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This instruction implements Air Force Policy Directive (AFPD) 10-2, Readiness, AFPD 13-1, Command and Control Enterprise (C2 Enterprise), and establishes the basic structure, procedures, relationships, and authority of the Crisis Battle Staff (CBS) composition, functions, training requirements & activation procedures. It applies to each Air Mobility Command (AMC) and Eighteenth Air Force (18 AF) Directorate and Special Staff Agency (SSA), and to AMC-assigned Air National Guard (ANG) and Air Force Reserve Command (AFRC) personnel performing duties on or in support of the CBS. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication; 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 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). Requests for waivers must be submitted to the OPR listed above for consideration. Waiver approval authority is AMC/CV. This publication requires the collection and or maintenance of information protected by the Privacy Act of 1974. The authority to collect and/or maintain the records prescribed in this publication is Title 10 United States Code, Section 8013, Executive Order 9397. This instruction is affected by the Paperwork Reduction Act of 1974, as amended in 1995. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.
SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. It has been revised to incorporate a major organizational restructure of both the AMC Crisis Action Team and 18 AF Battle Staff into a single organization. This new structure, designed to meet commander requirements during crisis operations, is initiated throughout this AMC Instruction (AMCI).

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Chapter 1
INTRODUCTION

1.1. Roles and Responsibilities.

1.1.1. AMC/CC is the Convening Authority for the CBS. When delegated by the AMC/CC, 18 AF/CC is the Convening Authority. When convened, the CBS will report to the 18 AF/CC unless delegated or directed otherwise by the AMC/CC.

1.1.2. The 18 AF/CC is the senior officer the CBS reports to, unless otherwise delegated by the Convening Authority.

1.1.3. The AMC Director of Operations (AMC/A3) will:
   1.1.3.1. Maintain, staff, and publish CBS policies and procedures.
   1.1.3.2. Develop, maintain, publish, and monitor CBS Executive Staff rosters and quarterly on-call schedule.
   1.1.3.3. Develop and publish the Global Operations Update and CSAF Report.
   1.1.3.4. Maintain and review the floor action officer on-call schedule and roster.
   1.1.3.5. Maintain, update, and administer the CBS training program.
   1.1.3.6. Assess, identify, and request systems, software, and equipment in the CBS alternate location.
   1.1.3.7. Ensure security form completion, Secure Telephone Equipment (STE) card updates, red switch phone code updates, and SIPR computer updates in the CBS alternate location.

1.1.4. The 18 AF Director of Operations (18 AF/A3) will:
   1.1.4.1. Provide oversight of Operations Cell operations, to include manning, training, and process/procedure development.
   1.1.4.2. Maintain, staff, and publish CBS Operating Instructions (OIs) including development of methods, procedures, and tools for operations management.
   1.1.4.3. Activate and recall the CBS when directed by the Convening Authority.
   1.1.4.4. Serve as technical advisor (primarily on 18 AF matters) to the CBS Director while the CBS is activated.
   1.1.4.5. Review and submit lessons learned for after action reports.
   1.1.4.6. Complete assigned CBS Task Management Tool (TMT) taskers as required during warm status.
   1.1.4.7. Assess, identify, and request systems, software, and equipment in the CBS primary location.
   1.1.4.8. Ensure security form completion, STE card updates, red switch phone code updates, and SIPR computer updates in the CBS primary location.
1.1.4.9. Provide administrative supplies for the CBS in the primary location.

1.1.5. The CBS Manager will:

1.1.5.1. Maintain the CBS physical infrastructure and processes on a day-to-day basis when the CBS is not activated.

1.1.5.2. Ensure upkeep and maintenance of associated equipment necessary for CBS operations.

1.1.5.3. Monitor infrastructure and support all CBS members as needed during activation.

1.1.5.4. Monitor the CBS Director NIPR and SIPR accounts when the CBS is not active and coordinate with the appropriate 18 AF or AMC staff directorate to respond to any message traffic that requires CBS action.

1.1.5.5. Develop training requirements and conduct training sessions for CBS Executive Staff members to be considered qualified and current.

1.1.5.6. Provide the CBS Executive Staff on-call roster to AMC Command Center, 618th Air Operations Center (Tanker Airlift Control Center) [618 AOC (TACC)], 618 AOC (TACC)/XOZX, 618 AOC (TACC)/XOC, AMC/CVE, AMC/DS, 18 AF/CCE, 18 AF/CS, 18 AF/A3, AMC/A3E and AMC/CG/GR on a weekly basis.

1.1.5.7. Coordinate for access to any other system accounts that may be required.

1.1.5.8. Provide date/times for training meetings, agenda, training items to review, and items of information readiness for CBS personnel.

1.1.6. Each AMC Directorate and SSA will appoint an individual and alternate Point of Contact (POC) to develop and maintain CBS support programs.

1.1.7. Each Directorate/SSA CBS POC will:

1.1.7.1. Ensure personnel assigned to CBS Action Officer (AO) positions are fully capable of representing their organization during contingencies.

1.1.7.2. Maintain a complete roster of qualified CBS AOs within their functional area that meets the requirements laid out in Table 5.1

1.1.7.3. Provide a previous month report to the CBS Manager No Later Than (NLT) 5th day of the following month. Report includes a list of qualified CBS AOs and any upcoming personnel actions, permanent change of station (PCS), retirement, deployment, etc. Report will verify that CBS AOs have successfully logged into CBS NIPRNET and SIPRNET systems, checked TMT accounts and email org accounts within the past month. Report will also include a battle roster of on-call CBS AOs for the next month.

1.1.7.4. Verify, through the security manager, that CBS AOs have appropriate security clearances.

1.1.7.5. Establish a Directorate CBS training program. Develop, maintain, and update (at least semiannually) Directorate-specific CBS checklists and continuity books. These continuity books should include at a minimum, activity logs, working folders, CBS operating instructions, and printed copies of current recall rosters.
1.1.7.6. Maintain documentation, forms, and administrative supplies required for immediate activation of the CBS.

1.1.7.7. Establish internal procedures to formalize communication between CBS AO and Directorate or SSA leadership on actions pertaining to the crisis. SSAs will develop internal procedures for CBS AOs to notify SSA Chiefs when the CBS is activated.

1.1.7.8. Coordinate CBS computer account requirements with security managers and CBS Managers; and properly set up accounts in coordination with CBS Managers.

1.1.7.9. Ensure Directorate CBS AO on-call personnel contact information is updated as required to keep listing current and will notify the CBS Manager of any changes.

1.1.7.10. Attend CBS planning/training meetings. If primary Directorate CBS POC cannot attend, a designated replacement must be present.

1.1.7.11. Develop training objectives/inputs tailored to their CBS AO’s participation in CBS exercise scenarios. They will coordinate training requirements and on-call scheduling with the CBS Manager.

1.2. Overview. This directive:

1.2.1. Defines the basic structure and authority of the CBS and organizations tasked to support the CBS.

1.2.2. Identifies the lines of communication between the HQ AMC Staff, 18 AF, 618 AOC (TACC), the AMC Command Center, and Task Force (TF)-294.

1.2.3. Outlines the training and management necessary to develop and sustain a battle staff capability during a crisis or any period when the decision cycle is accelerated beyond what can be managed during day to day operations.

1.3. Guidance. Three key documents govern management and organization of the CBS.

1.3.1. AMCI 10-208, Vol. 1, Crisis Battle Staff, provides purpose, overview, functions, positions, training, and management.

1.3.2. CBS OI provides detailed tasking by position and covers the entire organization. It is dynamic and will adjust from lessons learned after each event. The OI is maintained by the CBS Manager(s), and approval authority resides with the 18 AF/A3.

