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AIR COMBAT COMMAND**



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This instruction implements policy in AFPD 33-3, *Information Management*. Use this instruction with AFMAN 33-326, *Preparing Official Communications* and AFH 33-337, *The Tongue and Quill*. This ACCI outlines HQ Command Section procedures for preparing and processing correspondence for Air Combat Command (ACC) Commander (CC), Deputy Commander (CD) and Director of Staff (DS). This publication does not apply to Air Force Reserve Command (AFRC) Units. This publication does not apply to the Air National Guard (ANG). This instruction applies to HQ ACC, its Centers, Numbered Air Forces (NAFs) and their assigned wings. ACC/DS is the waiver approving authority for non-tiered requirements and requests for waivers of non-tiered items must be processed through command channels to the publication OPR for consideration. This publication may be supplemented at any level, but all direct supplements must be routed to the OPR of this publication for coordination prior to certification and approval. 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*; route AF Form 847s from the field through the appropriate functional's chain of command. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with the Air Force Records Disposition Schedule located in the Air Force Records Information Management System. **Attachment 1** is for reference only and is not mandatory.

SUMMARY OF CHANGES

This document has been substantially revised and includes procedures for tasking, preparing, coordinating and staffing official memorandums, personalized letters, messages, staff summary sheets (SSS), electronic staffing, read-aheads, and meetings/briefings with ACC/CC and CD. To the greatest extent possible, all information workflow (the process of tasking, coordinating, and staffing) within HQ ACC will be electronic.

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1. Commander's Intent. As subject matter experts and trusted advisors, the Command Staff relies on your expertise. That means the products provided are critical, whether working the myriad of taskers or preparing for a decision-oriented CORONA with the Secretary of the Air Force, Chief of Staff of the Air Force, or other leaders. As you prepare staff work, keep the big picture in mind, ensure the work underpins our Combat Air Force (CAF) Strategic Plan, and be concise and direct. In addition, ensure approvals are completed at the lowest, effective level when delegable. Avoid sending packages to CD or CC, if their endorsement/coordination is not truly needed.

2. Roles and Responsibilities.

2.1. Air Combat Command Director of Staff (ACC/DS):

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

2.1.2. Develops policy that identifies roles and responsibilities, outlines processes for workflow, correspondence preparation, and suspense and tracking management for ACC.

2.1.3. Receives, controls, and distributes ACC/CC, ACC/CD, and ACC/DS correspondence as appropriate.

2.1.4. Manages and distributes Task Management Tool (TMT) tasks to directorates.

2.2. HQ ACC Deputy Director of Staff and Executive Officer:

2.2.1. Serve as correspondence control and task liaison between the command section, headquarters staff directorates, NAFs, and Air Force Centers.

2.2.2. Assigns tasks on behalf of ACC/CC, ACC/CD, ACC/DS and, when necessary, NAF and Center commanders. As a general rule, task assignment will occur within 4 business hours of receipt of the task item. However, time-critical task items will be assigned upon receipt. Tracks tasks requiring CD or COMACC coordination to completion. Provides clear task instructions and processing guidance that will include, at a minimum. :

2.2.2.1. Specific actions required to complete the task.

2.2.2.2. A summary of the task.

2.2.2.3. References to related past work and associated documents (as appropriate)

2.2.2.4. OPR. Note: OPRs are responsible to assign appropriate offices for Coordinating Responsibility (OCR(s)) as required by the given task.

2.2.2.5. Minimum coordination and staffing requirements.

2.2.2.6. Suspense date.

2.2.3. Monitors the status of task actions.

2.2.4. Reviews proposed replies for appropriate coordination, clarity and administrative quality to ensure correspondence meets requirements and effectively and efficiently answers the tasking.

2.3. Command Section Knowledge Operations Management Staff (ACC/DSAA):

2.3.1. Focal point for all information addressed to the ACC Command Section. All hard-copy/paper communications (classified or unclassified) going to or coming from the Command Section are routed through and monitored by ACC/DSAA.

2.3.2. Ensures proper archiving.

2.3.3. Returns hard-copy/paper communications requiring physical dissemination to the originating directorate.

2.3.4. Coordinates ACC/CC, CD, CCC, and DS VTCs and SVTCs

2.4. Directorates:

2.4.1. Assign actions through controlled and established procedures within their respective directorate and across directorates if OPR.

2.4.2. Assist in determining the proper response to complete a task (e.g., electronic staff package, memorandum, personalized letter, etc.) and provide additional task instructions as appropriate.

