AFSPC/CAE2 of external suspense extensions for all taskers tracked by AFSPC/CA.

**1.6. Action Officer (AOs)**

1.6.1. Ensures accurate and complete coordination of the required actions. Develops high quality responses in a timely manner to meet tasker suspense.

1.6.2. Serves as the responsible agent to ensure approved products/packages are forwarded and returned to the initial tasking organization.

1.6.3. Works through the chain of command to the directorate Executive Officer or designated workflow manager.

1.6.4. Coordinates with outside organizations, when appropriate. AOs are authorized to engage with AOs from outside organizations, but are not permitted to officially task outside organizations.

1.6.5. Requests extensions requiring HQ AFSPC/CAE2 approval through TMT or AFSPC/CA Workflow NLT 24 hours prior to the established suspense. AOs will go through their Executive Officer or task manager in accordance with their organization's guidance for all extension requests to CA and for notification of Higher Headquarters (HHQ) suspense extension.

1.6.6. Coordinates meetings as necessary.

## Chapter 2

### INFORMATION MANAGEMENT

#### 2.1. Workflow Management Process

2.1.1. AFSPC Business Rules directly support the tasking, tracking and coordination of AFSPC's Command Section staff packages.

2.1.2. To the greatest extent possible, all tasking, coordination and staffing within AFSPC is accomplished electronically in TMT. The AFSPC Tasker Workflow is the central point for all tasks requiring AFSPC Command Section review. Directorates/NAFs/Centers will route all tasks through this workflow for formal coordination.

2.1.3. Use TMT to manage and coordinate any task requiring a signature from, decision by or deliverable to HQ AFSPC leadership. Any task requesting equivalent (2-Letter or higher) coordination, must be tasked and managed in TMT. Use of TMT for coordination at the 3-Letter and below is highly encouraged.

2.1.4. Chapters 3, 4 and 5 provide additional detail on AFSPC tasking, coordination and staffing.

**2.2. Records Management.** TMT is not a Records Management tool. Directorates must copy Official Records from TMT and place in an authorized Electronic Records Management Tool as required by the respective organizational File Plan or guidance from the organizational Functional Area Record Manager (FARM).

**2.3. E-mail Responses to the Command Section.** During meetings, the AFSPC/CC, AFSPC/CV or AFSPC/CA may ask questions that may be answered via e-mail. The Director or Commander may respond to AFSPC/CC, AFSPC/CV or AFSPC/CA, with courtesy copies to HQ AFSPC/CCE, HQ AFSPC/CVE and AFSPC/CA Workflow, as appropriate. Relevant background information should be included with the response. Provide the AFSPC/CA Workflow with a courtesy copy unless the response is "Eyes Only."

**2.4. Overdue AFSPC/CC, AFSPC/CV or AFSPC/CA tasks:** Require a written explanation via SSS, push note or e-mail from the Director or Commander explaining why the OPR missed the suspense.

## Chapter 3

### TASKING PROCESS

#### 3.1. Task/Tasking Process

3.1.1. Sources of tasks include, but are not limited to HHQ (by phone, E-mail or TMT), AFSPC Senior Leadership (resulting from meetings, conferences, etc.) or Department of Defense organizations.

3.1.2. External tasks are those tasks received from a non-AFSPC entity or tasks delivered outside the AFSPC organization. External tasks received from outside organizations, requiring 2-Letter or General Officer/Flag Officer (GO/FO) coordination must be relayed through HQ AFSPC/CAE2.

3.1.3. Internal taskers are tasks originating from an AFSPC organization or tasks which are coordinated between AFSPC organizations exclusively.

3.1.3.1. Top-down taskers are tasks assigned by one organization to another which has a lower level tasking authority (e.g., a Level 2 organization that tasks a Level 3 organization).

3.1.3.2. Bottom-up tasks are created by a directorate, NAF, Center or Direct Reporting Unit and pushed to the AFSPC/CC, AFSPC/CV and/or AFSPC/CA for review.

3.1.3.3. Horizontal taskers are tasks sent only between organizations that have an equivalent tasking authority as described in Table 3.1.

3.1.4. Equivalent Tasking Authority: For internal and external tasking, only equivalent office levels in the following table may task AFSPC directorates, commands or subordinate organizations. Commands or directorates will reject tasks sent by a lower-level organization.