1.3.3. Position Checklists are developed for each position on the CBS. Some of the checklists are shared across all positions and will be posted by the CBS Manager; others are developed by each responsible agency for their function. The checklists are reviewed and managed by the CBS Manager.

1.4. Purpose and Functions.

1.4.1. When a crisis occurs where the complexity of the event or the speed of the decision cycle is such that normal staffing functions combined with the event exceed day-to-day capability, the AMC/CC will consider activating the CBS. Following activation, the CBS will report to the 18 AF/CC unless the crisis dictates otherwise and the responsibility is delegated by the AMC/CC. Throughout this AMCI, the term “commander” is used in a generic sense to refer to the senior leader the CBS is supporting, based on AMC/CC decision regarding retention/delegation of convening authority.
1.4.2. Crisis, contingency, exercise, and wartime operations require increased attention and timely response to support the commander’s decision cycle. The CBS provides the commander with a corporate approach to time-sensitive operations and a flexible support staff tailored to meet worldwide air mobility requirements. The CBS provides a graduated crisis response capability and the ability for the shared AMC and 18 AF staff to quickly respond to crisis events as necessary.

1.4.3. When the CBS is activated, 18 AF/A3 may elect to convene a standing Operational Planning Team (OPT), called the Operations Cell, comprised of functional representatives from the 18 AF, 618 AOC (TACC), AMOS augmentees, and AMC HQ matrixed Air Force Forces (AFFOR) staff with skills and capabilities to address specific planning requirements as part of the Joint Operation Planning Process (JOPP). When operating, the CBS Operations Cell is the AMC focal point for operational-level planning and execution. Its efforts result in the development of Course of Action (COA)s and the publication of 18 AF five-part orders, its primary products.

1.4.4. The AMC/CC convenes the CBS in response to a trigger event and after an initial assessment, determines whether to activate the CBS immediately, reconvene at an appointed time, or revert to telephone stand-by. When directed to activate, the CBS will provide a concentrated effort by the shared staff to support crisis action planning, plan execution, and redeployment operations that can be scaled and tailored to the particular situation.

1.4.5. The CBS provides 24/7 capability. During a crisis or contingency, the CBS’s executive staff and functional action officers (AOs) may be tailored and placed on stand-by as circumstances dictate at the direction of the CBS Director. Similarly, the Operations Cell may also be tailored as circumstances dictate at the direction of the 18 AF/A3.

1.4.6. The CBS supports information requirements for both AMC/CC and 18 AF/CC, as required. This may include, but is not limited to: briefs, situation reports (SITREPs) Operational Reports (OPREPs), decision briefs, legal, or public affairs guidance.

1.4.7. The CBS accomplishes the following three key functions for the commander: information management, battle rhythm management, and support to the commander’s decision cycle.

1.4.7.1. Information Management (IM): The IM process facilitates the commander’s decision making by improving the speed and accuracy of information flow as well as supporting execution through reliable communications. The complexity and shortened time horizon require this process to assist the commander in exercising C2. The IM processes are focused to facilitate the command’s information flow (internally, externally, vertically, and horizontally). IM refers to the processes of managing an organization’s information resources for the handling of data and information acquired by one or many different systems, individuals, and organizations in a way that optimizes access by all who have a share in that data or a right to that information. The commander sets the tone for the entire command by establishing priorities for information requirements and dissemination. The commander defines what information is needed and how it should be delivered and will consider publishing an IM plan (IMP) or IM standard operating procedures (IMSOP).
1.4.7.2. Battle Rhythm: Battle rhythm is a routine cycle of command and staff activities intended to synchronize current and future operations. The meeting battle rhythm is commonly understood as the schedule of update briefs and shift changes. The product battle rhythm is a suspense list of required deliverables (e.g. Briefs, SITREPs OPREPs) both provided to the CBS and by the CBS for the commander, subordinate, and higher headquarters (HHQ). The following are critical functions for a battle rhythm:

1.4.7.2.1. Providing a routine for staff interaction and coordination with HHQ supported Combatant Commanders (CCDRs).

1.4.7.2.2. Providing a routine for commander and staff interaction.

1.4.7.2.3. Synchronizing staff organizations’ activities.

1.4.7.2.4. Facilitating planning by the staff and decision making by the commander.

1.4.7.3. Commander’s Decision Cycle: The commander’s decision cycle is a process that depicts how command and staff elements determine required actions, codify them in directives, execute them, and monitor their results. The commander’s decision cycle has four phases:

1.4.7.3.1. Monitor: Monitoring involves measuring the current situation compared to current plans. This allows the commander and staff to identify where the current situation deviates from the one envisioned in the plan.

1.4.7.3.2. Assess: Assessment is the determination or judgment of the impact of events as they relate to the overall mission accomplishment. These judgments allow the commander and the staff to determine where adjustments must be made to operations and future plans.

1.4.7.3.3. Plan: The commander and staff make adjustments to the current plan or develop new plans, branches, or sequels with the purpose of successful completion of the broader mission.

1.4.7.3.4. Direct (Execute): The CBS directs actions to ensure that 18 AF orders and directives are completed within commander’s intent. The CBS validates forces requirements with AMC Functional Area Managers (FAMs) prior to finalizing deployment/execution orders. The preponderance of the CBS’s directing function is conducted by the 618 AOC (TACC). However, the CBS facilitates the orders process (deployment/execution orders, etc.) when responding to CCDR taskers.

1.4.8. Manage commander’s priorities: The CBS manages a list of priorities and issues that are at the forefront of the commander’s mind in order to effectively manage the crisis. The list for the 18 AF/CC may be the same or different from the AMC/CC, but the CBS Director directs the weight of effort of the staff to meet those priority requirements.

1.4.8.1. Support the Joint Operational Planning Process (JOPP): The CBS will fully analyze the situation, define the problems, and facilitate Operations Cell actions to initiate and conduct the JOPP. This is a continuous process within the 18 AF/A3 staff; but during crisis periods, additional Operational Planning Teams (OPT) may be required, usually hosted by the Operations Cell. An OPT may be assembled with or without the CBS being activated.
1.4.8.2. Central Point of Entry for External Agencies: While direct coordination may occur at several levels throughout AMC, 18 AF, and 618 AOC (TACC), it is critical that the CBS receives all significant pieces of information germane to the event, and that this is communicated from supporting entities and external agencies (e.g.,: United States Transportation Command (USTRANSCOM), other combatant commands (CCMDs), enroute support agencies, etc.) in a timely fashion. **Note:** Communications with the CBS do not alleviate information/reporting requirements established in Department of Defense (DOD), CCMD, USAF (AFI), or other governing directives.

1.4.8.3. Provide Common Operational Picture (COP): The COP is a fused presentation of data/information elements compiled from authoritative data sets derived from multiple sources. The display can be tailored, organized, and arranged to depict a picture of fused information. It may be embedded in a commander’s update brief or serve as a stand-alone product.

1.4.8.4. Provide Operational Level Operations Management:

1.4.8.5. Build the Enterprise: Based on mission analysis, planners identify the enroute Global Air Mobility Support System (GAMSS) and force apportionment adjustments necessary to support the mission and the specific crisis.

1.4.8.6. Conduct Global Capacity Analysis: CBS analyzes aircrews, tails, airfields, and enabler forces to determine where to source additional forces as required to achieve the mission—AMC FAMs address surge requests, depot, request for forces (RFFs), etc.

