

**BY ORDER OF THE COMMANDER
AIR EDUCATION AND TRAINING
COMMAND**



**AIR EDUCATION AND TRAINING
COMMAND INSTRUCTION 33-301**

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Communications and Information

**HEADQUARTERS EXECUTIVE
STAFFING PROCEDURES**

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This instruction implements Air Force Policy Directive 33-3, *Information Management*. Use this instruction in conjunction with Air Force Manual (AFMAN) 33-326, *Preparing Official Communications*, Department of the Air Force Handbook (DAFH) 33-337, *The Tongue and Quill*, Air Force Instruction (AFI) 33-332, *The Air Force Privacy and Civil Liberties Program*, and Department of Defense Instruction 5200.48 Department of the Air Force Instruction (DAFI) 16-1403, *Controlled Unclassified Information (CUI)*. Air Education and Training Command Instruction (AETCI) 33-301, outlines procedures unique to the Air Education and Training Command (AETC) command section on preparing and processing correspondence for the AETC Commander (AETC/CC), Deputy Commander (AETC/CD), Command Chief (AETC/CCC) and Chief of Staff (HQ AETC/CS). This instruction also includes guidance for setting an appropriate suspense, official memorandums, electronic coordination, and staff summary sheets (SSS). It applies to all members of the Headquarters (HQ) AETC staff, Directorates, offices of Chiefs of Special Staff, Numbered Air Forces, Wings, and direct reporting units. This publication does not apply to United States Space Force, Air National Guard or Air Force Reserve Command; however, it does apply to Air Reserve Component members assigned to the HQ AETC staff. This publication may be supplemented. Changes to the procedures in this publication are not authorized without approval of HQ AETC/CS. Send recommendations for change or comments to this instruction using the Department of the Air Force Form 847, *Recommendation for Change of Publication*, to the HQ AETC Deputy Director of Staff (AETC/DSD). Ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records

Disposition Schedule, which is located in the Air Force Records Information Management System. The authorities to waive wing, unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T3”) number following the compliance statement. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the publication office of primary responsibility (OPR) for non-tiered compliance items. See [Attachment 1](#) for glossary of references and supporting information. 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 Department of the Air Force.

SUMMARY OF CHANGES

This document has been revised and should be completely reviewed. Changes include level of signature authority required on certain coordination requests; added Equivalency Rules of Engagement requirements and associated Tables and Figure; added standard overall suspense dates for common tasks, to include time limits and requirements when accepting and rejecting taskers; updated overall tasking process requirements, to include updated correspondence standards and templates.

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1. General Guidance:

1.1. Every effort should be made to electronically staff and coordinate command section correspondence at all levels within AETC. Electronic coordination increases the speed and efficiency of staff coordination and supports Air Force (AF) efforts for paper reduction. With few exceptions (e.g., HQ AETC Senior Leader Management Office (AETC/A1L) sensitive packages and information on senior leaders (E-9s and O-6 and higher)), AETC requires staff packages at all levels be processed via the Enterprise Task Management Software Solutions (ETMS2), previously referred to as Task Management Tool.

1.2. The focal point for all communications addressed to the AETC Command Section is the Executive to the Chief of Staff, Task Management and Workflow Section (HQ AETC/DSE, via the AETC Tasker Workflow, aetc.tasker.workflow@us.af.mil). All electronic and hard copy correspondence going to, or coming from, the command section is routed through and monitored by HQ AETC/DSE. ETMS2 is the preferred method for routing information to the command section.

1.3. Commanders, Deputy Commanders, *Directors, or *Deputy Directors, (*includes executive civilian equivalent designations and applies throughout this supplement, where used) will review and sign the SSS for hard copy packages, or electronically sign or annotate on an electronic staff summary sheet (eSSS) in ETMS2. **(T-2)** Process eSSS via ETMS2 in the “My Response” tab of the ETMS2 tasker and route for approval coordination to the AETC Tasker Workflow using the “Submit for Approval” command in ETMS2. The AETC Tasker Workflow in ETMS2 is monitored by the HQ AETC/DSE office.

1.4. Equivalency Rules of Engagement (ROE). (See also **Table 1**, **Table 2**, and **Figure 1**).

1.4.1. An OPR from a HQ AETC Directorate/Special Staff organization will be identified on all tasks originating from or through HQ AETC/DSE (AETC Tasker Workflow). **(T-2)**

1.4.2. The OPR of any tasker initiated by a HQ AETC Directorate/Special Staff organization or an AETC Numbered Air Force (NAF)/Numbered Air Force Equivalent (NAF-E) organization is assumed to be the initiating organization unless otherwise designated from within the initiating organization’s hierarchy.

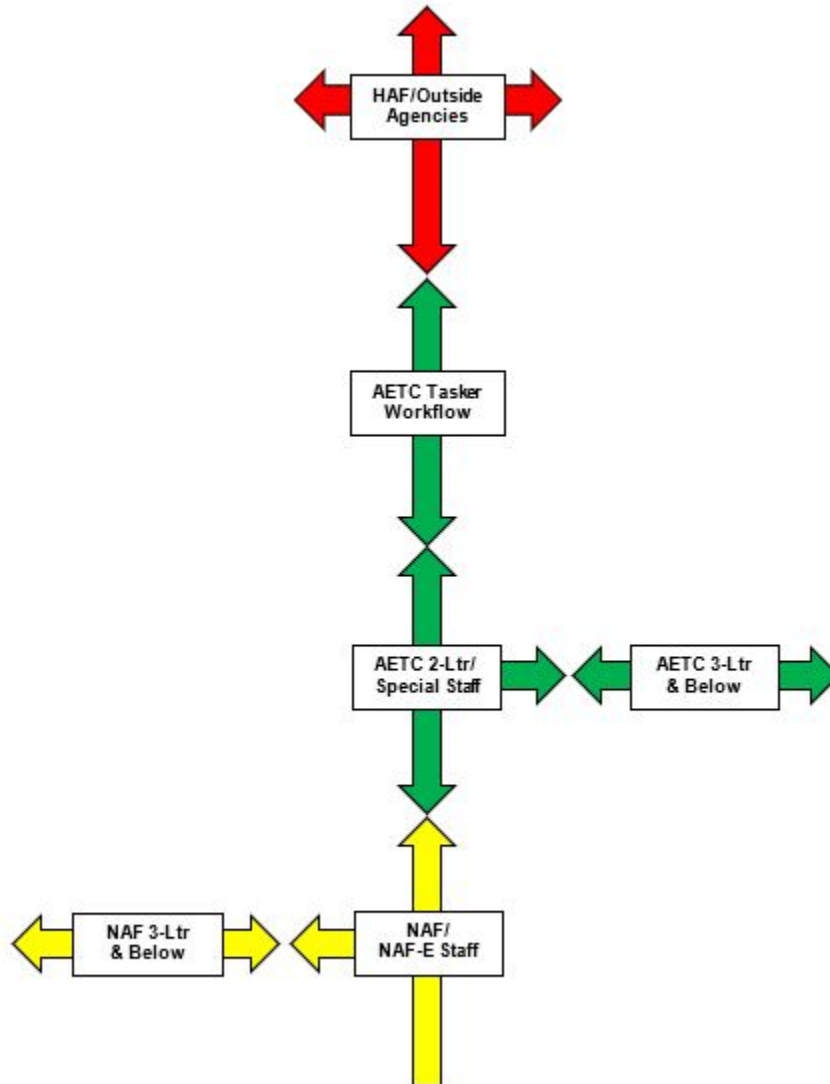
Table 1. HQ AETC Staff Equivalency Rules of Engagement (ROE).

