

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

AIR FORCE MANUAL 10-207



11 APRIL 2018

**AIR FORCE DISTRICT OF
WASHINGTON (AFDW)**

Supplement

4 APRIL 2023

Operations

COMMAND POSTS

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available for downloading or ordering on the e-Publishing website at www.e-Publishing.af.mil.

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: HQ USAF/A3TC

Certified by: HQ USAF/A3T
(Maj Gen Scott F. Smith)

Supersedes: AFI10-207, 11 June 2014

Pages: 93

(AFDW)

OPR: AFDW/A3O

Certified by: AFDW/A3O
(Lt Col Joshua M. Hampton)

Supersedes: AFI10-207_AFDWSUP, 3 June 2015

Pages: 8

This manual executes Air Force Policy Directives (AFPD) 10-2, *Readiness*, and 10-25, *Emergency Management*. It provides Air Force guidance for the establishment, organization, manning, operation, equipment, training, and support of Command Posts (CP)/Command Centers/watches/Specialized Command and Control Elements. It also establishes basic guidance for the 1C3 Air Force Specialty Code (AFSC). It applies to all Air Force Command and Control organizations and personnel, including those in the Air National Guard (ANG) and Air Force Reserve Command (AFRC). Refer recommended changes and questions about this publication to AF/A3T, 1480 Air Force Pentagon, Washington, D.C. 20330-1480, Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*. Major Command (MAJCOM)/Direct Reporting Unit (DRU)/Field Operating Agency (FOA)/Specialized Command and Control Elements are authorized to supplement this Air Force Manual (AFMAN) instead of repeating manuals in separate directives. MAJCOM/DRU/FOA/Specialized Command and Control Element supplements to this manual require approval by the 1C3 Career Field Manager (CFM). The authorities to waive wing/unit level requirements in this publication are

identified with a tier number (“T-0, T-1, T-2, T-3”) following the compliance statement. See AFI 33-360, *Publications and Forms Management*, Table 1.1 for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule located in the Air Force Records Information Management System (AFRIMS).

(AFDW) AFMAN10-207, Command Posts, is supplemented as follows: This supplement implements and extends the guidance of Air Force Manual (AFMAN) 10-207, *Command Posts* and describes AFDW’s procedures, for use in conjunction with the basic AFMAN. This supplement applies to AFDW units and Air National Guard (ANG) and Air Force Reserve Command (ARC) units assigned or attached to AFDW, including use by SC2Es in conjunction with parent agency’s directives and Standard Operating Procedures (SOP). Changes to the procedures in this publication are not authorized without approval of HQ AFDW/A3OC. Submit recommendations for improvements and/or changes using the AF Form 847, *Recommendation for Change of Publication*, to HQ AFDW/A3O, 1500 W. Perimeter Rd, Ste 5370, Joint Base Andrews, MD 20762. 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, which is located in the Air Force Records Information Management System (AFRIMS) located at <https://afrims.cce.af.mil>.

SUMMARY OF CHANGES

This document has been substantially revised and should be completely reviewed. Major changes include: Merging and reorganization of chapters. Command Post staffing, to include, senior controller and manning requirements. Authorized duty titles have been changed to match the AFSC naming convention change. The Command Post training program has been overhauled with major changes to certification timelines and testing requirements. Changes were also made to the Master Training Plan, Master Task List, Annual Training Plan, and Plan of Instruction requirements. The Quality Assurance program has been added for managers to oversee the training program. The Medical Record Review Memorandum and Retrainee Interview Letter have both been updated.

(AFDW) This document is substantially revised and must be thoroughly reviewed due to the transition from an Air Force Instruction (AFI) supplement to an AFMAN supplement as well as activation of the 316 WG at Joint Base Andrews and redesignation of the 11 WG at Joint Base Anacostia-Bolling, with associated support from the Andrews Regional Command Post (ARCP).

Chapter 1—OVERVIEW	6
1.1. Command Post.....	6
1.2. Command and Control Direction.....	8
1.3. Organization.....	9

1.4.	Command Post Functional Areas.....	9
1.5.	Provisions.....	10
Chapter 2—RESPONSIBILITIES		11
2.1.	AF/A3 Deputy Chief of Staff, Operations will direct Command Post(s) and the Command and Control Operations career field via the AF 1C3 Career Field Manager and the AF 1C3 Policy & Procedures office to:	11
2.2.	The AF Watch is a FOA that	11
2.3.	MAJCOM Commanders via their 1C3 Functional Managers will:	12
2.4.	MAJCOM A3s will.....	14
2.5.	Wing/Air Base Group Commanders responsible for Command Post or a Command and Control node will:.....	14
2.6.	Wing Commander will.....	15
Chapter 3—PERSONNEL, POSITIONS, DUTIES, AND DEVELOPMENT		18
3.1.	This chapter defines the difference between Operational and Non-Operational Command Posts.	18
3.2.	Staffing Requirements, Positions and, Assigned Duties.....	18
3.3.	Security Clearances.....	25
3.4.	Authorized Duty Titles.	26
3.5.	Duty Schedule and Restrictions.....	27
3.6.	Unit Manning.....	28
3.7.	Command and Control Operations Enlisted Force Council.....	31
3.8.	Enlisted Development Teams.	32
Chapter 4—CONSOLE OPERATIONS REQUIREMENTS, PROCEDURES, AND SELF-ASSESSMENT PROGRAM		34
4.1.	This chapter identifies the minimum console equipment requirements.....	34
4.2.	Console Operations Requirements and Procedures	34
4.3.	Self-Assessment.....	41
Chapter 5—FACILITY, SYSTEM REQUIREMENTS, AND SECURITY		43
5.1.	This chapter establishes the facility and functional area requirements for a Command Post.....	43
5.2.	Facility	43
5.3.	Command and Control Systems and Applications.	46
5.4.	Security	48

Chapter 6—MISSION MANAGEMENT/MONITORING	50
6.1. This chapter baselines Mobility and Combat mission movement instructions for controllers assigned.....	50
6.2. Mission Movement.....	50
6.3. Aircrew/Mission Support.....	51
6.4. Originating Mission Setups.....	52
6.5. Special Category Missions.....	52
6.6. Radio Discipline.....	54
6.7. Hazardous Weather/Runway Conditions.....	54
6.8. Aircraft Flying Distinguished Visitor Personnel.....	54
Chapter 7—TRAINING, TESTING, AND CERTIFICATION	55
7.1. This chapter establishes a standard process for controllers assigned to any MAJCOM to complete initial, refresher, upgrade, and certification training.....	55
7.2. AF Master Training Plan.....	55
7.3. Controller Certification (initial, recertification, decertification).....	58
7.4. Command Post Recurring Training.....	63
7.5. Proficiency Training.....	64
7.6. Missed Training.....	64
7.7. Testing, Training, Evaluations, and Quality Assurance.....	64
7.8. HHQ Testing and Evaluations.....	68
7.9. AF Form 623 Requirements. (All documents, documentation, and processes listed in paragraph 7.9 and subparagraphs will be accomplished with Training Business Area or equivalent system if possible (T-2).....	69
7.10. Training Binder Requirements.....	70
7.11. Quality Assurance Programs are mandatory for Nuclear Command and Control units only.....	70
Chapter 8—CONTINGENCY DEPLOYMENTS	73
8.1. This chapter establishes Command and Control Operations deployments, contingency training, and contingency management of the Command Post Air and Space Expeditionary Force process.....	73
8.2. Contingency Deployments.....	73
8.3. Contingency Training.....	73
8.4. Contingency Management.....	73
8.5. Command Post Deployment Critique.....	74

Table 8.1. This table identifies all of the Command and Control Contingency Management Unit Type Codes used to deployment taskings.....	74
Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	76
Attachment 2—RETRAINING INTERVIEW REQUIREMENTS	86
Attachment 3—SAMPLE QUICK REACTION CHECKLIST TOPICS	88
Attachment 4—COMMAND POST DEPLOYMENT CRITIQUE FORM	90
Attachment 5—MEDICAL RECORD REVIEW MEMORANDUM	91
Attachment 6—RETRAINEE INTERVIEW LETTER	92

Chapter 1

OVERVIEW

1.1. Command Post

1.1.1. Command post operations furthers AFPD 10-25 guidance by serving as the focal point for Command and Control for commanders during routine operations, emergencies, contingencies, and increased readiness. The Command Post is a direct representative of the commander and serves as the sole agency responsible for executing Command Post-related Command and Control activities.

1.1.2. The installation Command Post is a wing staff agency organized directly under the wing function. Command Post Managers are tasked with the responsibility of operating the Command Post on behalf of the wing commander. As such, either the wing commander, vice wing commander, or Director of Staff will be the reporting official for the Chief, Command and Control Operations or Superintendent if there is no Chief assigned (T-2).

1.1.3. Command Post. Each Command Post serves as one of the core functions of the Installation Command and Control construct. The Command Post is a full-time, 24/7 Command and Control node, directly responsible to commander(s) and serves as the focal point of operations, including the receipt and dissemination of orders, information, and requests necessary for the Command and Control of assigned forces and operations. This AFMAN is applicable to all Command Posts. Regardless of Command Post type listed below all Command Post Managers will ensure all assigned personnel are trained and certified on installation mission tasks using the Specialty Training Standard, 1C3 Master Training Plan, AFI 36-2201, *Air Force Training Program*, and **Chapter 7** of this manual, to include all applicable supporting MAJCOM guidance from tenant mission sets (T-2).

1.1.3.1. Consolidated Command Post. This type of Command Post is comprised of elements from two or more separate MAJCOMs/wings/units from the same component that merge together to share a common facility with each element responsive to the same Command Post Managers. There is one set of Command Post Managers, and below the managers, one chain of authority, direction, and control. All individuals assigned to Consolidated Command Posts supporting Air Mobility Command (AMC) will attend AMC required course(s) (or receive on-station training by a certified trainer) prior to certification (T-2). At Active Component installations, the installation Command at all Consolidated Command Post manpower authorizations will be owned by the MAJCOM operating the installation and 1C3 billets will be assigned to the host wing Program Element Code (PEC) (T-2).

1.1.3.1.1. Command Posts supporting an Air Mobility Squadron (AMS) will have five of the merged AMC billets Program Element Code coded as AMC to ensure availability for future and emerging combatant command and AMC requirements. As emerging AMC mission requirements demand additional 1C3 support within the European Command (EUCOM) or Pacific Command (PACOM) Area of Responsibility (AORs); the 515th or 521st Air Mobility Operations Wing (AMOW) Superintendent will notify the AMC 1C3 Functional Manager and theater (United States Air Forces in Europe [USAFE] or Pacific Air Forces [PACAF]) MAJCOM 1C3 Functional Manager to

temporarily deploy controllers to the location as directed by the applicable AMOW Commander. The tasked locations/members are at the discretion of the respective theater MAJCOM Functional Manager, based on manning levels at his/her specific units. **NOTE:** Numbered Air Force (NAF)/Air Force Component Headquarters/Field Operating Agency(s) are included in consolidation actions.

1.1.3.2. Command Post Association. This type of Command Post is comprised of elements from two or more separate wings/units from different components (RegAF or Air Reserve Component) that share a common facility. Each Command Post element has its own Command Post Superintendent, NCOIC, Command and Control Operations, and NCOIC, Training. Administrative Control (ADCON) of controllers resides with the component they are a member of (i.e., Air Reserve Component personnel work administratively for Air Reserve Component). Controllers in a Command Post Association are trained on all mission tasks supported by the Command Post Association. This type of Command Post applies where the determination has been made that component-specific mission aspects can be mutually supported by the Command Post console crew. This type of Command Post is not applicable where Command Post elements from only one component are concerned; in that instance refer to Consolidated Command Post. Use AFI 90-1001, *Responsibilities for Total Force Integration*, as guidance when preparing proposals to form Command Post Associations.

1.1.3.3. Collocated Command Post. This type of Command Post is comprised of controllers from two or more separate wings/units from different components (Active Component or Air Reserve Component) that share a common facility. Each Command Post element has its own Command Post Superintendent, NCOIC, Command and Control Operations, NCOIC, Training, and Command and Control responsibilities. Controllers in a Collocated Command Post may share information with one another, but do not share work, (e.g., controllers are not trained to perform one another's component specific mission). Additionally, ADCON of Command Post controllers resides with the commander from each controller's component.

1.1.3.4. Regional Command Post. This type of Command Post fully integrates two or more installations Command Posts into one geographical region Command Post; it may include Command Post elements from different components (Active Component or Air Reserve Component). Each Command Post element has its own Command Post Superintendent, NCOIC, Command and Control Operations, and NCOIC, Training. ADCON of Air Reserve Component Command Post personnel resides with the Air Reserve Component unit commander to which they are assigned. All Command Post controllers are capable of facilitating Command and Control for every mission aspect represented by all wings and tenant units supported. Further responsibilities will be outlined in a memorandum of agreement/understanding between units. Once established, Regional Command Posts follow the same guidance as Consolidated Command Posts/Command Post Associations as outlined in this manual.

1.1.3.4.1. When creating a Regional Command Post composed of more than one component, Command Post Managers will ensure all coordination requirements listed in AFI 90-1001 are met, prior to implementation (T-1).

- 1.1.3.4.2. Regional Command Post establishment is coordinated with the Command Post MAJCOM Functional Manager(s), MAJCOM A3(s), and the Air Force Career Field Manager. Final approval authority is the AF Director of Air Operations.
- 1.1.3.4.3. Unit Weapons Safety Command Post are owned by the MAJCOM operating the installation. 1C3s billets are under the host wing Program Element Code.
- 1.1.3.4.4. Air Reserve Component manpower authorizations at a Regional Command Post are owned by the Air Reserve Component element they represent.
- 1.1.4. Specialized Command and Control Elements. These are organizations that perform operations in support of specialized mission requirements. The following are Specialized Command and Control Elements: Air Mobility Control Centers; Contingency Response Groups; Air Operations Centers; Office of Special Investigations Operations Center; 1st Helicopter Squadron Mission Control Center, MAJCOM Command Centers, Air Force Watch (AF Watch), USAFE Munitions Support Squadron, or MAJCOM-defined Specialized Command and Control Elements. This AFMAN is applicable to Specialized Command and Control Elements where directly specified. MAJCOMs will determine additional applicability of this AFMAN in their respective MAJCOM supplements.
- 1.1.4.1. **(Added-AFDW)** The following additional Specialty Command and Control Elements (SC2E) are identified under AFDW ADCON: Defense Threat Reduction Agency (DTRA), the President's Emergency Operations Center (PEOC), Joint Task Force – National Capital Region (JTF-NCR), Defense Information Systems Agency – Secretary of Defense (SECDEF) Cables (DISA-SDC), National Military Command Center (NMCC), 844th Communications Squadron Secure Voice - NMCC Secure Voice Operations (SVO), Combatant Command Centers, Joint Operations Centers (JOC), 1st North Atlantic Treaty Organization Airborne Warning and Control System (NATO AWACS) Operations Squadron, and Theater Special Operations Centers (TSOC).
- 1.1.5. MAJCOMs will provide the Career Field Manager a list of their Command's Command Post designations depicting which units have been merged and their title (i.e. Consolidated Command Post, Command Post Association, Collocated Command Post, and Regional Command Post). The Career Field Manager will maintain this list on the 1C3 Intelink site at <https://intelshare.intelink.gov/sites/afcommandpost/SitePages/Home.aspx>.
- 1.1.6. Each installation/owning wing (base, station, joint-base, etc.) operating a Command Post will maintain and operate a single Command Post (where determined to be legal and beneficial) to support Command and Control activities/functions for all resident and tenant units/organizations.
- 1.1.7. AF organizations at the wing or group level residing on an installation operated by another service component (e.g., Joint Basing) may maintain and operate a stand-alone Command Post when the Command and Control needs of the AF organization cannot be met by the host service.

1.2. Command and Control Direction

- 1.2.1. The CSAF exercises Command and Control of AF forces through a global structure of fixed and expeditionary Command and Control facilities. The AF Watch provides positive

and effective Command and Control of AF assets in support of the AF mission. The AF Watch communicates CSAF direction directly to MAJCOMs, FOAs, DRUs, and Units. The AF Watch is a FOA that reports to the AF/A3 Deputy Chief of Staff, Operations.