1.4.8.7. Build C2 Infrastructure: In conjunction with other planning efforts, CBS will coordinate with the Director of Mobility Forces (DIRMOBFOR) Council (DM4C) and follow established selection and sourcing processes IAW AMCI 10-202, Vol 7, *Director of Mobility Forces (DIRMOBFOR) and Air Forces Transportation Liaison Officer (AFTRANS LNO) Policy and Procedures*, before directing DIRMOBFORs Air Forces Transportation (AFTRANS) liaison officers (LNOs) to deploy to key locations/organization. CBS will coordinate with Contingency Response Wing FAMs to deploy personnel to augment air mobility divisions. 18 AF may also elect to establish Air Expeditionary Groups or Air Expeditionary Squadrons.

1.4.8.8. Provide End-to-End Analysis: CBS facilitates/integrates all planning efforts from mission analysis, AOC operational assessment and expertise, enabling/port support, tails/crew availability, and C2 capability to form cohesive, executable concepts and plans.

1.4.8.9. Provide Synchronization: CBS facilitates Secure Defense Collaboration Services (SDCS) /SITREPs OPREPs with all C2 nodes to collaborate on plans, guidance, performance, and key information.

1.4.8.10. Staff and Special Staff Enhanced Response: The CBS inherently contains functional representation across the AMC staff. It ensures 24-hour availability of designated functional expertise as well as the ability for the AMC staff to quickly respond to contingency taskings.
Chapter 2

ORGANIZATION ROLES AND RESPONSIBILITIES

2.1. Structure.

Figure 2.1. Organizational Structure.

2.1.1. The CBS and its Operations Cell consist of designated representatives from the shared staff (HQ AMC, 18 AF, and 618 AOC (TACC)).

2.1.2. The CBS Director oversees functional integration and expedites staff work required to support the crisis or contingency by coordinating taskings and requirements with the AMC staff, 18 AF, and 618 AOC (TACC). The CBS Director also works closely with the 18 AF/A3 and the Operations Cell Lead to provide timely courses of action (COAs) to the commander.

2.1.3. The CBS Director's primary 618 AOC (TACC) contact is the XOZ Director of Operations (the “Senior”), or the Contingency Response Cell (CRC) Director when activated.

2.1.4. The CBS Director’s primary contact for TF-294 is its director when stood up.
2.2. CBS Member Selection Criteria. Individuals with the authority to select CBS members should ensure those personnel:

2.2.1. Have a working knowledge of their Directorate or SSA functional responsibilities and the role it plays in posturing the air mobility enterprise. This knowledge will enable proper and efficient engagement with the appropriate office(s) to obtain or disseminate information and take appropriate action during a contingency.

2.2.2. Have the knowledge and capability to act as the liaison between their Directorate or SSA and other crisis management organizations across the DOD supporting the crisis or contingency.

2.2.3. Have a basic understanding of the structure and functions of the Mobility Air Force (MAF) staff. Prior attendance at the Joint Air Operations Planners Course is desired, but not required.

2.2.4. Have an understanding of the planning and execution of crisis and contingency operations at the operational level of war. Prior attendance at relevant formal training courses such as the Joint Air Operations Plan, Contingency Wartime Planning Course, is desired, but not required.

2.2.5. Perform primary duties as members of the CBS when the CBS is activated.

2.2.6. Log into CBS NIPRNET and SIPRNET systems monthly to ensure account permissions remain current.

2.2.7. Participate in CBS exercises, local training, and exercise events.

2.2.8. Coordinate and respond to taskers in a timely manner. Responses prepared by Directorate and SSA AOs in the CBS are considered to be the official Directorate or SSA position. In order to accomplish responses in a timely manner, Directorates and SSAs must ensure their processes during CBS operations account for this pre-coordination requirement (i.e. internal directorate or staff coordination should be conducted for review/approval at the appropriate level).

2.3. CBS General Requirements:

2.3.1. All CBS personnel must possess at least a SECRET clearance.

2.3.2. All CBS personnel must have a valid AF Form 1199, Air Force Entry Control Card (i.e. “line badge”), providing access to the CBS, the Alternate CBS, and 618 AOC (TACC). Once a person is identified as a CBS member, the CBS Manager will provide him/her with the applicable area numbers. The member will then work through his/her security manager to complete and process an AF Form 2586, Unescorted Entry Authorization Certificate, and obtain the required line badge. Provided they possess the required SECRET security clearance, personnel awaiting their line badge appointment may serve on the CBS but must be escorted by a member designated as an escort official.

2.3.3. All CBS personnel must have a working SIPR account for Scott AFB and functioning SIPR token.

2.3.4. All CBS personnel must have NIPR and SIPR network accounts and Defense Connect Online (DCO)/DCS accounts (SIPR and NIPR). CBS Executive Staff members also require
NIPR and SIPR TMT accounts and a Logbook/InteLink SharePoint® account. Operations Cell personnel must have access to the Global Decision Support System (GDSS).

2.3.5. While in the CBS work areas, CBS members will:

2.3.5.1. Secure phones during classified briefings as directed by the CBS Executive Officer/Deputy Operations Cell Lead.

2.3.5.2. Protect classified material and computer account information.

2.3.5.3. Remove all classified material from the area when CBS operations are terminated.

2.3.5.4. Ensure all classified materials are destroyed or secured in a classified storage container (see CBS Managers/administrative assistant for instructions).

2.3.5.5. Ensure unauthorized or unknown personnel are reported accordingly.

2.3.6. Those personnel selected and trained as members of the CBS will be identified and tracked on a master roster maintained by the CBS Manager. The roster will also reference the Operations Cell, managed by 18 AF/A3. Individuals who are scheduled via CBS Managers Enterprise Information Management (EIM) site must copy their shifts from the EIM site to their personal calendar so they will have notice of future shifts.

2.4. Duties by Positions

2.4.1. CBS Executive Staff.

2.4.1.1. Director – The Director is responsible to the commander. The Director leads the activities of the CBS to meet the needs of the commander and the command. The Director is an O-6 as a minimum and tasked from the AMC staff. They organize the CBS to sustain the battle rhythm, IM, and the commander’s decision cycle. They also direct operations and organize, train and equip (OT&E) functions as determined by the commander. CBS Director will approve all issues, changes to procedures, concepts, execution-planning considerations, and taskers to outside agencies. Additionally, the Director will process requests from the staff to change internal procedures and processes (e.g. SITREP, battle rhythm, EIM, etc.) through the commander or designated representative.

2.4.1.2. Deputy Director – The Deputy Director is an O-5 from either the AMC or 18 AF staff. They are responsible for operation of the CBS in the absence of the director. The primary role and function is ensuring suspenses are met and products are created and distributed to meet the battle rhythm. They are the focal point of the CBS for product quality and on-time delivery in support of the Director.

2.4.1.3. Executive Officer – One executive officer is required per shift, although the director may, at his or her discretion, add an additional executive officer to account for surge periods. The two primary functions of the Executive Officer are (1) managing message traffic and taskings, and (2) preparing briefings and reports as part of the CBS battle rhythm.

2.4.1.4. Administrative Assistant – One Administrative Assistant is required for each shift. The Administrative Assistant is a generalist and focuses on meeting the work environment requirements of the CBS to include request for information (RFI) and battle
rhythm management. They may also assist in preparation of documents and briefings, as well as other administrative tasks as directed by the Executive Officer.

2.4.1.5. CBS Manager – The CBS Manager is the full time position that maintains the CBS physical infrastructure and processes on a day to day basis when the CBS is not activated. When the CBS is activated, the CBS Manager monitors the infrastructure and supports all members as needed.

2.4.2. 18 AF/A3. The 18 AF/A3, the deputy, or designated representative is responsible for the Operations Cell and the JOPP employed to develop COAs for presentation to the commander. This individual will work in close coordination with the Director on all aspects of the CBS related to operations.