HQ AETC Tasking Authority	HQ AETC Staff/NAF/NAF-E Organization Tasker
AETC CC/CD/CCC/CS [thru AETC Tasker Workflow]	HQ AETC 2-Ltr/AETC NAF/NAF-E [thru 2-Ltr, AETC/NAF/NAF-E Tasker Workflow]
HQ AETC 2-Ltr (Note: HQ AETC Command Section (AETC/CCQ), HQ AETC Command First Sergeaqnt (AETC/CCF), AETC/A1L, and HQ AETC Personnel and Program Branch (Awards and Decorations) (AETC/A1KK0 have HQ AETC 2-Ltr tasking authority in performance of their functional duties only).	AETC CC/CD/CCC/CS [thru AETC Tasker Workflow], HQ AETC 2-Ltr/AETC NAF/NAF-E [thru 2-Ltr, AETC NAF/NAF-E Tasker Workflow]
HQ AETC 3-Ltr	HQ AETC 3-Ltr and below
HQ AETC 4-Ltr	HQ AETC 4-Ltr and below

Table 2. AETC NAF/NAF-E Staff Equivalency Rules of Engagement (ROE).

AETC NAF/NAF-E Tasking Authority	HQ AETC Staff/NAF/NAF-E Organization Tasker
NAF/NAF-E CC/CD/CCC/CS [thru NAF/NAF-E Tasker Workflow]	HQ AETC 2-Ltr/AETC NAF/NAF-E [thru HQ AETC 2-Ltr/AETC NAF/NAF-E Tasker Workflow]
NAF/NAF-E 2-Ltr	NAF/NAF-E 2-Ltr and below
NAF/NAF-E 3-Ltr	NAF/NAF-E 3-Ltr and below
NAF/NAF-E 4-Ltr	NAF/NAF-E 4-Ltr and below

Figure 1. AETC Tasking Hierarchy Flowchart.



1.4.3. Once tasked by the appropriate authority and accepted, coordination between assigned Action Officers on any level is encouraged to increase efficiency of task accomplishment.

2. Action Officer (AO) Responsibilities:

2.1. Ensure correspondence is essential, timely, well-organized, correct in format, clear, and concise (as identified in this supplement, or when not identified, in accordance with (IAW) DAFH 33-337, *The Tongue and Quill*).

2.2. An eSSS or SSS, must either be signed by the organization's Commander, Deputy Commander, Director, or Deputy Director, or be identified as a completed coordination component on all correspondence requiring command section action. Write succinctly and provide responses within the body of the eSSS/SSS. If necessary, include background information as attachments to the eSSS/SSS. See [Attachments 2](#) and [3](#) for eSSS/SSS templates.

2.3. AOs ensure formal coordination is accomplished through the division and directorate front offices prior to forwarding to the command section, which includes all offices of collateral responsibility (OCR). Packages received without proper coordination will be returned for rework and can negatively impact timely action or decisions.

2.4. AOs ensure the action required on correspondence is clear and completed in time to give coordinating and approving officials outside the command section a reasonable time to review and/or sign before the suspense date. If more time is required to complete the tasking, request an extension no later than, (NLT) 48 hours prior to the established suspense via ETMS2 or as appropriate.

Table 3. Standard Overall Suspense Dates for Common Staff Actions.

Action Type	Overall Suspense Timeline
Headquarters of the Department of the Air Force (HAF) Organizations and Higher	IAW Headquarters Operating Instruction 33-3, <i>Correspondence Preparation, Control, and Tracking</i> , Para 3.7. and Table 3.2.
AETC/CC, CD, and CS Request for Information	5 business days
HQ AETC Command Section	10 business days
HQ AETC Directorates, Special Staff, and Lower Task	14 business days

2.5. The AO owns the package from start to finish and is responsible for tracking the package until the final action is complete. This includes, but is not limited to, ensuring receipt from all coordinating organizations. The initiating organization will maintain an official record copy for staff packages IAW the Air Force Records Disposition Schedule in the Air Force Records Information Management System. A completed record, to include document tabs and attachments maintained within ETMS2, suffices this requirement.

2.6. Within 30 days of assignment to a HQ AETC Directorate/Special Staff, AOs will attend the HQ AETC/DSD facilitated HQ AETC Staff AO Course, or the next available course thereafter. AETC NAF/NAF-E organizations shall accomplish AO training on all newly assigned staff that includes the contents of this supplement as early in the AO's assignment as possible.

3. Tasking Process:

3.1. Suspense Initiation. HQ AETC/DSD, on behalf of the HQ AETC/CS, initiates an appropriate suspense on each task through HQ AETC/DSE via ETMS2. (See also [Table 3](#)).

3.2. Changing Suspense Date. Unless otherwise noted, packages are due to the command section NLT 1600 Central Standard Time on the established ETMS2 suspense date. Organizations will submit narrative justification for any requests for extensions via the "Request Extension" command within ETMS2 for HQ AETC/DSE consideration NLT 48 hours prior to the established suspense. **(T-2)** Only under extraordinary circumstances will

extensions be approved inside this timeframe and organizations shall continue to meet the suspense until an extension is approved.

3.3. Tasker Acceptance or Rejection.

3.3.1. Taskers assigned by the appropriate tasking authority shall be accepted or rejected within one business day of assignment.

3.3.2. When assigning taskers with a non-standard suspense timeline, **Table 3**, the tasking authority shall contact the assigned OPRs directly via email and phone notifications to amplify the short suspense. **(T-2)**

3.3.3. When rejecting a tasker, the rejecting organization will utilize the “Reject Tasker” command in ETMS2 and select ‘Rejection Reason’ using the dropdown arrow and provide an abundance of reason and rationale in the ‘Comments’ text box. **(T-2)** If a recommended owner is known, please specify the recommended organization’s workflow within the ‘Recommended Owner’ selection box.

3.4. Redirecting Taskers. Redirection actions should be initiated within one business day of assignment, or immediately after determination of redirect. If the tasked organization believes a different organization should assume OPR designation for a specific task, the organization’s Executive Officer or designee will coordinate the change in OPR with the other Directorates/Chief of Staff Office or Executive Office and inform HQ AETC/DSE (who will confirm no conflicts in making the OPR change with HQ AETC/DSD). **(T-2)** Remember, until the other organization assumes responsibility and HQ AETC/DSE changes the OPR, the original organization tasked is responsible for the action and meeting assigned suspense.

3.5. Coordination. The OPR’s AO is responsible for ensuring formal coordination is accomplished with each organization having a functional interest, regardless of whether or not they are included as OCRs.

3.5.1. Adding or Removing OCRs. HQ AETC/DSE is responsible for identifying the OPR and establishing the OPR suspense; thereafter, the organization identified as the OPR is responsible for adding OCRs as deemed appropriate.

3.5.1.1. In instances where a tasker suspense is within five business days, HQ AETC/DSE may assign appropriate OCRs, if known, to aid in timely task accomplishment.

3.5.1.2. If an organization listed as an OCR has no functional interest in a specific tasking, document the reason within the tasker and close at the appropriate level.

3.5.1.3. Adding OCRs, to include establishing an appropriate OCR suspense, must be done by the OPR well before the specified OPR suspense date. **(T-2)**

3.5.2. Required Coordination on Funding Issues. HQ AETC Financial Management and Comptroller (AETC/FM) must be an OCR and provide coordination on all packages and briefings involving funding. **(T-2)** In addition to HQ AETC/FM, HQ AETC Strategic Plans, Programs and Requirements (AETC/A5/8) should also be an OCR for funding issues outside of the current fiscal year.