**Table 3.1. Equivalent Tasking Authority**

Level	Office
1	CSAF/SECAF/VCSAF/USECAF/MAJCOM CC/CCMD CDR
2	HAF 2-Letter/MAJCOM CV/CA/CCMD DCDR
3	HAF 3-Letter/MAJCOM 2-Letter/ NAF-Center-CC/CV/CA/CS/CCMD 2-Letter/FOA 2-Letter
4	HAF 4-Letter/MAJCOM 3-Letter/ NAF 2-Letter/SPO/CCMD 3-Letter

3.1.5. AFSPC 2-Letter, NAF or Center Commanders will request AFSPC/CC, AFSPC/CV and/or AFSPC/CA coordination on any external task establishing a command position or requiring Command Section attention.

#### 3.2. Tasker Categories and Timelines

3.2.1. The following describes the suspense timelines each tasking authority may set. Tasking authorities will not suspense other organizations above their authority without the approval of the next level.

**Table 3.2. Tasker Categories**

Category	Days to Complete	Tasking/Approving Authority
Routine	10 duty days or more	All
Hot	Between 10 and 5 duty days	Level 3 and above
Critical	5 duty days or less	Level 2 and above

3.2.2. AFSPC uses the following timelines when determining suspenses for taskers.

**Table 3.3. Tasker Timeline**

Category	Timeline
Routine	Tasks are due to AFSPC/CA NLT 1700 (Mountain Time) on the suspense date. CC Level: due to AFSPC/CA NLT 5 duty days prior to CC or HHQ suspense. CV Level: due to AFSPC/CA NLT 4 duty days prior to CV or HHQ suspense. CA Level: due to AFSPC/CA NLT 3 duty days prior to CC or HHQ suspense.
Hot	Task is due to AFSPC/CA in less than 48 hours
Critical	Task is due to AFSPC/CA in less than 24 hours

### 3.3. Tasker Acceptance/Redirect

3.3.1. If the tasked directorate asserts a different organization within AFSPC should assume primary responsibility, the tasked directorate must gain concurrence from that other organization before primary responsibility of the task can be transferred.

3.3.1.1. The original OPR will E-mail AFSPC/CA Workflow and “cc” the new OPR’s workflow upon agreement.

3.3.1.2. Tasks must be transferred within 24 hours upon tasking.

3.3.1.3. The task suspense will not be extended due to transfer of OPR.

3.3.1.4. Until HQ AFSPC/CA changes the OPR, the original directorate tasked is responsible for action on the package.

3.3.1.5. If both directorates provide sound rationale why the other should be the OPR and cannot come to an agreement, HQ AFSPC/CAE will review that rationale and break the stalemate.

## Chapter 4

### COORDINATION PROCESS

**4.1. Coordination Requirements.** OPRs begin the coordination process by identifying and tasking the OCR(s) (within and outside the OPR's organization) that have equity in the task (equivalent tasking rules apply). OCR organizations respond directly to the OPR. The OPR will adjudicate comments from coordinating offices and prepare the final staff package. Once staff coordination is complete, the OPR routes the tasking through the organization's chain-of-command.

**4.2. Concur With Comments.** If an OCR concurs with comments during directorate-level coordination, it is the OPR's responsibility to resolve any comments and deconflict duplicative comments. The OPR will detail unresolved comments in the SSS under "Views of Others."

**4.3. Nonconcurrency.** If an OCR nonconcur during directorate-level coordination, the OCR will send a comment resolution matrix to the OPR stating reasons for nonconcurrency. The OPR and OCR will attempt to resolve the nonconcur. Any unresolved nonconcur will be explained in the SSS under "Views of Others." The OPR will make the final recommendation to the Command Section as to concur or nonconcur on a task.

#### **4.4. Suspense Extension/Rejection**

4.4.1. AFSPC OPRs are empowered to request extensions on external tasks as necessary.

4.4.2. AFSPC/CA will request extensions on HHQ tasks from the SECAF, CSAF, USECAF, VCSAF, as required.

4.4.3. Tasked offices will provide an appropriate response when rejecting a task; ignoring taskers is not acceptable.

## Chapter 5

### COMMAND STAFF PACKAGE DEVELOPMENT

#### 5.1. General Information

5.1.1. Guidelines. Specific guidelines for the preparation and staffing of packages are provided in this chapter. HQ AFSPC/CAE2 will return packages that do not comply with these guidelines.

