



# **655<sup>TH</sup> Intelligence, Surveillance, and Reconnaissance Wing**

## **Commander's Digest**

**BY ORDER OF THE COMMANDER  
655TH INTELLIGENCE  
SURVEILLANCE AND  
RECONNAISSANCE WING (AFRC)**

**655 INTELLIGENCE, SURVEILLANCE  
AND RECONNAISSANCE WING  
HANDBOOK 1-2**

**17 JANUARY 2023**

***Air Force Culture***

**COMMANDER'S DIGEST**



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This handbook, together with Air Force Policy Directive (AFPD) 1, *Air Force Culture*, and Air Force Instruction (AFI) 1-2, *Commander's Responsibilities*, provides a solid foundation for assisting 655th Intelligence, Surveillance, and Reconnaissance Wing (ISRW) commanders with setting the tone, establishing priorities, and taking the lead in their unit. Refer recommended changes and questions about this publication to the OPR using the Department of the Air Force (DAF) Form 847, *Recommendation for Change of Publication*; route DAF847s 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 (IAW) Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and disposed of IAW the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). 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 655 ISRW.

## Chapter 1

### OVERVIEW

#### 1. Reference Materials.

**1.1. Air Force Publications.** Air Force Publications (e.g., AFI, DAFMAN, etc.) will be critical to knowledge you need to perform your job. You will often have difficult decisions to make, spending many hours and days deliberating on how to proceed. However, with a little research, you will find that publications -- both Air Force and Department of Defense (DoD) Issuances -- provide many of the answers and/or guidance required in your decision-making process. Your decision-making will first be judged to ensure you are compliant with Air Force and DoD standards, so ensure you consult these guidance documents regularly. That said, publications do not always provide specific “black and white” answers but instead give general direction to provide flexibility to make decisions at a unit level—be sure to understand when this flexibility is allowed and when it is not in your decision-making

1.1.1. As you begin your job as a Squadron Commander, the first publication you should reference is AFI 1-2, Commander’s Responsibilities. This AFI provides a great primer for your command requirements and the Air Force’s expectations of you in this role.

**1.2. Books and Papers.** Throughout the years, there have been many books and papers written about both command and leadership in general. As you enter command, it is worthwhile to revisit some of your favorites you have used over the years or find some new books or papers on the subjects. These writings can help teach or remind you of leadership lessons that will serve you well in your new position.

1.2.1. One resource to consider is the Chief of Staff of the Air Force Professional Reading List. This Reading List was created by former Chief of Staff, General Ronald Fogleman, and is released regularly. It is filled with great reading recommendations about leadership and other subjects.

1.2.2. There are also many books and reference material specifically about command. One that is **HIGHLY RECOMMENDED** is “Sharing Success—Owning Failure: Preparing to Command in the 21st Century Air Force”. This was written by former Air Force Chief of Staff, General David Goldfein, shortly after he finished his squadron command assignment. It is filled with practical examples and specific guidance on how to conduct yourself as a commander. This book can be found on the Air University website as a soft copy version. Another book that has received very positive feedback by current and former commanders is “Commanding an Air Force Squadron in the 21st Century: A Practical Guide of Tips, & Techniques for Today's Squadron Commander” by Jeffery Smith. It is easily ordered through Amazon or other booksellers. See [Attachment 5](#) for other recommended readings.

## Chapter 2

### ROLES AND RESPONSIBILITIES

#### 2. Upper Echelons.

**2.1. Wing and Group Staff.** Your first level of support above the squadron level is the Group Staff. While you may be aware that 10th Air Force (10 AF) or Air Force Reserve Command Headquarters (AFRC HQ) is working an issue, you should be very careful about skipping echelons and should utilize your respective Group Staff for the vast majority of your needs and requirements. In some cases, Group Staff may direct you to the Wing Staff or other higher headquarters staff. Early in your Command tour, you should familiarize yourself with your Wing and Group Staffs, including making orientation trips to their headquarters locations. Contact information for key Wing and Group Staff can be found on the “Commander’s Corner” SharePoint page at: <https://usaf.dps.mil/sites/655ISRW/SitePages/CCs.aspx>.