2.4.3. Ensure correspondence is essential, timely, well organized, and fully coordinated.

2.4.4. Meet established due dates.

2.4.5. Request extensions from the originating OPR if/when necessary. ACC/DS will, upon approval, adjust the ACC suspense as appropriate. ACC/DS can provide assistance if suspenses are unreasonable and agencies are unnecessarily rigid.

2.4.6. Maintain current task status during the life cycle of each task to ensure timely submission of replies.

2.4.7. Ensure office organizational email boxes are established and managed for incoming electronic tasks and packages.

2.4.7.1. Ensure workflow email accounts are able to accept/send encrypted emails in accordance with all FOUO/Privacy Act guidance.

2.4.7.2. Monitor boxes throughout the day to responsibly manage tasks.

2.4.8. Save and archive a copy of all signed documents according to AF records disposition schedules (RDS).

2.4.9. Appoint, in writing, authorized personnel to pick up classified packages for their organization and provide a copy of the appointment letter to ACC/DSAA.

2.5. Action Officers (AO):

2.5.1. AOs serve as experts in their specific field, which affords them the opportunity to shape command decisions. ACC/CC relies on AO expertise to recommend decisions on important issues based on concise, usable data.

2.5.2. Ensure correspondence is value added, timely, well organized, correct, clear, and concise. If a recommendation is appropriate, state it up front.

2.5.3. Determine the proper form of reply to complete an action (e.g., Electronic SSS (eSSS), memorandum, or briefing) if not specified in the task.

2.5.4. Ensure appropriate coordination is accomplished through the division, directorates, and, if appropriate, subordinate and external agencies (e.g., US Air Force Warfare Center, NAF, Headquarters Air Force (HAF), etc.) prior to forwarding to the Command Section.

2.5.5. Upon receiving a tasking, research the proposed solution and prepare a draft answer/staff position. This process should include initial coordination with and inputs from other AOs/agencies involved. The AO's division chief should approve the draft answer for coordination.

2.5.6. Ensure coordination with each staff office having a functional interest is accomplished.

2.6. Executive Officers: All executive officers within HQ ACC act on behalf of their director and are responsible for serving as the focal points for their directorate. For those offices that do not have an executive officer, there will be at least one individual on staff appointed to perform these responsibilities.

2.6.1. Quality check and review of documents.

2.6.2. Ensure sound communications arrive error-free, grammatically correct, are in approved format and properly classified.

2.6.3. Track status of all packages and obtain 2-Letter approval prior to releasing any packages designated for the Command Section.

3. Staffing Actions.

3.1. Sources of Tasks. A common source for tasks requiring ACC/CC or ACC/CD approval is from the office of the ACC/DS, although many more tasks are routinely generated at lower levels. The Commander's Action Group (CCX) also initiates tasks supporting the front offices. Taskers typically result from:

3.1.1. HAF, which should flow through the ACC Director of Staff office for CC and/or CD coordination/approval, but may flow straight to a directorate for lower level coordination.

3.1.2. Event Action Item (resulting from meetings, conferences, staff meetings, etc.)

3.1.3. Read-ahead Action Item (automatic when a meeting is scheduled)

3.1.4. 2-Letters (NAF/Center commanders or directors) may initiate taskers that require support and action from other 2-Letter directorates to complete.

3.1.5. Requests for action from wings and NAFs. These tasks should take priority whenever possible, as our main mission is to support these units. SMEs in directorates should help wings (in particular) shape requests and packages as early as possible in the process. HQ ACC provides the staff expertise so lower echelons can focus on mission.

3.2. Suspense Dates. ACC/DS will determine the suspense dates for taskers based on [Table 1 Guidelines](#).

Table 1. Task Due Dates.

TASK CATEGORY	DUE NLT 1600 TO COMMAND SECTION	EXTENSION AUTHORITY
HAF Tracked	2 workdays prior to the HAF suspense date	HAF OPR (AO work with HAF OPR for extension)
CC, CD taskers	1-2 workdays prior to suspense	CC or CD office
DS, CCX taskers	Same day as suspense	CC, CD, DS, or CCX office
Read-aheads for CC or CD meetings	2 workdays prior to meeting (AO work exceptions with CCE/CDE)	CC or CD office
Note: Some taskers will not fit this mold and may have a different timeline. Read-aheads not received by the suspense date could result in the meeting being removed and rescheduled to a later date.		