3.5.3. Required Coordination on Legal Issues. Any staff package requiring AETC/CC, AETC/CD, AETC/CCC, or HQ AETC/CS signature requires HQ AETC Judge Advocate General (AETC/JA) review before submitting to the HQ AETC/DSE for staffing. **(T-2)**

3.5.4. Required Coordination on Spouse Travel Requests. HQ AETC/FM and HQ AETC/JA coordination must be indicated on all requests for AETC/CD approval of spouse travel. Additionally, a Military Air request must precipitate approval for government funded travel request.

3.6. Routing to HQ AETC Command Section. Once the OPR's organizational commander, deputy commander, director, or deputy director approves the staff package, it is transmitted via ETMS2 to the AETC Tasker Workflow by selecting the "Submit for Approval" command. When hard copy staff packages cannot be routed electronically through ETMS2, coordinate and process in the same manner as electronic packages and deliver to HQ AETC/DSE. Hard copy packages are assembled as described in **Attachment 4**.

3.7. Command Section Processing. HQ AETC/DSE will process all packages for the command section. **(T-2)** Once the command section coordination is complete, HQ AETC/DSE will return correspondence to the OPR. **(T-2)** The OPR is responsible for releasing all correspondence to Directorates, NAFs or NAF equivalents, and below to the appropriate organization (lateral and down). **(T-2)** HQ AETC/DSE will release all memorandums to other MAJCOMs and HAF (up and out). **(T-2)**

3.8. Packages Requiring Rework. Packages returned for rework will have additional guidance for the OPR to satisfy the requirements of the suspense prior to resubmission.

3.8.1. A package returned by the command section for additional work or coordination will go only to the OPR organization and may include an amended suspense date (in some cases, depending on the criticality of the information required, the original suspense date may be retained).

3.8.2. The OPR should expedite the changes and return the reworked package to HQ AETC/DSE, along with original, annotated material (if provided in hard copy), to include any guidance memorandums and additional suspense notes. In cases involving major changes or changes to policy or guidance, the OPR should determine if re-coordination with OCRs is required.

3.8.3. A package initiated by an organization having no command section suspense date, may be returned for additional work or coordination prior to final acceptance and/or processing. Include the annotated material with the returned package.

4. Special Handling or Processing Requirements:

4.1. Information Requiring Priority Handling. When submitting a time-sensitive package to the command section, the organization's Executive Officer or equivalent should notify the HQ AETC/DSE of the need to expedite the package. The AO must remain in close contact with HQ AETC/DSE to ensure the package is complete and does not require additional work or coordination. **(T-2)**

4.2. Sending Sensitive Information to the Command Section.

4.2.1. Sealed envelopes or folders must be used to transmit sensitive information to the command section and must be processed through HQ AETC/DSE.

4.2.2. Paper documents and printed materials containing CUI or personally identifiable information (PII) shall be covered with: the Standard Form 901, *Controlled Unclassified Information (CUI) Coversheet*, or AFVA 91-218, *Privileged Safety Information (PSI) Cover Sheet*, as appropriate.

4.2.3. Electronically transmitted documents and materials must be marked appropriately (e.g., CUI, PII, CUI//SP-PSI), in accordance with applicable governance. Within ETMS2 organizations shall select and use: the “Is Private” function in the ‘General Tab’ before transmitting taskers containing CUI or PII, and the “Safety Investigations” function available under “Category” in the ‘General Tab’ before transmitting taskers containing PSI. **(T-2)**

4.3. Sending Classified Information to the Command Section. The preferred method of submitting classified packages to the command section is via the Secret Internet Protocol Router Network to AETC Tasker Workflow, USAF.JBSA.AETC-CC.MBX.AETC-TASKER-WORKFLOW@MAIL.SMIL.MIL. If this method is not feasible, hand carry to HQ AETC/DSE and ensure packages are marked with the appropriate classification, security markings, and downgrading instructions. Attach classified cover sheets on the front and back of classified packages. Refer to Department of Defense Manual 5200.01 Department of the Air Force Manual 16-1404 Volumes 1 through 3, *Information Security Program*, for guidance on handling of classified material.

4.4. Receiving Classified Information from the Command Section. The preferred method of sending classified information from the command section is via Secret Internet Protocol Router Network. In certain circumstances, personnel authorized to pick up classified packages for their organization or agency must be designated in writing to do so by their Commander, Deputy Commander, Director, Deputy Director, or Executive Officer. **(T-2)** Send the original appointment memorandum to HQ AETC Directorate of Staff Executive Agent (AETC/DSEA).

4.5. Processing of Top Secret-Special Compartmented Information. The sending and receiving of Top Secret-Special Compartmented Information correspondence must be appropriately coordinated in advance between all organizations involved.

4.6. AETC Guidance Memorandums and Instructions. Any correspondence establishing, revising, or rescinding AETC guidance or instructions will be approved at least at the Commander, Deputy Commander, Director, Deputy Director, or Special Staff Chief level. Forward those policy decisions of direct interest to the AETC/CC and/or AETC/CD to the command section for approval via ETMS2.

4.7. Processing personnel action on AETC Senior Leaders. Any personnel-related correspondence directly correlating to an AETC Senior Leader (Colonel or higher; or CMSgt) must be processed directly to AETC/A1L outside of ETMS2.

5. General Guidelines for Written Communication:

5.1. Correspondence Standards. The AETC standard for preparing written correspondence are outlined in AFMAN 33-326 and DAFH 33-337, unless otherwise provided within this supplement. **(Note:** Approved correspondence templates are available on the HQ AETC/DS OneSource SharePoint® site accessible at <https://usaf.dps.mil/teams/AETC-HQ-DS/OneSource/SitePages/Home.aspx>).**)**

5.1.1. Abbreviations. Do not use abbreviations (to include military rank) in correspondence where style, elegance, and formality are important.

5.1.2. Letterhead. Use command two-line, generic blue letterhead or computer-generated letterhead for correspondence signed by the AETC/CC, AETC/CD, AETC/CCC, or HQ AETC/CS. See examples at [Attachment 6](#), [Attachment 7](#), and [Attachment 8](#).

5.1.3. Commander and Deputy Commander Stationery. Certain letters may be prepared on Office of the AETC/CC, AETC/CD, or AETC/CCC stationery. For format, see the sample in [Attachment 5](#). HQ AETC DS Command Staff Executive Agent, HQ AETC/DSEA, is the focal point for obtaining Office of the AETC/CC, AETC/CD, or AETC/CCC stationery.

5.1.4. Fonts. The standard font settings for all command section correspondence is: Times New Roman, 12-point, black font. Small fonts authorized only to control page breaks, but no smaller than 10-point.

5.2. Official Memorandums. Follow guidance in DAFH 33-337 and see examples at [Attachment 6](#), [Attachment 7](#), and [Attachment 8](#).

5.3. Personal Format Letters. Follow guidance in DAFH 33-337. Please provide go-by names for all individuals listed in the letter.

6. eSSS and AF Form 1768, *Staff Summary Sheet*:

6.1. eSSS/SSS Purpose. Use an eSSS/SSS to send information to, or request action from, the AETC/CC, AETC/CD, AETC/CCC, and HQ AETC/CS. Sending information copies to addressees other than the AETC/CC, AETC/CD, AETC/CCC, and HQ AETC/CS is also appropriate.