## Chapter 3

### EARLY RESPONSIBILITIES

#### **3. Introductions, Accountability, Publications, Command and Control, and Feedback.**

**3.1. Introductions.** Your success as a squadron commander will be heavily dependent on your relationships within and outside of the squadron. You should take time soon after Change/Assumption of Command to meet with the following individuals/groups to get to know them and understand their perspectives, goals, and missions as this information will likely be critical to your success. **Note:** It is not appropriate to engage as a representative of the Squadron until after the Change/Assumption of Command.

3.1.1. The Entire Squadron: The squadron members will be anxious about their new leader and meeting with them early will help them better understand who you are and your expectations. While you may not be able to release your “Commander’s Intent” (as detailed in AFI 1-2) at this point, you should focus on letting them understand your background/experience and your overall expectations. You should also take some time to get to know them through formal and informal meetings and events.

3.1.2. Your Leadership Team: You should spend time with your leadership team to (a) get to know them and (b) understand the successes and challenges of the Squadron. These meetings will be critical as you develop your Commander’s Intent and develop Squadron priorities. At a minimum, this should include your Director of Operations (DO), Senior Enlisted Leader (SEL), flight commanders and their non-commissioned officers (NCOs), and the First Sergeant (“Shirt”)

3.1.3. Your Regular Air Force (RegAF) Counterparts: Ultimately, as members of the Air Force Reserve, we are “force providers” to the RegAF and it is our role as a classic associate unit (CAU) to support their mission. Developing a trusting relationship with our RegAF partners and understanding their expectations and requirements will serve you well in executing your own mission. More information about the classic association construct can be found in AFI 90-1001, Total Force Associations (TFAs).

3.1.4. Others: There will be many organizations that assist you while in command, and you should build relationships with each of them. While there is no all-encompassing list, some important organizations include: host wing command leadership, local recruiters, other reserve units on base, base Chaplain, base Judge Advocate General (JAG), base Command Post Leadership (including the Base Defense Operations Center (BDOC)), base Civilian Personnel Office (CPO -- especially if you have Air Reserve Technicians (ARTs) in your unit), base Equal Opportunity (EO -- you will be required to perform a unit climate assessment early in your command position), medical squadron and/or group leadership, Mental Health, and the base Airman & Family Readiness Center (A&FRC).

**3.2. Accountability.** Accountability is critical within your squadron, and lack of accountability can cause significant challenges to unit effectiveness. All members in your command are subject to recall from their home of record, workplace, or travel/vacation location within 40-hours of the recall notification provided to squadron members. Therefore, it is imperative that you have accurate and effective recall and accountability procedures. It is important that, early in your command experience, you ensure the recall roster is up to date and all members have access to and

understand both the recall procedure and the Air Force Personnel Accountability and Assessment System (AFPAAS).

**3.3. Squadron Publication(s).** While there is no requirement to have any squadron-level publications, many units have found it very helpful to have one (e.g., Squadron Manual or Squadron Operating Instruction (OI)). Of note, these documents must be coordinated through the Staff Judge Advocate (SJA) and Wing Publications and Forms Manager (PFM), to ensure legality, compliance, and to protect you as a commander. If you are a unit that already has a publication(s), it is recommended that you revisit them to ensure this coordination has occurred and to make changes as needed to fit your expectations and leadership plan. If you are a new squadron or a squadron that does not have any publications, it is recommended that you consider creating one to ensure your unit members have a thorough understanding of the squadron rules and expectations. The squadron guidance should cover topics including, but not limited to: Work Hours, Annual Tour, Lodging, Career Development, Promotions, Fitness, Travel Vouchers, Government Travel Cards, Dress & Personal Appearance, and Training. Many of the 655 ISRW units have existing manuals/OIs that can serve as a basis for yours and the Group Staff can help you obtain copies of these examples. NOTE: Further information about creating a publication, as well as the template(s) needed to do so, can be found on the Wing PFM SharePoint page: <https://usaf.dps.mil/sites/655ISRW/SitePages/PFM.aspx>.

**3.4. Command and Control.** As demonstrated in military history, Command and Control (C2) can be a differentiator in victory or be a significant contributor in defeat. Create and/or modify the organizational structure that best fits your plan to achieve success. There are publications that drive your decisions in this matter and, using these documents and your own command authority, you should organize your squadron in a manner that provides a clear chain of command and optimizes work performance. Visit this early in your command position so roles and responsibilities throughout your organization are clear. Once created, make your Organizational Chart/Structure readily available to the entire unit. See **Attachment 2** for the wing's units' missions.