2.4.3. 18AF/A6. 18AF/A6 is the focal point for reporting cyberspace issues impacting network connectivity and the operations of Mobility Air Forces (MAF) C2 systems and, if necessary, initiating network restoral actions. They are responsible for cyberspace threat detection and mitigation on the network or within the MAF C2 enclave and to initiate restoral actions; working with the 624th Operations Center and USTRANSCOM’s Joint Cyber Center and providing information to the Cyber Defense Working Group.

2.4.4. A-Staff / Special Staff Positions. Each Directorate and SSA position supports the CBS by providing highly-qualified AOs from their functional area who have the authority to speak on behalf of their organization. They are the focal point for all OT&E-related and Air Force Forces (AFFOR) staff requirements for the CBS and must be able to network throughout their organization to provide informed perspectives on any issues that need to be addressed. When assigned to an active CBS operation, CBS duties become the AO’s primary responsibility until released by the director. During an assigned CBS shift, the AO will not shuttle back and forth between the CBS site and his/her day-to-day work station.

2.4.4.1. A-Staff/Special Staff CBS POCs. Each AMC Directorate and SSA will appoint a primary and an alternate to manage and train CBS personnel from their directorate or functional specialty to support crisis management.

2.4.4.2. AMC/A1 – The AMC/A1 AO is the focal point for coordination with Air Staff, Air Force Installation and Mission Support Center/Air Force Services Activity, Air Force Mortuary Affairs Office and/or Air Force Personnel Center for issues relating to Non-Combatant Evacuation (NEO) Evacuation, Airman and Family Readiness Centers, Mortuary, Casualty Reporting, Food Service, Lodging, non-appropriated fund Civilian Employees, and Family Member Program. AFI s 38-205 and 38-101 codify A1M roles for expeditionary organization management. AFI 36-3802 and 36-3803 codifies personnel accountability roles during deployed operations, natural disasters and emergency operations, and also falls under the A1 purview.

2.4.4.3. AMC/A2 –The AMC/A2 AO is the focal point for providing intelligence assessments of the operating environment, current situation, and threats; managing debriefing and reporting programs; developing collection requirements; developing intelligence plans; and integrating with the US Intelligence Community.

2.4.4.4. AMC/A3 –The AMC/A3 AO is the focal point for providing information on airfield operations, weather, commercial airlift, C2 combat operations, nuclear, aeromedical evacuation (AE), current operations management, training, standardization
and evaluations, landing zone surveys, airfield suitability assessments, terminal instrument procedure reviews, information operations, and cyberspace operations. He/she will coordinate with AMC/A6 and AMC/A2 AOs as required to ensure command Cyber Operations considerations are properly addressed via the Cyber Defense Working Group (CDWG).

2.4.4.5. AMC/A4 (Logistics) – The AMC/A4 AO is the focal point for assessing logistics capabilities and limitations, and developing a logistics support plan for the operation. The AMC/A4 AO will coordinate logistics requirements to ensure the right capability is at the right place, at the right time. AMC A4 is also the focal point for Civil Engineering, Emergency Management, Explosive Ordnance Disposal, and Fire Emergency Services for AFFOR missions.

2.4.4.6. AFIMSC Det 9 (Mission Support) – Det 9 is the focal point for all issues relating to OT&E for force protection, Civil Engineering, Geospatial Integration, Emergency Management, Explosive Ordnance Disposal, Fire Emergency Services, Chaplin, and Logistics expertise and advice. They also coordinate reach-back access to subject matter expertise through the Air Force Installation and Mission Support Center (AFIMSC) and all of its Detachments and all of its Primary Support Units (PSUs). AFIMSC Det 9 representation within the CBS will be determined based on exercise/real world need but will always be available via reach-back if needed.

2.4.4.7. AMC/A4 (Security Forces) – The Security Forces AO is the focal point for coordinating all security and Force Protection (FP) issues associated with the 11 stand-alone AMC bases, Contingency Response Group operations world-wide, Phoenix RAVEN fly-away security, continental United States (CONUS) and outside the continental United States (OCONUS) deployment/exercise locations involving AMC forces, Inter-theater Detainee Movement Operations, FP issues relating to CONUS and OCONUS disaster relief/NEO, and other missions involving AMC airlift around the globe. **NOTE:** Under PAD14-04, MAJCOM/A7s are being deactivated as Installation and Mission Support functions are realigned under AFIMSC. Current AMC/A7s (security forces) responsibilities will be distributed amongst the newly-established AMC A4/7, the AFIMSC AMC detachment, and/or HQ AFIMSC. Once final disposition is determined, legacy AMC/A7 or its successor organization(s) will work with the CBS manager and appropriate OPRs to make applicable changes to this AMCI.

2.4.4.8. AMC A5/8 – The AMC A5/8 AO is the focal point for aircraft modernization/acquisition programs, doctrine and policy, Total Force Associations, Foreign Military Sales, future concepts, legislative affairs, long range strategic planning, programmatic/budget submissions, Strategic Basing and Force Structure.

2.4.4.9. AMC/A6 - AMC/A6 is responsible for tracking operational issues of MAF C2, in-transit visibility, and enterprise business programs that could impact the 618 AOC (TACC) and base-level operational capabilities.

2.4.4.10. AMC/A9 – The A9 AO is the focal point for developing a method to record observations and procedures to make process changes that will improve the performance of the CBS and Air Mobility operations. They are also responsible for developing an after action review process. Additionally, the AMC/A9 representative is responsible for
facilitating the operational assessment and for conducting/supporting any required analysis.

2.4.4.11. AMC/JA – The JA AO is the focal point for all legal issues to be considered in the execution of the mission for which the CBS was convened. The AO provides guidance to the CBS on issues involving operations law, contract law, military law, and international law. This position is responsible for reach back to other JA elements and command levels on all legal questions.

2.4.4.12. AMC/SE – The SE AO is the focal point for all safety issues to be considered in the execution of the mission for which the CBS was convened. AO Responsibilities include coordinating mishap responses and investigations, identifying safety concerns, and advising leadership with the implementation and integration of risk management into all operations and missions.

2.4.4.13. AMC/SG – The SG representative is the focal point for all health and medical issues to be considered in the execution of the mission for which the CBS was convened. Requirements could include providing medical/clinical guidance and planning for all operations, assessing threat to the force, assessing medical capabilities to support the operation, and establishing requirements for the force.

2.4.4.14. AMC/PA – The PA AO is the focal point for all public affairs issues to be considered in the execution of the mission for which the CBS was convened. AO responsibilities could include preparing public affairs guidance for the commander and participants, coordinating internal coverage with PA support, coordinating PA input for operational orders, responding to queries, and establishing policy to support embedded media. AMC/PA and 18 AF/PA will maintain close coordination upon CBS activation, and CBS duties may be accomplished by a combination of AMC/PA and 18 AF/PA personnel.

2.4.4.15. AMC/FM – The FM AO is the focal point for all financial issues to be considered in the execution of the mission for which the CBS was convened. AMC/FM AO provides the AMC/CC and 18 AF/CC with decision support capabilities to quickly provide disbursing support, financial analysis and accounting, financial and cost services in support of world-wide contingency and humanitarian operations. Additionally, AMC/FM provides 24/7 reach-back capability to the CBS to expeditiously support any and all RFIs.

2.4.4.16. AMC/HC – The HC AO is the focal point for all religious accommodation or spiritual issues to be considered in the execution of the mission for which the CBS was convened. This position is responsible for establishing reach back and coordination channels through all levels of the functional HC chain.

2.4.4.17. AMC/HO – The HO AO is the focal point for all historical documentation to be captured in the execution of the mission for which the CBS was convened. AO responsibilities include: collection and retention of TMT tasking/responses along with associated supporting documentation; maintenance and retention of the HO log, including identification of and responses to HO taskings and queries; CBS briefing notes and documentation; and immediate and effective response to taskings through the provision of historical documentation, including operational data and statistical records.
2.4.4.18. AMC/TE - The TE AO is the focal point for all test and evaluation-related issues to be considered in the execution of the mission for which the CBS was convened.