5.1.2. Adhere to the Tactics, Techniques and Procedures (TTPs) for proper formatting, naming conventions and specific guidance. Current TTPs are located on the AFSPC/CA SharePoint page, AO Tools.

**5.2. Transmittal Documents.** AFSPC uses the approved SSS as the primary transmittal document to prepare and staff packages for members of the Command Section. All staff packages presented to the AFSPC/CC, AFSPC/CV or AFSPC/CA must utilize a SSS (electronic or hard copy). However, Directors and Commanders may use informal transmittal documents such as push notes or E-mails in lieu of the SSS.

5.2.1. Staff Summary Sheet (SSS). A stand-alone document that explains what actions are required and why. The SSS is used to introduce, summarize, coordinate or obtain approval and/or signature on staff packages. Use the approved SSS format for both classified and unclassified tasks.

5.2.1.1. Electronic: Unclassified SSSs are submitted via TMT.

5.2.1.2. Paper/Hard Copy: Classified tasks are delivered as hard copy and include a SSS. If a portion of the package is classified and the remaining material is unclassified, all material will be combined into one hard copy package with applicable security markings.

5.2.1.3. The SSS must have the following paragraph headings: Purpose, Background, Discussion, Views of Others and Recommendation.

5.2.1.3.1. Each SSS section must have text. "N/A" is not acceptable. Use "No additional coordination required" or "No additional coordination requested" if there is nothing else to put in Views of Others.

5.2.1.4. Signature. Transmittal documents must be approved and signed by the Director, Deputy Director or equivalent. Reference AFSPC TTPs for proper annotation.

5.2.1.5. Tabs. List tabs at the bottom of the SSS and order as follows: actionable, supporting, authority/reference and incoming letter (original tasker).

5.2.1.6. Coordination Block. The approved action verbs are: coordinate (coord), approve, information (info) and signature (sign). Only the final reviewer will perform the action: approve, info or sign (e.g., AFSPC/CA Coord, AFSPC/CV Coord, AFSPC/CC Info) or (e.g., AFSPC/CA Coord, AFSPC/CV Sign).

5.2.2. Push Note. A short and informal transmittal document used to inform or update the Command Section staff. This document will not request a decision.

**5.3. Package Content.** Follow the guidelines outlined in AFH 33-337, AFMAN 33-326, this instruction and AFSPC TTPs to develop appropriate content.

5.3.1. Format. The command standard font is MS Word Arial 12 point font, for all paper products routed to the Command Section. Arial 11 point font is permitted to make a single page. All PowerPoint presentations made to AFSPC/CC in Building 1 Large Conference Room, Small Conference Room and Commander's Vault will utilize the approved PowerPoint template. Templates are available at AFSPC/CA SharePoint page, AO Tools.

5.3.2. Pen and Ink Changes. Documents sent outside AFSPC must be error-free without pen and ink changes. Pen and ink changes are acceptable at the discretion of the AFSPC/CA and AFSPC/CV for documents remaining within the headquarters.

5.3.3. Changes to Staff Packages. Re-coordinate a new package when significant changes are required. Include why the package requires recoordination, a summary of all changes and a copy of the original SSS. The original and revised packages are kept for record by the OPR.

5.3.4. Comment Resolution Matrix (CRM). Provides comments on coordination documents. For external taskers, a CRM may be provided by the tasking organization. For all other taskers, the AFSPC approved CRM will be used. CRM will list all critical comments first, followed by major, then substantive comments. Administrative errors are not included in the CRM for AFSPC/CC, AFSPC/CV or AFSPC/CA coordination/approval. Instead, annotate these findings in the SSS and return administrative comments to the originator under separate cover (e.g., seven administrative errors were found).

5.3.5. Comments. OPRs will coordinate and consolidate comments from all equitable directorates, NAFs and Centers. Comments must be documented in a CRM and/or the SSS for Command Section coordination.

#### **5.4. Sensitive and Classified Packages**

5.4.1. Sensitive Information. Communications referring to negative or adverse information on an individual or program (e.g., personnel or inspector general actions) or that contain proprietary or source selection information are considered sensitive.