1.2.2. MAJCOM Command Centers direct/exercise Command and Control of MAJCOM resources. Within the MAJCOM, Command and Control structure, the MAJCOM Command Center is authorized to communicate command (CJCS, Combatant Command [CCMD], USAF, or MAJCOM) directions to operational organizations. However, there are instances where CJCS or CCMD direction is communicated directly to the Air Force Component Headquarters, Air Operations Center, or executing/supporting forces (e.g., Operational Plan [OPLAN] 801X directives). MAJCOM Command Centers originate command directions, oversee status and location of MAJCOM resources, and manage commander-directed reporting.

1.2.3. The installation/owning Command Post is the primary agency authorized to communicate command (CJCS, CCMD, USAF, or MAJCOM) directions to operational organizations supporting the entire installation (e.g., Security Forces, Airfield Management Operations). At the Wing level the Command Post is the only installation Command and Control function authorized to receive and process Emergency Action Messages) and prepare and transmit AF Operational Reports (AF OPREP-3). Installation/owning Command Posts provide Command and Control support to tenant units, to include relaying command directions, flight following, and operational reporting. Tenant units must coordinate and communicate operational requirements involving host resources through the Command Post (T-3). Resulting memorandum for records are developed IAW AFI 25-201, *Intra-Service, Intra-Agency, and Inter-Agency Support Agreement Procedures*, and maintained on file.

1.3. Organization.

1.3.1. The MAJCOM Command Center is the focal point of the MAJCOMs' operations and conducts activities according to MAJCOM plans and policies. MAJCOM Command Centers are organized as a staff agency under the MAJCOM commander, typically administratively aligned under the Director of Staff or Director of Operations (A3).

1.3.1.1. **(Added-AFDW)** The Andrews Regional Command Post (ARCP) functions as the sole 24/7 command and control facility for the 316 WG, 11 WG, and HQ AFDW. In this capacity, the ARCP also functions as the HQ AFDW 24/7 Watch Center. When the AFDW Operations Center is activated, primary 1C3 staffing will be provided by HQ AFDW controllers. When required, ARCP may be requested to provide augmentee personnel.

1.3.2. The installation/owning Command Post is the focal point of an installation's operations and conducts activities according to assigned units' plans and policies.

1.4. Command Post Functional Areas.

1.4.1. At a minimum, Command Posts consist of the following functional areas: Command and Control Operations (includes Emergency Actions processing capability [if applicable]), Reports, Training, and Systems. These functional areas perform duties in support of the career field's four core competencies: Mission monitoring/management, Emergency Actions, Emergency Management, and Operational Reporting (includes resource readiness [formally the Status of Resources and Training System or SORTS] and capability readiness [formerly

the Defense Readiness Reporting System or DRRS, and includes Mission Essential Task/List mission assessment]).

1.5. Provisions

1.5.1. At the commander's discretion, Command Posts may review high-priority messages addressed to the installation commander/vice commander, and tenant wing commander(s)/vice commander(s) during non-duty hour periods, to determine whether the message warrants immediate delivery/action. Command Posts will not be tasked to review/route routine or non-emergency base-wide/MAJCOM headquarters message traffic (T-3).

1.5.2. The 1C3X1 controllers receive Basic Allowance for Subsistence at the standard rate, due to the nature of assigned duties (e.g., inability to depart the work center, non-standard duty hours) IAW AFMAN 65-116V1, *Defense Joint Military Pay System Active Component (DJMS-AC) FSO Procedures*. 1C3X1s will be placed in dorm rooms that have cooking facilities to enable them to prepare meals for rotating shift work schedules (T-3).

1.5.3. Command Posts and 1C3X1s will not be utilized as the Base Operator. The Standard Command Post team consists of two controllers with limited phone lines (T-1). Due to the responsibilities of the Command Post and the notification systems that are utilized, administrative base information calls hinder controller response for emergent situations and contingencies.

Chapter 2

RESPONSIBILITIES

2.1. AF/A3 Deputy Chief of Staff, Operations will direct Command Post(s) and the Command and Control Operations career field via the AF 1C3 Career Field Manager and the AF 1C3 Policy & Procedures office to:

2.1.1. Develop USAF policy regarding Command Post operations, reporting, training, and systems functions. Additionally, develop and publish Controller Information Files providing interim guidance for significant and immediate changes to command and control operations.

2.1.2. Provide MAJCOM Functional Manager and Policy & Procedures guidance/support to 1C3 Regular Air Force (RegAF) forces.

2.1.3. Develop and maintain the Air Force Master Training Plan core documents used as the basis for all Command Post controller initial, recurring, and recertification training. These documents are posted on the 1C3 Intelink site.

2.1.4. Develop Headquarters Air Force (HAF) Self-Assessment Communicators, IAW AFI 90-201, *The Air Force Inspection System*.

2.1.5. Coordinate with Air Force Manpower Analysis Agency (AFMAA) on changes to the Air Force Manpower Standard (AFMS) Command Post 135A00.

2.1.6. Develop, maintain, and ensure compliance with the 1C3X1 Career Field Education and Training Plan (CFETP).

2.1.7. Establish/manage the Command and Control Operations Enlisted Force Council IAW [paragraph 3.7](#) of this manual.

2.1.8. Serve as final approving authority for all 1C3X1 retraining packages.

2.1.9. Manage the Command and Control Operations Annual Awards Program, IAW, Headquarters United States Air Force Annual Awards Program instructions, with supplemental information provided in the annual Awards Controller Information File released each calendar year.

2.1.10. Serve as the sole authority for developing and establishing Command Post guidance and standards for award and retention of the Command and Control Operations Air Force Specialty Code 1C3X1 in the Air Force Enlisted Classification Directory. If this guidance conflicts with any other instructions, this AFMAN is the prevailing authority.

2.2. The AF Watch is a FOA that reports to the AF/A3 Deputy Chief of Staff, Operations and will:

2.2.1. Maintain reliable and redundant secure/non-secure voice connectivity with all MAJCOM Command Centers.

2.2.2. Ensure timely dissemination of information from individual reporting sources that may indicate an adverse trend impacting AF operations worldwide.

2.2.3. Report directly to the National Military Command Center (NMCC) on incidents affecting AF assets.

2.2.4. Ensure AF Watch personnel are thoroughly familiar with reporting requirements outlined in AFMAN 10-206, *Operational Reporting*.

2.2.5. Update the Air Force Command and Control Directory when changes are received from MAJCOM Command Centers or Policy & Procedures staffs.

2.3. MAJCOM Commanders via their 1C3 Functional Managers will:

2.3.1. Develop, coordinate, maintain, and publish all required documents outlining Command Post and Specialized Command and Control Elements policies and procedures in support of AF/CCMD guidance (T-1). ANG requirements are coordinated by the AF and ANG 1C3 Career Field Managers.

2.3.2. Ensure guidance is provided to commanders at all levels, regarding compliance with established timing criteria for reports contained in joint publications and AFI 10-201, *Force Readiness Reporting*; AFI 10-205, *Availability of Key HQ AF Personnel and MAJCOM Commanders*; AFMAN 10-206, *Operational Reporting*.

2.3.3. Ensure a comprehensive training program is designed to support initial certification, recertification, and recurring training requirements by tailoring the Air Force Master Training Plan core documents into a MAJCOM MTP (T-1).

2.3.4. Supplement this AFMAN with amplifying instructions.

2.3.5. Ensure Self-Assessment Communicators are approved by the Career Field Manager, IAW with AFI 90-201.

2.3.6. Conduct Staff Assistance Visits when/if officially requested by units, IAW AFI 90-201.

2.3.6.1. **(Added-AFDW)** Staff Assistance Visit (SAV). AFDW SAVs are scheduled in coordination with the AFDW 1C3 Functional Manager and assisted by HAF/A3TC. The SAV is not an IG-related inspection and the SAV team will not give IG-type ratings to CP/SC2E programs or personnel performance.

2.3.6.2. **(Added-AFDW)** Unit members are responsible for informing the respective unit commander of the upcoming SAV and providing the commander with all details related to the SAV, including the proposed in-brief and out-brief dates and times. SAVs requested by the unit commander may be unit funded if AFDW is required to seek augmentation outside HAF/A3TC office for manpower assistance.

2.3.6.3. **(Added-AFDW) SAV Testing.** If required, SAV testing will be in accordance with the Master Training Plan (MTP) Emergency Actions (EA) tasks/subtasks. Testing will consist of a proctored 30-question closed book EA Test, with a minimum passing score of 90%. Tests will be critiqued to 100%. All certified personnel will be tested (exception: controllers between 12-hour mid-shifts or just coming off a mid-shift). Controllers scheduled for testing must be allowed a minimum of eight hours uninterrupted rest for the on-coming mid shift prior to assuming duty.

2.3.7. Ensure that MAJCOM Policy & Procedures personnel are aligned as part of the Functional Manager staff. MAJCOM/DRU/FOA 1C3 Policy & Procedures personnel (to include the MAJCOM Functional Manager) are exempt from maintaining certification requirements.

2.3.8. Provide MAJCOM 1C3 Inspector General (IG) personnel training, policy interpretation, technical expertise, all required inspection tests, and other necessary materials to conduct Command Post inspections. 1C3 IG personnel are exempt from maintaining certification requirements.

2.3.9. Oversee Command Post/Command Centers/watches/Specialized Command and Control Elements manning for MAJCOM/DRU/FOA 1C3 enlisted personnel assigned to staff and subordinate unit positions. Manage and coordinate assignment allocations for 1C3s. Coordinate and advise applicable A1 office on changes to Command Post manpower requirements.

2.3.10. Each installations Command Posts manning requirements are defined by position title, grade, AFSC (and Special Experience Identifier, if required), Special Duty Identifier, and skill level, IAW AFMS 135A00 (Capability-Based Manpower Standard).

2.3.11. Review Command Post Unit Manpower Documents/Unit Personnel Management Rosters quarterly, at a minimum. MAJCOM Functional Managers may use the Retrieval Applications Web in lieu of Unit Personnel Management Roster to conduct quarterly reviews.

2.3.12. Establish, manage, and source deployment requirements in support of Air Force Personnel Center/ Air and Space Expeditionary Force (AEF) Operations and Readiness Division, contingencies, and other operations as directed by HAF, MAJCOM, and other supported/supporting commands. Comply with AFI 10-401, *Air Force Operations Planning and Execution*, AFI 10-403, *Deployment Planning and Execution*, and the Command Post AEF sourcing instructions, as set forth by the Career Field Manager.

2.3.13. Communicate with MAJCOM 1C3 personnel and Command Post Managers concerning career field issues and 1C3 career progression.

2.3.14. Manage temporary duty (TDY) manning assistance requests.

2.3.15. Establish a MAJCOM Command and Control Operations Annual Awards program to facilitate nomination of MAJCOM candidates to compete under the AF Command and Control Operations Annual Awards Program.

2.3.16. Standardize Command Posts to the maximum extent possible.

2.3.17. Coordinate with other applicable MAJCOM staffs for all Consolidated Command Post/Command Post Association/Regional Command Post under its authority for resolution and clarification of training, staffing, and procedural issues.

2.3.18. Create and maintain a MAJCOM email distribution list containing all respective subordinate unit's distribution lists.

2.3.19. Provide an updated distribution list to AF 1C3 Policy & Procedures quarterly.

2.3.20. Review and validate subordinate unit data/contact information in the AF Command and Control Directory (located on NIPR/SIPR 1C3 Intelink site) quarterly. Consolidate changes from subordinate units and submit to the AF Watch. Ensure all subordinate 1C3 organizations are included on AF Command and Control Directory, including, but not limited to, Task Forces and NAFs.

2.3.21. MAJCOMs supporting Consolidated/Regional/Association Command Posts are responsible for ensuring all the supported MAJCOM/DRU/FOA's guidance, Commanders

Critical Information Requirements, Controller Information Files, Concept of Operations and Master Training Plans are distributed to applicable Command Post(s).

2.3.22. MAJCOMs supported by a Consolidated/Regional/Association Command Post will provide the host MAJCOM their guidance, Commanders Critical Information Requirements, Controller Information Files, Concept of Operations and Master Training Plans for implementation and dissemination to applicable Command Posts.

2.4. MAJCOM A3s will staff and operate a Command and Control node (e.g. Air Operations Center, Command Centers) and will:

2.4.1. Ensure Command Center personnel are thoroughly familiar with AF/CCMD guidance.

2.4.2. Ensure immediate dissemination of information from individual reporting sources (e.g., Air Force Component Headquarters, ANG) that may indicate any adverse trend impacting the command.

2.4.3. Report directly to the AF Watch on incidents affecting AF and MAJCOM assets.

2.4.4. Ensure Command Center personnel are thoroughly familiar with reporting requirements outlined in AFMAN 10-206.

2.4.5. Maintain reliable and redundant secure/non-secure voice connectivity with assigned Command Posts.

2.4.6. Maintain a MAJCOM email distribution list containing all respective subordinate units' organizational e-mail accounts.

2.4.7. **(Added-AFDW)** The ARCP will immediately notify AFDW/A3/5 when in receipt of higher headquarters orders/directives (e.g., EAMs, FPCAMs, WARNORD, etc.) for situational awareness and decision-making.

2.4.8. **(Added-AFDW)** The ARCP will advise and disseminate all operational reports/significant event reports to senior AFDW leadership for situational decision-making.

2.4.9. **(Added-AFDW)** The ARCP will disseminate all 320 AEW Operations Center Directives (OCD) to 316 WG/XP, 316 WG Crisis Action Team (CAT), 11 WG/XP, 11 WG CAT or tenant units as required, if the AFDW Operations Center is not activated.

2.5. Wing/Air Base Group Commanders responsible for Command Post or a Command and Control node will:

2.5.1. Establish and maintain a responsive and reliable communications system linking their Command Post with the National Military Command Center, Air Force Watch, applicable MAJCOM, Air Force Component Headquarters, and operational-support agencies, IAW AFMAN 10-206 and MAJCOM or CCMD Emergency Action Plans (T-1).

2.5.2. Institute procedures to ensure the immediate relay of critical information to lateral and subordinate agencies (T-3).

2.5.3. Ensure a comprehensive and up-to-date training program is established, maintained, and administered based on the AF 1C3 Master Training Plan, supported command requirements, host/tenant unit requirements, and the 1C3X1 CFETP (T-2).

2.5.4. Develop written procedures to provide Command and Control under less-than-optimum conditions such as forced relocation, communications outage, fire, natural disaster, etc. (T-3).

2.5.5. Ensure the Command Post is manned with certified 1C3 personnel and continuously operational (T-1). (The waiver authority for Air Reserve Component is the MAJCOM Functional Manager).

2.5.6. Coordinate written memorandum of agreement/memorandum of understandings with tenant units to ensure command alerting, reporting, and other support requirements are met (T-3). All memorandum of agreement/memorandum of understandings are developed IAW AFI 25-201 and commanders will maintain them on file (T-3). Memorandum of agreement/memorandum of understandings are not required if all requirements are outlined in a Host-Tenant Support Agreement.

2.5.7. As required, appoint a Top Secret Control Officer and alternate in writing and ensure the Top Secret Control Officer establishes and maintains a Top Secret Control Account IAW AFI 16-1404, *Air Force Information Security Program*, MAJCOM publications and DoDM 5200.01-V1, *DoD Information Security Program: Overview, Classification, and Declassification* (T-1).

2.5.8. Assign a Chief, Command and Control Operations by position number, in the appropriate officer grade, IAW AFMS 135A00 (T-3).

2.5.9. Establish and maintain an alternate Command Post facility that supports fixed/deployed operations (T-3). Commanders must ensure the operational capability of the alternate Command Post meets the minimum requirements for the Command Post to operate and support command, control, communications, computers, and intelligence needs (Munitions Support Squadron locations are exempt) (T-3). Commanders must ensure the alternate Command Post is located outside the cordon area that would be applied to the permanent structure in the event of a fire, bomb threat, etc. (T-3).