2.4.5. Operations Cell.

2.4.5.1. Operations Cell Lead – The Operations Cell Lead directs the activities of the Operations Cell in support of the commander. Their primary responsibilities are facilitating the JOPP and maintaining oversight of the operational picture of the MAF enterprise. Additionally, they organize the Operations Cell to sustain the battle rhythm and the commander’s decision cycle. The Operations Cell Lead is an O-4 or GS-12 as a minimum and sourced from 18 AF/A3O.

2.4.5.2. Deputy Operations Cell Lead (DOL) – The DOL primary responsibilities are managing Operations Cell-specific message traffic, information flow, and taskings and preparing the Operations Cell contributions to CBS briefings and reports. The DOL manages the Operations Cell floor by synchronizing its internal battle rhythm, events, briefings, meetings, and suspenses with those of the main CBS and external organizations (such as USTRANSCOM Joint Planning Teams). In addition, the DOL manages the Operations Cell portion of the CBS EIM. One DOL (O-2 or GS-11 minimum grade) is normally required per shift and will be sourced from 18 AF.

2.4.5.3. Airlift Planner – The Airlift Planner conducts operational planning to develop airlift COAs based on the commander’s intent. One Airlift Planner is normally required per shift, although the 18 AF/A3 may direct a surge to two per shift, if required. The primary planner should have recent AOC airlift planning or execution experience and should be sourced from the 618 AOC (TACC). In addition, he/she is desired to be a MASC graduate and a graduate of the Joint Air Operations Planners Course at Maxwell (MCADRE 003). The secondary planner, if required, will also be sourced from the 618 AOC (TACC), unless it does not have personnel available. In that event, the position may be sourced from the 312 and 621 AMOS or AMC matrixed staff.

2.4.5.4. Tanker Planner – The Tanker Planner conducts operational planning to develop air refueling COAs based on the commander’s intent. In addition, they maintain situational awareness of air refueling execution and of the overall operational picture to ensure the tanker enterprise is postured to meet the supported CCMDs’ requirements. One Tanker Planner is normally required per shift, although the 18 AF/A3 may direct a surge to two per shift, if required. The primary planner should have recent AOC tanker planning or execution experience and should be sourced from the 618 AOC (TACC). In addition, he/she is desired to be a MASC graduate and a graduate of the Joint Air Operations Planners Course at Maxwell. The secondary planner, if required, will also be sourced from the 618 AOC (TACC), unless it does not have personnel available. In that event, the position may be sourced from the 312 and 621 AMOS or AMC matrixed staff.

2.4.5.5. GAMSS Planner – The GAMSS Planner provides responsive contingency C2 and ground support solutions to support air mobility capabilities in COA development. The GAMSS Planner will normally be manned at one per shift, will possess (JOPES) or Deliberate Crisis and Crisis Action Planning and Execution System (DCAPES) access/expertise and GAMSS expertise, and will be sourced from the 618 AOC (TACC) or AMC matrixed staff.
2.4.5.6. Aeromedical Evacuation Planner. The Aeromedical Evacuation (AE) Planner conducts operational planning to develop AE COAs and maintains situational awareness of AE execution. If an AE Operational Planning Team is utilized, the Operations Cell AE Planner will act as liaison between this OPT and the Operations Cell to ensure unity of effort. This position will be manned at one per shift and sourced from 18 AF/A3 and 18 AF/A5. 618 AOC/XOPA will backfill as required.

2.4.5.7. Medical Planner. The Medical Planner contributes to operational planning and provides medical guidance including ground medical assessments, staging locations and Critical Care Air Transport Teams in concert with the AE Planner. AMC/SGX may appoint this planner to represent it at AE OPTs; if so, the Ops Cell Lead may request an additional medical planner based on mission requirements. This position will be manned at one per shift and sourced from AMC/SGX.

2.4.5.8. Cyberspace Planner - The Cyberspace Planner is responsible for monitoring and assessing the cyberspace environment and supporting COA development. The Cyberspace Planner position will normally be supported in a manner to provide both tech and ops considerations as required and sourced from 18 AF/A6 staff or AMC/A6/A3/618 AOC (TACC) personnel matrixed to 18 AF/A6.

2.4.5.9. AFFOR Staff – The need for A1, A2, A4/7, and A6 personnel on the Operations Cell is situation-dependent and will be determined by the 18 AF/A3 and the Operations Cell Lead. If required, these positions will be sourced from the 18 AF/AFFOR-I staff and the respective matrixed A-Staff directorates.

2.4.5.10. Orders Representative – The Orders Representative serves as the Operations Cell conduit for all incoming and outgoing orders. The responsibilities of the Orders Representative include: tracking all HHQ/CCMD orders; extracting and communicating actionable items from inbound orders to the Operations Cell; working with other Operations Cell members to develop 18 AF five-part orders; and disseminating those orders to the appropriate addressees. This position will be manned at one per shift and sourced from 18 AF/A3OO.

2.4.5.11. The Information Operations (IO) Planner plans, coordinates, deconflicts, and/or supports Theater IO plans as needed/necessary while incorporating any AFTRANS requirements. The IO planner will provide CBS staff with influence/cyber operations COAs to assist AMC/CC in creating desired effects in the AO. The IO planner will utilize established lines of communications for reach-back and forward support. This position will be manned when necessary by 618 AOC (TACC)/XOOI or as augmented by AMC/A3DI.

2.4.6. Air Reserve Component (ARC) Representative. AMC-assigned (HQ AMC, 18 AF and 618 AOC (TACC)) ANG/AFRC advisors, or their representatives, will provide advice to the CBS regarding capabilities, concerns, requirements and limitations of Guard and Reserve Forces in the execution of the mission for which the CBS was convened. They will also coordinate with the National Guard Bureau and AFRC headquarters on issues affecting the mission.
2.4.7. Liaison Officers (LNOs).

2.4.7.1. 618 AOC LNO – When the CBS is activated the 618 AOC Director of Staff (DS) will be notified if an LNO is required and will coordinate to determine who will man the 618 AOC (TACC) LNO position. This position will serve as the link between the CBS and the 618 AOC (TACC) as required. If the CRC is activated, they will serve as the liaison function to the CBS.

2.4.7.2. AMC/A3N LNO – An AMC/A3N or TF-294 Battle Staff representative will be present in the CBS to also serve as their LNO to the CBS. When the TF-294 Battle Staff is not stood up, they serve to provide any information related to ongoing alert taskings and how the crisis may impact those taskings.

2.4.7.3. Expeditionary Center (EC) LNO – The EC LNO is usually linked virtually from the EC; however, this individual may be dispatched to AMC depending on the complexity of the crisis. The primary interface for the EC LNO is the CBS Deputy Director or other designated member present in the CBS area. They provide expertise related to the crisis in aspects over which the EC is the program or process expert.

2.4.8. CBS Support Staff – Immediate Client Support Technician (CST) support will be provided by 375 CS CST upon CBS notification to the 375 CS/CC via the Communication Focal Point (CFP) during activation of the CBS. 24/7 support will be provided for the initial 24 hour period and will transition to a telephone standby status once operations are up and running smoothly. The 375 CS CST staff is the CBS focal point for all computer support services during activation and specified "warm" support as required.

2.4.9. Coordinating Organizations.

2.4.9.1. AMC/DS – Upon notification by the CBS Manager of CBS activation, if the CBS is located in bldg. 1600, the DS will identify and secure a work location for the 18 AF/CC to utilize when conducting business in AMC/HQ, Bldg. 1600 for extended periods of time. The location will provide the 18AF/CC with NIPR/SIPR capabilities, including voice and email, as well as the required privacy necessary to conduct business.