5.4.1.1. Tasks containing sensitive, non-classified, information can utilize TMT if marked private. However, it is the directorate's/NAF's/Center's decision if a sensitive package is hard copy or electronic.

5.4.1.2. Hard copy packages will use folders with a Sensitive Information or AF IMT 3227, *Privacy Act Cover Sheet*, on the front cover.

5.4.2. Classified Information. Classified packages will be processed via hard copy.

5.4.2.1. Directorates and Commands will track classified packages via TMT using an unclassified title.

5.4.2.2. The OPR will hand-carry classified packages to HQ AFSPC/CAK for initial processing. OPRs will coordinate meeting times with HQ AFSPC/CVS and HQ AFSPC/CAS prior to delivery of Sensitive Compartmented Information (SCI) or Special Access Program (SAP) packages.

5.4.2.3. The AFSPC/CC, AFSPC/CV or AFSPC/CA office will store SECRET packages until Command Section review is complete.

5.4.2.4. The AFSPC/CC office will store Top Secret (TS)/Sensitive Compartmented Information (SCI) packages until the AFSPC/CC review is complete. The AFSPC/CV and AFSPC/CA offices cannot store TS and/or SCI information.

5.4.2.5. AFSPC/CC, AFSPC/CV and AFSPC/CA offices are not accredited for storage of SAP materials.

## **5.5. Packages Requiring Rework**

5.5.1. HQ AFSPC/CAE2 will return packages requiring corrections, rework or are missing pertinent information. Once corrected, the tasked organization will return the reworked package to HQ AFSPC/CAK with the original/annotated material (if provided in hard copy).

5.5.2. The OPR will return packages sent back for corrections within 24 hours or by a time set by HQ AFSPC/CAE. Unless otherwise directed, the suspense is not extended for returned taskers.

## **5.6. Meeting/Event Preparation Materials**

5.6.1. Event Books are required for all formal events, ceremonies, dinners, DV visits or functions scheduled for AFSPC/CC, AFSPC/CV or AFSPC/CA attendance in the local area. The directorates, NAFs or Centers with the most equity in the event will be assigned as OPR.

5.6.1.1. The OPR will submit an Event Book with an attendees list as part of the RAH task to ensure the AFSPC/CC, AFSPC/CV or AFSPC/CA has the necessary details of the event.

5.6.1.2. Separate Event Books are required for the AFSPC/CC, AFSPC/CV and AFSPC/CA if all are attending the same event.

5.6.2. Trip Books, bios, talking papers and/or point papers are required for all formal events or functions attended by the AFSPC/CC, AFSPC/CV or AFSPC/CA in locations not considered "local" in accordance with local travel policy memo available on the Action Office Workspace. AFSPC/CC, AFSPC/CV, AFSPC/CA or HQ AFSPC/CCX will task a command or directorate to provide material in support of the trip.

5.6.3. Initial Planning Meetings (IPM) are essential for events requiring a vector from AFSPC/CC, AFSPC/CV or AFSPC/CA. The product is not a decision book; it is a PowerPoint slideshow that facilitates discussion, obtains a required vector or answers questions. Use the PowerPoint template in the AO Tools website for IPM materials.

5.6.3.1. The directorate or command responsible for the issue will be assigned as OPR.

5.6.3.2. OPRs will schedule an IPM using the normal meeting request format with AFSPC/CC, AFSPC/CV and/or AFSPC/CA, allowing adequate time for significant event changes.

5.6.4. Read Aheads (RAH) are required for all formal meetings scheduled with the AFSPC/CC, AFSPC/CV or AFSPC/CA. RAH materials are due to the principal's office NLT two working days prior to the scheduled meeting.

5.6.4.1. HQ AFSPC/CAE2 will adjust RAH tasker suspenses to account for projected leave, TDY, non-duty days and CV/CA review as necessary.