3.2.1. Suspense Initiation. ACC/DS initiates Command Section suspenses.

3.2.2. Changing a Suspense Date. Packages are due to the Command Section NLT 1600 on the established suspense date, or as otherwise assigned. The AO will notify ACC/DS through their executive officer if an extension from higher headquarters' suspense has been granted, NLT 24 hours prior to the established ACC suspense date.

3.2.3. Redirecting a Suspense. If the tasked directorate believes a different organization within HQ ACC should assume primary responsibility for the suspense, the tasked directorate will coordinate with the appropriate ACC staff agency for handoff of ownership then inform ACC/DS of task agreement. Note: Until ACC/DS changes the OPR, the original directorate tasked is responsible for action on the package.

3.2.4. Suspense Coordination. The directorate OPR and AO are responsible for ensuring formal coordination is accomplished with each directorate having a functional interest, regardless of whether or not they are copied as a recommended OCR.

3.2.5. Final Top-Line Processing. Once the 2-Letter directorate or equivalent approves and signs the package, it will be forwarded to ACC/DS via the Senior Leader Approval Process (SLAP) in the ACC Task Management Tool (TMT).

3.3. Coordination Requirements. Coordination gives affected organizations an opportunity to contribute to and comment on the staff package. ACC uses top-line, bottom-line, and horizontal coordination (between directorates or 2-Letter to 2-Letter). **Note:** It is generally inappropriate for a 4-Letter to contact a 2-Letter in another directorate; however, it is appropriate for a 4-Letter to contact another 4-Letter.

3.4. Disseminating Signed CC, CD, or DS Memorandums, Letters, and Messages. For correspondence not sent out directly by CD or COMACC, ACC/DSAA, upon signature by ACC/CC, ACC/CD, or ACC/DS will execute actions to disseminate, based on the directions outlined in the TMT or SSS. As appropriate, ACC/DSAA will return letters, messages, or packages to the originating directorate for appropriate disposition. ACC/DS will be copied on all task completion correspondence to ensure proper tracking of tasks. Include ACC/DSAA as a copy whenever they should be involved in dissemination.

3.5. Records Management. The OPR for staff packages (electronic or paper) is the owner of the record of information and is required to keep the official copy of the completed staffing action. The Electronic Records Management (ERM) Solution Guide, along with AFI 33-322,

Records Management and Information Governance Program, provides guidelines for managing electronic records. The ERM file plan lists only the file numbers marked as “paper/electronic” or “electronic” on the approved AFRIMS file plan. Electronic files will mirror paper files to ensure the official or record copy of the electronic record is maintained and disposed of IAW Air Force guidelines.

3.6. Tracking Suspenses. Not all packages and actions are tracked in TMT, but ACC/DS recommends directorates use TMT as the system of record for tracking packages for visibility, unofficial record-keeping, and consistency.

3.7. Handling and Processing Sensitive or Classified Information.

3.7.1. Communications are considered sensitive when referring to negative or adverse information on an individual or program (e.g., personnel or Inspector General (IG) actions). Likewise, if there is a requirement for only certain individuals to view the information, it should be considered sensitive.

3.7.2. Action officers will use the appropriate processes to staff sensitive information along with the appropriate security measures to ensure data protection. For more information refer to AFII7-130, *Cybersecurity Program Management*.

3.7.2.1. For example, in TMT mark tasks ‘Private’ when correspondence, documents, or response contain: JA, Safety Investigation, or Medical information.

3.7.3. When there is a requirement to process classified information electronically, the AO will use the information system appropriate to the classification (i.e. SIPRNet).

3.7.4. Comply with security classification instructions and safeguarding according to DoDM 5200.01, Volumes 1-3, *DoD Information Security Program*, DoDI 5200.48, *Controlled Unclassified Information (CUI)*, and AFMAN 16-1404, Volumes 1-3, *Information Security Program*, (for all handlers at all levels within the workflow process).

3.8. Preparing Staff Packages.

3.8.1. Staff packages must be concise and be provided in electronic format via TMT, unless the data cannot be appropriately protected (see Section 3.7). To the maximum extent possible, all SSSs going to the Command Section should be limited to the equivalent of one page. Helpful hints and formats for putting together a good staff package are contained in the ACC AO Handbook at https://usaf.dps.mil/sites/ACC/AO_Resources/

3.8.2. For all products going to the Command Section on paper, the command standards are contained within the ACC AO Handbook.

3.9. Staff Packages Requiring Rework.

3.9.1. All packages requiring rework will be returned to the OPR with specific instructions on what corrections are needed.