2.4.9.2. AMC Command Center – The AMC Command Center is the focal point for processing CCDR Emergency Action Messages (EAMs). Upon EAM receipt, the AMC Command Center drafts and disseminates Rapid Action Message's (RAMs) to the CBS Director organizational box.

2.4.9.2.1. Operational Reports (OPREPs) – Additionally the AMC Command Center is the focal point to receive AMC Wing OPREPs or AMC Miscellaneous Event Reports (AMERs). Upon receipt of an OPREP or AMER, the AMC Command Center will forward the report summary to their OPREP distribution list (to include CBS Director organizational box).

2.4.9.2.2. Commander’s Critical Information Requirements (CCIR)/Significant Incident Report (SIR) Matrices – These matrices are pre-determined as AMC and 18 AF leadership information requirements. 18 AF/A5 is the OPR for CCIRs/SIRs matrices. These matrices are used by communication nodes (AMC Command Center and 618 AOC (TACC) Senior) to identify situations requiring leadership notifications.
2.4.9.2.2.1. Comm Node/Release/Release Authority – The Comm Node/Release Authority coordinates leadership notification requirements for each event identified on the CCIR/SIR matrices. The communication nodes will make the initial CCIR/SIR notifications to AMC and 18 AF senior leadership for all real world or exercise events. The CCIR/SIR notification process remains the responsibility of the Comm Node/Release Authority regardless of whether the CBS is activated or not. The OPR is not a release authority, however, might coordinate wording or technical/operational detail if communication node requires clarification. If activated, the CBS Director, once notified by the Comm Node/Release Authority, should disseminate the information to the CBS members and include in updates and SITREPS as deemed appropriate. A-staff / Special Staff Agencies should determine if the information should be forwarded to respective organizations as necessary.

2.4.9.3. Working Groups – AMC Threat Working Group (OPR: AMC/A2), Cyber Defense Working Group (OPR: AMC/A3), and Mission Assurance Working Group (OPR: AMC/A4/7, or AMC AFIMSC Detachment). As dictated by the crisis event, the CBS should maintain close coordination with the OPR for these working groups for information and recommendations provided to the Commander.
Chapter 3

OPERATIONS MANAGEMENT

3.1. Activation. The Convening Authority convenes the CBS when necessary. It would typically be convened when an unexpected event (crisis) occurs, when the complexity of multiple events creates rapidly changing conditions, when a situation exists that drives a compressed action timeline, or during exercises. The following are possible trigger events (not all-inclusive):

3.1.1. Operations Plan (OPLAN), Concept Plan (CONPLAN) & Warning Order (WARNORD) implementation;

3.1.2. Natural disasters;

3.1.3. Major peacetime accidents;

3.1.4. Joint Chiefs of Staff (JCS) exercises (USTRANSCOM TIER 1);

3.1.5. Homeland Defense responses;

3.1.6. Overseas Contingency Operations (OCO).

3.2. Activation Procedures.

3.2.1. Notification. The AMC/CC (or designated representative) will contact the AMC Command Center when a decision is made to activate the CBS. The AMC Command Center will notify the CBS Director, CBS Manager, 18 AF/A3, AMC A-Staff Directors, and AMC/SG. CBS Managers will then initiate recall for remaining CBS Executive Staff and AOs. Remaining SSA Chiefs will be notified by their CBS AOs after recall and stand up of the CBS.

3.2.1.1. 18 AF/A3 will initiate recall of the Operations Cell members. The Operations Cell will be initially sourced from 18 AF, 618 AOC (TACC), and the HQ AMC shared AFFOR staff. Initial meetings will be scheduled by the Operations Cell Lead with assistance of CBS Director, as necessary. Long-term (beyond the first 48 hours) Operations Cell manning will be at the discretion of 18 AF/A3 and/or Operations Cell Lead. 18 AF/A3 will monitor Operations Cell timing and personnel requirements to ensure they meet mission needs. The Operations Cell Lead will ensure planners sourced from 618 AOC (TACC) serve in an operational planning role requiring their TACC-unique expertise and not be assigned to general "staff augmentation" duties that could be performed by other Operations Cell members. Based upon real-world mission planning requirements, 18 AF/A3 may authorize planners to perform Operations Planning Cell duties from their day-to-day work stations when workload permits.

3.2.2. Assembly. Once notified, members assigned to CBS duty must report for duty in uniform of the day (UOD) as soon as possible, but no later than 1 hour after notification to the CBS location as specified in the notification process.

3.2.2.1. Shortly after assembly, if convened in building 1600, the CBS Manager will notify the AMC DS office in order to begin identifying suitable office space for the Convening Authority and his/her Executive Officer.
3.2.2.2. As soon as possible after assembly, the CBS Director should initiate the CBS Initial Crisis Activation Briefing to the internal CBS. This briefing should include representatives from any external organization which may have information needs or requirements with regard to the particular crisis.

3.2.3. Manning and Composition. After activation, the composition of the CBS is determined by the CBS Director based on the size and scope of the crisis. The CBS Director will coordinate the AOs required for duty (present or stand-by).

3.2.3.1. The CBS Deputy Director will coordinate the schedule to ensure 24/7 coverage.

3.3. General Practices.

3.3.1. When the CBS is activated, the CBS Executive Staff and CBS AOs operate out of the CBS facility located in building P-4 (primary) or building 1600, third floor, near 618 AOC (TACC)/XON office spaces and the HQ AMC/CC Balcony brief room (alternate).

3.3.1.1. The CBS Executive Staff, A-Staff representatives, and Special Staff will be located in the CBS room.

3.3.1.2. The Operations Cell will be located in its designated facility in building P-4 (primary). The 618 AOC (TACC) CRC (or “Glassroom”) on the second floor of building 1600 will be the alternate location. Coordinate use of the CRC with the 618 AOC (TACC)/DS prior to occupation.

3.3.2. If the crisis/contingency scope or tempo allows, the CBS Director may release CBS AO(s) to an on-call status. CBS AOs must be available to return expeditiously when directed by the CBS Director. The next shift CBS AO must report to the CBS at the start of their shift unless extended release of their position has been approved by the CBS Director. Excused CBS AOs will, as a minimum:

3.3.2.1. Ensure all classified, unclassified, and personal material is removed from their workstations;

3.3.2.2. Ensure all classified materials are destroyed or secured in a classified storage container;

3.3.2.3. Return all STE cards to the CBS Manager;

3.3.2.4. Ensure their CBS position has a representative on-call listing posted on computer monitor and a paper copy provided to the CBS Executive Officer until CBS operations are terminated.

3.3.3. The CBS Managers are responsible for the upkeep and maintenance of associated equipment necessary for CBS operations. AMC/DS provides administrative supplies for the CBS in bldg. 1600. 18 AF provides administrative supplies for the CBS in bldg. P-4.

3.3.4. OPR for the CBS in AMC is A3C. OPR for the CBS in 18 AF is 18 AF/A3.

3.4. Tasking Procedures.

3.4.1. USTRANSCOM may use classified Logbook/InteLink SharePoint® to task AMC during crisis operations. Alternatively, it may use Logbook message format in e-mail. In addition, Intel Link SharePoint® will be the new system for tasking from USTRANSCOM Deployment and Distribution Operations Center.
3.4.2. HQ USAF normally uses classified e-mail to task AMC. During natural disasters, NIPRNET may be the primary means of communication (due to Federal Emergency Management Agency (FEMA) working NIPRNET only).