2.5.10. Commanders responsible for Consolidated Command Posts at locations with an Air Mobility Squadrons will ensure PRIME KNIGHT (AMC mission management) is accomplished (T-2).

2.6. Wing Commander will designate the Command Post Managers (Chief and Superintendent) to implement the following:

2.6.1. Appoint an NCOIC, Command and Control Operations and alternate in writing and ensure all console programs are developed, maintained, and administered IAW **Chapter 3** AFMAN 10-207 (T-2).

2.6.2. Appoint an NCOIC, Command and Control Operations Training and alternate in writing and ensure the training program is developed, maintained, and administered IAW **chapter 7** of this AFMAN and AFI 36-2201 (T-2).

2.6.3. Appoint an NCOIC, Command and Control Operations Reports and alternate in writing and ensure the reports program is developed, maintained, and administered IAW AFMAN 10-207 chapter 3 and AFMAN 10-206 (T-2).

2.6.4. Appoint an NCOIC, Command and Control Operations Systems and alternate in writing and ensure the systems program is developed, maintained, and administered IAW **chapter 3** of this AFMAN (T-2).

- 2.6.5. Develop written procedures and exercise the capability to adequately perform Command Post operations from an alternate facility on a semiannual basis (T-3).
- 2.6.6. Develop and maintain a Command Post self-assessment program, IAW **chapter 4** of this AFMAN and AFI 90-201 (T-2).
- 2.6.7. Manage Command Post budget. (T-2). Managers will ensure Command Post communications, equipment, and projects for future upgrades and enhancements are planned and budgeted (T-2). The minimum Command Post (unit-funded) budget items include funding for: all applicable 1C3 training courses required for duty positions or certification (e.g., Command Post Manager Course, Air Mobility Command Command and Control Course, Joint Nuclear Command and Control, and Command Post Training Manager Course) (T-2).
- 2.6.8. Ensure console personnel scheduled for Weighted Airman Promotion System, Blackboard Course upgrade training, and SNCO/NCO Professional Military Education (PME) Distance Learning Course, End of Course testing receive a minimum of 24 hours off-duty immediately preceding the scheduled test (T-2).
- 2.6.9. Submit monthly manning reports, IAW **chapter 3** of this AFMAN and applicable MAJCOM guidance (T-2).
- 2.6.10. Ensure Special Experience Identifiers are awarded IAW the Air Force Enlisted Classification Directory and documented on the Command Post manning report, IAW **chapter 3** of this AFMAN. (T-2).
- 2.6.11. Semi-annually or when changed, review and document the review of all Command Post Operating Instructions, Emergency Action Checklists, Controller Basic Checklists, Quick Reaction Checklists, and Controller Information File binders, documented using AF Form 4436, *Command Post Publications Review Log* (T-2).
- 2.6.12. Review and initial completed Command Post daily events logs NLT the next duty day by placing their initials and date in the "reviewed by" block or by digitally signing the "reviewed by" block (T-3).
- 2.6.13. Coordinate written memorandum of agreement/memorandum of understandings with tenant units to ensure command alerting, reporting, and other support requirements are met (T-3).
- 2.6.14. Create and maintain a Command Post organizational email address and an email distribution list containing all Command Post personnel. Provide name of distribution lists to appropriate MAJCOM (T-2).
- 2.6.15. Ensure unit updates the AF Command and Control Directory information when changes occur (located on NIPR/SIPR 1C3 Intelink site) (T-2). Changes will be submitted to appropriate MAJCOM (T-2).
- 2.6.16. Command Post Managers at Consolidated Command Posts will ensure Commanders Critical Information Requirements, Controller Information Files, Concept of Operations and Master Training Plans for all supporting MAJCOMs are incorporated within Command Post operations and training (T-2).
- 2.6.17. Ensure on-duty controllers monitor the AF Watch, all applicable supporting MAJCOMs, and CCMDs (*if applicable*) rooms in SIPRNET chat rooms continuously (24/7)

for Emergency Action Message traffic, Active Shooter notifications, Force Protection notifications, and any other HHQ directed information and/or information requests (T-1).

2.6.18. Command Post Managers can run and operate the Crisis Action Team but overall determination will be by the wing commander. Command Post Managers are highly encouraged to be responsible for managing, operating and supplying the Crisis Action Team. If it is determined that Command Post Managers will take on additional Crisis Action Team responsibilities, communications support and additional funding for equipment, supplies, technology acquisitions, and sustainment will be allotted to the Command Post budget via wing funds (T-3).

2.6.19. Ensure a Quality Assurance program is developed, administered, and maintained IAW [chapter 7](#) of this AFMAN.

2.7. (Added-AFDW) Waivers.

2.7.1. (Added-AFDW) HQ AFDW will maintain waivers for any higher headquarters (HHQ) directive or function that AFDW/A3O, ARCP or SC2E cannot comply with.

2.7.2. (Added-AFDW) Waiver requests will be submitted IAW DAFMAN 90-161, para 9.4, by the CP/SC2E Superintendent to the AFDW 1C3 Functional Manager through the appropriate chain of command via e-mail. Waiver requests requiring HAF/A3TC action must be routed to the AFDW 1C3 Functional Manager for coordination and forwarding.

2.7.3. (Added-AFDW) Waiver requests must include: a complete description of the operational requirement, justification for the waiver, and the length of time for which the waiver is requested.

2.7.4. (Added-AFDW) AFDW 1C3 Functional Manager is the approving authority for AFDW level CP/SC2E waiver requests.

2.8. (Added-AFDW) **Clarification Requests.** Clarification requests should be staffed through CP/SC2E leadership and submitted via e-mail to the AFDW 1C3 Functional Manager. Requests will normally be answered via e-mail and are binding to all applicable units. AFDW 1C3 Functional Manager will review all clarification requests for inclusion in future revisions to applicable publications. If information conflicts with other existing guidance, notify HQ AFDW and comply with the HHQ regulation until the conflict is resolved.

Chapter 3

PERSONNEL, POSITIONS, DUTIES, AND DEVELOPMENT

3.1. This chapter defines the difference between Operational and Non-Operational Command Posts. It identifies the minimum criteria to remain a 1C3X1, including clearance, standard duty titles. Furthermore, it identifies the four key Command and Control Operations functional areas: Console Operations, Reports and Readiness, Training, and Systems. It also establishes a cross-trainee program and a process for Superintendents and MAJCOM Functional Managers to interview potential 1C3X1s. Additionally, it defines the members of the 1C3 enlisted forces council and establishes their charter to develop career field members across the conventional, nuclear, and mobility spectrum including their leadership capabilities.

3.2. Staffing Requirements, Positions and, Assigned Duties

3.2.1. RegAF manpower requirements will be reviewed by the Career Field Manager, AF/A1MR, AFMAA, and MAJCOM Functional Managers and validated/published in AFMS 135A00. The ANG 1C3 Career Field Manager addresses ANG-specific manpower requirements and the appropriate manpower standard in its supplement to AFMAN 10-207. The AFRC 1C3 MAJCOM Functional Manager will address AFRC-specific manpower requirements and the appropriate manpower standard in their supplement to AFMAN 10-207.

3.2.1.1. Command Posts will be manned continuously with certified controller(s) (T-1).

3.2.1.2. All 1C3s, Command Post Managers, officers, and civilians assigned to the Command Post will be certified to work console and maintain certification IAW **Chapter 7** of this AFMAN (T-3).

3.2.1.3. Operational Command Posts will be manned with a minimum of two certified controllers (e.g., flying, satellite, and Nuclear Command and Control units) (T-3). ANG Command Posts will be manned with a minimum of two certified controllers (T-2). Non-operational Command Posts will be manned with a minimum of one certified controller (T-3). Command Posts with airfield quiet hours may adjust console manning based on mission requirements. There will be at least one senior controller on duty at all times (T-3). Review Command Post Crew Size Waiver to identify locations approved crew size requirements outside the normal two certified controller team; superintendents will man the console over the two AF requirements based on unit mission requirements (T-2). Consolidated Command Post locations with an Air Mobility Squadron, will have one controller dedicated to air mobility support and/or other supported commander/tenant mission requirements (T-2).

3.2.1.4. Specialized Command and Control Elements may be manned with a minimum of one certified controller, unless otherwise directed by MAJCOM/CCMD guidance.

3.2.2. Command Post Managers will ensure RegAF Overhead staffing of Command Posts are IAW AFMS 135A00 and this manual (T-1).

3.2.2.1. Variances to AFMS 135A00, whether positive or negative, are coordinated with the MAJCOM Functional Manager(s) and Career Field Manager prior to submission to AFMAA, who will validate the variances using the AFMS process.

3.2.2.2. Command Post Managers will not convert any RegAF 1C3XX Command Post manpower authorizations from military to civilian or add any outside billets without the written approval of the Career Field Manager (T-1). Command Post manpower requirements are codified in AFMS 135A00. All authorizations assigned to the Command Post Unit Manpower Document will perform duties in the Command Post; removing of billets from the Command Post Unit Manpower Document or filling billets with personnel working outside the Command Post is not authorized. (T-2).

3.2.3. The Air Force Enlisted Classification Directory identifies mandatory and minimum requirements for entry into, award, and retention of the 1C3X1 AFSC. Additional on-the-job training and upgrade requirements may be required by the 1C3 CFETP, governing MAJCOM, or locally determined directives.

3.2.3.1. To remain in the 1C3X1 career field, personnel must:

3.2.3.1.1. Be able to work rotating shifts; if a controller is not capable of working rotating shifts (e.g., Day and Night shifts rotating) for more than 1 year the member's AFSC will be changed to a 9 series AFSC pending either cross-training or separation from the AF (T-1).

3.2.3.1.2. Maintain a deployable status; if a 1C3XX remains in-eligible to deploy for more than two continuous P1, P3 & P5 periods (e.g., P1, P3 & P5 and a second P1, P3 & P5 in a row) then the member's AFSC will be changed to a 9 series AFSC pending either cross-training or separation from the AF (T-1).

3.2.3.1.3. Agree to work the Air Force nuclear mission (non-Personnel Reliability Assurance Program and critical Personnel Reliability Assurance Program mission) (T-1).

3.2.4. Process to retrain into the Command and Control Operations Career Field

3.2.4.1. **(Not applicable to the Air Force Reserves)** . Personnel retraining into the 1C3 AFSC are required to be interviewed by closest Command Post Superintendent and a Competent Medical Authority for Personnel Reliability Assurance Program eligibility prior to being approved for retraining (T-1). The Superintendent will review the member's current Assignment Management System Single Unit Retrieval Format (SURF), last five EPRs, Air Force Fitness Management System II (AFFMS) Member Individual Fitness Report, and conduct a face-to-face interview (T-2). If any potential negative trends or issues exist which would impact the member receiving a Top Secret security clearance, the superintendent should non-recommend the individual for retraining. The Competent Medical Authority reviews the member's records for Personnel Reliability Assurance Program suitability factors that would result in permanent Personnel Reliability Assurance Program disqualification. If factors exist that would result in permanent Personnel Reliability Assurance Program disqualification, the Competent Medical Authority non-recommends the member for retraining into the 1C3 career field. The interviewing Superintendent will forward the entire package, including the signed Competent Medical Authority recommendation, to the MAJCOM Functional Manager for coordination (T-1). The MAJCOM Functional Manager will forward the entire package, plus a MAJCOM Functional Manager recommendation, to the Career Field Manager for final approval (T-1). MAJCOM Functional Managers will also submit non-recommended retraining

packages to the Career Field Manager for cancellation of technical school class dates (T-1). ANG Command Posts are not required to forward the entire package for coordination or final approval.

3.2.4.1.1. The interview process is critical to maintaining the integrity of the 1C3X1 AFSC. Command Post missions differ based on command of assignment and weapon systems employed. Therefore, the interviewer considers the person's ability to meet all AFSC requirements when deciding whether to recommend a person for retraining into the 1C3X1 AFSC. The Superintendent will ensure the individual meets the minimum requirements for retraining listed in **Attachment 2** (T-2).

3.2.4.1.2. If the applicant does not have access to a Command Post (e.g., deployed/assigned location has no Command Post), individuals are interviewed and recommended for entry into the 1C3X1 AFSC by their 1C3 MAJCOM Functional Manager (telephone interviews are acceptable).

3.2.4.2. All recommendations to allow/deny the member to retrain into the 1C3 AFSC are reviewed and approved by the Career Field Manager; all documentation must be sent with the recommendation. ANG units, all recommendations to approve/disapprove the member to retrain into the 1C3X1 AFSC are reviewed and approved at the state level.

3.2.5. Chief, Command and Control Operations. When AFMS 135A00 authorizes a Chief, the Chief can be assigned/possess the 86P Special Duty Identifier, 13M, 13N AFSC(s) or be converted to a civilian GS-12; all are acceptable upon approval by the installation commander. As these positions are difficult to fill, installation commanders are encouraged to covert the position to a GS-12 with a performance document that requires the individual to be deployable and work rotating shift work 24/7 for continuity. MAJCOM/A3 or equivalent will approve MAJCOM Command Center use of other AFSCs or civilians.

3.2.6. Superintendent, Command and Control Operations. The minimum grade for a Superintendent is MSgt, holding a primary AFSC (PAFSC) of 1C371 and 36 months of 1C3 experience (T-3).

3.2.6.1. The Superintendent, Command and Control Operations is a leadership and developmental position, and the individual selected for this position will be based on the following criteria:

3.2.6.1.1. The MSgt/7-level or SMSgt received the applicable vector code as outlined in this chapter of this AFMAN.

3.2.6.1.2. The individual applied and was selected for this position via Equal Plus ad.

3.2.6.1.3. When applicable, if more than one SNCO received the applicable vector code and neither were selected via Equal Plus ad, the position should normally be held by the highest ranking MSgt/7-Level or SMSgt who has completed the requirements outlined in the Enlisted Force Structure and AFI 36-2502, Airman Promotion/Demotion Programs.

3.2.6.1.4. Superintendent positions will be reserved for promotable SNCO who have completed requirements outlined in the Enlisted Force Structure and AFI 36-2502. If no promotable SNCO is present, then the most qualified person should temporarily fill the role (T-3). For Consolidated Command Posts/Command Post

Associations/Regional Command Posts, there will be a Superintendent for each component (T-2).

3.2.6.1.5. Per AFMS 135A00 and the CFETP, when not authorized a Chief, Command and Control Operations, only personnel holding the 1C3X1 AFSC will exercise control over the Command Post (T-2).

3.2.6.1.6. Chiefs and Superintendents will attend the Command Post Managers' Course (T-3). This course is unit funded.

3.2.6.2. Superintendent, Command and Control Operations will:

3.2.6.2.1. Ensure all upgrade training requirements identified in the 1C3X1 CFETP and AFI 36-2201 are met prior to upgrade approval (T-3).

3.2.6.2.2. Ensure all 1C3X1 occupational surveys are completed and returned to the appropriate occupational measurement squadron (T-2).

3.2.6.2.3. Acquire and maintain maintenance contracts for systems under contract, if managed/maintained by the communications squadron and/or contracting squadron, obtain and maintain a copy of applicable contracts (T-3). Conduct and document on AF Form 4436, a quarterly review of all valid contracts for currency and compliance (T-3).

3.2.6.2.4. Program/plan for future Command Post requirements based on technological advances (T-3).

3.2.6.2.5. Budget for Unfunded Requests, as necessary, this is how most Command Post upgrades are funded (T-3).

3.2.6.2.6. Develop, administer and maintain a training Quality Assurance program IAW [chapter 7](#) of this AFMAN (T-2).

3.2.7. NCOIC, Command and Control Operations. Command Post Managers will choose the most qualified 1C3X1 for this critical position and the next most qualified individual as an alternate (T-3).

3.2.7.1. The individuals filling these positions must possess a 1C371 PAFSC, are normally the next senior in rank to the superintendent (preferably a TSgt or above), and have 18 months of 1C3 experience (T-3). Short-tours are exempt from timing requirements. Command Post Managers at short tour locations should determine the best qualified 1C371 to fill the NCOIC, Command and Control Operations position and alternate.