5.6.4.2. RAHs will contain the following information at a minimum:

- 5.6.4.2.1. SSS or push note from the Commander or Director that summarizes the information in the package.
- 5.6.4.2.2. A coordinated list of attendees, in rank order, that indicates name, rank, Distinguished Visitor (DV) status, organization and “go by” name. Include AFSPC/CC, AFSPC/CV or AFSPC/CA as an attendee if required. AFSPC/CV and AFSPC/CA staffs will delete them as appropriate.
- 5.6.4.2.3. All pertinent information and any necessary attachments in the package. Examples of other necessary attachments are biographies, itinerary, briefing slides, point papers, floor plans or maps.
- 5.6.5. AFSPC/CA and AFSPC/CV will coordinate on RAH for the AFSPC/CC. AFSPC/CA will coordinate on RAH for the AFSPC/CV. AFSPC/CCC will coordinate on all RAHs with enlisted equity.
- 5.6.6. Prior to submitting the Event, Trip or Initial Planning Meeting products to AFSPC/CA, the OPR will coordinate with Protocol (HQ AFSPC/CCP) for review.
- 5.6.7. AOs will update RAHs previously delivered to the Command Section, as necessary.

## Chapter 6

### TMT GUIDELINES

#### 6.1. Overview

6.1.1. The HQ AFSPC TMT is the single system for assigning and managing taskers throughout AFSPC. TMT is currently only hosted on the NIPRNET.

6.1.2. HQ AFSPC/A6 provides technical support and help desk functions, manages the support contractor, training materials and creates/maintains organizational E-mail boxes, TMT groups, TMT individual user lists and permissions.

6.1.3. For classified taskers, TMT will be utilized for tracking purposes only. Classified taskers at the Secret level will be tasked out using NGeS on the SIPRNET.

#### 6.2. Suspense Tasking, Tracking and Coordination Procedure

6.2.1. TMT provides the visibility needed to manage virtually any staff activity and should be utilized to the maximum extent possible. The term “task” is used for a wide variety of activities: requesting assessment of a proposal, soliciting feedback on changes to an instruction, calling for award nominations, mandating input to reports and staff meetings, etc.

6.2.1.1. Any task requiring a signature from, decision by or deliverable to AFSPC/CC, AFSPC/CV or AFSPC/CA must be assigned to or managed by the AFSPC Tasker Workflow using TMT in order to maintain proper oversight.

6.2.1.2. Organizations may act on behalf of a higher tasking authority to release/manage a tasker provided that they have first gained approval to do so.

6.2.1.3. In TMT, the OPR is responsible for assigning (through “Manage Assignments”) any OCRs to work the task. To minimize inactivity, OPRs must assign OCRs expeditiously.

6.2.1.4. Directorates, NAFs and Centers will never utilize the Senior Leadership Approval Process (SLAP) for AFSPC/CC, AFSPC/CV or AFSPC/CA coordination. HQ AFSPC/CAK will manage all coordination for AFSPC/CC, AFSPC/CV and AFSPC/CA (i.e., behind the glass).

6.2.1.5. Directorates receiving taskers from outside the Command (MAJCOM 2-Letter or higher) must forward the task to AFSPC/CA Workflow or hand-off a bottom-up task assigning AFSPC Tasker Workflow as the initiator.

6.2.1.6. Any tasks requiring coordination from Wings or units within a NAF or Center must be sent through the NAF or Center workflow. (T-2)

6.2.2. The OPR can submit extension requests through the TMT suspense extension request function or via E-mail to AFSPC/CA Workflow. Include the requested date and a brief justification for the extension.

### 6.3. Guidance for Staffing

6.3.1. Tasks submitted to AFSPC/CA for coordination will contain the AFSPC approved SSS uploaded in the “My Response” section. The OPR will also load all final documents to the “Tabs” section. The naming convention for the tabs must match those listed on the SSS.

6.3.2. The task initiator will ensure all working documents are loaded under “Original Documents” section in TMT. When creating tasks in TMT, adhere to Table 6.1 standards.

**Table 6.1. TMT Format Guidance**

Subject	Format:  Task_CC/CV/CA_(RAH, EB, IPM, Etc.)_<Subject>
Classification	Choose appropriate level
Warning	Default of 96 hours
Tasker Source	Internal or External
Category	Tasker/Read Ahead/Event Book/Etc.
Action	for Tasker – CC/CV/CA Approve or Sign
Priority	Reference Chapter 3
Tasker Suspense	HHQ Tasker = Day/Time due to HHQ  CC/CV/CA Tasker = Day/Time due to CC/CV/CA Decision Book = Day/Time due to CC/CV/CA  Read Ahead = COB 2 days prior to meeting for CC/CV/CA  <del>Event/Trip Book = COB 2 days prior unless otherwise directed</del>
Owning Org	AFSPC Tasker Workflow is owner for all HHQ (with at least 2-letter sign off) CC/CV/CA taskers
My Instructions	The task initiator is responsible for providing sufficient background information, documents and guidance so AOs can complete the requested action. “My Instructions” will be in SSS format using the “Default Instruction Template.”  The OPR must identify an AO (not just office symbol), who can answer specific questions related to the tasker. The OPR must provide required reference/source materials in the Original Documents section of TMT and