6.2. eSSS/SSS Preparation. ETMS2 is the preferred method for routing information to the command section. An eSSS is required for all coordination in ETMS2 ([Attachment 2](#)). When use of ETMS2 is not feasible, use AF Form 1768 ([Attachment 3](#)).

6.2.1. The preferred routing of electronic or hard copy staff packages destined for the AETC/CC, AETC/CD, AETC/CCC, and HQ AETC/CS through HQ AETC/DSE is as follows: HQ AETC/CS, AETC/CCC, AETC Executive Officer to the Deputy Commander (AETC/CDE), AETC/CD, Executive Officer to the Commander, AETC (AETC/CCE). Any staff package related to enlisted matters must include the AETC/CCC.

6.2.2. The organization's commander, deputy commander, director, or deputy director must sign the SSS. **(T-2)**

6.3. Coordination and Approval Guidelines:

6.3.1. At a minimum, all packages must clearly reflect OCR coordination.

6.3.2. The senior individual or formally designated representative in the staff agency or directorate, when assigned as an OCR, must sign or approve as the coordinating authority. **(T-2)**

6.3.3. Prior to coordination, if an OCR determines a package requires input or coordination by a staff agency/directorate other than those already listed as OCRs, notify the OPR to make the final determination.

6.4. Comments. Normally, Commander's, Deputy Commander's, Director's, or Deputy Director's comments are included only if they non-concur. However, AOs are authorized to include Director's comments that reflect significant concerns but don't necessarily indicate non-concurrence.

6.5. Non-concurrence. The following pertains to Directorate, Special Staff, NAF, or NAF-E non-concurrence:

6.5.1. Non-concur comments will be placed in the eSSS or SSS "Views of Others" paragraph or placed following the Commander's, Vice Commander's, Director's, or Deputy Director's coordination on the eSSS or SSS. Comments longer than one paragraph will be placed in a separate document and uploaded into ETMS2 or attached to the SSS.

6.5.2. All non-concurrences must be adjudicated prior to requesting AETC/CC, AETC/CD, AETC/CCC, or HQ AETC/CS action. If non-concurrences cannot be resolved at the Directorate, Special Staff, NAF, or NAF-E level, contact HQ AETC/DSD to obtain additional guidance.

6.6. Arranging your staff package (see example at [Attachment 4](#)):

6.6.1. For hard copy staff packages, place correspondence submitted to the command section in a plain blue or brown file folder with an SSS on top and all attachments properly tabbed. Use butterfly clips on your packages; do not staple any multi-sheet correspondence.

6.6.2. For both electronic and hard copy packages, the tab order is as follows:

6.6.2.1. Tab 1. Correspondence or documents requiring action (e.g., signature, coord, etc.).

6.6.2.2. Tab 2 (and more if necessary). Background material.

6.6.3. Remove all extraneous material from packages, (e.g., example, internal memorandums, duplicate copies, etc.), before submitting to the command section.

7. Award Nominations and Announcements: Submit award packages in ETMS2. See amplifying instructions and guidance at [Attachment 10](#). Printed content is the responsibility of the initiating organization and must be hand-carried and/or mailed to the HQ AETC/DSE.

8. Appointments and Read Aheads:

8.1. Appointment Request ROE. The organization/directorate front office emails the appointment request (see [Attachment 9](#)) to the Administrative Assistant to the Commander, AETC (AETC/CCS) (for CC), the Administrative Assistant to the Deputy Commander, AETC (AETC/CDS) (for CD), HQ AETC/DSE (for CS). HQ AETC/CCS, HQ AETC/CDS, or HQ AETC/DSE will respond (return email or phone call) with a confirmation or a proposed new date/time (based on the requirements of the requesting directorate). **(T-2)** Once HQ AETC/CCS, HQ AETC/CDS, or HQ AETC/DSE confirms the appointment, an appropriate calendar invite will be generated.

8.2. Suspense. Submit read ahead information no later than two business days prior to the scheduled briefing via email to HQ AETC/CCS, HQ AETC/CDS, or HQ AETC/DSE. Organizations unable to meet the two business days prior suspense shall inform the appropriate level to seek an extension or coordinate for another appointment. **(T-2)**

8.3. Changes to read aheads. Should a change occur to the read aheads after the read ahead suspense, ensure the most current copy is provided to HQ AETC/CCS, HQ AETC/CDS, or HQ AETC/DSE as soon as possible with a detailed explanation of changes. The briefer should be prepared to speak to the changes and ensure the changed read aheads are provided to all attendees.

9. HQ AETC Commander's Action Group (AETC/CCX) Special Coordination Requirements:

9.1. Responsibilities. The HQ AETC/CCX provides direct support to prepare the Commander for all trips, speaking engagements, base visits, commander-directed special projects, civic and industry engagement, and commander-hosted conferences.

9.2. Roles. The HQ AETC/CCX works closely with HAF and Secretary of the Air Force (SAF) staff agencies to ensure that HAF and SAF Command Action Group (SAF/CCX) task deadlines are met promptly by the HQ AETC Command Section. With a close understanding of AETC Command Section intent and planning timelines, the HQ AETC/CCX team will provide support and guidance to coordinating organizations to ensure the delivery of quality content, productive leadership engagements, and successful execution of special projects and conferences. **(T-2)**

9.3. HQ AETC/CCX Staffing and Tasking.

9.3.1. Standard Tasking Method: The predominant method of tasking from the HQ AETC/CCX to AETC organizations will be via ETMS2.

9.3.2. Standard Tasking Timelines for Commander Events and Engagements.

9.3.2.1. Framing Sessions:

9.3.2.1.1. Framing sessions for any large AETC-hosted events and engagements are scheduled more than 60 business days before execution date with the Commander, OPR, and any required OCRs to ensure substantial planning and coordination.

9.3.2.1.2. Framing sessions for less substantial AETC-hosted events and engagements are scheduled approximately 60 business days before execution date with the Commander, OPR, and any required OCRs.

9.3.2.2. Intermediate Progress Review #1: Approximately 45 business days before the event/engagement with Deputy Commander, OPR, and any required OCRs.

9.3.2.3. Intermediate Progress Review #2: Approximately 30 business days before the event/engagement with Commander, OPR, and any required OCRs.

9.3.2.4. Final Pre-Brief: Approximately 10 business days before the event/engagement with Commander, OPR, and any required OCRs.

9.3.2.5. Preparatory Materials are uploaded in "Supporting Documents" and submitted 48 hours before the event or engagement.

9.3.2.6. Hotwash with Commander, OPR, and any required OCRs within two weeks after the event/engagement.

9.4. Short Suspense Tasking Timelines for Commander Events and Engagements. At times, short-suspense tasks will be initiated by HAF, SAF, or the AETC Command Section. While every effort will be made by the HQ AETC/CCX team to minimize the stress effects of short-suspense tasking on AETC organizations, to include contacting the OPRs directly via email and phone notifications to amplify the short suspense, every reasonable effort should be made by AETC organizations to assist the HQ AETC/CCX team in meeting short-suspense tasking deadlines.