**3.5. Initial Feedback.** While initial feedback is required by AFI, it is easy to postpone or delay it because of the demands on your time. Providing initial feedback is essential to setting standards and expectations. Do not let those demands prevent you from completing this important task. Utilize the Airman feedback mechanisms in myFSS and myEval for your direct reports and ensure the entire squadron understands your expectations and goals (utilize the Commander's Intent or other tools). Additionally, if you have ARTs and non-ART civilians in your unit, you will be required to create or update Defense Civilian Intelligence Performance (DCIPS) performance expectations in MyBiz. In units with traditional reservist (TR) commanders, DCIPS ratings must be coordinated with the Supervisory Intelligence Specialist Senior ART or Active Guard and Reserve member (usually the DO). Bottom Line: You cannot measure performance without establishing your expectations.

## Chapter 4

### IN-PROCESSING

#### 4. In-Processing, Information Technology, and Training.

**4.1. Introductions.** Your success as a squadron commander will be heavily dependent on your relationships within and outside of the squadron. You should take time soon after Change/Assumption of Command to meet with the following individuals/groups to get to know them and understand their perspectives, goals, and missions as this information will likely be critical to your success. **NOTE:** It is not appropriate to engage as a representative of the Squadron until after the Change/Assumption of Command.

**4.2. Information Technology.** There are many information technology tools you will need to gain access to and/or your role will need to be modified to a “Commander/Supervisor” role when you take command. Below, while not an all-encompassing list, are some of the tools which you will find critical to perform your role. It is highly recommended that you work with your Squadron Staff, Group Staff, or other organizations to create or modify your account. Note: some of this will be done automatically when the Air Force Personnel Center and Air Reserve Personnel Center (AFPC) systems are updated with your “G-Series orders” and you being moved to a command-coded billet but it is important that you check that the change has been made.

4.2.1. Air Reserve Component Network (ARCNet): You will use ARCNet to perform a variety of functions including checking readiness, Unit Training Assembly Processing System (UTAPS) entry, and monitoring training. Ensure your account has been updated to reflect your commander role so you can monitor and update as necessary.

4.2.2. AtHoc and AFPAAS: AtHoc is a system employed by the Air Force that allows exchange of critical information in the event of an emergency, whether it is a natural or manmade threat to safety and life. Update your AtHoc information by clicking on the purple globe in the bottom right-hand corner of your computer on the Non-secure Internet Router Network (NIPR). Additionally, ensure AtHoc and AFPAAS reflect your commander position by contacting your Base Command Post, if necessary, to have your information updated.

4.2.3. Air Reserve Orders Writing Systems-Reserve (AROWS-R): Ensure your AROWS-R account reflects your commander role so you can view, approve, and certify your members’ orders.

4.2.4. Enterprise Task Management Software Solution (ETMS2): ETMS2 is used to track tasks and actions required by upper echelons. While you have the authority to delegate some of these tasks within your unit, it is important you have an account to monitor and close actions as necessary. Please contact your Group Staff about creating an account.

4.2.5. myFSS: While this should happen automatically, it is critical that you ensure your role as Commander is reflected in the myFSS as soon as possible. This will ensure you can review and approve personnel action (e.g., performance reports, decorations, etc) at the earliest potential opportunity.

4.2.6. myFitness: myFitness is a system where you can monitor your squadron member’s performance. It is recommended that you have your Unit Fitness Program Manager (UFPM) add you to myFitness where you can review and monitor your unit members.

4.2.7. The Management Internal Control Toolset (MICT): MICT is a system to allow units to perform self-assessments of unit program performance. While you can and should delegate entry of specific MICT data, it is critical that you have an account to monitor this unit data and perform MICT functions specific to the squadron commander.

4.2.8. The Defense Readiness Reporting System (DRRS): DRRS provides senior military leaders a comprehensive readiness reporting system that measures the capability of the United States military to carry out operations. Reports are created monthly and you, as the squadron commander, must sign off on the Readiness Assessment. It is recommended you work with your unit DRRS monitor to create an account. DRRS resides on the Secure Internet Protocol Router (SIPR) network, thus requiring the establishment of a SIPR account.

4.2.9. Electronic Case Tracking (ECT): The ECT application provides HQ AFRC with an automated tool to administer and manage Line of Duty (LOD) cases to ensure timely medical treatment and receipt of benefits for deserving service members. It is recommended that you work with the Group Staff on procedures to obtain an account.