OCR Coord	Ensure all OCRs have completed coordination or provide a statement in the SSS regarding incomplete/missing response.
Tabs	Ensure all final documents (attachments, attendees list, response E-mail, etc.) are loaded in the “Tabs” section of TMT. Reference the AFSPC TTPs for actual formatting.
My Response	<p>Add “Ready for CAK review” and complete the SSS using the AFSPC “Default SSS Template” in the “My Response” of TMT. Ensure the appropriate signature block is at the bottom of the SSS. Add the digital signature of the primary that approved release.</p> <p>Or</p> <p>Provide action taken to complete the tasker (e.g., E-mail sent to CC or coordination with HHQ completed).</p> <p>Or</p> <p><del>For returned tasks, place a note above the SSS describing changes made to</del></p>
Behind the Glass	<p>HQ AFSPC/CAK will route the package by submitting for approval, using pre-approved routes, based on the tasker type. Each office (AFSPC/CC, AFSPC/CV, AFSPC/CCC and HQ AFSPC/CCP) will approve the package in TMT to submit to the next office.</p>
Approved Package	<p>Once the package is approved, HQ AFSPC/CAK will return the package to the primary OPR for any final action and to close the tasker. It is the AO’s responsibility to disseminate any signed documents or pass on approvals.</p> <p>If it is a RAH, HQ AFSPC/CAK will close the tasker.</p>

### 6.3.3. Task Management

6.3.3.1. Bottom-up tasks are created in TMT by the directorates, special staffs, NAFs or Centers that request AFSPC/CC, AFSPC/CV or AFSPC/CA coordination.

6.3.3.1.1. Utilize “Manage Assignments” to either “Hand-off Draft” a task to “AFSPC Tasker Workflow” or assign “AFSPC Tasker Workflow” as Primary OPR. Tasks assigned directly to AFSPC/CC, AFSPC/CV or AFSPC/CA will be rejected. HQ AFSPC/CAK will only accept tasks from 2-Letter or equivalent offices in TMT.

6.3.3.1.2. Manage all bottom-up tasks for AFSPC/CC, AFSPC/CV or AFSPC/CA coordination to “AFSPC Tasker Workflow.” Tasks managed as “AFSPC CA Workflow” will be rejected.

6.3.3.2. Top-down tasks are tasks created in TMT at the direction of AFSPC/CC, AFSPC/CV, AFSPC/CA or HHQ. These tasks require AFSPC Command Section coordination or MAJCOM 2-Letter review for completion.

6.3.3.2.1. HQ AFSPC/CAK will assign directorates, NAFs and Centers as OPR. HQ AFSPC/CAK will not assign tasks below the 2-Letter or equivalent level. For HOT tasks (<48 hrs), HQ AFSPC/CAK will assign OCRs with an appropriate suspense.

6.3.3.2.2. HHQ tasks requiring O-6 or below level review are not tracked in TMT by AFSPC/CA. HQ AFSPC/CAE will forward these requests to the appropriate directorate, NAF or Center for coordination and completion.

6.3.4. AOs will not use draft answers from other organizations that are visible in TMT until the answer is fully approved by that organization.

6.3.5. HQ AFSPC/CAK cancels the internal SLAP and completes the task or reassigns tasks with specific instructions for packages requiring rework. The directorates/NAFs/Centers will ensure packages are corrected and returned to AFSPC Tasker Workflow.

6.3.6. When AFSPC/CC, AFSPC/CV or AFSPC/CA coordination is complete, HQ AFSPC/CAK will return the task to the Initiator or Primary OPR, as applicable.

6.3.7. Privacy Act Compliance. Tasks involving Personnel Actions, Judge Advocate General (JAG) or Inspector General (IG) issues and Freedom of Information Act requests must be marked 'private' in TMT and the appropriate classification will be selected in creating new tasks.