JAMES R. SEARS Jr., Maj Gen, USAF
Deputy Commander

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

DoDI 5200.48_DAFI 16-1403 *Controlled Unclassified Information (CUI)*, 05 October 2021

DoDM 5200.01_DAFMAN 16-1404 Volume 1, *Information Security Program: Overview, Classification, and Declassification*, 06 April 2022

DoDM 5200.01_DAFMAN 16-1404 Volume 2, *Information Security Program: Marking of Information*, 07 January 2021

DoDM 5200.01_DAFMAN 16-1404 Volume 3, *Information Security Program: Protection of Classified Information*, 12 April 2022

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

AFPD 33-3, *Information Management*, 08 September 2011

AFI 33-322, *Records Management and Information Governance Program*, 28 July 2021

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

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

AFVA 91-218, *Privileged Safety Information (PSI) Cover Sheet*, 24 May 2018

HOI 33-3, *Correspondence Preparation, Control, and Tracking*, 23 August 2022

Prescribed Forms

None

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

AF Form 1768, *Staff Summary Sheet*

Standard Form 901, *Controlled Unclassified Information (CUI) Coversheet*

Abbreviations and Acronyms

AETC—Air Education and Training Command

AETCI—Air Education and Training Command Instruction

AF—Air Force

AFI—Air Force Instruction

AFMAN—Air Force Manual

AO—Action Officer

BBP—Bullet background paper

CC—Commander

CCC—Command Chief
CD—Deputy Commander
CS—Chief of Staff
CUI—Controlled Unclassified Information
DAFI—Department of the Air Force Instruction
DAFH—Department of the Air Force Handbook
ESSS—Electronic staff summary sheet
ETMS2—Enterprise Task Management Software Solutions
HAF—Headquarters of the Department of the Air Force
HQ—Headquarters
IAW—In accordance with
NAF—Numbered Air Force
NAF-E—Numbered Air Force Equivalent
NLT—No later than
OCR—Office of collateral responsibility
OPR—Office of primary responsibility
PII—Personally Identifiable Information
PSI—Privileged Safety Information
ROE—Rules of Engagement
SAF—Secretary of the Air Force
SSS—Staff summary sheet

Office Symbols

AETC/A1KK—Personnel and Program Branch (Awards and Decorations)
AETC/A1L—Senior Leader Management
AETC/A5/8—Strategic Plans, Programs and Requirements
AETC/CC—Commander
AETC/CCC—Command Chief
AETC/CCE—Executive Officer to the Commander
AETC/CCF—HQ AETC First Sergeant
AETC/CCQ—Command Section
AETC/CCS—Administrative Assistant to the Commander
AETC/CCX—Commander’s Action Group

AETC/CD—Deputy Commander

AETC/CDE—Executive Officer to the Deputy Commander

AETC/CDS—Administrative Assistant to the Deputy Commander

AETC/CS—Chief of Staff

AETC/DSD—Deputy Director of Staff

AETC/DSE—Executive to the Chief of Staff, Task Management and Workflow Section

AETC/DSEA—Executive Agent to the Chief of Staff

AETC/FM—Financial Management and Comptroller

AETC/JA—Judge Advocate General

SAF/CCX—Secretary of the Air Force, Commander’s Action Group

Terms

Action Officer (AO)—A member of the OPR’s or OCR’s organization who takes lead on a tasking assigned to his or her organization. An AO must be assigned for each OPR and OCR. The AO has the ultimate responsibility to ensure the task is completed.

Bottom Line Coordination—The process of coordinating with a division-level office. Also referred to as 3-letter coordination.

Command Section—The Commander (CC), Deputy Commander, (CD), Chief of Staff (CS), Command Chief Master Sergeant (CCC) of Air Education and Training Command (AETC).

Office of Collateral Responsibility (OCR)—The organization responsible for reviewing the tasking and providing input to the OPR in a timely manner. Negative replies are required from the OCR to the OPR.

Office of Primary Responsibility (OPR)—The organization responsible for preparing, coordinating, and monitoring the progress of correspondence and ensuring the task is completed. This is a beginning-to-end responsibility.

Suspense—A task or request generated by the command section requiring an organization, or organizations to provide information, updates, briefings, or policy proposals in response. Normally involves the preparation and submission of a package, to include a summary of information in the form of a SSS with associated background information such as a bullet background paper (BBP), briefing, and/or policy letter, memorandum, or message for approval, signature and/or release by the command section. Also referred to as a tasking or tasker.

Suspense Date—Date a reply is due to the command section for a specified task.

Top-Line Coordination—The process of coordinating with the highest-level office of an organization. Also referred to as 2-letter coordination.

Attachment 2

ETMS2 FORMAT ELECTRONIC STAFF SUMMARY SHEET

Figure A2.1. Example ETMS2 Format Electronic Staff Summary Sheet.

-----COORD	
AETC/CS	Coord –
AETC/CCC	Coord –
AETC/CDE	Coord –
AETC/CD	Coord –
AETC/CCE	Coord –
AETC/CC	Sign –
-----PRIOR COORD	
AETC/Office Symbol	Action, Last Name/Rank/DD Mmm YY
-----STAFF SUMMARY	
AO: Name, Rank, office symbol, comm phone	
eSSS Date: (Date completed to HQ AETC/DSE or SLAP'd to HQ AETC/DSE)	
SUSPENSE: (Date the overall task is due)	
OUTSIDE AGENCY SUSPENSE: (If applicable) (Date the task is due to an external organization (e.g., OSD, HAF, other MAJCOM))	
SUBJECT: (Same as Tasker Subject)	
1. PURPOSE: (Summarize the question this tasker is answering)	
2. BACKGROUND: (Summarize relevant ideas, current priorities, decisions that shape the	
3. DISCUSSION: (Address any stakeholder impacts)	
4. VIEWS OF OTHERS: (Provide relevant comments/perspectives from previous coordination)	
5. LATE JUSTIFICATION: (If applicable)	
6. ADDITIONAL INFORMATION: (Add amplifying remarks, or state "None")	
IMPACTS TO AETC NAF, NAF-Es, OR WINGS: (Add impacts or state "None")	
IMPACTS TO AETC STRATEGIC LINES OF EFFORT: (Add impacts or state "None")	
7. RECOMMENDATION: (Bottom line for action)	
//signed/3-letter initials/DD Mmm YY// (Package must be approved/signed at a level IAW para 1.3)	
Signature Block	
2 Tabs	
1. File Name	
2. File Name	