3.9.2. When the Command Section returns a package for additional work or coordination, it will go to the 2-Letter for action. The 2-Letter will most often route it to the appropriate 3-Letter or lower for AO action. The returned package may include an

amended suspense date; however, depending on the criticality of the information required, the original suspense date may be retained.

3.9.3. If the original suspense is retained, the AO should expedite the changes and return the package within 24 hours through their 2-Letter via TMT for electronic packages or to HQ ACC/DSAA for hard-copy packages. Otherwise, the AO will return the package according to the new suspense.

3.9.4. If the package only needs administrative changes (spelling, punctuation, grammar), then reviewers may make changes and continue forwarding through the workflow process.

3.9.5. In cases involving major edits or changes to guidance, it may be necessary to re-coordinate, as determined by the OPR.

3.9.6. Action officers will use AFMAN 33-326, *Preparing Official Communications*, AFH 33-337, *The Tongue and Quill* and ACC/DS or ACC/CCX approved templates on the ACC AO Handbook for point papers and PowerPoint briefing products as their source documents. If criteria dictate otherwise, exceptions may be made on a case-by-case basis. The ultimate goal is to produce correctly formatted and accurate correspondence that is consistent throughout the Air Force.

3.10. Email Responses to the Command Section.

3.10.1. During staff meetings or informal gatherings, ACC/CC or ACC/CD may ask a question that might not require a staffing package or SSS. If given the option to provide an “email response,” the AO should draft a response for their director and forward through the division front office to the directorate executive officer. The director signs the response and forwards to the Command Section office (ACC/DS/CD or CC), with courtesy copies to the organizational box.

3.10.2. Include any relevant background information with the response. Unless the response is “Eyes Only,” always provide the ACC/DS Director of Staff with a courtesy copy.

4. Process for Coordination, Tasking, and Tracking of Suspenses.

4.1. Coordination Requirements. Begin the coordination process by identifying other staff offices that have an interest in the package. The process must allow enough time for thorough coordination from participating organizations. Reviewing organizations should respond directly to the OPR/AO who consolidates/resolves the comments from all coordinating officials and prepares the final staff package. Given the need to be efficient, do not over-coordinate by sending packages out widely. Focus coordination by thinking through roles and equities. Do not shotgun “just in case.”

4.1.1. Once staff coordination is complete, the OPR routes through the organization’s chain-of-command to the 2-Letter or the 2-Letter’s designee (i.e., executive officer) who submits it to the Command Section.

4.1.2. For all Command Section decision packages and briefings involving current or future funding issues, include a concise statement on how the initiative will be funded.

- 4.1.2.1. The package must outline how the current year requirement will be financed, how the requirement will be accomplished in the financial plan, and what Program Objective Memorandum (POM) impact will be incurred, if any.
 - 4.1.2.2. The package must be coordinated with ACC/FM and/or ACC/A5/8/9 prior to sending to the Command Section for a decision.
 - 4.1.3. For staff packages going to the Command Section, show only ACC-directorate level coordination and other MAJCOM/outside agency (3-Letters and above) coordination on the staff package.
 - 4.1.4. Coordination. Providing “Info” copies of an SSS does not constitute coordination.
- 4.2. Concur with Comments. If a reviewer concurs with the overall action of an SSS, but has additional comments for clarification, then those comments are returned to the OPR for consideration. If the comments are not fully incorporated by the OPR, the OPR should indicate disposition either in the “Views of Others” section of the SSS or on an attached memo (refer to the memo in “Views of Others”). If the comments constitute only administrative changes (spelling, punctuation, grammar, or format), then the reviewer will make changes and continue forwarding through the workflow process. Cases involving major edits, or changes to guidance, require returning to the OPR for reconciliation.
- 4.3. Non-concurrence. The following pertains to directorate-level non-concurrence:
 - 4.3.1. A non-concurring organization prepares a memorandum or Comments Resolution Matrix (CRM), addressed to the originating directorate, stating reasons for Non-concurrence and sends to the originating directorate.
 - 4.3.2. When the originating office receives a notice of non-concurrence and the differences cannot be resolved by AOs, the originating directorate becomes responsible for resolution, to include facilitating a discussion between directorate front offices (typically the directorate deputy) and the DS. Differences within our own staff should rarely reach CD or CC. In those few cases, the OPR documents the non-concur in “Views of Others” and ensures the non-concurring directorate approves of the wording. Once a position is obtained from the Command Section, the AO will notify the coordinating official who non-concurred on the response. Note: given this, “Views of Others” should generally be from outside ACC. For example, good staffing should indicate when another MAJCOM or HAF has a significantly different view.
 - 4.3.3. Bottom-Line Coordination. The AO will obtain bottom-line coordination with those who likely have a connection with the project, 3-Letter and below. AOs will perform this task as one of the first steps in the coordination process, resolving differences before seeking top-line coordination. Coordination with organizations outside HQ ACC is frequently required. Expedite coordination by making simultaneous distribution to all coordinating offices.
- 4.4. Top-Line Coordination. Top-line coordination occurs after 3-Letter and external coordination. **Note:** AOs should not expect directors to approve packages going for top-line if bottom-line coordination is incomplete.