## Chapter 7

### MEETINGS AND CALENDAR REQUESTS

#### 7.1. Meetings

7.1.1. Directorates will request time with the AFSPC/CC or AFSPC/CV by sending a meeting request to HQ AFSPC/CVS using the meeting request template. Meeting requests for AFSPC/CA will be routed to HQ AFSPC/CAS.

7.1.2. AOs will:

7.1.2.1. When approved and a date/time are identified, reserve approved meeting room and, if necessary, schedule a Video Teleconference (VTC) or telephone conference bridge. The list of approved meeting rooms and their highest classification levels is located on the AFSPC/CA SharePoint Action Officer Workspace. Classification level will normally be Secret at a minimum and will be based upon not just the classification level of the slides, but also the anticipated level of discussion.

7.1.2.2. Provide requested RAH material via TMT or hard copy, if classified. Protect any classified information brought to a meeting and remove all classified material after the meeting ends.

7.1.2.3. Provide slides to Command Presentations.

7.1.2.4. Arrive at the briefing room at least 30 minutes before the meeting. Ensure the room is ready, CCP and CCE have the latest attendee list and hard copy slides are positioned, if needed. Following the meeting, ensure any notes along with any action items are forwarded to corresponding directorates and/or the Command Section, as applicable. Note takers are not necessary for CC meetings. AOs do not attend CC meetings unless they are briefing.

7.1.3. Command Protocol (HQ AFSPC/CCP) will:

7.1.3.1. Assign a Protocol liaison to assist and advise the AO with protocol support for the event.

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

7.1.3.3. Ensure the room is set up for AFSPC/CC, AFSPC/CV or AFSPC/CA meetings, to include flags, name tags and water, as applicable.

7.1.4. HQ AFSPC/A6 will:

7.1.4.1. Load all briefings and documents on the applicable audiovisual equipment.

7.1.4.2. Establish, as necessary, any VTC with the other attendees. All scheduled VTC participating locations should connect to bridge 30 minutes prior to scheduled start time.

#### 7.2. AFSPC Calendar

7.2.1. The calendar provides information and situational awareness to help deconflict activities, TDYs and leave among the Command's Senior Personnel.

7.2.2. The AFSPC calendar is located on NIPRNET MS Outlook and is shared with Executive Officers and Executive Assistants. Contact HQ AFSPC/CAE for access.

7.2.3. Executive Officers and/or Executive Assistants for SMC/CC, 14 AF/CC, 24 AF/CC, AFSMO/CC and AFNIC/CC will send calendar updates to AFSPC/CA Workflow and HQ AFSPC/CAE will update the AFSPC Calendar.

7.2.4. Executive Officers and/or Executive Assistants for the following offices will enter TDY and leave for their principals on the AFSPC Calendar: AFSPC/CC, AFSPC/CV, AFSPC/CA, AFSPC/CCC, HQ AFSPC/A1, HQ AFSPC/A2, HQ AFSPC/A3, HQ AFSPC/A4/7, HQ AFSPC/A5, HQ AFSPC/A6, HQ AFSPC/A8/9 and HQ Special Staff.

BARBARA A. WESTGATE, SES, DAF  
Executive Director

## Attachment 1

### GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

#### *References*

DoDM 5200.01, Volume 2, *DoD Information Security Program: Marking Classified Information*, 24 Feb 12

Air Force Handbook (AFH) 33-337, *The Tongue and Quill*, 1 Aug 04

Air Force Manual (AFMAN) 33-152, *User Responsibilities and Guidance for Information Systems*, 1 Jun 12

Air Force Manual (AFMAN) 33-326, *Preparing Official Communications*, 25 Nov 11

Air Force Manual (AFMAN) 33-363, *Management of Records*, 1 Mar 08

AFI 33-322, *Records Management Program*, 4 Jun 12

AFI 31-401, *Information Security Program Management*, 1 Nov 05

#### *Prescribed Forms*

This publication does not prescribe any forms

#### *Adopted Forms*

AF847, *Recommendation Change of Publication*

AF3227, *Privacy Act Cover Sheet*

#### *Abbreviations and Acronyms*

**2-Letter** —A 2-letter is a directorate (i.e., HQ AFSPC/FM or HQ AFSPC/A3), Numbered Air Force (i.e., 14 AF or 24 AF), Centers (i.e., SMC or AFNIC) or Direct Reporting Unit (i.e., AFSMO)

**3-Letter** —A 3-letter is a division.

**4-Letter** —A 4-letter is a branch.

#### *Terms*

**AFSPC Office**— Refers to a 2-letter or equivalent office for tasking.

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

**Command Section**— Comprises the AFSPC Commander (CC), Vice Commander (CV), Executive Director (CA) and Command Chief (CCC).