3.2.7.2. The NCOIC, Command and Control Operations will be responsible for the following duties, as applicable (T-3):

3.2.7.2.1. Maintaining an Alternate Command Post (T-3)

3.2.7.2.2. Creating the Controller Duty Schedule (T-3)

3.2.7.2.3. Maintaining Communications Security program(s) (T-3)

3.2.7.2.4. Developing Checklists (T-3)

3.2.7.2.5. Establishing Command Post Displays (T-3)

3.2.7.2.6. Drafting and coordinating Operating Instructions (T-3)

3.2.7.2.7. Maintaining the Controller Information File (T-3)

3.2.7.2.8. Work with the Training NCOIC to ensure all assigned duties are added to the Unit Training Plan (T-3)

3.2.7.2.9. In concert with the Superintendent, Command and Control Operations, develop, administer and maintain a training Quality Assurance program IAW **Chapter 7** of this AFMAN (T-2).

3.2.7.2.10. In concert with the with the Command Post Management, ensure the Console Operations Function and personnel have a 24/7 capability and are able, at a minimum (if applicable), to accomplish the following actions/events:

3.2.7.2.10.1. Emergency Actions. Command Post personnel performing Emergency Actions duty must remain in the immediate vicinity of the console at all times, in order to respond to Emergency Action Messages in a timely manner (T-3).

3.2.7.2.10.2. Initiate and complete Emergency Action Checklists, Quick Reaction Checklists, and Controller Basic Checklists (T-3).

3.2.7.2.10.3. Perform emergency/crisis notification, coordination, and disaster response (T-3).

3.2.7.2.10.4. Perform mission management/monitoring and coordination (T-3).

3.2.7.2.10.5. Be proficient using assigned Command and Control systems, to include (but not limited to): Defense Switched Network (DSN), telephone console, secure telephone, Command Flight Following/Mission Monitoring System (e.g., Global Decision Support System), Emergency Mass Notification System (e.g., Giant Voice, telephone-alerting systems, network-alerting systems), and Force Status Readiness systems, as applicable. (T-3).

3.2.7.2.10.6. Track location and availability of key personnel (T-3).

3.2.7.2.10.7. Keep vital displays current and updated (T-3). If computer-generated displays are used, console operations personnel will keep current and make available (in case of system failure) a back-up method for these displays. (T-3). Geospatial-based (Map-based) displays and associated data will be created, shared, and when applicable, computer generated IAW AFI 32-10112, Installation Geospatial Information and Services (Installation GI&S) (T-2).

3.2.7.2.10.8. Maintain the following displays based on unit mission or local Command Post requirements (T-3): Key personnel location, base/airfield grid map, Alert Condition, Force Protection Condition, and Information Operations Condition. When posting displays with classified information, console operations personnel will mark and protect them IAW AFI 16-1404 (T-1). NOTE: Electronic displays and books are authorized.

3.2.7.2.10.9. Ensure all Emergency Mass Notification Systems are tested on a weekly basis (T-3). Annotate results of this test in the Command Post daily events log (T-3). Activations of Emergency Mass Notification Systems as a result of real-world or exercise events fulfill the weekly requirement.

3.2.8. NCOIC, Command and Control Operations Systems. The individual filling this position must possess a primary AFSC 1C351/1C371 (T-3).

3.2.8.1. Systems Function. The Systems NCOIC, at a minimum, will (within technical ability/constraints):

3.2.8.1.1. Monitor and maintain all Command Post communication systems, software, and program applications (T-3).

3.2.8.1.2. Ensure the Command Post has all required communications systems, IAW AFMAN 10-207 chapter 4 and unit Emergency Action Plan(s) (T-3).

3.2.8.1.3. Research and attend training for all Command Post-associated systems and communications programs (T-3).

3.2.8.1.4. Develop Command and Control systems briefings and injects into training scenarios, in concert with the Training function to evaluate and validate controller proficiency (T-3).

3.2.8.1.5. Coordinate, monitor, and maintain memorandum of agreement(s) with the local communications squadron for Command Post-unique systems (if applicable) (T-3).

3.2.8.1.6. In concert with the Superintendent, Command and Control Operations, acquire and maintain maintenance contracts for systems under contract. If managed/maintained by the communications squadron and/or contracting squadron, obtain and maintain a copy of the contract (T-3).

3.2.8.1.7. Manage database administration and training of the Command Post Emergency Mass Notification System program (T-3). Facilitate rapid and effective dissemination of emergency information to include signals or messaging appropriate to Active Shooters, Force Protection Conditions, watches, warnings, evacuation routes, and other alerting information to meet DoD and federal warning requirements. Facilitate recurring training with Disaster Response Force personnel on the use of the Emergency Mass Notification Systems (as required).

3.2.8.1.8. Assist Command Post Managers that are procuring a "Command Post unique" system not accredited or certified through the communication squadron or HHQ levels of communication, by preparing and submitting all necessary certification and accreditation documentation (T-3).

3.2.8.1.9. Advise Command Post Managers of critical unfunded communication requirements and upgrades (T-3).

3.2.8.1.10. Manage Command Post distribution lists (T-3).

3.2.9. NCOIC, Command and Control Operations Training. Command Post Managers will choose the most qualified 1C3X1 for this critical position and an alternate (T-3).

3.2.9.1. At a minimum, the individual filling the NCOIC, Command and Control Operations Training position will be a SSgt who has at least 6 months experience as a certified controller at their assigned unit, has completed all 7-level upgrade training requirements, and has a minimum of 3 years' experience in the 1C3X1 career field (T-3).

3.2.9.1.1. For Command Posts identified as short-tour assignments, Command Post Managers should determine the most qualified 1C371 to fill the NCOIC, Command and Control Operations Training position.

3.2.9.1.2. The NCOIC, Command and Control Operations Training is required to attend (if not previously attended) the Command Post Training Manager Course at Offutt AFB (T-2). If the Training NCOIC has not attended within 5 years, they will re-attend (T-2). It is highly recommended for the alternate to attend the course as well.

3.2.9.2. At a minimum, the individual filling the Alternate NCOIC, Command and Control Operations Training will have at least 6 months experience as a certified controller at their assigned unit and be a 5-level (T-3). At their discretion, Command Post Managers may appoint a highly qualified SrA, meeting the above requirements.

3.2.9.2.1. For Command Posts identified as short-tour assignments, Command Post Managers should determine the most qualified 1C351 to fill the Alternate position.

3.2.9.3. Locations that have an approved variance for a second training position, per AFMS 135A00 or Command Posts with four or more console crew positions, may appoint a Training NCO/Airman. As a minimum, the Training NCO or Airman will have at least 6 months experience as a certified controller at their assigned unit and have completed all 5-level upgrade training requirements (T-3). At their discretion, Command Post Managers may appoint a highly qualified SrA, meeting the above requirements. The Training NCO or Airman is considered a duty title for EPR purposes and will be used in the duty title block of the individual's EPR (T-2).

3.2.9.4. Training function. The NCOIC Command and Control Operations Training, Training NCO, or alternate, at a minimum, will:

3.2.9.4.1. Develop, maintain, and administer the training program, IAW AFI 36-2201, *Air Force Training Program* and **Chapter 7** of this AFMAN (T-1).

3.2.9.4.2. Assist supervisors/trainees with upgrade training and qualification training issues (T-3).

3.2.9.4.3. Must be a Wing Inspection Team member and perform Wing Inspection Team duties IAW AFI 90-201 (T-3).

3.2.10. NCOIC, Command and Control Operations Reports. The individual filling this position must possess a primary AFSC 1C351/1C371(T-3).

3.2.10.1. Reports/Readiness Function. The NCOIC, Command and Control Operations Reports will:

3.2.10.1.1. Develop report checklists, tailor formats and support mission requirements IAW AFMAN 10-206 and applicable MAJCOM supplements (T-2).

3.2.10.1.2. Develop monthly AF OPREP-3 training scenarios, in concert with the Training function to evaluate and validate controller proficiency (T-1).

3.2.10.1.3. Ensure report functions required by arms control and other treaties are accomplished (T-2).

- 3.2.10.1.4. Manage assigned treaty reporting, which may include, but are not limited to, the Chemical Weapons Convention, Confidence and Security Building Measures, Conventional Forces Europe, Open Skies, and New Strategic Arms Reduction Treaty. The unit's Treaty Compliance Office will provide specific guidance on treaty reporting requirements. (T-2). Units subject to arms control treaties will comply with reporting requirements delineated in applicable volumes of AFI 16-6XX series publications (T-1).
- 3.2.10.1.5. Ensure Force Status Readiness reporting for OPLAN 801X committed units in accordance with Force Status Readiness/ Strategic Automated Command and Control System User Guide Procedures is accomplished (T-0).
- 3.2.10.1.6. Oversee the Force Readiness Reporting Program IAW AFI 10-201. (T-3).
- 3.2.11. Console Manning Requirements.
- 3.2.11.1. The senior controller position will be manned with a 1C371 (T-3). Command Post Managers must advise their respective MAJCOM Functional Manager(s) before filling the senior controller position with a 1C351 via an initial e-mail and in the monthly manning reports (T-2). Command Posts will not fill senior controller positions with a 1C331 (T-2).
- 3.2.11.2. Augmentees. An augmentee can be any AFSC (including a 1C331), officer or enlisted. If required, Command Posts may use augmentees during severe manning shortages, emergencies, contingencies, natural disasters, and exercises, as warranted. Augmentees must:
- 3.2.11.2.1. Complete and maintain certification/training requirements, IAW [Chapter 7](#) of this AFMAN. (T-2).
- 3.2.11.2.2. Possess a clearance, minimum interim secret, commensurate to the unit's mission. (T-2).
- 3.2.11.3. Replacement Controller. If a controller leaves the console area for an extended period (e.g., longer than a restroom break), a replacement controller will be called in and a shift changeover will be completed (T-3). Controllers working in a Command Post having an exercise room may leave the console area to work out, as long as one controller remains on the console and has the ability to immediately recall the other controller. MAJCOMs may define immediate recall for their units in their MAJCOM supplement to this AFMAN.
- 3.2.12. The minimum grade for personnel filling a 1C3X1 IG position is a MSgt holding a PAFSC of 1C371. 1C3 IG personnel must attend the AF Command Post Managers' Course or have prior Command Post Superintendent experience to be placed in an IG billet IAW AFI 90-201, attachment 3 (T-1). MAJCOM IGs should contact other 1C3 Functional Managers or the Career Field Manager to identify MSgts with the required skill set to augment IG inspections.

3.3. Security Clearances. All 1C3s/officers assigned to Command Post must possess a Top Secret clearance, 1C3s awaiting an initial final Secret clearance will fall under augmentee rules (T-1). Due to the amount of time involved in security background investigations, individuals may perform Command Post controller duties after being granted an appropriate interim Top Secret clearance while awaiting investigation actions, adjudication, and award of a final Top Secret

clearance. Command Posts that do not have any Top Secret material in the facility can have controllers certify and work console with only a Interim Secret or Secret Clearance but must have the member submitted for a Top Secret clearance (T-1).

3.3.1. Personnel Reliability Assurance Program, Nuclear Command and Control, or units requiring daily access to Top Secret documents must always be manned with at least one Emergency Actions controller with a final Top Secret clearance. At no time will Personnel Reliability Assurance Program, Nuclear Command and Control, or other units requiring daily access to Top Secret documents man Emergency Actions consoles solely with controllers having only an interim Top Secret clearance (T-1). Note: This applies to single, dual, and multiple controller operations.

3.3.2. All personnel from other functional areas performing duties in the Command Post must possess, at a minimum, a Secret clearance (e.g., Maintenance Operations Center, Air Terminal Operations Center) (T-2).

3.3.3. All 1C3 personnel, regardless of assignment, will maintain a current Top Secret security clearance (T-1). Command Post Managers must ensure each 1C3X1 assigned to their Command Post has a current or is submitted for a Top Secret security clearance and submits their periodic review in a timely manner (T-1). This includes all 1C3X1 personnel serving in Command and Control facilities where Top Secret information is not processed and/or maintained on a routine basis. If a 1C3's Top Secret security clearance has been permanently revoked, Command Post Managers will immediately initiate procedures to remove the individual from the 1C3X1 AFSC and reclassify the member to the appropriate 9 series AFSC until final disposition of the member is determined (T-1).

3.3.4. Upon a 1C3X1 Technical Trainee Graduate arriving at their first duty station, the Command Post Security Manager should check the status of the Technical Trainee Graduate's security clearance via Joint Personnel Adjudication System. If the member has an "open" Secret investigation, the security manager will not submit an SF86 for Top Secret clearance until the Secret clearance is adjudicated. If the member has an adjudicated Secret, with no open Top Secret investigation, the security manager will submit the SF86 requesting a Top Secret clearance along with fingerprinting to the applicable Wing Information Protection (T-1). If the member has an "open" Top Secret, the security manager should monitor the investigation until adjudicated and coordinate for the member to receive an "interim Top Secret".

3.4. Authorized Duty Titles. MAJCOMs, Installation and Command Post leadership will use the duty titles listed in My Vector for 1C3 personnel, add Nuclear to each title as applicable (T-2). Descriptions and grade requirements are listed for the following duty titles:

3.4.1. Chief, Command and Control Operations is the only authorized duty title for the individual in the Command Post Chief Unit Manpower Document position.

3.4.2. Superintendent, Command and Control Operations is the only authorized duty title for the individual in the Superintendent Unit Manpower Document position. IAW AFI 36-2618, only SNCOs can hold the duty title of superintendent; if a TSgt or below is placed in the superintendent Unit Manpower Document billet, their duty title will be NCOIC, Command and Control Operations.

3.4.3. Command and Control (C2) Chief Enlisted Manager (Wing CMSgt Positions).

3.4.4. NCOIC, Command and Control Operations Quality Assurance. Optional duty title for Command Posts with SMSgts as Superintendents. All of the following requirements apply to be assigned this duty title: MSgt or above with at least 3 years' experience in the career field, have been certified for 1 year at current location, and must possess Special Experience Identifier 853.

3.4.5. Command and Control Procedures Instructor (Nuclear Command and Control Bomber, Tanker, and Reconnaissance bases).

3.4.6. NCOIC, Crisis Action Team (only authorized when the Command Post is designated to manage the Crisis Action Team).

3.4.7. Instructor Positions (T1C3X1):

3.4.7.1. Instructor Supervisor, or Instructor(s) Command and Control Operations Apprentice

3.4.7.2. Lead Instructor or Instructor(s), Joint Chief of Staff (JCS) Emergency Actions/Nuclear Command, Control, and Communications.

3.4.7.3. Superintendent Instructor Supervisor, Lead Instructor or Instructor(s), United States Strategic Command Emergency Actions/Command, Control, and Communications.

3.4.7.4. Lead Instructor or Instructor(s), Command and Control Operations Training Manager.

3.4.8. **(Added-AFDW)** AFDW SC2E Authorized Duty Titles. C2 Operations duty titles are not all encompassing. Due to the unconventional and unique missions of SC2Es, AFDW SC2Es are authorized duty title variations, commensurate to grade and mission, when applicable and approved IAW CJCSI 100.01B Enclosure C, Joint Manpower Program: Requirements Determination and Validation.

3.5. Duty Schedule and Restrictions. Due to the 24-hours a day, 7 days a week manning requirement for Command and Control facilities, Command Post controllers working rotating shifts (e.g., console controller duty) will not perform additional duties/details beyond the scope of Command and Control functions (e.g., base clean up, snow removal, augmentee duties) outside of the Command Post (T-3). This provision does not apply to personnel assigned to overhead positions who work less than six shifts a month. Command Post personnel who reside in the dormitory are not exempt from performing bay orderly functions in the dorm common areas.

3.5.1. The duty schedule is approved by the Superintendent or designated alternate. Command Post Managers will post duty schedules no later than (NLT) the 20th of the preceding month (T-3).