Attachment 3

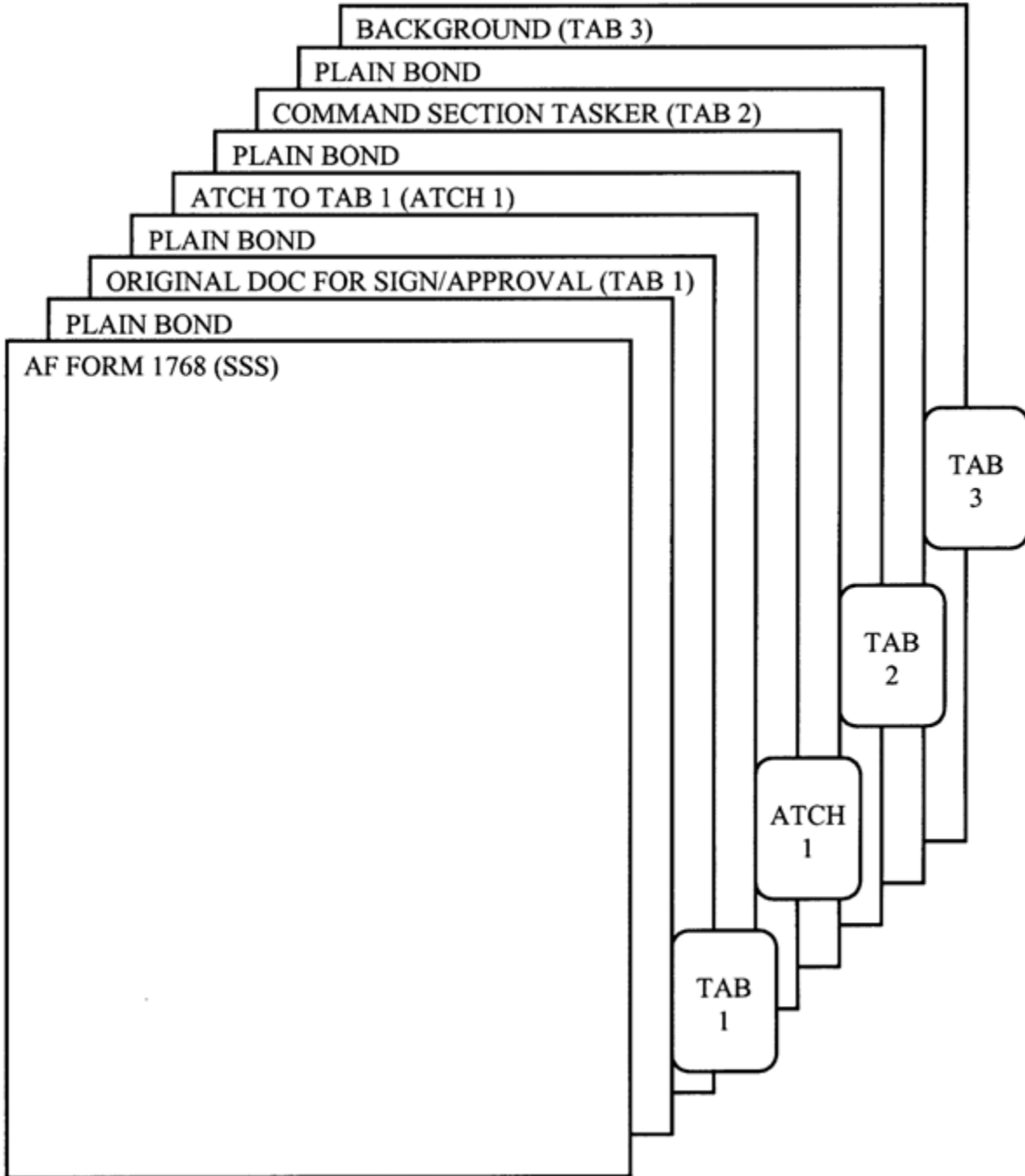
SAMPLE AF FORM 1768, STAFF SUMMARY SHEET

Figure A3.1. Sample AF Form 1768.

STAFF SUMMARY SHEET							
	TO	ACTION	SIGNATURE (Surname), GRADE AND DATE		TO	ACTION	SIGNATURE (Surname), GRADE AND DATE
1	AETC/CS	Coord		6	AETC/CC	Sign	
2	AETC/CCC	Coord		7			
3	AETC/CDE	Coord		8			
4	AETC/CD	Coord		9			
5	AETC/CCE	Coord		10			
SURNAME OF ACTION OFFICER AND GRADE			SYMBOL	PHONE	TYPIST'S INITIALS		SUSPENSE DATE
Capt Jane R. Doe			HQ AETC/A3O	652-1234	jrd		20230215
SUBJECT							DATE
Preparation of the AETC Staff Summary Sheet (SSS) (ETMS2 # [last four digits])							20230201
SUMMARY							
<p style="text-align: center;">Attachments</p> <p>1. PURPOSE: (Summarize the question this tasker is answering)</p> <p>2. BACKGROUND: (Summarize relevant ideas, current priorities, decisions that shape the desired outcome of subject task)</p> <p>3. DISCUSSION: (Address any stakeholder impacts)</p> <p>4. VIEWS OF OTHERS: (Provide relevant comments/perspectives from previous coordination)</p> <p>5. LATE JUSTIFICATION: (If applicable)</p> <p>6. ADDITIONAL INFORMATION: (Add amplifying remarks, or state "None") IMPACTS TO AETC NAF, NAF-Es, OR WINGS: (Add impacts, or state "None") IMPACTS TO AETC STRATEGIC LINES OF EFFORT: (Add impacts, or state "None")</p> <p>7. RECOMMENDATION: (Bottom line for action)</p> <p>//signed/3-letter initials/date// (Package must be approved/signed at a level IAW para 1.3.) Signature Block</p> <p>2 Tabs 1. File name 2. File name</p>							

Attachment 4
PACKAGE ASSEMBLY FORMAT

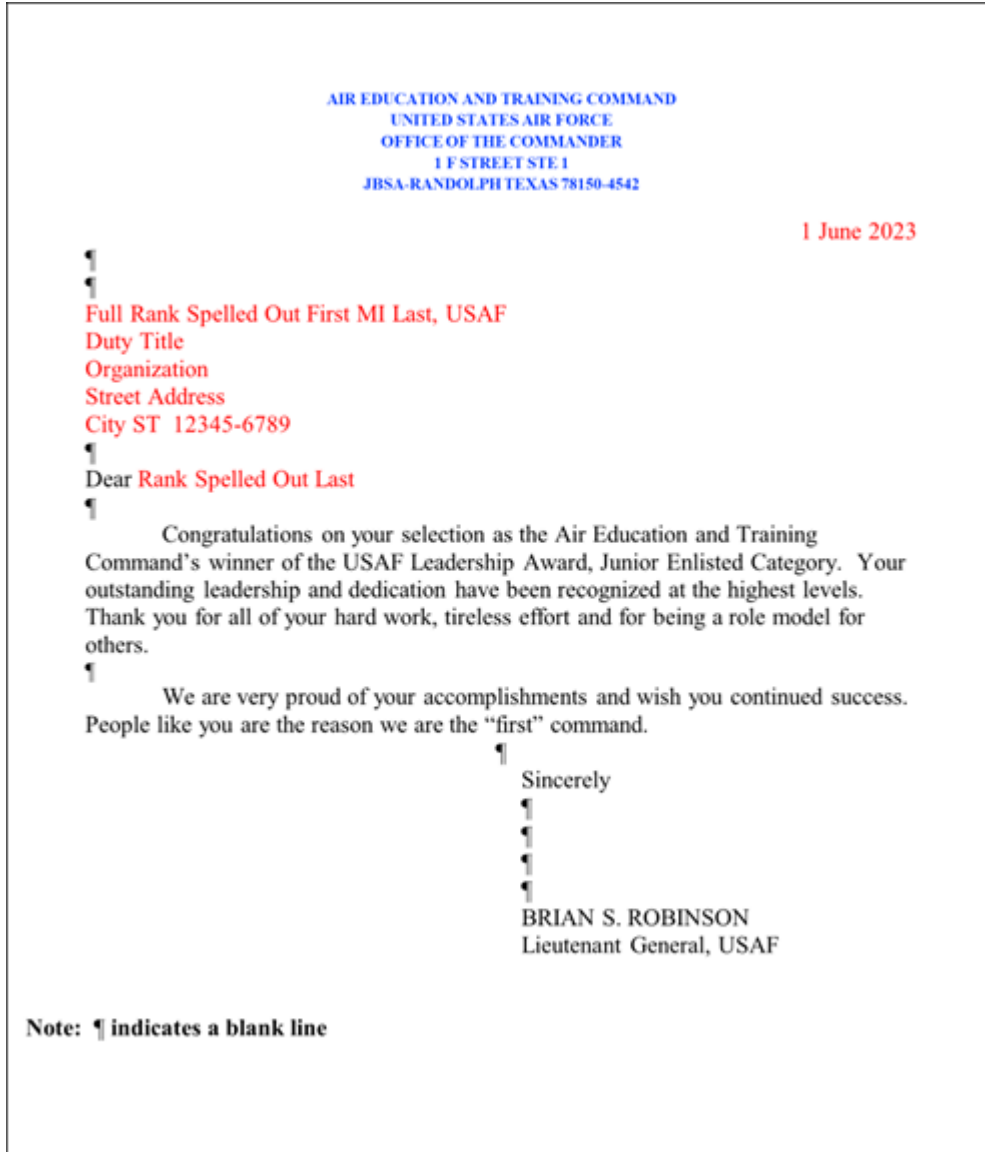
Figure A4.1. Package Assembly Format.