4.5. Concurrent Top-line/Bottom-line Coordination. Concurrent coordination should be avoided, unless a package must be coordinated with little warning and requires both expert and leadership inputs, agreement, and signature simultaneously.

4.6. Horizontal Coordination. Coordination across parallel levels on the ACC staff is the norm.

5. ACC Templates for Personalized Letters, Official Memorandums, Stationery, Awards, Retirement Certificates, and Letters of Appreciation: All templates commonly used and the TMT Business Rules can be found in the **ACC Action Officer (AO) Handbook**, which is available at the following link: https://usaf.dps.mil/sites/ACC/AO_Resources/

6. Read-Aheads for Command Section Meetings.

6.1. Read-aheads are required for all formal meetings scheduled with the ACC/CC and ACC/CD in the local area (required for office calls on a case-by-case basis). ACC/CCE or ACC/CDE will assign OPR. The OPR is responsible for ensuring read-aheads are submitted and the Command Section has the necessary details of the event no later than 1600 two work days prior to the scheduled meeting. An additional note regarding read aheads on **Table 1**, Task Due Dates.

6.1.1. The OPR's directorate executive officer will ensure that the read-ahead package includes the standard products (See ACC/DS Business Rules for the template and example: <https://usaf.dps.mil/sites/ACC-ds/cag/SitePages/Home.aspx>)

6.1.2. If the read-ahead is inappropriately tasked to the wrong directorate, that executive officer will address the concern with other execs and then to the tasking exec (CCE or CDE). That exec will review and correct, if needed.

6.1.3. Read-ahead packages need to be intelligible and self-explanatory. They should state a desired outcome of the meeting at the very beginning of the eSSS (decision, guidance, approval, etc.).

6.1.4. If a decision requires ACC/CC or ACC/CD signature, please include a draft letter as Tab 1 of the read-ahead.

7. ACC Strategic Calendar.

7.1. The ACC Strategic Calendar is a management tool designed to help senior leaders see "the big picture" of activities affecting HQ ACC. It is intended to provide information and situational awareness to help de-conflict activities (i.e., Squadron Commanders' Course, ACC Commanders' Conference and CORONA). The ACC Strategic Calendar is managed by ACC/CCX. at DSN: 574-7077. It is an Outlook calendar titled "ACC/CCX Strategic Calendar" viewable by all Common Access Card users.

7.2. HQ ACC Key Personnel Availability Tool. Commander and Directorate Secretaries are responsible for updating the Key Personnel Availability Tool with TDYs and leaves that affect their Commander or Director. The Key Personnel Availability Tool is located at the following link: <https://usaf.dps.mil/sites/ACC-ds/cag/SitePages/Home.aspx>.

8. TMT Specific Business Rules.

8.1. Lateral topline coordination among directorates (2-Ltr) will be conducted in TMT to the furthest extent possible.

8.1.1. A physical signature can be requested through TMT, but it should be clearly stated in the recommendation line of the TMT eSSS. For example, “Print and sign document at Tab 1 and return to A1 for processing.”

8.2. Tasking originating at the DS level will be tasked to only the 2-Ltr OPR but will list suggested office(s) of coordinating responsibility (OCRs). OPRs and SMEs are the best source for ensuring appropriate OCRs are tasked.

8.2.1. As a general rule, all correspondence for ACC/CC or ACC/CD release/signature should be processed via TMT. Exceptions apply on a case-by-case basis. The SLAP is intended for packages seeking Command Section (DS, CD, CC) approval/coordination/signature. Where feasible and prudent, directorates may use SLAP for internal coordination through 2-digit approval/signature.

8.2.2. The following types of correspondence will not normally be tasked in TMT:

8.2.2.1. IOIs (Items of Interest)

8.2.2.2. OPRs, EPRs, Decorations (processed via vPC)

8.2.2.3. PRFs, RRF

8.2.2.4. Response to direct email from CC, CD, DS

8.3. Electronic Packages.

8.3.1. All packages will have an electronic Staff Summary Sheet (eSSS)

8.3.2. Tabs/Attachments (in Final Docs). Those that require action from ACC/CC, ACC/CD or ACC/DS should be first (i.e., Tab 1). Those that do not require action should be directly supporting or required background information that will likely be required for action to be taken.

