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SECRETARY OF THE AIR FORCE**

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AIR FORCE OPERATIONS GROUP

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This directive states the mission, defines the command structure, and establishes the responsibilities of the Air Force Operations Group (AFOG). Refer recommended changes and questions about this publication to the Office of Primary Responsibility using an AF Form 847, Recommendation for Change of Publication; route AF Forms 847 from the field through appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual 33-363, Management of Records, and disposed of IAW the Air Force Records Disposition Schedule in the Air Force Records Information Management System.

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed.

1. Mission. The Air Force Operations Group is a Field Operating Agency directly subordinate to the Deputy Chief of Staff, Operations (AF/A3), Headquarters United States Air Force and performs six key missions.

1.1. The first mission involves the responsibility for developing and implementing USAF policy and guidance on multiple programs to include Continuity of Operations, Critical Asset Risk Management to handle the line of effort for the Defense of Critical Infrastructure, Civil Air Patrol, Counter-Narcotics, Aerial Event support, Conducting of Air Force Open Houses, and Defense Support of Civil Authorities.

1.2. The second Air Force Operations Group mission is to facilitate immediate, persistent, and actionable situational awareness of world-wide events and USAF global air, space, nuclear, and cyberspace operations. The Air Force Service Watch Cell collects, processes, analyzes, and communicates information on current USAF operations to provide timely awareness to senior USAF leaders, the Joint Staff, and supported combatant commanders, enabling responsive and effective decision making. As part of this second mission set, the Air Force Operations Group serves and supports the Chief of Staff of the Air Force by ensuring the Headquarters United States Air Force staff is trained and ready to support the USAF Crisis Action Team in case of national and/or international emergencies. The USAF Crisis Action Team's role is to provide operational briefings related to these emergencies and to connect ongoing operations to core Headquarters United States Air Force processes in order to quickly determine how best to employ USAF capabilities.

1.3. The third mission area involves shaping how the Air Force engages in operations with the other Services and foreign partners by conducting Warfighter Talks and International Operator Engagement Talks.

1.4. The Air Force Operations Group's fourth mission is to provide and/or arrange world-wide operational weather support to the Headquarters United States Air Force and the Headquarters Department of the Army staffs.

1.5. The fifth mission is to be the special access program facilitator for the AF/A3.

1.6. Finally, its sixth mission involves AF/A3OK, which is an Operations Plans Division with duties to AF/A3K but administratively assigned to the Air Force Operations Group.

2. Command. The Air Force Operations Group Commander:

2.1. Operates under the policies prescribed by the Secretary of the Air Force.

2.2. Reports directly to Headquarters United States Air Force Director of Current Operations (AF/A3O).

2.3. Commands personnel assigned to the Air Force Operations Group.

2.4. Responsible to senior leadership to provide updates on USAF global operations.

3. Responsibilities.

3.1. Air Force Operations Group Commander: Leads the six divisions assigned to the Air Force Operations Group which include the Operational Policy Division (AF/A3OA); the Current Operations Division which includes the Air Force Service Watch Cell (AF/A3OB); the Weather Division (AF/A3OW); Operational Engagements Division (AF/A3OE); the Special Programs Division (AF/A3OX); and the Operational Policy Division (AF/A3OK), which supports air component commanders and AFSOF while matrixed to AF/A3K with Air Force Operations Group conducting all administrative actions.

3.2. Operational Policy Division (AF/A3OA). Serves as the program manager for Continuity of Operations, Critical Asset Risk Management to execute the Defense of Critical Infrastructure line of effort, Civil Air Patrol oversight, and Counter-Narcotics integration.

3.2.1. Develops USAF policy for Continuity of Operations activities to fulfill USAF mission assurance requirements. Publishes USAF-wide Continuity of Operations guidance and provides guidance to all command levels on Continuity of Operations

planning and execution issues. Ensures the Air Force Operations Group, in coordination with the Air Force District of Washington, has continuity plans for dealing with national and National Capital Region localized emergency situations, ensuring the continued performance of Headquarters United States Air Force mission essential functions.