3.4.3. Active CBS.

3.4.3.1. The CBS Director will normally task out all time sensitive and crisis/contingency related taskings for the CBS to include those received in the CBS Director’s organizational e-mail account by message or TMT (SIPRNET or NIPRNET, as appropriate).

3.4.3.2. Message Handling. During crisis operations when the CBS is activated, the CBS Executive Staff ensures message traffic pertaining to a contingency or exercise receives priority handling and delivery. The CBS is the focal point for messages to and from the HQ AMC staff on matters relating to the crisis, contingency, war, or exercise. All outgoing messages created by HQ AMC staff agencies relating to such situations should be released by the CBS Director or designated representative. Messages received during exercises will be retained locally for a period of two years and then deleted from the message database. The Command Center will be the single contact point for all CCIRs/SIRs and will initiate appropriate notifications which are detailed in the CCIR/SIR matrices (refer to para 2.5.8.2.1).

3.4.4. Inactive CBS.

3.4.4.1. During times when the CBS is not activated, the CBS Managers will monitor the CBS Director’s Org account and coordinate with the appropriate 18 AF or AMC staff directorate to respond to any message traffic that requires CBS action.

3.4.5. CBS Deactivation.

3.4.5.1. The Convening Authority directs deactivation of the CBS.
Chapter 4

TRAINING

4.1. Maximum CBS effectiveness. Results from thorough systems and procedures training of the CBS members prior to CBS activation.

4.1.1. Minimum training requirements vary by position, but include the establishment of prerequisite accounts and access to CBS systems and programs, general CBS orientation, initial qualification training (IQT), and continuation training (CT) to include participation in CBS training events and exercises.

4.1.1.1. The CBS Manager will develop the training requirements and conduct the training sessions necessary for CBS Executive staff members (CBS Director, Deputy Director, Executive Officer, and Administrative Assistant) to be considered qualified and current.

4.1.2. Directorate CBS POCs are responsible for developing training objectives/inputs tailored to their CBS AO’s participation (“exercise” scenarios) in the CBS. They will coordinate training requirements and on-call scheduling with the CBS Manager. Assigned CBS members will also participate as exercise control group members or coordinate with their directorate assigned exercise planning and control group members to participate in AMC/A3Y facilitated planning and control meeting/sessions to develop training objectives and other exercise products.

4.1.3. 18 AF is responsible for developing and administering the training program for members of the Operations Cell.

4.1.4. Executive Staff minimum training requirements.

4.1.4.1. Prerequisite account and access establishment. As soon as practicable upon designation as a CBS Executive Staff on-call member, the new member must work with CBS management to establish all required areas of access and system accounts. The new member will do this by arranging an initial appointment with a CBS Manager, who will assist the new member in the process and ensure that all steps have been taken. The new member’s entry control card (line badge) must include access to areas 1, 8, 12, and 14. The new member must have a working SIPR account for Scott AFB and functioning SIPR token. He/she must have TMT and DCO/DCS accounts (SIPR and NIPR), a Logbook/InteLink SharePoint® account, and access to Global Decision Support System (GDSS) (Operations Cell only). Only after accomplishing this first step of account and access establishment may the new member proceed with training.

4.1.4.2. Initial Qualification Training (IQT): IQT consists of a three-hour session in the CBS, directed by the CBS managers. During this session the CBS managers provide familiarization with CBS locations (primary and alternate), equipment and systems, CBS command and control relationships, primary obligations of the CBS to its chain of command and external agencies, and the principal functions of the CBS. This includes guided, hands-on use of the main tools and systems that Executive Staff members will use to accomplish their duties. CBS management will schedule IQT. Management will
attempt to schedule sessions involving groups of three or more trainees, as group sessions have historically proven most effective.

4.1.4.3. CT. CT will consist of participation in at least one CBS-activation exercise per year. AMC and 18 AF participate in several major exercises on a regular basis (e.g. GLOBAL THUNDER, TURBO CHALLENGE), which provides CBS members the most effective and preferred means of accomplishing CT. CBS management will also arrange and conduct tabletop exercises (TTXs) to simulate the exercise environment for training purposes. A TTX will involve/require a full Executive Staff crew (Director, Deputy Director, Executive Officer, Administrative Assistant), and each TTX can accommodate up to three crews. CBS management will monitor the availability of exercises and the number of members requiring training to determine the scheduling frequency of TTXs.
Chapter 5
MANNING AND ADMINISTRATION

5.1. Composition and Sourcing.

5.1.1. Representatives from all shared staff Directorates and SSAs will be tasked for CBS training and eligible for duties as required. Upon activation, actual CBS staffing may be pared and tailored based on the situation. The SIPRNET (TMT)/CBS e-mail account and NIPRNET (TMT)/CBS e-mail account will be used as the medium to distribute CBS taskings to the various staff agencies.

5.1.2. CBS Executive Staff. The CBS Executive Staff, sourced from the AMC Directorates and SSAs, provides a core cadre of personnel to manage the workflow in synchronization with the established battle rhythm. The CBS manning is the responsibility of all AMC Directorates and SSA and all agencies will provide members to be trained and participate in CBS operations. Once a person is trained for a CBS Executive position, this individual remains in the duty “pool” for a minimum of one year of retainability or until a replacement is trained. AMC Directorate sourcing requirements for the CBS Executive Staff is specified in Table 5.1

5.1.2.1. AMC IG participation. Due to the IG’s TDY schedule, the availability of their members to participate in CBS duties can be limited. IG personnel identified to fill CBS Executive Staff positions will provide the CBS Managers with their availability. Individuals will be trained according to their assigned position. IG members will provide the CBS Managers with the dates they are available to fill On Call Duty requirements and volunteer to fill On Call shifts that do not interfere with their TDY schedules. CBS managers will not Non-Volunteer IG members serving on the Executive Staff as Directors, Deputy Directors, or Executive Officers for On Call duty.

5.1.3. Government civilian employees of similar grade and experience as their military counterparts can serve on the CBS. Civilians serving on the CBS must be approved by their Directorate or SSA, followed by appropriate coordination with civilian personnel flight for duties assigned, if necessary (monitor working hours/compensation requirements).

Table 5.1. CBS Executive Staff Manning Requirements.

<table>
<thead>
<tr>
<th>Position</th>
<th>Requirements</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director (O-6), 15 total</td>
<td>A1 (1), A3 (6), A4 (3), A5/8 (2), A6 (1), IG* (1), and SG (1)</td>
</tr>
<tr>
<td>Deputy Director, (O-5), 17 total</td>
<td>A1 (1), A3 (5), A4 (2), A5/8 (2), A6 (2), A9 (1), SG (1), TE (1), IG* (1), and 18 AF (1)</td>
</tr>
<tr>
<td>Executive Officer, (O-3/O-4/Senior NCOs), 20 total</td>
<td>A1 (2), A3 (6), A4 (2), A5/8 (3), A6 (1), FM (1), SG (1), TE (1), IG* (2), and 18 AF (1)</td>
</tr>
<tr>
<td>Administrative Assistant, (E-4 – E-7), 16 total</td>
<td>A1 (2), A3 (4), A4 (4), A5/8 (1), A6 (2), SG (1), IG (1), 18 AF (1)</td>
</tr>
<tr>
<td>Crisis Battle Staff Manager, 3 total</td>
<td>AMC A3 (1), 18 AF (2)</td>
</tr>
</tbody>
</table>
5.1.4. CBS Functional AOs. In addition to the requirements of Table 5.1, the shared staff will identify and train personnel as CBS Functional AOs. These individuals represent their Directorate or SSA and must have direct access at all times to their Director or SSA Chief. At least one year retainability is desired to provide continuity within the CBS. If personnel are identified for Air and Space Expeditionary Force deployments or a PCS, replacements must be identified and fully trained prior to individual’s departure.