8.3.2.1. Email messages/memorandums that are drafted for ACC/CC, ACC/CD or ACC/DS release should have:

8.3.2.1.1. Appropriate format

8.3.2.1.2. Correct signature block

8.3.2.1.3. Task originator in the “To” line

8.3.2.1.4. ACC OPR (usually the directorate), ACC/DS, ACC/DSAA and ACC/CD organizational email in the “CC” line for messages from the ACC/CD and ACC OPR (usually the directorate); ACC/CD, ACC/DS, ACC/DSAA and ACC/CC organization email accounts in the “CC” line for messages from ACC/CC.

8.4. The Staff Summary Sheet (SSS) (electronic or hard-copy)

8.4.1. The SSS must concisely and accurately summarize the issue, provide analysis and make a recommendation. AOs must ensure the recommendation is one that requires an action, for example: “Recommend you coordinate without comment.”

8.4.2. AOs will format SSSs using the following headers:

8.4.2.1. PURPOSE.

8.4.2.2. BACKGROUND/DISCUSSION.

8.4.2.3. VIEWS OF OTHERS.

8.4.2.4. RECOMMENDATION. **Note:** Each SSS section must have text. “N/A” is not acceptable. It is acceptable to use “None” if there are no Views of Others under that heading. **Note:** The Recommendation section must match the action you wish the ACC/CC or ACC/CD to take. In other words, if your point paper requests the ACC/CC approve a course of action in its Recommendation section, then the SSS Recommendation should have the same wording. Use common sense when wording this section. It is generally the most important line in the SSS, so be concise, but make it stand alone as much as possible.

8.4.2.5. For information only packages, use “Info,” for example: DS Coord, CD Coord, CC Info. AOs will still route these through the Command Section. If the end result is to obtain approval (Appr) or signature (Sign), then other Command Section recipients will be coordinating officials (Coord).

8.4.3. Include the AO’s full name (as it appears on the Global Address List), the tasking number, and date in the appropriate blocks of the SSS. Ensure the correct suspense date is in the subject line.

8.4.4. Upon receipt of the final package from the Command Section, AOs will file appropriate documents IAW Records Management governing directives.

8.4.5. 2-Letters or deputies will sign all SSSs going to the Command Section. In instances where the SSS must be signed by the 3 or 4-Letter, then the AO must include their 2-Letter in the top-line coordination to release the package to the Command Section.

9. Guidelines for Paper Packages.

9.1. Sending Sensitive Information to the Command Section. Use folders with a Sensitive Information (or Privacy Act) cover sheet on the front cover. Use proper privacy act markings IAW AFI 33-332, *Air Force Privacy and Civil Liberties Program*, on memorandums. If the information is only releasable to the ACC/CC, ACC/CD, or ACC/DS, place contents in a sealed envelope clearly marked for “DS, CD or CC eyes only” (if applicable) on the front of the envelope. **Note:** Unclassified Controlled Nuclear Information (UCNI) will have a cover sheet on the package.

9.2. Sending Classified Information to the Command Section. Classified packages hand-carried to the Command Section must be processed through ACC/DSAA. Mark packages with appropriate classification and security markings. Attach classified cover sheets on the front of classified packages. If possible, avoid using a classified subject. This helps automate tracking the package.

9.3. Receiving Classified Information from the Command Section. Personnel authorized to pick up classified packages for their directorate or agency must be designated in writing by their director, deputy, or executive officer. The original appointment memorandum will be sent to DSAA. It will need to be changed as Directorate front office personnel change.

9.4. Procedures for Preparing Hard-Copy Packages.

9.4.1. When TMT is not a viable option, AOs will use paper-based staffing (AF Form 1768, *Staff Summary Sheet*). Paper may be appropriate when a physical signature is required for a certificate, or other form where electronic use is problematic. A SSS will accompany all packages. As always SSSs need to be stand alone and concisely describe required action.

9.4.2. Pen-and-ink changes are acceptable when a document is remaining within the headquarters (e.g., SSS) and is not targeted for signature from ACC/CC, ACC/CD, or ACC/DS.

9.4.3. If the package is going to the Command Section for signature or destined outside HQ ACC, it must be error-free with no pen-and-ink changes.