3.2.2. Develops USAF policy for Critical Asset Risk Management supporting the Air Force Critical Infrastructure Program and is the office of primary responsibility for all USAF Critical Asset Risk Management program matters. In coordination with the Air Force Security Enterprise Executive Board, develops, coordinates and implements USAF strategy and guidance focused on the identification, assessment, reporting, and actions to limit the risk of loss to physical and cyber assets. Provides policy and guidance regarding the establishment, implementation, and execution of Critical Asset Risk Management programs through the Major Commands and other organizations as appropriate, and provides education, outreach, and training programs at all organizational levels. Coordinates and maintains any updates or changes to policy on Air Force Critical Infrastructure Program and Critical Asset Risk Management, in support of USAF mission assurance requirements.

3.2.3. Provides operational policy, programmatic oversight, and advocacy for the Civil Air Patrol, integrating Civil Air Patrol into the Total Force as the official Air Force Auxiliary. Develops, standardizes and integrates policy for organization and training of Civil Air Patrol; coordinates USAF position on Civil Air Patrol issues; and advocates Air Force Auxiliary utilization and requirements for combatant commander's employment. Serves as Program Element Monitor for Civil Air Patrol programs and creates briefings and products for the Air Force Corporate Structure. Coordinates oversight of AFPD 10-27, Civil Air Patrol, and policy on Organization and Function of the Civil Air Patrol and Board of Governors of the Civil Air Patrol. Coordinates requests for Air Force Auxiliary missions outside of the Continental United States for AF/A3 approval as necessary. Assists with duties related to Civil Air Patrol oversight delegated to AF/A3 as outlined in HAF MD 1-54, Deputy, Chief of Staff, Operations.

3.2.4. Leads USAF Counter-Narcotics policy and operations within the Department of Defense. Supports AF/A3's role as lead for all USAF Counter-Narcotics support. Oversees USAF sourcing activities that distribute, realign, and execute monetary assets provided by Office of the Secretary of Defense for the explicit use of supporting the Joint Warfighter's (i.e. combatant commanders) Counter-Narcotics organizing, training, and equipping mission requirements and efforts. Oversees funding for USAF personnel and asset training opportunities in support of Counter-Narcotics programs and missions. Ensures the Air Force meets Office of the Secretary of Defense intent to provide personnel, equipment, and program oversight support for the combatant commanders Counter-Narcotics missions.

3.3. Current Operations Division (AF/A3OB). Provides for 24/7 monitoring of USAF global air, space and cyberspace operations through the Air Force Service Watch Cell. Responsible for production and distribution of Joint Staff, Secretary of the Air Force, Chief of Staff of the Air Force and AF/A3 situational awareness products. Serves as a Headquarters United States Air Force point of contact for coordination amongst Air Force, Joint Staff, Department of Defense, Department of State, White House and civilian agencies in crisis situations. Authorized to communicate directly with Senior Leaders and/or staffs of the Secretary of the

Air Force, Chief of Staff of the Air Force, Joint Staff, Headquarters United States Air Force, Air Forces North, Air Force District of Washington, Air National Guard Crisis Action Team staff, National Guard Coordination Center, Department of Homeland Security staff, Department of Health and Human Services, and National Military Command Center on sensitive issues of national importance. The Current Operations Division is responsible for policy and guidance for USAF support of world-wide aerial events requirements to include both military and civilian events. Focal point for establishing procedures to conduct Air Force Open Houses in accordance with Department of Defense and USAF directives. Serves as the AF/A3 focal point for Defense Support of Civil Authorities policy, guidance, programmatic oversight, and synchronization.

3.3.1. Liaises across all levels of the Air Force as well as other Department of Defense entities to gather information on current global air, space, nuclear, and cyberspace operations. Provides situational awareness to USAF Senior Leaders on any ongoing operations that have USAF equities involved.

3.3.2. Disseminates USAF Emergency Alert Messages in response to Chairman of the Joint Chiefs of Staff directives.

3.3.3. Tracks movement of key government and military leaders.

3.3.4. Provides instructions and guidance on command, control and communication structure and operational reporting.

3.3.5. Ensures continuous, uninterrupted command, control and communication operations.

3.3.6. Adheres to minimum manpower standards for Air Force Duty Officer and Emergency Actions Controller positions to ensure daily 24/7 operations of the Air Force Service Watch Cell.

3.3.7. Prepares current operations and special interest briefings as required for various domestic and foreign dignitaries.