Attachment 5

OFFICE OF THE COMMANDER OR DEPUTY COMMANDER STATIONERY

Figure A5.1. Sample Stationery.



A5.1. Sample Address Elements. Some samples of address elements for 3-star and 4-star stationery and envelopes are:

Table A5.1. Example Address Labels.

Captain Jane A. Doe, USAF
 Chief, Officer Promotions & Evaluations Branch
 Directorate of Manpower, Personnel, & Services
 Headquarters Air Education & Training Command
 1850 First Street West, Suite 1
 JBSA-Randolph TX 78150-4308

Mr. John Q. Public
 Contract Lawyer
 902d Staff Judge Advocate Office
 1 Washington Circle, Suite 1
 JBSA-Randolph TX 78150-4559

Senior Airman Jane Q. Public, USAF
 Information Management Technician
 Protocol Office
 Headquarters Air Education & Training Command
 1 F Street, Suite 1
 JBSA-Randolph TX 78150-4324

A5.2. Envelopes: Prepare envelopes using all capital letters and no punctuation. Addresses should match the letter using military unit/office symbol abbreviations for the organization and Postal Service abbreviations for the address. For example: street – ST; road – RD; Air Force Base – AFB; Texas – TX; suite – STE, etc. Some examples are:


Table A5.2. Example Envelopes.

HQ AETC/A1M ATTN CAPT JANE A DOE 1850 FIRST ST W STE 1 JBSA -RANDOLPH TX 78150-4308
902 MSG/JA ATTN MR JOHN Q PUBLIC 1 WASHINGTON CIR STE 1 JBSA-RANDOLPH TX 78150-4559
HQ AETC/CCP ATTN SRA JANE Q PUBLIC 1 F ST STE 1 JBSA-RANDOLPH TX 78150-4324

Attachment 6

OFFICIAL MEMORANDUM FORMAT

Figure A6.1. Official Memorandum Format.

	DEPARTMENT OF THE AIR FORCE AIR EDUCATION AND TRAINING COMMAND	
---	---	--

(Left Blank for Date Stamp)

↑
MEMORANDUM FOR HQ USAF/A1

↑
FROM: AETC/CC
1 F Street, Suite 1
JBSA-Randolph TX 78150-4324

↑
SUBJECT: Official Memorandum Format

↑
1. This format is used when sending correspondence off base or to non-AETC units on base. Use appropriate letterhead and include a complete return address.

↑
2. Leave the date blank when request a command section signature; leave space for the date to be entered.

↑
3. The format of the letter will be IAW AFMAM 33-326, *Preparing Official Communications* and AFH 33-337, *The Tongue and Quill*. The signature element will always consist of a three-line signature block for general officers and HQ AETC/DS. All other ranks use a two-line signature block. The signature block is placed three spaces right of center.

↑
↑
↑ (4 blank lines)
↑
JANE E. DOE
General, USAF
Commander

↑
Attachment:
Background Information


↑
cc:
SAF/AAI w/o Atch

Note: ↑ indicates a blank line

Attachment 7

MULTIPLE ADDRESS MEMORANDUM FORMAT (BOTTOM OF PAGE)

Figure A7.1. Sample Memorandum Bottom of Page.

	DEPARTMENT OF THE AIR FORCE AIR EDUCATION AND TRAINING COMMAND	
---	---	--

(Left Blank for Date Stamp)

↑
MEMORANDUM FOR DISTRIBUTION

↑
FROM: HQ AETC/CS

↑
SUBJECT: Preparing Multiple Address Memorandums

↑
1. Although printing the distribution list for a multiple address memorandum on a separate page as an attachment is the most advertised method, there is another way to enhance clarity and save paper.

↑
2. When your distribution list is too large to place in the MEMORANDUM FOR element, use the DISTRIBUTION element as outlined below:

↑
a. Place your distribution list two lines below the last attachment (if used), courtesy copy (cc) element, or where the attachment element would begin if attachment and "cc" were not used.

↑
b. Circle, underline, or highlight each addressee's copy.

↑
3. List addresses on a separate page when the address list is too long or includes a complete mailing address for each addressee (see Attachment 7).

↑
4. The complete mailing address does not need to be reflected in the "FROM:" element if all addresses are located on the same installation.

↑
5. The signature block is placed three spaces right of center.

↑
↑
↑ (4 blank lines)
↑
JAMES E. SMITH, Colonel, USAF
Chief of Staff


↑
↑
DISTRIBUTION:
AETC HQ Directorates and Chiefs of Special Staff
AETC Wing/Equivalent Commanders
AETC NAF Commanders

Note: ↑ indicates a blank line

Attachment 8

MULTIPLE ADDRESS MEMORANDUM FORMAT (SEPARATE PAGE)

Figure A8.1. Sample Memorandum Format First Page.

	<p>DEPARTMENT OF THE AIR FORCE AIR EDUCATION AND TRAINING COMMAND</p>	
---	---	--

(Left Blank for Date Stamp)

MEMORANDUM FOR DISTRIBUTION

↑

FROM: HQ AETC/CS

↑

SUBJECT: Preparing Multiple Address Memorandums

↑

1. When your distribution list is too large to place in the MEMORANDUM FOR element and the DISTRIBUTION element or complete mailing addresses are used, list address on a separate page.
 - ↑
 - a. Circle, underline, or highlight each addressee's copy.
 - ↑
 - b. Note that "courtesy copy to" is not listed on your distribution list.
- ↑
2. The complete mailing address must be reflected in the "FROM:" element if one of the addresses are not located on the same installation.
- ↑
3. The signature block is placed three spaces right of center.

↑
 ↑
 ↑ (4 blank lines)
 ↑
 JAMES E. SMITH, Colonel, USAF
 Chief of Staff

↑

↑

Attachment:
HQ USAF/A2/3 Memo, 4 Jun 12

↑

cc:
HQ AETC/A5/8

↑

DISTRIBUTION:
(listed on next page)

Note: ↑ indicates a blank line

Figure A8.2. Sample Memorandum Format Distribution.