3.5.2. Each Command Post is different with regard to creating a duty schedule. Controllers will not perform more than 12 hours of continuous duty (plus necessary time for shift changeover) (T-3). Each controller will be provided 8 hours of uninterrupted rest before shift or any scheduled Command Post meetings (T-1). *EXCEPTION: In times of emergency, controllers may be required to perform duty in excess of 12 hours to ensure uninterrupted Command and Control.* Recommended work schedules for home station consoles is a panama combination with the same shift for two weeks or the entire month, which helps controllers maintain circadian rhythm. During holidays (Christmas and New Year's), Command Post Management should be flexible to allow extended time off for duty personnel working a non-

standard duty schedule. The recommended work schedule for deployed operations is 12-hour shifts, 6 days on duty, 1 day off or panama combination.

3.5.3. Controllers will not consume alcohol within 8 hours preceding a scheduled console shift (T-1).

3.5.4. Controllers should coordinate leave requests and appointments with the duty scheduler NLT the 15th day of the preceding month of a published duty schedule. Controllers should plan for bay orderly duties, dental and medical appointments, Weighted Airman Promotion System testing, training requirements, and leave projections and make every effort to de-conflict with the schedule. Not notifying leadership of schedule deviation(s) can cause conflicts and may potentially impact mission accomplishment. Command Post Management will work with external agencies to ensure all mandatory appointments are coordinated NLT the 15th day of the previous month to prevent duty interference/impact to Command Post operations.

3.5.5. Managers should designate a minimum of one individual to attend mandatory formations (e.g., Commander's Call). The designated individual attending the mandatory formation will brief all Command Post personnel on items of interest during the next training meeting and/or establish a Controller Information File item for information requiring immediate dissemination. (T-3). Command Post overhead personnel will attend mandatory formations, unless performing console duties or otherwise excused by Command Post Managers (T-3).

3.5.6. To aid analysis of work distribution, Command Post Managers will retain duty schedules (to include changes) IAW AFI 33-322, *Records Management Program* (T-2).

3.5.7. Shift Requirements. All certified controllers are required to perform at least two full shifts per calendar month, verified through events log review (T-2). Individuals not meeting this requirement will be decertified and require completion of recertification training and be recertified, IAW **Chapter 7** (T-2). Air Reserve Component Traditional Command Post Managers and controllers must perform 4 hours of console currency a month or 8 hours in 60 days to maintain certification, verified by events log entry (T-2). **NOTE:** Certified controllers can take up to 59 days of consecutive leave or TDY without being decertified for not working two full shifts per month.

3.6. Unit Manning

3.6.1. Unit Manpower Document General Information. Manpower management is an essential part of resource management and key to mission accomplishment. It is critical that Command Post Managers understand the basics of identifying and managing manpower to meet the mission.

3.6.1.1. The Unit Manpower Document is a computer-generated product extracted from the Manpower Programming and Execution System and is a key product used in the management of manpower resources at all organizational levels. It lists the number and type of manpower (enlisted, officer, or civilian); authorized and required grades, and AFSC required by personnel accounting symbol; Functional Account Code; Office Symbol Code; and whether the positions are funded or unfunded requirements.

3.6.1.2. Additional data codes are also used to further define positions and organizational structure, such as duty titles, supervisory positions, office symbol codes, authorization effective dates, and Program Element Code. The Unit Manpower Document does not reflect information about the individuals who are filling the authorized positions; the Unit Personnel Management Roster, generated by the personnel community, provides specific data associated with assigned personnel.

3.6.1.3. Command Post Managers will request a Unit Manpower Document from the installation Manpower Office quarterly (T-3). It is imperative managers review their Unit Manpower Document to ensure it accurately reflects unit requirements. Command Post Managers will report Unit Manpower Document changes or discrepancies to the unit manpower POC and MAJCOM Functional Manager (T-3).

3.6.2. Unit Personnel Management Roster. The Unit Personnel Management Roster reflects personnel and the Unit Manpower Document reflects the positions. It is critical for Command Post Managers to ensure personnel are assigned to the correct grade and position on the Command Post Unit Manpower Document; this will ensure each location identifies vacancies and remains fully manned. In addition, an imbalance between the Unit Manpower Document and Unit Personnel Management Roster can have a negative impact on the mission and the unit's ability to meet AEF taskings. Command Post Managers will request a Unit Personnel Management Roster quarterly, and report discrepancies to the commander's support staff and MAJCOM Functional Manager immediately (T-3).

3.6.3. Preparing the Command Post Manning Report. The Command Post manning report provides MAJCOM Functional Managers with current and projected manning status based on the Unit Manpower Document and Unit Personnel Management Roster. It is a valuable tool in determining future manning and tasking priorities. MAJCOMs may add to the content of the manning report; however, at a minimum, the manning report contains the information stipulated in [paragraph 3.5.4](#) Command Post Managers will ensure Command Post manning reports meet the requirements of all parent MAJCOMs/functional managers (e.g., MAJCOM Functional Managers and ANG Career Field Manager) (T-2). Command Post Managers will:

3.6.3.1. Ensure the Unit Manpower Document accurately reflects authorizations. (T-2).

3.6.3.2. Maintain an updated current (quarterly) copy of the Unit Manpower Document and Unit Personnel Management Roster. (T-3).

3.6.3.3. Verify accuracy of duty AFSC and position number on personnel actions. (T-2).

3.6.3.4. Maintain a suspense file of personnel actions and verify approved actions are correctly entered into the Personal Data System. (T-2).

3.6.3.5. Coordinate permanent change of assignment actions. (T-3). Ensure required documentation is completed and submitted.

3.6.3.6. Allocate projected gains against forecasted or actual vacant authorizations. (T-3).

3.6.4. Command Post Manning Report Submission Instructions. Command Post Managers will ensure the manning report is submitted monthly to MAJCOM Functional Managers (T-2). When significant changes occur that require HHQ involvement, Command Post Managers will notify the MAJCOM Functional Manager/Career Field Manager (as applicable) as soon as

possible (T-2). MAJCOMs will develop guidance or instruction for submitting manning reports; however, they need to contain the following:

3.6.4.1. Position. The 7-digit position number from the Unit Manpower Document.

3.6.4.2. Authorized Rank. Rank authorized for position number.

3.6.4.3. Authorized AFSC. AFSC authorized for position number.

3.6.4.4. Assigned Rank. Rank of person currently assigned to position number. If the person has been selected for promotion, include the letter P immediately after the current rank.

3.6.4.5. Name. The full name and middle initial of person assigned to position number. If more than one person is assigned to a single position number, ensure this is properly reflected. Include projected gains and annotate month/year gained in remarks. Designate senior controller status next to name (e.g., Jones, James A. -SR).

3.6.4.6. Date Arrived Station. The date individual arrived on station. Use month and year (e.g., Feb 07).

3.6.4.7. **(Not applicable to Air Reserve Component)** Permanent Change of Station (PCS) Projection. The date member is scheduled to perform a PCS move. Use month and year (e.g., Feb 07).

3.6.4.8. Deployment Status. This block reflects the last date an individual deployed to support a contingency tasking. Use month and year (e.g., Feb 07) the individual returned from their most recent deployment. Annotate “none” if an individual has not previously deployed. Use “non-deployable” if an individual cannot deploy. **NOTE:** Do not state the reason a member cannot deploy as this may violate The Privacy Act of 1974 or the Health Insurance Portability and Accountability Act. Finally, include the Air and Space Expeditionary Force Indicator (AEFI) the member is assigned to.

3.6.4.9. Remarks. Mandatory remarks, if applicable, are listed below. Other remarks may be added as necessary (i.e., if individual is decertified, has Personnel Reliability Assurance Program or security clearance issues, or anything else affecting Command Post manning).
Remarks:

3.6.4.9.1. Identify Chief, Command and Control Operations; Superintendent, Command and Control Operations; NCOIC, Command and Control Operations; NCOIC, Command and Control Operations Training; NCOIC, Command and Control Operations Systems; and NCOIC, Command and Control Operations Reports.

3.6.4.9.2. Projected gains and losses to include rank, name, and projected gain/loss date.

3.6.4.9.3. TDY status for TDYs 15 or more days in duration, to include estimated time of return or projected departure date. For example: Temporary duty Joint Exercise 07-1, estimated time of return 15 Jun 06, or Tasked for Posture 1, projected departure date August 14.

3.6.4.9.4. Command Posts supporting OPLAN 801X taskings or U.S. Air Forces Europe (USAFE) Nonstrategic Nuclear Forces must aggressively track award of the Nuclear Command and Control Special Experience Identifiers. (T-2). Command Post

Managers will denote Command Post controllers not yet awarded the Nuclear Command and Control Special Experience Identifier and state the reason and estimated date of award. (T-3). For example: Has attended the Joint Nuclear Command and Control Course and is formally certified, but does not have 12 months experience/Estimated Date of Award February 07.

3.6.4.9.5. Security clearance.

3.6.4.9.6. Personnel Reliability Assurance Program status, if filling a Personnel Reliability Assurance Program billet.

3.6.4.9.7. Add a remark to the manning report for all SrA and below with PAFSC 1C351 who have been approved to serve as a senior controllers.

3.6.4.9.8. Identify individual's Special Experience Identifiers.

3.7. Command and Control Operations Enlisted Force Council.

3.7.1. The Command and Control Operations Enlisted Force Council makes all Career Field Education and Training Plan changes, chairs and manages the administration of the enlisted development process. In addition this body develops and manages execution of Command and Control policy and procedures worldwide for the 1C3 Career Field.

3.7.1.1. The Command and Control Operations Enlisted Force Council structure and core members are:

3.7.1.1.1. Career Field Manager - Command and Control Operations Enlisted Force Council Chairman

3.7.1.1.2. National Guard Bureau 1C3X1 Career Field Manager

3.7.1.1.3. MAJCOM 1C3X1 Functional Managers

3.7.1.1.4. Joint/Unified/Combined Command/All 1C300 CMSgts (to include CMSgt-selects)

3.7.1.2. Other organizations may be invited to participate in force development discussions on issues that impact their missions/organizations, to include AF/A1 organizations, AFPC/DPW personnel, Chief of 1C3X1 Enlisted Assignments, etc.

3.7.2. Command and Control Operations Enlisted Force Council charter is to:

3.7.2.1. Develop recommendations related to assignments, training, education, utilization, and force development of enlisted Command and Control Operations personnel serving at the tactical, operational, and strategic levels.

3.7.2.2. Develop and implement guidance on specific Command and Control Operations enlisted developmental and educational programs. The Command and Control Operations Enlisted Force Council will establish mechanisms to educate and inform the Command and Control Operations enlisted force of developmental programs and assignment opportunities.

3.7.2.3. Establish and maintain MSgt, SMSgt, and CMSgt position-priority lists. These lists identifies position priority order for assignment actions.

3.7.2.4. Monitor the overall health of the Command and Control Operations enlisted force and prepare recommendations to improve enlisted force retention, utilization, and employment.

3.7.2.5. Provide advice, guidance, and assistance to AF Director of Operations, the Career Field Manager, the functional community, and HAF offices on issues related to the Command and Control Operations enlisted force.

3.7.2.6. Evaluate AF policies, instructions, and procedures and their impact on the Command and Control Operations enlisted force. Provide documentation, support information, and recommended changes to AFIs, AFMANs, policy updates, and revisions.

3.7.2.7. Assist the Career Field Manager in reviewing and coordinating manpower and training requirements and establishing manning priorities.

3.7.2.8. Ensure training and educational programs are mapped to AF core competencies and Command Post distinctive capabilities.

3.7.2.9. The Command and Control Operations Enlisted Force Council meets at least twice a year. Meetings may be conducted in conjunction with other forums, such as Enlisted Development Teams, Utilization and Training Workshops, Nuclear Command and Control Operations Summits, etc.

3.8. Enlisted Development Teams.

3.8.1. Purpose. Define and integrate the processes required to develop 1C3s to meet current and future AF requirements. Develop sustainable grade structure, clear career path objectives for each grade, and continue to refine educational and training opportunities for each skill level.

3.8.2. Objective. Deliberately develop 1C3 SNCOs through a careful series of experiences and challenges combined with education and training opportunities.

3.8.3. Goal. Produce 1C3 controllers qualified to lead and manage Command and Control operations during peacetime and through all phases of conflict, regardless of MAJCOM or mission set.

3.8.4. Roles and Responsibilities:

3.8.4.1. Review requirements, identify experience, and expertise for 1C3s.

3.8.4.2. Provide oversight of personal development to meet both functional and AF corporate leadership requirements.

3.8.4.3. Develop and review guidance and policy on Airmen Development Plans, mentoring, accessions, cross-flow, special duties, career-path, and other issues.

3.8.4.4. Review individuals records and provide vectors when 1C3s meet appropriate vector.

3.8.4.5. Provide advice and guidance or assistance to AFPC functional community in charge of 1C3 assignments.

3.8.5. The AETC/1C3 MAJCOM Functional Manager will host and coordinate the Enlisted Development Team process for each board on behalf of the 1C3 Career Field Manager.

3.8.6. Developmental Vectors can be found in My Vector or by asking your MAJCOM Functional Manger.

3.8.7. The Enlisted Development Team will utilize the following records review process:

3.8.7.1. Conduct a thorough review of each personnel's record; board survey, EPRs, decorations, and Single Unit Retrieval Format.

3.8.7.2. Openly discuss each individual's record; documenting improvement codes and comments in MyVector; choosing at least one, up to, three vectors for each member.

3.8.8. The Enlisted Development Team will meet a minimum of twice a year; once to vector MSgts and once to vector SMSgts.

Chapter 4

CONSOLE OPERATIONS REQUIREMENTS, PROCEDURES, AND SELF-ASSESSMENT PROGRAM

4.1. This chapter identifies the minimum console equipment requirements. It establishes the concept, administration of operating instructions. It identifies the different types of checklists (Emergency Actions, Quick Reaction, Shift Changeover, etc.) and the required markings while utilizing each checklist. It establishes events logs procedures and administration rules. Additionally, it institutes the Controller Information File and the different sections permanent, temporary, and Command and Control with rules for reviewing each section and message. Furthermore, it defines the self-assessment program for the Command Posts at the unit level.

4.2. Console Operations Requirements and Procedures

4.2.1. Publications Library. The Command Post will maintain all publications required for Command Post operations, training, and execution of unit contingency and home station plans (T-3). Publications may be maintained electronically, as long as backup copies are available to ensure document survivability during equipment/network outages/catastrophic failures.

4.2.2. Operating Instructions

4.2.2.1. The Command Post will develop Operating Instructions when the situation cannot be completely covered by Quick Reaction Checklists or as mission changes dictate (e.g., new requirements, consolidating/combining Command Post) (T-3). The Command Post must ensure Operating Instructions contain complete information to accomplish the specific task involved and reference all applicable publications and background materials (e.g., policy directives, instructions, operator's manuals) (T-3). Command Post Managers must review Operating Instructions prior to publication, when changed, and semiannually after publication (T-3). Command Post Managers will document the review on the AF Form 4436 and maintain it in all operating instructions binder(s) (T-3).

4.2.2.2. Unit Weapons Safety Offices will review Command Post Operating Instructions relating to Nuclear Weapons Surety semiannually or as changes occur and document it on the AF Form 4436 (T-2).

4.2.2.3. Command Posts will maintain current, applicable Operating Instructions (T-3). Operating Instructions are prepared and numbered IAW AFI 33-360. Operating Instructions may be combined, at the discretion of Command Post Managers, as long as the topics are adequately addressed (e.g., equipment operation and communications systems listing, outages, and reporting). Command Posts will maintain, at a minimum, the below listed Operating Instructions: (T-3).

4.2.2.3.1. Command Post Operations (Leave, Schedule, Events Logs, alternate Command Post activation, Equipment Operations, and Airfield Operations).

4.2.2.3.2. Other Operating Instructions are optional as mission or leadership dictates (e.g., Training, Reports, Hazardous Cargo, Security, Mobility).

4.2.2.3.3. Command Post Entry Control and Circulation operating instructions is required, unless a Controller Basic Checklist is developed and/or used.