**Coordination (Coord)**— An action required by an organization to review and comment on a proposed action.

**Electronic Staff Package (ESP)**— The primary tool for use to coordinate/staff electronic packages within AFSPC. ESPs include the same content as a paper package: Purpose, Background, Discussion, Views of Others and Recommendation.

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

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

**Read Ahead (RAH)**— Required for all formal meetings scheduled with the AFSPC/CC, CV and CA in the local area (not required for office calls unless specifically requested).

**Special Access Program (SAP)**— A program established for a specific class of classified information that imposes safeguarding and access requirement that exceed those normally required for information at the same classification level.

**Special Access Required (SAR)**— Used as a term/markings to identify SAP information which requires additional safeguarding and access requirements.

**Sensitive Compartmented Information (SCI)**— Classified information concerning or derived from intelligence sources, methods or analytical processes that is required to be handled within formal access control systems established by the Director of National Intelligence.

**Staff Summary Sheet (SSS)**— A tool the staff uses to obtain guidance, a decision, approval or signature from members of the Command Section. It also serves as a transmittal document the staff uses to obtain coordination or provide "information."

**Staffing**— Process for tasking, preparing, coordinating, storing and retrieving correspondence for signature or information.

**Subject Matter Expert (SME)**— An individual who is knowledgeable in a subject.

**Suspense Date**— Date a reply is due for a specified tasker. Unless otherwise stated, tasks are due NLT 1700 hrs on suspense date.

**Suspense Tracking Number**— Unique designator assigned to a tasker that enables tracking the tasker through the points of action.

**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.).

**TMT**— Task Management Tool.

**Attachment 2****ELECTRONIC STAFFING (LEVELS 1-3)****A2.1. Procedures:**

A2.1.1. AO receives tasking.

**A2.2. AO assigns OCRs as needed:** Receives and consolidates feedback and adjudicates discrepancies.

**A2.3. AO completes response and submits to the directorate front office electronically via TMT for review.** Any changes must be made online in TMT. Directorate/NAF/Centers are responsible to ensure all applicable checklists are completed in their entirety.

**A2.4. Directorate/NAF/Center:** Gains Director/Deputy Director or Commander approval.

**A2.5. Executive Officers or Task Managers:** Update the SSS in the “My Response” section of TMT and ensure it is signed by the Director/Deputy Director or Commander and he/she confirms all applicable files are loaded to “Tabs” with the proper naming convention.

**A2.6. Directorate/NAF/Center Executive Officers:** Complete/assign task in TMT generating an automatic TMT E-mail message to AFSPC/CAK Workflow for processing. Before completing a task, include the following in the “My Response” section of TMT: “Ready for CAK review.”

**A2.7. HQ AFSPC/CAE2:** Reviews in TMT and notifies AFSPC/CC, AFSPC/CV or AFSPC/CA offices the tasker is ready for review via the TMT SLAP process.

**A2.8. AFSPC/CC, AFSPC/CV and AFSPC/CA offices:** Process the tasker IAW their office policy.

**A2.9. If AFSPC/CC, AFSPC/CV and AFSPC/CA:** Provides comments and/or changes, HQ AFSPC/CAE2 will return the task in TMT. AFSPC/CA considers any task with comments requiring corrections as “returned.” The OPR will return packages sent back for corrections within 24 hours or by a time set by HQ AFSPC/CAE2. Once corrections are completed, the directorate/NAF/Center will complete/assign the task in the “My Response” section of TMT with a detailed description of actions taken and content changed.

**A2.10. After package is complete:** HQ AFSPC/CAE2 sends an E-mail to HQ AFSPC/CAK, with a copy to the OPR, with instructions to load completed documents into TMT and for the AO to complete any final actions as necessary and close the task in TMT. It is the AO’s responsibility to complete the task (with CA/CV/CC approval) with the originating office.  
**NOTE:** OPRs will deliver all classified read ahead packages via hard copy IAW this document.