DISTRIBUTION: AETC HQ Directors/Chiefs of Special Staff	59 MDW/CC 2200 Bergquist Drive, Suite 1 JBSA Lackland TX 78236-9908
AU/CC 55 LeMay Plaza South, Suite 120 Maxwell AFB AL 361 12-6335	71 FTW/CC 246 Brown Parkway, Suite 224 Vance AFB OK 73705-5015
2 AF/CC 721 Hangar Road, Suite 102 Keesler AFB MS 39534-2804	80 FTW/CC 1911 J Avenue, Suite 1 Sheppard AFB TX 76311-2051
19 AF/CC 555 E Street East, Suite 1 JBSA Randolph TX 78150-4444	81 TRW/CC 720 Chappie James Avenue, Suite 204 Keesler AFB MS 39534-2604
AFRS/CC 550 D Street West, Suite 1 JBSA Randolph TX 78150-4 527	82 TRW/CC 419 G Avenue, Suite 1 Sheppard AFB TX 76311-2941
12 FTW/CC 1 Washington Circle, Suite 1 JBSA Randolph TX 78150-4559	97 AMW/CC 100 Inez Blvd, Suite 1 Altus AFB OK 73523-5047
14 FTW/CC 555 Seventh Street, Suite 205 Columbus AFB MS 39710-1000	SWTW/CC 950 Voyager Drive JBSA Lackland TX 78236
17 TRW/CC 351 Kearney Blvd, Suite 220 Goodfellow AFB TX 76908-4122	149 FW/CC 107 Hensley Street, Suite 1 JBSA Lackland TX 78236-0103
33 FW/CC 1007 Nomad Way Eglin AFB FL 32542-6018	150 SOW/CC 2251 Air Guard Road SE Kirtland AFB NM 87117-5875
37 TRW/CC 1701 Kenly Avenue, Suite 201 JBSA Lackland TX 78236-5103	162 WG/CC 1650 E Perimeter Way Tucson AZ 85706-6052
42 ABW/CC 50 LeMay Plaza South Maxwell AFB AL 36112-6334	173 FW/CC 211 Arnold Avenue, Suite 11 Klamath Falls OR 97603-2111
47 FTW/CC 561 Liberty Drive, Suite 1 Laughlin AFB TX 78843-5230	189 AW/CC 112 CMSgt Williams Drive, Suite 103 Little Rock AFB AR 72099-4802
49 WG/CC 490 1 st Street, Suite 1700 Holloman AFB NM 88330	314 AW/CC 318 CMSgt Williams Drive, Suite 113 Little Rock AFB AR 72099-4976
56 FW/CC 14185 W. Falcon Street Luke AFB AZ 85309-1629	381 TRG/CC 1472 Nevada Avenue, Suite 112 Vandenberg AFB CA 93437-5327
58 SOW/CC 4249 Hercules Way SE Kirtland AFB NM 87117-5861	502 ABW/CC 2080 Wilson Way JBSA Fort Sam Houston TX 78234-7680

Attachment 9

AETC/CC, AETC/CD, OR HQ AETC/CS APPOINTMENT REQUESTS

A9.1. HQ AETC Command Staff, HQ AETC Directorate, HQ AETC Special Staff, AETC NAF/NAF-E front office emails appointment request (example below) to HQ AETC/CCS (for CC), HQ AETC/CDS (for CD), HQ AETC/DSE (for CS), or appropriate NAF/NAF-E Executive or Administrative Assistant (for NAF/NAF-E CC, CD, CS, DS).

A9.2. HQ AETC/CCS, HQ AETC/CDS, or HQ AETC/DSE coordinates the proposed date/time with the requesting Organization/Directorate front office staff.

A9.3. HQ AETC/CCS, HQ AETC/CDS, or HQ AETC/DSE confirms/proposes reschedule date/time through email back to requesting organization front office.

A9.4. Appointment Request email contents:

Figure A9.1. Appointment Request Example.

Send	From	AETCDS.Orgbox@us.af.mil
	To	[INSERT AETC/CCS and/or AETC/CDS (Administrative Support Specialist) Email Address]
	Cc	[INSERT AETC/CCE and/or AETC/CDE (Executive Officer) Email Address]
	Subject	CALENDAR: [INSERT TITLE OF MEETING]

PLEASE DO NOT FORWARD THIS CALENDAR INVITE! (FYI, for admin staff that has read rights permission, dragging the invite over to another calendar will initiate an invitation and ADD you as an attendee. Please copy and paste if you need the information for additional calendars)

OPR responsible for the following items due to AETC/CC Front Of: Command Presentations, NLT 48 Hours prior to scheduled meeting:

1. Executive Summary Page (see page 3)–
2. Read-aheads–
3. Complete list of attendees. Be advised, only those names included on the list of attendees will be allowed into the meeting to include MS Teams. Prior to the meeting start time, OPR will provide two printouts of all virtual attendees one for CC and one for Command Presentation. Command Presentations Ph: 210-652-3353

Purpose and Background Information (choose one and remove remaining options):
 UPDATE / INFORMATIONAL / VECTOR / DECISION / ADVOCACY / DEEP DIVE/Type of Speaking Engagement

Date time and how much time needed:

Location:
 Example: Trail Blazer Conference Room / MS Teams

ROEs for MS Teams:

1. Ensure proper name is displayed and easily identifiable.
2. Video camera should be "on" during MS Teams.

Briefer (phone and email): Please name the briefer.

Please do not forward out this invite.
 Any changes or additions to the attendee list must be provided to the OPR 72 hours prior to scheduled meeting time. OPR will then provide attendee revisions to the Scheduling POC 48 hours prior to scheduling meeting time. Front Office will then implement the approved changes or additions.

Classification:

Attachment 10**AETC FUNCTIONAL AWARDS AND NOMINATION GUIDELINES**

A10.1. Functional Awards. All functional annual awards will be approved at the directorate-level. Each directorate will be responsible for soliciting nominations, selecting awards winners, generating, and sending congratulatory memos, generating, and sending announcement emails, and providing AETC nominations to Higher Headquarters. **(T-2)**

A10.1.1. All Functional Awards announcement emails will be prefaced with “On behalf of Major General [First MI Last Name], AETC/CD:”

A10.1.2. If the nomination instruction/AFI requires MAJCOM/CD to approve nominations, the functional Directorate will send the nomination cover memo along with the nomination instruction/AFI stating MAJCOM/CD approval via hard copy staff package for AETC/CD approval NLT three duty days prior to the HAF suspense date. **(T-2)** These staff packages will also be tracked via the ETMS2.

A10.2. Non-functional Awards. Non-functional award preparation guidance for AETC/CD signature:

A10.2.1. SSS: Include brief background of award, criteria, board composition, etc.

A10.2.2. Tab 1: Congratulatory letters prepared on “Office of the Deputy Commander” stationery. These are addressed to individual winners (unit commanders in the case of unit award).

A10.2.3. Tab 2: Memorandum forwarding AETC nomination from AETC/CD for HQ AETC/CS release.

A10.2.4. Tab 3: Announcement email from AETC/CD for HQ AETC/CS release.

A10.2.5. Tab 4: Transmittal memorandum to wing commander (or equivalent). These are prepared on regular AETC letterhead and signed by HQ AETC/CS.

A10.2.6. Tab 5: Supporting documentation (if required).

A10.3. Congratulatory Letters. AETC/CC will sign congratulatory letters for AF-level or higher awards. **(T-2)**

A10.3.1. SSS: Include brief background of award, criteria, etc.

A10.3.2. Tab 1: Congratulatory letters prepared on "Office of the Commander" stationery. These are addressed to individual winners (unit commanders in the case of unit award) and will include “sticky notes” with the “go-by” names of all individuals on the letter(s).

A10.3.3. Tab 2: Announcement email from AETC/CC for HQ AETC/CS release.

A10.3.4. Tab 3: Transmittal memorandum to wing commander (or equivalent). These are prepared on regular AETC letterhead and signed by HQ AETC/CS.

A10.3.5. Tab 4: Supporting documentation (if required).