4.2.3. Checklists. Command Post personnel must use checklists. (T-1). Checklists outline actions to be taken in response to emergencies, abnormal or recurring circumstances, to implement Alert Condition actions (e.g., Emergency Action Messages), or to implement Operational Orders (OPORD) or OPLAN requirements. They are brief, concise, and lead controllers through an orderly and prioritized sequence from initiation to completion. Command Post Managers must review checklists semiannually or immediately after a procedural change is made to the checklist (T-3). Command Post Managers will document semiannual reviews on AF Form 4436 and maintain in all checklist (Emergency Action Checklist, Controller Basic Checklist, Quick Reaction Checklist) binders (T-3). Command Post Managers will ensure checklists containing classified information/formats are marked and maintained IAW AFI 16-1404 (T-1).

4.2.3.1. Checklist Markings. The use of "read a step, do a step, mark a step" checklist discipline is required. Controllers will not proceed from one step to the next without appropriately marking each step (T-3). Controllers must appropriately annotate all steps before a checklist is considered complete (T-3). Controllers will use the following standard markings: (T-3).

4.2.3.1.1. ✓ (check): Indicates an action was

4.2.3.1.2. O: Indicates an action was initiated, but not completed. Opening a step prior to reading/acting on the step is not required.

4.2.3.1.3. N: Indicates an action does not apply.

4.2.3.1.4. P: Indicates an action was previously accomplished.

4.2.3.1.5. S: Indicates an action was simulated.

4.2.3.2. Emergency Action Checklists. Emergency Action Checklists are developed and maintained IAW applicable Emergency Action Plans for the receipt, validation, and dissemination of HHQ directives.

4.2.3.2.1. Controllers must have immediate access to Emergency Action Checklists. (T-3).

4.2.3.2.2. Each Command Post will have a minimum of two identical Emergency Action Checklist binders (T-3).

4.2.3.2.3. Command Post Managers will ensure actual and exercise Emergency Action Checklists are maintained in separate binders and be clearly identifiable as actual or exercise (T-3).

4.2.3.3. Controller Basic Checklists. Controller Basic Checklists address routine recurring subjects that are not time-sensitive in nature, including, but not limited to, shift checklists and changeover checklists. Command Post Managers will ensure a minimum of one set of Controller Basic Checklists is available. (T-3). Command Post Managers will ensure Controller Basic Checklists are not intermingled with Quick Reaction Checklists (T-3). They may be placed in the same binder with the Quick Reaction Checklists but should be maintained in a separate sections. Command Post Managers will ensure Controller Basic Checklists include the following checklists: (T-3).

4.2.3.3.1. Shift Changeover Checklists. Shift changeover checklists are developed and maintained to ensure oncoming Command Post controllers will complete all required actions prior to assuming duty, including, at a minimum, the following items (as applicable) (T-3):

- 4.2.3.3.1.1. Review and ensure all Controller Information File items are initialed.
- 4.2.3.3.1.2. Review current-day and previous Events logs since controller's last shift.
- 4.2.3.3.1.3. Review AF Form 1109, Visitor Register Log to ensure visitor accountability, and account for all visitor badges.
- 4.2.3.3.1.4. Review incoming and outgoing messages in NIPR/SIPR inbox.
- 4.2.3.3.1.5. Conduct a Communications Security material inventory by physically identify, inventory, and document equipment and systems, as required.

4.2.3.3.2. Controller Shift Checklists. Upon shift checklist completion, log results in the daily events log to show all items complete. If all items were not completed, include a reason the step was not completed along with the log entry. At a minimum, Command Post Managers will ensure controller shift checklists include (T-3):

- 4.2.3.3.2.1. Secure voice equipment tests. Accomplish communication checks with another unit after each change of keying material or at least weekly for each secure voice telephone system. Report any discrepancies to the appropriate agency and document work order/trouble ticket information on the shift changeover briefing and daily events log.
- 4.2.3.3.2.2. Daily security checks. Controllers will conduct daily security checks, IAW AFMAN 17-1302-O (T-3). Controllers will annotate actions on the Standard Form 701, *Activity Security Checklist*, and report any discrepancies to the security manager (T-3).
- 4.2.3.3.2.3. Time standardization. Command Post Managers will ensure clocks are hacked at least once daily with the U.S. Naval Observatory Master Clock (DSN 312-762-1401/Commercial 202-762-1401) or website (<http://tycho.usno.navy.mil/what.html>) to within one second.
- 4.2.3.3.2.4. Status of open reports. Controllers will check the status of any open OPREP-3 or CCIR reports.
- 4.2.3.3.2.5. Command Post duress alarm test. Test each Command Post duress alarm weekly and report any discrepancies to the appropriate agency.

4.2.3.3.3. End of month Communications Security checklist. The end of month Communications Security checklist is developed and maintained to ensure all required Communications Security actions are completed each month.

4.2.3.4. Quick Reaction Checklists. Quick Reaction Checklists are structured to save lives, protect resources, and rapidly disseminate time sensitive information. Quick Reaction Checklists are brief, concise, and lead controllers through an orderly and prioritized sequence of actions. Quick Reaction Checklist automated notifications and

conferences are authorized and encouraged (i.e., telephone alerting systems, network-centric emergency notification systems, Emergency Mass Notification Systems).

4.2.3.4.1. Quick Reaction Checklists are organized in a manner that allows controllers to instantaneously select the appropriate Quick Reaction Checklist. Command Post Managers will ensure a minimum of three complete, identical sets of Quick Reaction Checklists are maintained, one at each controller position and one for the alternate Command Post (T-3). Command Post Managers will ensure an electronic copy of the Quick Reaction Checklists are maintained external to the Command Post, in the event of a catastrophic event that prevents proper evacuation of the primary facility (T-3). MAJCOMs may authorize the use of electronic Quick Reaction Checklists; however, Command Post Managers will ensure one paper copy set is maintained in the event of a complete power failure/inability to access electronic media. (T-2).

4.2.3.4.2. Command Post Managers will ensure the Quick Reaction Checklist binder is conspicuously labeled to identify the contents as Quick Reaction Checklists (T-3). Quick Reaction Checklist binders are divided into seven series; MAJCOMs/units are authorized to add additional series as needed. Command Post Managers will ensure the Quick Reaction Checklist binders include the following, at a minimum (T-2):

4.2.3.4.2.1. The 100 Series - Emergency Management

4.2.3.4.2.2. The 200 Series - Aircraft/Missiles/Satellites

4.2.3.4.2.3. The 300 Series - Recalls

4.2.3.4.2.4. The 400 Series - Security

4.2.3.4.2.5. The 500 Series - Weather

4.2.3.4.2.6. The 600 Series - Nuclear Related

4.2.3.4.2.7. The 700 Series - Miscellaneous

4.2.3.4.3. Quick Reaction Checklist construction. Command Post Managers will use the following guidelines when constructing Quick Reaction Checklists (T-3):

4.2.3.4.3.1. Prioritize all checklist steps. Agencies and individuals listed to be contacted should be prioritized based on the initial data collected (T-3).

4.2.3.4.3.2. Controllers will only make emergency-response notifications (e.g., ambulance, fire department, security forces) prior to determining OPREP requirements (T-2).

4.2.3.4.3.3. Telephone notifications are limited to essential agencies/personnel only. Include appropriate primary and alternate agency contacts, during duty and non-duty hours, when practical. The maximum number of initial notifications per checklist cannot exceed ten per controller (T-3).

4.2.3.4.3.4. Quick Reaction Checklists include a step indicating daily events log entries are mandatory; this step usually occurs at the second to the last step of Quick Reaction Checklist (T-3).

4.2.3.4.3.5. Quick Reaction Checklist steps refer controllers to Reports Guidebook and/or AFMAN 10-206, when applicable (T-3).

4.2.3.4.3.6. Quick Reaction Checklist design should include the following considerations:

4.2.3.4.3.6.1. Warnings. Critical information found in checklists that, if not followed, could result in mission failure, serious injury, or death.

4.2.3.4.3.6.2. Cautions. Serious information that, if not followed, could result in mission degradation or equipment damage.

4.2.3.4.3.6.3. Notes. Important checklist information that helps explain procedures or provide additional information.

4.2.3.4.3.6.4. Lead-ins. Statements found in checklists that direct which steps should be accomplished in a particular situation; they can also direct the use of a different checklist. Lead-ins are usually presented in an "if, then" format and are always underlined (T-3).

4.2.3.4.3.6.5. Quick Reaction Checklist references. List the specific reference(s) used to develop the checklist in the reference block at the bottom of the Quick Reaction Checklist; using "Local Procedures" is only permitted in the event of no other governing document requiring the checklist. Using "N/A" for a reference is not an option (T-3).

4.2.3.4.3.6.6. List the date of checklist development or latest change in the date block (T-3).

4.2.3.4.4. Quick Reaction Checklist subjects listed in [Attachment 3](#) are not all-inclusive. Command Post Managers develop and maintain Quick Reaction Checklists based on their unit mission and/or probability of occurrence.

4.2.3.4.5. Unit Weapons Safety Personnel will review Quick Reaction Checklists relating to Nuclear Weapons Surety semiannually or when changes occur on the AF Form 4436 (T-3).

4.2.3.4.6. Quick Reaction Checklist Changes. Command Post Managers approve all new checklists, as well as significant revisions to existing ones. The NCOICs of Command and Control Operations and Training will ensure all controllers are trained as soon as possible on new procedures and significant changes to existing procedures, prior to checklists being posted (T-3). Command Post Managers will advise controllers of significant checklist changes via a Controller Information File (T-3).

4.2.4. Command Post Daily Events Log. The purpose of the Command Post daily events log is to serve as an official, continuous record of events affecting the unit or functions of the Command Post. Because Command Posts require the ability to reconstruct the events, which occur on any given day, events logs are required for each 24-hour Zulu period (T-3). Event logs will open the daily at 0001Z and close it at 2359Z (T-3).

4.2.4.1. All Command Posts will maintain a daily events log using the AF Form 4377, *Events Log*, or other media prescribed by the owning MAJCOM (T-2). Computer-generated (CG) AF Form 4377 are authorized, as long as all fields are replicated and the bottom left of the form clearly states CG AF FORM 4377.

4.2.4.2. Classifying daily events logs as UNCLASSIFIED//For Official Use Only; classified logs are marked according to content (T-1).

4.2.4.3. Make entries to the events log in chronological sequence using Zulu time (T-3).

4.2.4.4. Maintain separate events logs for exercises and real world daily events and ensure EXERCISE is clearly marked as at the top and bottom of exercise logs (T-3).

4.2.4.5. At a minimum, Command Post Managers will ensure the daily events log documents the items listed below (T-3).

4.2.4.5.1. All controllers on duty.

4.2.4.5.2. Shift checklist/changeover completion.

4.2.4.5.3. Significant events and notifications, include the checklist used and actions taken.

4.2.4.5.4. Receipt of Emergency Action Messages, include originator and date-time-group

4.2.4.5.5. Changes to unit posture/preparedness.

4.2.4.5.6. Any event that requires initiation of a Quick Reaction Checklist.

4.2.4.6. Command Posts will maintain events logs as an official record IAW AFI 33-322 (T-2).

4.2.5. Controller Information File binder is used to keep Command Post personnel informed of operational information, such as HHQ policy, guidance, commander's policy letters, leave and duty schedules, training requirements, events, etc. The Controller Information File should be maintained in the immediate console area or electronically on a shared drive.

4.2.5.1. Command Post Managers will ensure the Controller Information File binder contains three distinct sections: (T-2).

4.2.5.1.1. Temporary. This type of Controller Information File is temporary in nature and support procedures that are expected to pass or be integrated permanently into checklists, Operating Instructions, Air Force and MAJCOM instructions, or moved to Permanent section. Temporary items should be integrated, moved, or rescinded within 90 days of issue.

4.2.5.1.2. Permanent. This type of Controller Information File support procedures that are permanent in nature and do not fit into checklists, Operating Instructions, or AF Component/MAJCOM instructions. Permanent items are maintained until no longer needed.

4.2.5.1.3. Command and Control. This type of Controller Information File is produced by AF and/or MAJCOM Policy and Procedures that support procedural changes impacting the AF and MAJCOM Command Posts. Command and Control items are retained until rescinded or superseded by the issuing level.

4.2.5.1.4. All NORTHCOM AOR units, to include AF installations in Alaska and the PACAF Command Center, will maintain an AFNORTH Controller Information File section in their Controller Information File binders. (T-1).

4.2.5.2. AF/MAJCOM Command and Control Controller Information File Program. This program ensures important information is disseminated in a rapid and formalized manner. These files address a variety of issues such as test programs, interim policies and procedures, readiness reporting, operational reporting, etc.

4.2.5.2.1. Command and Control Controller Information File release authority is AF and MAJCOM Command and Control Operations Policy and Procedures offices. AFNORTH Policy and Procedures is the releasing authority for NORTHCOM files.

4.2.5.2.2. Numbering. AF and MAJCOM, Command Post Policy and Procedures offices maintain a master list of Command and Control Controller Information File items released and control their respective programs. AF items are identified by the designator: AF, calendar year, and sequence number (e.g., AF 18-001, AF 18-002, etc.). MAJCOM items are identified by the appropriate MAJCOM acronym, calendar year, and sequence number (ACC 18-001, ACC 18-002, etc.). Alphabetical suffixes can be added to an existing number to update the file.

4.2.5.2.3. Command and Control Controller Information File Log. A listing of each active file issued is identified on a log. The log contains an assigned designator, subject/title, rescind date, and “Applies to AFI/AFMAN” column.

4.2.5.3. Unit Controller Information File Program. The Command Post Managers, NCOIC Command and Control Operations, NCOIC, Command and Control Operations Training, NCOIC, Command and Control Operations Reports, and NCOIC, Command and Control Operations Systems are authorized to post Unit Controller Information File items. All Controller Information Files will be coordinated with Command Post Managers prior to being posted (T-3).

4.2.5.3.1. Unit Controller Information File Numbering. Unit Controller Information File items are designated by calendar year and sequence number.

4.2.5.3.2. Unit Controller Information File Logs. Develop a listing of each active Controller Information File assigned to each section. Command Post Managers will ensure the log contains an assigned designator, title, date and person making entry, date and person removing, and remarks (T-3).

4.2.5.4. Controller Information File Disposition. Command Post Managers should ensure old material is removed and filed/destroyed as appropriate. Command Post Managers will ensure items of continuing value are incorporated into directives or Operating Instructions (T-3).

4.2.5.5. Controller Actions/Responsibilities:

4.2.5.5.1. On-coming controllers will read and initial all new Controller Information Files prior to assuming shift (T-2). Back office staff personnel will read and initial all new items at least once a week, or prior to assuming shift, whichever occurs first (T-2).

4.2.5.5.2. Upon reading a Controller Information File, controllers will place their initials on the corresponding line on the Controller Information File log. (T-2). Initialing the Controller Information File log is an official statement by the controller that the item has been read and understood.

4.2.5.5.3. Upon receipt of a Command and Control Controller Information File message, on-duty controllers will:

4.2.5.5.3.1. Log message receipt in the Command Post daily events log (T-2).

4.2.5.5.3.2. Take appropriate action as directed by the Command and Control Controller Information File message (T-2).

4.2.5.5.3.3. File the message sequentially in the appropriate section of the Controller Information File binder (T-3).

4.2.6. Changeover Briefing. Command Posts will develop a (classified, on SIPR if required) briefing for controllers to receive prior to assuming shift or sitting in, include at a minimum the following items (T-3):

4.2.6.1. Emergency Action Message/Force Protection Condition/Alert Condition/Information Operations Condition Status. Address the current alert status, review of applicable Emergency Action Messages, and the status of any open Emergency Action Checklists.

4.2.6.2. Airfield Status (for units with an operational airfield). Address the status of runways, taxiways, lighting, Navigational Aids, and aircraft communications.

4.2.6.3. Weather Conditions. Cover current and forecasted weather, to include weather watches, weather warnings, and other weather conditions that may impact unit mission.

4.2.6.4. Local, off-station, and transient aircraft (for applicable units with an operational airfield). Cover the location and status of unit aircraft that are on station, off station and any transient aircraft currently on station, or projected to arrive.