5.2. Recall Rosters.

5.2.1. Each week, the CBS Manager will provide the CBS Executive Staff on-call roster to AMC Command Center, 618 AOC (TACC)/ XOZ, 618 AOC (TACC)/XOZX, 618 AOC (TACC)/ XOC, AMC/CVE, AMC/DS, 18AF/CCE, 18 AF/CS, 18 AF/A3, AMC/A3E and AMC/CG/CR.

5.2.2. Directorate CBS POCs are responsible for ensuring their roster of qualified CBS AOs remains current and will notify the CBS Manager of any changes.

5.3. Scheduling.

5.3.1. When the CBS is activated, the CBS Director will validate the CBS Executive Staff work schedule, and may pare and tailor based on the situation. Normally, there will be two 12-hour shifts per day with an appropriate overlap to allow for continuity and proper turnover of information. Directorate CBS POCs will determine the work schedule for their respective CBS AOs. During CBS exercise scenarios only, directorate CBS POCs may request to run an additional “relief shift” during a given 12-hour block in order to provide enhanced experiencing and “live” training opportunities for a larger number of CBS-assigned personnel. This change to SOP must be approved by the CBS Director, who will ensure minimal mission impact and verify that the deviation will achieve a bona fide training benefit. Schedules will be posted in TMT (activation), in CBS SharePoint® site under each CBS organization, and in the CBS duty stations when activated. Floor AOs should be scheduled for a minimum of five consecutive days to maximize efficiency through consistent manning.

5.3.2. 18 AF/A3 will maintain an Operations Cell personnel roster. When the Operations Cell is activated to support the CBS, 18 AF/A3 is responsible for building and managing the applicable work schedule.

5.3.3. When the CBS is deactivated, a Directorate and SSA CBS AO on-call schedule will be posted in TMT until CBS support operations are no longer required for the current crisis. The schedule must reflect 24/7 on-call coverage.

5.3.4. The CBS Managers will create and manage the CBS Executive Staff schedules. Directorate CBS POCs will ensure proper AO coverage.

5.3.5. CBS Executive Staff members will enter their contact information into the Logbook/InteLink SharePoint® sign-in/sign-out log upon arriving for duty shifts. CBS AOs will enter their data into the appropriate file folder on the CBS SharePoint® website.

5.4. Computer Accounts.

5.4.1. Each Directorate and SSA will appoint a CBS AO (POC) to be responsible for ensuring the clearances are checked through their security manager and accounts are properly set up with coordination with CBS Managers (as appropriate).
5.4.2. Security managers should verify CBS member’s security clearance information and requirement for access to a computer system in Joint Personnel Adjudication System.

5.4.3. The CBS Managers will coordinate any other system accounts that may be required.

ROWAYNE A. SCHATZ, JR.
Major General, USAF
Vice Commander
Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFPD 10-2, Readiness, 6 November 2012
AFPD 13-1, Command and Control Enterprise (C2 Enterprise), 6 August 2012
AFI 33-360, Publications and Forms Management, 1 December 2015
AFMAN 33-363, Management of Records, 1 March 2008
AMCI 10-202, Vol 7, Director of Mobility Forces (DIRMOBFOR) and Air Forces Transportation Liaison Officer (AFTRANS LNO) Policy and Procedures, 23 June 2015

Adopted Forms

AF Form 847, Recommendation for Change of Publication
AF Form 1199, Air Force Entry Control Card
AF Form 2586, Unescorted Entry Authorization Certificate

Abbreviations and Acronyms

618 AOC (TACC)/CRC—618th Air Operations Center (Tanker Airlift Control Center) Contingency Response Cell
AE—Aeromedical Evacuation
AFCEC—Air Force Civil Engineer Center
AFFOR—Air Force Forces
AFFOR-I—Air Force Forces-Integration
AFI—Air Force Instruction
AFICA—Air Force Installation Contracting Agency
AFIMSC—Air Force Installation Mission Support Center
AFMAO—Air Force Mortuary Affairs Operations Center
AFMAN—Air Force Manual
AFPD—Air Force Policy Directive
AFRC—Air Force Reserve Command
AFRIMS—Air Force Records Information Management System
AFSVA—Air Force Services Agency
AFTRANS—Air Forces Transportation
AMC—Air Mobility Command
AMCI—Air Mobility Command Instruction
AMER—AMC Miscellaneous Event Report
ANG—Air National Guard
AO—Action Officer
AOC—Air Operations Center
AOR—Area Of Responsibility
ARC—Air Reserve Component
C2—Command and Control
C-MAJCOM—Component Major Command
C-NAF—Component Numbered Air Force
CBS—Crisis Battle Staff
CCDR—Combatant Commander
CCIR—Commander’s Critical Information Requirements
CCMD—Combatant Command
CDWG—Cyber Defense Working Group
CFP—Communication Focal Point
COA—Course of Action
CONPLAN—Concept Plan
CONUS—Continental United States
COP—Common Operational Picture
CRC—Contingency Response Cell
CST—Client Support Technician
CT—Continuation Training
DCAPES—Deliberate and Crisis Action Planning Execution System
DCO—Defense Connect Online
DCS—Defense Collaboration Services
DIRMOBFOR—Director of Mobility Forces
DM4C—Director of Mobility Forces Council
DOD—Department of Defense
DOL—Deputy Operations Cell Lead
DS—Director of Staff
EAM—Emergency Action Message
EC—Expeditionary Center
EIM—Enterprise Information Management
FAM—Functional Area Manager
FEMA—Federal Emergency Management Agency
FP—Force Protection
GAMSS—Global Air Mobility Support System
GDSS—Global Decision Support System
HHQ—Higher Headquarters
IM—Information Management
IMP—Information Management Plan
IMSOP—Information Management Standard Operating Procedure
IO—Information Operations
IQT—Initial Qualification Training
JAOPC—Joint Air Operations Planners Course
JCS—Joint Chiefs of Staff
JOPES—Joint Operation Planning and Execution System
JOPP—Joint Operation Planning Process
LNO—Liaison Officer
MAF—Mobility Air Forces
MASC—Mobility Air Forces Staff Course
MILDEC—Military Deception
MISO—Military Information Support Operations
NEO—Noncombatant Evacuation Operations
NIPR—Non-secure Internet Protocol Router
NIPRNET—Non-secure Internet Protocol Router Network
NLT—No Later Than
OCO—Overseas Contingency Operations
OCONUS—Outside the Continental United States
OI—Operating Instruction
OPLAN—Operations Plan
OPR—Office of Primary Responsibility
OPREP—Operational Report
OPSEC—Operations Security
OPT—Operational Planning Team
OT&E—Organize Train and Equip
PAD—Program Action Directive
PCS—Permanent Change of Station
POC—Point of Contact
RAM—Rapid Action Message
RFF—Request for Forces
RFI—Request For Information
SAP—Special Access Program
SCI—Special Compartmentalized Information
SDCO—Secure Defense Connect Online
SDCS—Secure Defense Collaboration Services
SIPR—Secure Internet Protocol Router
SIPRNET—Secure Internet Protocol Routing Network
SIR—Significant Incident Report
SITREP—Situation Report
SOP—Standard Operating Procedure
SSA—Special Staff Agency
STO—Special Technical Operations
STE—Secure Telephone Equipment
TACC—Tanker Airlift Control Center
TF—Task Force
TMT—Task Management Tool
TS—Top Secret
TTP—Tactics, Techniques, Procedures
TTX—Table Top Exercise
UOD—Uniform Of The Day
UTC—Unit Type Code
USTRANSCOM—United States Transportation Command
WARNORD—Warning Order