3.3.8. Develops USAF Crisis Action Team policy and procedures and maintains Headquarters Operating Instruction 10-2, Headquarters Air Force Crisis Action Team Organizations, Manning, and Operations. Provides orientation for selected officers and non-commissioned officers that support the USAF Crisis Action Team.

3.3.9. Establishes and implements policy and guidance for USAF participation in aerial events. Responsible for oversight of Aerial Event Policy and Procedures.

3.3.10. Establishes and implements policy and guidance for conducting Air Force Open Houses and for oversight of policy on Conducting Air Force Open Houses.

3.3.11. Through close liaison with Secretary of the Air Force Public Affairs (SAF/PA), Secretary of the Air Force Legislative Liaison (SAF/LL), and Major Commands Aerial Event Coordinators, actively supports USAF participation in community relations events requiring air assets.

3.3.12. Supports USAF participation in foreign air and trade shows in coordination with Secretary of the Air Force International Affairs (SAF/IA) and SAF/PA.

3.3.13. Ensures USAF readiness to execute plans for Defense Support of Civil Authorities and oversees USAF participation in Defense Support of Civil Authorities planning in accordance with Department of Defense directives and guidance. Establishes and implements policy and guidance for Defense Support of Civil Authorities and is responsible for oversight of policy on Defense Support of Civil Authorities.

3.3.14. Operational Engagements Division (AF/A3OE). The Headquarters Air Force Operational Engagements Division coordinates discussions with senior leaders of partner nation air forces (commonly known as Operator Engagement Talks) and inter-service operational engagements with sister services (commonly known as Warfighter Talks).

3.3.15. Operator Engagement Talks provide direct interface between HAF and the headquarters air force staff of partner nations with discussion in key operational areas of mutual interest. To maximize the overall effectiveness of this program as an engagement tool, Operator Engagement Talks support the strategic guidance, goals and criteria set forth by the Department of Defense, HAF, and Combatant Commanders. The talks are administered by the Deputy Chief of Staff for Operations (AF/A3) on behalf of the Chief of Staff of the Air Force. The principal for the bilateral Operator Engagement Talks is the AF/A3 or his/her appointee. AF/A3OE will:

3.3.16. Plan and execute Operator Engagement Talks in accordance with Chief of Staff of the Air Force direction and in coordination with respective Major Commands and/or Component Numbered Air Force / Numbered Air Force.

3.3.17. Manage partner nation nominations and submit a final recommendation to the Chief of Staff of the Air Force through the HAF/A3 for approval. Manage periodic evaluation of Operator Engagement Talks and the country selection process and recommends changes to the Chief of Staff of the Air Force.

3.3.18. Establish meeting objectives in accordance with Department of Defense, Headquarters Air Force, and Combatant Commanders' goals and objectives for building lasting relationships with partner nations.

3.3.19. Solicit discussion topics and objectives for Operator Engagement Talks with partner nation air force.

3.3.20. Represent and support USAF operational matters, as requested by Component Major Commands (usually Pacific Air Forces and United States Air Forces in Europe, including Air Forces Africa) and Component Numbered Air Force / Numbered Air Force with regional responsibilities (Air Forces Central, Air Forces Southern, and Air Forces Northern), in other USAF international operations engagement forums.

3.3.21. Obtain approval and provide an accounting of Organization Representation Funds used for Operator Engagement Talks in accordance with Department of Defense Instruction 7250.13 and Headquarters Air Force Mission Directive 1-6.

3.3.22. Coordinate with SAF/IA, US Embassies, Department of State, Joint Staff, Defense Attaché Offices, and Security Cooperation Offices to receive logistical, protocol, and ancillary in-country administrative support services to Operator Engagement Talks delegations and other USAF personnel engaged in planning and executing the Operator Engagement Talks.

3.3.23. Oversee the resolution of action items following an Operator Engagement Talks with a partner nation air force.

3.3.24. Warfighter Talks are historically held on an annual basis, and provide a forum for the Chief of Staff of the Air Force to engage directly with sister-service chiefs (and Special Operations Command). Warfighter Talks are executed by the AF/A3, on behalf of the Chief of Staff of the Air Force, who remains the principal attendee. To achieve the desired objectives of the Warfighter Talks, AF/A3OE will:

3.3.24.1. Provide a forum to focus on warfighting, strategy, programmatic challenges between the USAF and sister-service senior leaders.