4.2.6.5. Aircrew Alerts (for units with an operational airfield). List/brief all upcoming alerts. Include aircraft commander's name and contact details.

4.2.6.6. Key Personnel. Address the location of designated key personnel and distinguished visitors.

4.2.6.7. Open Quick Reaction Checklists. All open checklists requiring further action.

4.2.6.8. Upcoming events (e.g., expected visitors, exercises, planned commander off-station).

4.2.6.9. Duress codes, to include primary, alternate, and exercise.

4.2.6.10. Status of open reports.

4.2.6.11. Date of last safe and entry combination change.

4.2.6.12. Equipment status. Review current operational condition of equipment and any in-progress or scheduled maintenance.

4.2.6.13. Communications Security. List any events concerning material/account, (e.g., supersessions, compromises).

4.3. Self-Assessment

4.3.1. Overview. Self-assessment general guidance, purpose, and implementation are governed by AFI 90-201.

4.3.2. Self-Assessment Communicator. Self-Assessment Communicators are developed, published, and executed IAW AFI 90-201.

4.3.3. Formal Inspections.

4.3.3.1. Locations where the Command Post supports multiple MAJCOMS, the MAJCOM that owns the installation is responsible for evaluating the Command Post. The report is shared with the supporting MAJCOMs, and must meet the supporting MAJCOM inspection requirements.

4.3.3.2. The AMC/IG, at Consolidated Command Post locations, will encompass the host installation Command Post as part of its inspection. Only required AMC Command and Control-related items are inspected (i.e., coordination with Air Terminal Operations Center and Maintenance, data entry into MAF Command and Control systems, and PRIME KNIGHT). This is not intended to be a full inspection of the host installation Command Post.

4.3.3.3. The Command Post will meet all supported-MAJCOM mission/inspection requirements (T-2).

Chapter 5

FACILITY, SYSTEM REQUIREMENTS, AND SECURITY

5.1. This chapter establishes the facility and functional area requirements for a Command Post. Additionally, it identifies typical communications systems, capabilities and console equipment requirements in a Command Post. Furthermore, it establishes security protection level requirement and gives minimum entry control procedures for each Command Post.

5.2. Facility

5.2.1. The working area for a Command Post is based on the functions performed and maximum number of personnel required to perform the tasks during peak periods. Command Post Managers will ensure the facility meets standards in Unified Facility Criteria 4-010-01 DoD, Unified Facility Criteria; AFH 32-1084, Facility Requirements; AFI 31-101, Integrated Defense, and AFI 10-2501, Air Force Emergency Management Program Planning & Operations (T-0).

5.2.2. When selecting a facility for the Command Post, commanders should consider survivability in a chemical, biological, radiological, and nuclear environment, as well as its ability to provide protection against threats IAW AFI 10-2501.

5.2.3. Commanders are not required to modify an existing location to meet the specifics of this manual, unless the current location is unable to support the unit's mission or violates a standing security requirement outside of this AFMAN.

5.2.4. Construction Requirements.

5.2.4.1. Structure. Command Post Managers will set-up consoles, telephones, Information Technology, and all other equipment IAW current Information Assurance guidelines and Information Protection Guidance (e.g., DoDM 5200.01V1/V2, AFI 16-1404) (T-0).

5.2.4.2. Outer Door. The Command Post will have a primary external entrance door (T-2). At a minimum, the door must be of a construction type and installation that assures appropriate security IAW AFI 31-101, and it is equipped with a mechanical or electronically operated cipher lock or electronic badge system (T-2). The outer door can be either solid construction (if no inner door installed) or heavy metal-wire mesh (if inner door installed). If equipped with a key lock system, the Command Post Managers must ensure the door is only for emergency use (T-2).

5.2.4.3. Inner Door. The Command Post inner entrance door (if installed) must be of solid construction, except for a reinforced window or peephole and securable credentials slot (T-2). The solid wood constructed doors must be reinforced externally with a steel sheet cover to prevent removal of the door, and ensure each external pin, bolt, screw, or other fastening device is protected to prevent removal (T-2). Each doorframe must be compatible with both the strength of the door and the adjoining wall construction, IAW AFI 31-101 (T-2).

5.2.4.4. Emergency Exit. All Command Posts must have an emergency exit that can only be opened from the inside (T-2). The emergency exit must have an audible alarm for controllers on the console to be alerted when opened (T-2).

5.2.4.5. Emergency Actions Area. Emergency Action areas need to be physically separated or shielded from view during Emergency Action Message processing to limit access to formats and checklists during processing. For locations housed with external agencies (e.g. Maintenance Operations Center, Air Terminal Operations Center, Security Forces, etc.), Emergency Actions processing may be conducted within the console area as long as viewing of the format and checklists are not accessible and all personnel have proper security clearance.

5.2.4.6. Command Post Facility Remodeling. Prior to construction, Command Post Managers will coordinate design/plans with the installation Security Force Squadron Information Security and Physical Security section, Civil Engineering, Communications Squadron, and MAJCOM Command Post Policy and Procedures, to ensure compliance with guidelines (T-2). Command Post Managers will maintain a copy of the most current configuration drawing(s), showing the following: (as applicable) (T-3).

5.2.4.6.1. Location of each functional area.

5.2.4.6.2. Clearance-level required for personnel working in each area.

5.2.4.6.3. Location of classified processing equipment and level of classification (Secure Terminal Equipment, Theater Battle Management Core Systems, etc.).

5.2.4.6.4. Open-storage areas and highest level of classification stored. Point out any open storage areas unmanned during non-duty hours.

5.2.4.6.5. Duress capability between the Command Post and the Local Monitoring Facility, Remote Monitoring Facility, or Base Defense Operations Center that provides controllers the capability to passively indicate duress to Security Forces personnel.

5.2.5. Facility Requirements.

5.2.5.1. Emergency Power. All Command Posts will have an Emergency Generator system, IAW AFI 32-1062, Electrical Systems, Power Plants and Generators (T-1).

5.2.5.2. Emergency Lighting. At a minimum the Command Post must have a console area equipped with emergency lighting (i.e., battery-powered lighting) (T-1). Each location should augment the emergency lighting system with flashlights (to include spare batteries and bulbs), to permit continued safe occupancy for at least 2 hours after a complete power loss or the length of time required to evacuate.

5.2.5.3. Locks. Cipher pad or individually-pinned badge systems must be IAW AFI 31-101 for the Command Post protection level. Command Post Managers must equip the outer and inner door to the standoff/entrapment area with a key lock on the exterior side of the door for emergency entry (T-2). All doors must have a remote unlocking capability from the console (T-2). Configuration of the electronic locking doors must ensure only one door can open at any time (to include remote unlocking from the consoles) (T-2). In the event of failure, the locks must fail in the locked position and have a manual override for emergency egress (T-2).

5.2.5.4. Closed-Circuit Television. If the Command Post entrance is located where controllers have to leave the console to perform personal identification, consider installing a closed-circuit television system, if this system is not available, one-way glass must be installed (T-2).

5.2.5.5. Entrance Telephone. There must be a telephone mounted on the exterior of the facility next to the outer door (T-2). It should provide a direct line (hotline or speed dial) to the console. If hotline or speed dial is not available, Command Post Managers will post phone numbers and instructions for dialing console controllers (T-3).

5.2.6. Facility Layout.

5.2.6.1. Emergency Actions Area. Command Post Managers will ensure there is a secure area within the facility to ensure protection of Emergency Action Checklists and Emergency Actions formats while processing Emergency Actions (e.g., partitions blocking the view from other agencies or un-cleared personnel are acceptable) (T-3).

5.2.6.2. Console Areas. Consoles should be centrally located to allow controllers easy view of all display boards and other areas. At a minimum, the Command Post must have a console area with console positions for two controllers, unless it is a single controller Command Post (T-2). The Command Post must have consoles configured with all the equipment required by controllers to perform Command Post duties (T-3). The consoles should be side-by-side. The consoles should provide for rapid and assured selection of radios, telephone systems, direct lines, remote controls, and voice recording capability. They should also provide for ground-to-air, radio-to-wire phone patch, and conference calls. The console should provide sufficient controller workspace or desktop area. Each console area must be fitted with a duress capability at each console position, terminating at the Local Monitoring Facility/Remote Monitoring Facility, or Base Defense Operations Center (T-2).

5.2.6.3. Command Post Manager and Administrative Area. An area within the confines of the Command Post facility reserved for the Chief, Superintendent, Operations NCOIC, Training NCOIC; Reports NCOIC, Systems NCOIC, and the administrative staff with adequate office space to accommodate the number of personnel and any equipment necessary to perform their day-to-day duties.

5.2.6.4. Training Area. An area within the confines of the Command Post facility is reserved for the training area, with easy access to the console area, to facilitate training and testing of controllers.

5.2.6.5. Crisis Action Team Area. To ensure a good cross flow of information, a collocated Crisis Action Team area is highly recommended. If not possible due to space limitations, establish secure communications (e.g., dedicated phones, visual displays, Instant Message capability) between the Command Post and Crisis Action Team to ensure effective coordination (T-2).

5.2.7. Other Command Post Areas.

5.2.7.1. Kitchen. Command Post Managers will ensure controllers have proper food preparation, storage, appliances (e.g., refrigerator and microwave) and a sink within the Command Post (T-3).

5.2.7.2. Restrooms. Command Post Managers will ensure sufficient restrooms support the maximum number of personnel required during peak periods (e.g., Crisis Action Team activation) (T-3). If possible, restrooms should be located within the secure area.

5.2.8. General Command Post Requirements. The Command Post Managers will ensure all console positions (e.g., senior, duty, reports) are provided enough workspace for computer systems, checklists, and materials deemed necessary in the performance of the mission (T-3).

5.2.8.1. Reproduction Equipment. The Command Post will have a copier authorized to reproduce, at a minimum, SECRET material located within the Command Post, in the immediate vicinity of the console (T-3).

5.2.8.2. Each console will have one 24-hour wall clock, capable of displaying at least two-time zones (Local and Universal Time Coordinated) and must have a battery back-up (T-3).

5.2.9. Alternate Command Post. The goal for an Alternate Command Post is to replicate the capabilities housed in the primary facility. Command Post Managers must develop procedures to perform all duties from an alternate site located away from the primary facility (T-3). At a minimum, the facility should provide continued Command and Control capability and comply with mission/protection level requirements should the primary become unusable.

5.2.9.1. Alternate Command Post Activation. Command Post Managers will develop procedures to evacuate the primary facility in response to an emergency (T-3). At a minimum, the following items should be addressed in the Alternate activation procedures:

5.2.9.1.1. Required Material. Either pre-position required materials or plan for the transportation of the material to the Alternate location.

5.2.9.1.2. Transfer of Control. Provide procedures for transferring control from the primary to the Alternate and back, to include notification of appropriate HHQ agencies.

5.2.9.1.3. Systems. Command Post Managers will test Alternate Command Post systems quarterly, annotate results of system tests in the daily events log or via a memorandum (T-3).

5.2.9.1.4. Semiannual Activation. Command Post Managers will ensure the Alternate is activated semiannually for a minimum of 2 consecutive hours (T-3). Activations as a result of real-world and or exercise events fulfill the semiannual requirement, as long as all systems were tested and or activated. Document the activation on the events log or Memo for Record and maintain in a file plan for a minimum of 2 years (T-3).

5.3. Command and Control Systems and Applications. The following is a list of common Command and Control systems and applications Command Posts use to carry out their Command and Control functions but is not all inclusive. Command Post consoles will be Joint Interoperability Test Command certified IAW DoDI 8330.01 and the Joint Interoperability Test Command Interoperability Process Guide (T-2). Nuclear units must have all systems required by Emergency Action Plan-Chairman, Joint Chiefs of Staff Volume VII.

5.3.1. Command Posts will have Secure/Non-Secure Internet Protocol Router Networks (SIPRNET/NIPRNET) Computers (T-2). SIPRNET/NIPRNET will be accessible at each console position, allowing for proper information flow (T-2). Controllers must have active accounts and be able to log in to all systems (T-3).

5.3.2. If required, Land Mobile Radio. Radio communication service is mobile to mobile or between land stations. Units supporting OPLAN 801X will have Land Mobile Radios capable of being configured IAW Emergency Action Plan-STRAT guidance (T-0).

5.3.3. Command Posts will have Secure Voice Communication (T-2). Secure phones are encrypted telephone communication systems allowing units to discuss classified (e.g., Defense Red Switch Network, Secure Terminal Equipment, Voice Over Secure Internet Protocol).

5.3.4. Command Posts will have Telephones or Communications Consoles (T-2). The telephones or communication consoles must meet requirements outlined in DoDI 8100.04., DoD Unified Capabilities (T-0). All systems must comply with Telecommunications Electronics Material Protected from Emanating Spurious Transmissions in accordance with AFI 33-200, Cyber Security Program Management and AFSSI 7700, Emission Security (T-1). All telephone handsets within the Emergency Actions/Console area, to include any collocated agencies (e.g., Air Terminal Operations Center, Maintenance Operations Center, Emergency Operations Center) must have a push-to-talk feature installed (T-3).

5.3.5. Command Posts will have High-Frequency/Ultra High-Frequency/Very-High-Frequency Radio (at least one of the three) (T-1). High-Frequency/Ultra High-Frequency/Very-High-Frequency radios are used to communicate directly with aircraft and mission essential personnel. At a minimum, all Command Posts, regardless of installation mission/configuration should have an Ultra High-Frequency radio, to facilitate Command and Control with aircraft transiting their area. All Command Posts and Specialized Command and Control Elements with Ultra High-Frequency Radio capabilities/responsibilities will maintain AFI 11-418, Operations Supervision, and have a Conference Hotel Quick Reaction Checklist (T-1).

5.3.6. Command Posts will have Emergency Mass Notification Systems (T-1). Emergency Mass Notification Systems allow controllers to provide personnel installation-wide information such as: Mission Oriented Protective Posture levels, alarm conditions, Active Shooter alerts, Force Protection Condition/Information Operations Condition changes, recalls, and natural disaster warnings. The Command Post will be the lead Emergency Mass Notification System operator, with the primary Emergency Mass Notification System activation node located on console (T-2).

5.3.6.1. All Command Posts and Specialized Command and Control Elements with Emergency Mass Notification System capabilities/responsibilities will preface all Emergency Mass Notification System notifications with the installation/base name (T-1). For example, "For Joint Base Langley-Eustis. Force Protection Condition Charlie has been directed." At a minimum, Command Posts will include this on all telephone, email, Mobile Application, Short Message Service/Text, network (desktop alerts/pop-ups/banners), and social media (Facebook/Twitter integration) notifications (T-1).

5.3.6.2. Exercise notifications will include the word "EXERCISE", at least once, in the subject line, at the beginning, and end of the message (T-1). For example, "EXERCISE. For Sheppard AFB. A Tornado Warning is now in effect. EXERCISE".

5.3.7. Global Decision Support System. If required by AMC or MAJCOM, Global Decision Support System is a system for flight following MAF and SOF aircraft worldwide.

5.3.8. Command Posts (alternate Command Posts if funding is available) will have cable/satellite TV to monitor real time life-saving events (e.g. active shooter, natural disasters) for Emergency Mass Notification System activation purposes and situational awareness (T-1).

5.3.9. Recording. Consoles will have voice-recording capability for both landline and radio communications (T-3). If the Command Post is located in a state that has determined it is illegal to use voice recording capability, then the state policy must be on file (T-3). Actual or exercise situations pertaining to the following may be recorded without a warning tone: implementation of war deployment plans, increased defense readiness posture, natural disasters, civil disorders, crisis situations, aircraft in-flight emergencies or hijackings, bomb threats, terrorist threats.

5.3.10. As applicable, Secondary Crash Networks will be managed and activated on console (T-3).

5.3.11. Cryptographic and Communications Security. The AKAC-1553, Triad Numerical Cipher/Authentication System, is the primary Command and Control Operations authentication document and will be maintained in all Command Posts (T-3). The AKAC-1553 may be used by any AF Command and Control node to authenticate with other AF Command and Control nodes in time of suspected duress, validate direction/orders received, and/or to authenticate with transiting aircraft.