9.4.4. Urgent packages must be flagged. The ACC/CC and ACC/CD offices require more than 1 day to coordinate and approve. The respective AO and Director should be ready to see the ACC/CC at any time once an urgent package is submitted.

9.4.5. Packages which do not comply with these criteria prescribed in this instruction will be returned to the directorate for correction.

9.5. Assembling Paper-based (hard-copy) Staff Package:

9.5.1. Action officers will consolidate the staff package and all documentation in a blue folder.

9.5.1.1. The SSS should be fixed to the outside pocket of the folder. AOs will attach any additional documentation (such as prior coordination, Command Section mark-ups, etc.) behind the SSS.

9.5.1.2. Attach the document that requires approval or signature inside the right pocket of the folder. **Note:** Do not staple or sign the proposed letter or message. To clarify where action is required, AOs may attach “sign here” labels on the signature page.

9.5.1.3. Background information such as a briefing, list of attendees (OWLS list) or Read-aheads should be presented as additional tabs. Use tab sheets and have the numbers ascend from the bottom up.

9.5.1.4. Ensure all folders going to the Command Section are in good condition. Do not send tattered or previously stapled folders to the Command Section. **Note:** If the package is classified, ensure the folder reflects the highest classification marking for the contents in the package. Ensure appropriate classification marking guidelines are followed.

10. Items of Interest (IOI).

10.1. General Guidance. An IOI allows the AO at any level to communicate through their directorate directly with the command section. IOIs are sent through the directorate front office and are accomplished when:

10.1.1. ACC/CC, ACC/CD, or ACC/DS requests it.

10.1.2. There is a need to inform the command section of an important matter sooner than could be done through normal staffing procedures with a "for information only" eSSS.

10.1.3. There is a need to update an earlier IOI dealing with continuing issues.

10.2. Procedures.

10.2.1. The staff member who has primary responsibility for the item will write and sign the IOI.

10.2.2. Directorates will establish their own internal procedures for routing the IOI to the command section.

10.2.3. An example of an IOI format can be found in the AO Handbook.

10.2.4. Provide copies to any other directorates who would benefit from the information.

10.2.5. The directorate will send the IOI directly to the intended office organizational email box in the command section and will provide a copy to ACC/DS for an ACC/CD IOI, and to ACC/DS and ACC/CD for an ACC/CC IOI. Also, courtesy copy the "ACC/DSAA correspondence" organizational mailbox on any IOI sent to the command section. Of course, anytime a Director or Deputy wants to communicate directly with ACC/CC or ACC/CD, it is appropriate to use their personal account, and copy others as deemed appropriate.

10.2.6. An IOI that impacts the entire staff can be sent to "IOI Distro" (IOIDistro@us.af.mil) organization box that can be found on the GAL.

10.3. Limitations.

10.3.1. Do not use IOIs to propose a solution or recommend an action. IOIs are for information only.

10.3.2. Limit IOIs to one page if possible.

10.3.3. Attachments are discouraged, with the exception of a tasker. Include the tasker as an attachment when the IOI is the product of a command section tasker. Note that the standard response for a command section tasker is in TMT, but an IOI might be requested on occasion. Include other attachments only when essential to explain the issue.

11. Preparing ACC/CC for Conferences, Office Calls, Legislative Engagements and Decision Briefs.

11.1. The Commander's Action Group (CCX) establishes guidance for these events. CCX guidance is located on their SharePoint site: <https://usaf.dps.mil/sites/ACC-ds/cag/SitePages/Home.aspx>

11.2. One of the key duties of an AO is to offer their expertise in order to prepare ACC/CC for conferences, office calls, decision briefings and other engagements. The AO is required to summarize complex problems, offer solutions and identify ACC equities to facilitate ACC/CC decision making. Contact the ACC/CCX, DSN 574-7077, with any questions on conference, office call and decision brief preparation.

11.3. The majority of ACC/CC's meetings, conferences and decision briefings are intended to be decision oriented. "Info only" briefings should be avoided. Staff input is critical in developing briefings as well as advocating ACC and Combat Air Force (CAF) positions on other MAJCOM/HAF/Service briefings.

11.4. The staff is provided with read-aheads and asked to review for ACC equities prior to a conference. A tasker is sent to the appropriate OPR asking for a specific product (facel slide, Bullet Background Paper [BBP], or e-memo) to prepare ACC/CC.

11.5. BBPs provide a summary of a given topic. BBPs should include purpose, discussion, talking points, a conclusion and recommended courses of action if applicable. BBPs should be limited to no more than two pages (see ACC AO Handbook and AFH 33-337).