3.3.24.2. Foster mutual respect and confidence as interdependent services.

3.3.24.3. Provide service chiefs' the opportunity to resolve bilateral issues.

3.3.24.4. Include senior leaders from each service; usually 10-20 leaders from each service at the 3- and 4-star level.

3.3.24.5. Solicit discussion topics and objectives for Warfighter Talks with Headquarters Air Force / Secretariat of the Air Force agencies and Major Commands.

3.3.24.6. Coordinate and collaborate with counterparts and subject matter experts from sister services for topic development and presentations at the Warfighter Talks.

3.3.24.7. Coordinate transportation for Warfighter Talks attendees.

3.3.24.8. Coordinate with AF Protocol for senior leader requirements and identifying potential venues for conducting Warfighter Talks.

3.3.24.9. Oversee the resolution of action items following a Warfighter Talks with sister service.

3.4. Weather Division (AF/A3OW). Provides and/or arranges global weather support to Headquarters United States Air Force, Headquarters Department of the Army, USAF and Army Service Watch Cells, USAF and Army Crisis Action Teams in accordance with AF Policy Directive 15-1, Weather Operations, and associated implementing directives. Responsible for providing situational awareness weather products and briefings to senior leaders as well as arranging for dissemination of local weather alerts for the Pentagon Reservation.

3.5. Special Programs Division (AF/A3OX). This Division is the central office for apportioned Air Force special capabilities, Integrated Joint Special Technical Operations and COAL WARFIGHTER.

3.5.1. Serves as a principal advisor to AF/A3 for special access program operations.

3.5.2. Supports AF/A3 equities in USAF special access program governance structure and process. Serves as a member on the special program review group and special access program oversight Review Board for integration of requirements. Reviews compliance on regulatory and statutory requirements for Special Access Programs.

3.5.3. Leads integration of special access programs in USAF education, training, tactics development, exercises, planning, and joint/coalition operations to enhance employment of full-spectrum air, space, and cyberspace power at all levels of warfare.

- 3.5.4. Represents the USAF to the Joint Staff's Integrated Joint Special Technical Operations process where they are responsible to the Chief of Staff of the Air Force for joint integration of USAF capabilities.
- 3.5.5. Manages the Chief of Staff of the Air Force's COAL WARFIGHTER process to provide key warfighters access to special capabilities in support of education, training, planning, and execution.
- 3.5.6. Serve as the lead Air Force office for the implementation of Integrated Joint Special Technical Operations common access billets.
- 3.5.7. Acts as the focal point for Chief of Staff of the Air Force and AF/A3 for USAF compartmented plans, assessments, and courses of action for current operations worldwide.
- 3.5.8. Supports all AF/A3 staff in coordinating and staffing Special Access Program-related training plans and special access program test activity requests that require Office of the Secretary of Defense approval.
- 3.5.9. Provides Government special access program security officer special access program support, billet management, and other special access program security administration activities for all AF/A3 staff performing special access program activities.
- 3.6. Operations Plans Division (A3OK). A function of the Air Force Operations Group mission is to integrate Air and Space operational expertise to provide collaborative, consistent, and responsive decision support and recommendations to Senior AF leaders. This would be the primary role of the Operations Plans Division (AF/A3OK) matrixed to AF/A3K.
- 3.6.1. AF/A3K - Air Force CHECKMATE, is responsible for developing strategy and concepts that inform, advocate, and advise the Secretary of the Air Force, Chief of Staff of the Air Force, AF/A3, and AF Staff on the role of air, space, and cyberspace power in the defense of U.S. national and globe interests.
- 3.6.2. Collaborate with strategy experts in developing doctrine, policy, plans, operations and exercises featuring USAF core functions.
- 3.6.3. Represent the AF to Office of the Secretary of Defense and the Joint Staff as the integration office in developing, reviewing, and implementing, Joint plans, operations, and exercises advocating cross-domain capabilities. Analyze, develop and advise on operational cross-domain capabilities, including integrated joint special technical ops and special access programs plans, to support requirement of combatant commanders, Air Component and NAF Commanders and their Staffs.

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