4.2.10. MyBiz: If you have any Civilians in your organization and you are their rater, it is important that you have an account on the MyBiz, located on the Defense Civilian Personnel Data System (DCPDS). This will allow you to access and view information about DCIPS civilian personnel salary, benefits, awards, and performance. Please contact your base CPO if your account is not automatically created.

4.2.11. Aeromedical Services Information Management System (ASIMS): The ASIMS website provides users access to their Individual Medical Readiness (IMR) status, including IMR action list, Immunizations, and Deployment Health Assessments. You should work with the Group Staff, who in turn will work with the 445 AW, to gain access to this site so you can monitor your unit's medical readiness.

4.2.12. Defense Equal Opportunity Climate Survey (DEOCS): A DEOCS should be initiated within 120 days of taking command. Please contact 445 AW/EO office to initiate a DEOCS for your unit. Also, you may contact your local EO office to initiate the DEOCS.

4.2.13. Personnel Incident Notification Report (PINR): The PINR (attachment 3) is required for notification through the group and wing to 10AF. The 10AF Commander's Critical Information Requirements (CCIR) list ([attachment 4](#)) includes incidents that must be reported through this process.

4.2.14. Deliberate and Crisis Action Planning and Execution Segments (DCAPES): DCAPES serves as the Air Force's single command and control, or C2, system to present, plan, source, mobilize, deploy, account for, sustain, and redeploy and reconstitute combatant commander requirements supporting major combat operations, stability operations, strategic deterrence and homeland security. The commander should have awareness of this capability, how it is used in the squadron, and know the two account holders within the squadron.

4.2.15. LeaveWeb: This is the Air Force system of record to authorize military leave, document the start and stop of such leave; record address and telephone number where you may be contacted in case of emergency during leave; and certify leave days chargeable to you. Within the 655 ISRW, this system is only used for AGR leave requests and audits; TRs on long-term orders use the AF IMT 988 for leave requests.



4.2.16. Commander's Toolkit (CCTK): CCTK is a NIPRNET-based application designed for commanders to review their unit's state of AEF readiness. The CC Toolkit pulls data from MilPDS, PIMR, ADLS, SFMIS, AFDS, and ACES-PR into a single dashboard for Commanders and UDMs to monitor unit readiness.

**4.3. Training.** There are many training courses, some required and others optional, that will provide you the knowledge you need to achieve success. You may find your local base or your RegAF counterparts require other courses not detailed below, but this list should give you the start you need to be successful.

4.3.1. Squadron Commander's Course: The Squadron Commander's Course is provided at AFRC HQ at Robins Air Force Base (AFB) and covers a wealth of information useful to a new squadron commander. Your unit training manager (UTM) should sign you up for the earliest class opportunity.

4.3.2. Leadership Development Course for Squadron Command (LDCSC): This course provides prospective commanders, new commanders, and senior enlisted leaders with the tools required to succeed in command. Offered through Air Education and Training Command (AETC), attendees get countless opportunities to hone critical leadership skills while collaborating with fellow RegAF and ARC military and civilian leaders. This course is best to attend right before or shortly after taking command.

4.3.3. Manager's Internal Control Program (MICP): This is a required course provided the Wing's Chief Financial Analyst, Mr. Stephen Zamosky. Please contact Mr. Zamosky directly to set up this training.

4.3.4. Limited Privilege Suicide Prevention Program (LPSP): This is a required training course for all Squadron Commanders and can be set up by contacting the Wing Director of Psychological Health, Ms. Kathy Murray. AFRC also has compiled a Commander's Suicide and Casualty Response Guide that is attached on Commander's Corner of the Wing Sharepoint Site.

4.3.5. Local Base Training Requirements: Please work with your local base to ensure you satisfy their local training requirements. Many bases have specific training such as Emergency Management and Response or other local requirements. For example, Commanders at Wright-Patterson AFB are required to attend the Emergency Management Commander's Immersion Briefing which can be set up with the Air Force Material Command Emergency Management office. Additionally, all new commanders are required to conduct 8-day Sexual Assault Prevention and Response (SAPR) incident reporting training within 30 days of taking command. Contact your local SAPR office to schedule this training.

4.3.6. 445 AW/Reserve Deployment Readiness Cell (RDRC): Incoming Squadron Commanders must meet with the 445 RDRC representative within 90 days of assuming command to inform/train commanders of their deployment/mobility commitments and responsibilities.