11.6. An "OWLS list" will be provided for all briefings conducted for ACC/CC or ACC/CD. The OWLS list consists of the attendees, final briefing, briefer/s, venue, and type of briefing being conducted. ACC/DSAA, DSN: 574-7950 is the OPR for the OWLS site. Use the OWLS list site located at the following link to create/register for an event: <https://usaf.dps.mil/sites/ACC-DS/cag/skull/default.aspx>.

12. Skull Sessions.

12.1. These are preparation sessions for ACC/CC. A skull session is held before conferences, key office calls and important site visits. ACC staff directors and subject matter experts are required to attend skull sessions. ACC/CCX and ACC/DS will manage attendance. Briefings are reviewed with the appropriate director walking COMACC through the slides, hitting the main points, contentious issues and recommendations. Additionally, a facer slide developed by the directorate is also reviewed. The one slide facer captures the briefing overview, critical issues/highly controversial decision points, and key talking points.

12.2. Briefing and Facer/Call Out templates can be found in the ACC Action Officer (AO) Handbook; available as a link under the Sites section on the HQ ACC - Air Combat Command SharePoint site: <https://usaf.dps.mil/sites/ACC-ds/cag/SitePages/Home.aspx>.

12.3. AOs play a crucial role in preparing their staff Director and COMACC for skull sessions. AOs will ensure the information they provide is value added, timely, well organized, correct, clear, and concise. AO's are highly encouraged to attend skull sessions and offer their views as required.

13. Congressional (CODEL) or Staff Delegations (STAFDEL).

13.1. All Congressional interaction should include ACC/CCX coordination.

DAVID S. CHACE, Colonel
Director of Staff

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

AFH 33-337, *The Tongue and Quill*, 27 May 2015

AFI 17-130, *Cybersecurity Program Management*, 13 Feb 2020

AFI 33-322, *Records Management and Information Governance Program*, 23 Mar 2020

AFI 33-332, *Air Force Privacy and Civil Liberties Program*, 10 Mar 2020

AFMAN 33-326, *Preparing Official Communications*, 31 Jul 2019

AFPD 33-3, *Information Management*, 8 Sep 2011

DoDI 5200.48, *Controlled Unclassified Information (CUI)*, 6 Mar 2020

DoDM 5200.01-V1, *DoD Information Security Program: Overview, Classification, and Declassification*, 24 Feb 2012

DoDM 5200.01V1_AFMAN16-1404V1, *Information Security Program: Overview, Classification and Declassification*, 11 Jan 2021

DoDM 5200.01-V2, *DoD Information Security Program: Marking of Information*, 24 Feb 2012

DoDM 5200.01V2_AFMAN16-1404V2, *Information Security Program: Marking of Classified Information*, 7 Jan 2021

DoDM 5200.01-V3, *DoD Information Security Program: Protection of Classified Information*, 24 Feb 2012

DoDM 5200.01V3_AFMAN16-1404V3, *Information Security Program: Protection of Classified Information*, 23 Dec 2020

Prescribed Forms

None

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

AF Form 1768, *Staff Summary Sheet*

Abbreviations and Acronyms

ACC/CC—Commander, Air Combat Command

ACC/CD—ACC Deputy Commander

ACC/DSA—CC Director of Staff

ACC/DSAA—Command Section Knowledge Operations Management Staff

AO—Action Officer

CCE—Executive Officer to ACC/CC

CDE—Executive Officer to ACC/CD

DS-2—Deputy Director of Staff

DSE—Executive Officer to ACC/DS

eSSS—Electronic Staff Summary Sheet

GAL—Global Address List

IOI—Item of Interest

OCR—Office of Collateral Responsibility

TMT—Task Management Tool

Terms

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

ACC Action Officer (AO) Handbook—Contains all the HQ ACC document templates.

Bottom-Line Coordination—The process of coordinating with a Division/Wing (3-Letter) or branch (4-Letter) level office.

Command Section—Comprises the Commander (CC), Deputy Commander (CD), Director of Staff (DS), Commander's Action Group (CCX), and Command Chief (CCC).

Task Management Tool (TMT)—The primary tool for use to coordinate/staff electronic packages within ACC. TMTs include the same content as a paper SSS: Purpose, Background, Discussion, View of Others, and Recommendation.

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

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

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

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

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

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

Top-Line Coordination—The process of coordinating with a Directorate/NAF/Center office. Also referred to as 2-Letter coordination.