4.3.7. DCIPS Training: Commanders with DCIPS employees are required to complete the necessary training outlined here: <https://dcips.defense.gov/training/>.

JOSEPH T. MARCINEK, Colonel, USAF  
Commander

**Attachment 1**

**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION**

***References***

AFI 1-2, *Commander's Responsibilities*, 08 May 2014

AFPD 1, *Air Force Culture*, 16 October 2019

***Prescribed Forms***

None

***Adopted Forms***

None

***Abbreviations and Acronyms***

**AFI**—Air Force instruction

**AFRC**—Air Force Reserve Component

***Terms***

**Adopted Form**—A form that is used in or required by a publication other than the publication that prescribes the form

**Prescribed Form**—A form designed to support the implementation of requirements in a directive publication. Use and purpose of a prescribed form must be contained in the publication it supports (also known as the prescribing publication).

Attachment 2

655 ISRW PLACEMAT

Figure A2.1. 655 ISRW Placemat.



\*Graphic also available at the 655 ISRW Commander's Corner SharePoint page



**Attachment 4**  
**10 AF CCIR LIST**

**A4.1. 10 AF CCIR List.**

A4.1.1. The 10 AF CCIR list can be found on the 655 ISRW SharePoint:  
<https://usaf.dps.mil/sites/655ISRW/SitePages/CCs.aspx>.

**Attachment 5**

**RECOMMENDED READING LIST**

Start with Why, Simon Sinek

Find Your Why, Simon Sinek

Leaders Eat Last, Simon Sinek

The Infinite Game, Simon Sinek

Dare to Lead, Brene Brown

Radical Candor, Kim Scott

Make Your Bed, ADM (ret.) William H. McRaven

Turn the Ship Around!, L. David Marquet

It Worked for Me, GEN (ret.) Colin Powell

The Kill Chain, Christian Brose

Call Sign Chaos, Gen (ret.) Jim Mattis

Washington: A Life, Ron Chernow

Benjamin Franklin: An American Life, Walter Isaacson

The New Leader's 100 Day Action Plan: How to Take Charge, Build or Merge Your Team, and Get Immediate Results, George Brandt, Jayme Check, and John Lawler

A Passion for Leadership: Lessons on Change and Reform from Fifty Years of Public Service, Robert M. Gates

CSAF Library/Reading List: <https://www.af.mil/About-Us/CSAF-Leadership-Library/>

## Attachment 6

## MEMORANDUM FROM THE COMMANDER

Figure A6.1. Memorandum from the Commander.



DEPARTMENT OF THE AIR FORCE  
655TH INTELLIGENCE, SURVEILLANCE, AND RECONNAISSANCE WING  
WRIGHT-PATTERSON AIR FORCE BASE

22 December 2022

MEMORANDUM FOR 655 ISRW COMMANDERS

FROM: 655 ISRW/CC

SUBJECT: Commander's Handbook

1. Welcome to the 655th Intelligence, Surveillance, and Reconnaissance Wing (ISRW) and to one of the best and most demanding jobs in the Air Force: Squadron Command. As a Commander, you have been entrusted with incredible power—in terms of legal authority and personal influence—and it will be critical you honor that trust by commanding your organization effectively with balance, purpose, and dedication. It is your responsibility to set the tone, establish priorities, and take the lead. This handbook will assist you on your way. However, there is no “all-encompassing” checklist or “how-to” guide to address all issues you will confront as a Commander. The handbook is not a regulation you must strictly follow, nor should it be your sole source of information. Used properly—and supplemented with other sources—this handbook will help to prepare you to effectively meet the needs of the mission, while also taking care of and leading your people.

2. In addition to leading people to accomplish your assigned mission, you have been entrusted with the responsibility to promote and safeguard the morale, physical well-being, and the general welfare of persons under your command. Most important, always remember to:

- a. Recognize the difference between being in command and just being a leader.
- b. Fully understand the responsibilities associated with command.
- c. Know the mission and stay focused.
- d. Hold your subordinates and yourself to high standards.
- e. Fully accept responsibility and take it seriously.
- f. Lead by example.

3. Please contact me or the 655 ISRW Support Staff (Comm: 937-257-8023, DSN: 787-8023) should you have additional questions regarding this Handbook. Good luck in your command!

JOSEPH T. MARCINEK, Colonel, USAF  
Commander