5.3.12. E911 System. The Command Post will at a minimum monitor the E911 system or installation first responder system (T-2). This allows the Command Post to initiate lifesaving notifications in-conjunction with Security Forces and/or Fire Department responses to incidents (e.g., Active shooter notifications to base).

5.4. Security

5.4.1. Physical Security Considerations. The Command Post must be designated and controlled as a USAF Controlled Area (protection level-4) or Restricted Area (protection level-1–3), IAW AFI 31-101 (T-1). Installation and tenant Command Posts that function in the operational chain of command as Command and Control systems are designated the same protection level as the highest protection level resource they support operationally (i.e., OPREP support doesn't equal operational support). Tenant or geographically separated units are not in the wing's operational chain of command.

5.4.2. Entry and Circulation Control. Entry and circulation control procedures are based on the protection level assigned to the facility and contained in each Installation Defense Plan (IDP), in addition to AFI 31-101. The Command Post must have procedures for Command Post entry and circulation control either in an operating instructions or Controller Basic Checklist (T-1). At a minimum, the Command Post operating instructions or Controller Basic Checklist will address the following areas (T-3):

5.4.3. Entry and Exit Procedures. Command Post Managers must ensure strict-entry procedures are provided to ensure adequate protection for personnel working inside the restricted area and to eliminate unnecessary traffic (T-1). Facility entry is controlled by properly trained individuals, granted unrestricted access and escort responsibilities into the facility during normal day-to-day operations. Armed Security Forces, Security Forces augmentees, or Crisis Action Team augmentees trained in Command Post entry and circulation control procedures will control entry during Crisis Action Team activation, contingencies, and increased Force Protection Conditions (T-3). All un-cleared, escorted visitors will be announced to the on-duty controller team when transiting the Emergency Actions/Console area

for situational awareness (T-3). Command Post Managers must ensure unit procedures comply with the following, when applicable (T-3):

5.4.1.1. During routine operations, only one door of an entrapment/standoff area may be open at a time.

5.4.1.2. During routine operations, personnel exiting the Command Post should ensure the entrapment/standoff area is clear (i.e., no one in entrapment/standoff area) before opening the inside door. When an entry controller (Security Forces/Security Forces Augmentee/Crisis Action Team augmentee) is present, he or she controls access into the entrapment/standoff area and Command Post.

5.4.2. Inspector General team members and Staff Assistance Visit/Functional Assistance Visit team members are not required to have the locally-designated Command Post area numbers open on their Restricted Area Badges; inspectors and evaluators will use their own military Identification Card, Restricted Area Badge, and/or advanced entry control card from their home station for entry, if a valid Entry Authority List is in place. (T-2).

5.4.3. Command Post personnel will ensure escorted entry is IAW AFI 31-101 controlled or restricted area procedures. Command Post Managers will ensure there are procedures to preannounce the presence of escorted personnel requiring authorized entry to a restricted area (T-3).

5.4.4. Crisis Action Team Operations. During Crisis Action Team or high-density operations, when an armed Security Forces member/Security Forces augmentee/Crisis Action Team augmentee has been posted, they should be given the cipher lock combinations to Command Post inner and outer doors to control entry (not the Emergency Actions area door, if equipped). The cipher lock combinations are changed immediately upon completion of the exercise, operation, or resolution of the crisis situation.

5.4.5. Entry Authority Lists/Access Lists. The Command Post will maintain all permanent Entry Authority Lists, active one-time Entry Authority Lists, and Entry Authority Lists applicable for duration of evaluations/inspections/exercises (T-3). Command Post personnel will ensure receipt of a valid and authenticated Entry Authority List IAW AFI 31-101 (T-2).

Chapter 6

MISSION MANAGEMENT/MONITORING

6.1. This chapter baselines Mobility and Combat mission movement instructions for controllers assigned to different MAJCOMs to ensure regardless of assignment all aircrew and aircraft missions are monitored through the standard Transportation and Air Mobility Command process. This standardized process ensures that each aircraft and crew are utilized to the maximum extent possible while still ensuring the safety and security of all assets. It explains in detail the mission movement process, required aircrew/mission support and how to conduct originating mission setups. Additionally it defines the different Special Category Missions and establishes radio discipline and hazardous runway procedure. Finally it lists Aircraft Flying Distinguished Visitor Personnel to track and immediately report deviations on to HHQs.

6.2. Mission Movement. Mission movement refers to the command post controller's responsibility to provide coordination, direction and reporting as necessary throughout all phases of a tasked mission. Specific duties are linked to the unique requirements of each mission set. Specific controller mission management/monitoring duties are based off Mobility Air Forces (MAF) or Combat Air Forces (CAF) specific mission sets and unit requirements to support those mission sets. Information in this chapter does not apply to all controllers at every location. MAF Controllers and those supporting MAF transit operations (regardless of command), select Special Operations Forces (SOF), and controllers at Consolidated Command Post locations supporting AMS operations will adhere to mission execution procedures in AMCI 10-202 Vol 6, to include all required forms and Command and Control systems (i.e., Global Decision Support System, mission cards, etc.) (T-2). MAF Controllers supporting AMS operations will also follow guidance outlined in applicable AMC Instructions to include, but not limited to: AMCI 10-202 V1 & V6, AMCI 11-206, & AMCI 11-208) (T-2).

6.2.1. Mission management is the function of organizing, planning, directing, and controlling CAF, MAF, SOF, and training missions operating worldwide. Mission management includes mission execution authority, i.e., the authority to direct where and when a mission goes and what it does once it arrives. This function is typically performed at the Air Operations Center level (e.g., Functions performed by the 618 Air Operations Center).

6.2.1.1. Overall Command and Control mission management of MAF is provided by the Numbered Air Force Air Operations Center that tasked the mission (e.g., 618 Air Operations Center will mission manage 18 AF-tasked missions and the 613 Air Operations Center will mission manage 13 AF-tasked missions).

6.2.1.1.1. The 18 AF, through Tanker Airlift Control Center, will retain control of all AMC missions/operations at Consolidated Command Posts and will exercise that authority through the air mobility support controller(s) (T-2). Additionally, the AMS Commander at Consolidated Command Post locations will have authority to direct Tactical Control (TACON) over the AMC mission through the dedicated AMC controller(s) position (T-2).

6.2.2. Command Post controllers maintain complete situational awareness concerning status and location of unit and transient aircraft. Controller situational awareness is instrumental to the prevention of and rapid response to instances of aircraft piracy (i.e., hijacking).

6.2.2.1. Command Post Managers will ensure procedures are developed to notify the National Military Command Center of suspected or confirmed aircraft piracy (T-1).

6.2.2.2. Controllers are highly encouraged to review the Crisis Management Guideline located in AFI 13-207, *Preventing and Resisting Aircraft Piracy* (Attach 3).

6.3. Aircrew/Mission Support. The aircrew and Command Post interface is accomplished to provide an exchange of required mission information, such as:

6.3.1.1. Aircraft tail number and call sign

6.3.1.2. Aircraft maintenance status

6.3.1.3. Aircraft parking spot

6.3.1.4. Departure time, route, and mission number

6.3.1.5. Fuel load

6.3.1.6. Cargo/passenger load

6.3.1.7. Advanced Computer Flight Plan

6.3.1.8. Unique mission requirements

6.3.1.9. Distinguished Visitor information

6.3.1.10. Deadhead crew, additional crewmember, etc., information

6.3.1.11. Itinerary to next crew rest point

6.3.1.12. Diplomatic clearance information

6.3.1.13. The 24-hour access to an aircrew intelligence read file

6.3.1.14. Air refueling information (e.g., receiver/tanker, mission status, air refueling track weather, unique air refueling radio frequencies)

6.3.1.15. Global Decision Support System Airfield Database printout

6.3.1.16. Latest copy of North Atlantic Track message

6.3.2. When higher headquarters direction or local events impact a flight managed mission, Command Post personnel and Flight Managers at the AOCs will coordinate any changes (T-2).

6.3.3. Each Command Post will have the ability to assist assigned or transitioning aircraft commander requests for information necessary to execute their mission (e.g., Hazardous cargo Electronic warfare activities, etc.) (T-2).

6.3.4. For all enroute arrivals, the aircraft commander and additional crew members will contact the appropriate Command Post and provide or receive the following information, as applicable: stage posture, legal for alert time/alert window, crew/additional crewmember orders, base information handouts, etc. (T-2).

6.4. Originating Mission Setups.

6.4.1. When supporting MAF missions/aircraft, controllers will ensure the below agencies have entered their information into Global Decision Support System not less than 6 hours prior to scheduled mission departure time (T-2):

6.4.1.1. Current operations: Mission identifier and schedule.

6.4.1.2. Applicable flying squadron: Active Component name and last four digits of social security number, squadron, wing, scheduled return time, call sign, and the breakdown of the aircrew (numbers of male and female officers and male and female enlisted).

6.4.1.3. Maintenance group: Aircraft tail number, aircraft due home date, and parking.

6.5. Special Category Missions. There are several types of special missions (e.g., CLOSE WATCH, CLOSE HOLD, and different PHOENIX missions). These special category missions place additional demands on the Command and Control system above those required for normal operations.

6.5.1. Enroute Command and Control locations monitoring AMC Special Airlift Missions/Distinguished Visitor airlift missions will ensure the 618 Air Operations Center is informed of all take-off and land times as well as any deviations that occur at the monitoring station. Times, deviations and advisories will be input into Global Decision Support System in accordance with Air Mobility Command Instruction 10-202 Volume 6.

6.5.2. CLOSE WATCH. CLOSE WATCH procedures expedite the flow of essential mission information up channeled to the agency imposing the procedure and ensure designated missions receive special attention. As applicable, Command Posts will adhere to the following procedures for CLOSE WATCH missions (T-2):

6.5.2.1. Mission movement forms, including computer equipment screen faces (e.g., Theater Battle Management Core Systems, Global Decision Support System) used by the Command Post, are prominently annotated with the words "CLOSE WATCH" or the letters "CW", to facilitate the rapid identification of CLOSE WATCH missions.

6.5.2.2. Command Posts monitoring Special Assignment Airlift Mission CLOSE WATCH missions will ensure the on-load and off-load contacts (airlift) or receivers (air refueling) and Command and Control controlling agency, i.e. Air Operations Center, are promptly notified of delays that effect on time operation and advise them of the revised scheduling (T-2).

6.5.2.3. PHOENIX BANNER/SILVER/COPPER Missions (Refer to AFI 11-289, *Phoenix Banner, Silver, and Copper Operations*). PHOENIX BANNER resources consist of designated aircraft and certified aircrews that support the President of the United States (POTUS). PHOENIX SILVER missions support the Vice President of the United States (VPOTUS). PHOENIX COPPER missions support the Secret Service. These missions have an established priority of 1A1 and are tasked and mission managed as "CLOSE WATCH" missions by 618 Air Operations Center (Tanker Airlift Control Center). PHOENIX BANNER missions are the highest JCS priority missions flown by HQ AMC.

6.5.3. CLOSE HOLD Missions. AMC/AFSOC operate certain missions that are highly sensitive. These missions place an unusual burden on the Command and Control system, since any facet of the mission may require special handling procedures and limited access. The

sensitive information may include the itinerary, the material being transported, or the unit being supported. By identifying a mission as "CLOSE HOLD," HQ AMC/AFSOC limits the access to particular mission information and requires modification of certain Command and Control procedures. Command Post personnel WILL NOT accomplish real-time mission movement reporting on CLOSE HOLD missions (T-2). Specific modifications to normal Command and Control procedures, when required, are identified in the tasking order (mission operating directive, OPORD, etc.).

6.5.4. PHOENIX PUSH. PHOENIX PUSH is a code name used to designate a mission with high-level interest from senior AF and DoD leadership, Congress, or the national/international media. PHOENIX PUSH may be designated for an entire mission or a particular segment of a mission; the designation may also be added after a mission has departed home station. While PHOENIX PUSH missions are CLOSE WATCH/CLOSE HOLD missions, Command Post personnel will provide special attention in addition to normal CLOSE WATCH/CLOSE HOLD procedures (T-2).

6.5.4.1. Once a mission has been designated as PHOENIX PUSH, Command Post personnel will annotate the Global Decision Support System CLOSE WATCH/CLOSE HOLD fields and add a remark indicating PHOENIX PUSH status (T-2).

6.5.4.2. The PHOENIX PUSH designator mandates expeditious handling of the mission at all levels of operations.

6.5.4.3. Command Post controllers will keep the 618 Air Operations Center informed of any unusual actions relating to a PHOENIX PUSH mission. (T-3). This is done immediately, via the most expeditious communications means available, normally telephone. Due to the sensitive nature of PHOENIX PUSH missions, an advisory message does not suffice.

6.5.5. Silent Running. Silent Running operations are designed to permit aircraft movement while minimizing the transmission of in-flight data and air/ground communications. They operate within the Command and Control system and are designated CLOSE HOLD missions. These missions are preplanned to operate along a specified track or within a planned corridor to minimize conflict with other military missions or civilian air traffic. These procedures may be used in the event normal International Civil Aviation Organization procedures become unworkable or undesirable. Command Posts will not transmit to the aircraft unless (T-2):

6.5.5.1. The aircraft commander requests information.

6.5.5.2. Emergency situations dictate.

6.5.5.3. Radio transmissions made at pre-determined times and with pre-determined information is mandatory by the mission-operating directive.

6.5.6. Special Operations. While a few special operations missions operate outside the scope of the normal Command and Control system, most special operations missions can be executed using normal (Global Decision Support System) mission management procedures. No services are required or expected from the Command Post. Special care is exercised to preclude compromising such missions by queries as to the mission/status of the aircraft. Such queries are not made without the specific approval of the aircraft commander. Special operations aircraft commanders or trusted agents will advise Command Posts of services required (T-2).

6.5.7. Prime Nuclear Airlift Force. Nuclear airlift missions are all designated as CLOSE WATCH. The exact status of each mission is continuously monitored by the appropriate Command Post and the 618 Air Operations Center (Tanker Airlift Control Center). Classification of nuclear mission information is governed by the DoD Foreign Clearance Guide, Special Weapons Overflight Guide Supplement, AF Nuclear Weapons Security Classification Guide for Nuclear Weapons, mission directives, and nuclear transportation technical orders.

6.5.7.1. Do not use terms that reveal nuclear cargo is on board a specific aircraft, mission, or at a specific location (T-0). Do not talk around classified information on the radio, telephone, or message by substituting terms. When discussing a particular mission, use only the mission number or aircraft tail number (T-0). References to the mission number and itinerary are unclassified in themselves; however, including type of security required, mission priority, cargo data, or special regulations that reveal nuclear cargo is involved may be classified.

6.5.7.2. The 618 Air Operations Center (Tanker Airlift Control Center) exercises control over all AMC nuclear airlift missions.

6.6. Radio Discipline. Radio discipline is essential to mission effectiveness. Command Posts ensure only information essential to mission execution and not available by other means will be transmitted to, or requested from, airborne aircraft (T-2). Every effort to exchange required information with an aircrew prior to departure or after arrival, and by means other than radio when possible. Command Posts may use voice call signs from Voice Call Sign Listing to identify military aircraft, organizations, activities, and geographical locations when establishing and maintaining voice communications.

6.7. Hazardous Weather/Runway Conditions.

6.7.1. Command Posts will ensure meteorological watch advisories, weather warnings, and runway surface condition data are received from weather units and Airfield Management Operations and disseminated to local agencies and departing/arriving aircraft (T-2).

6.7.2. Command Post controllers must notify all appropriate flying operation agencies (e.g., Tower, Airfield Management Operations, Maintenance Operations Center) when an aircraft (already in execution) is rescheduled to arrive or depart within one hour of sunrise or sunset during an identified Bird/Wildlife Aircraft Strike Hazard Phase II period (T-1).

6.8. Aircraft Flying Distinguished Visitor Personnel. All Command and Control facilities will notify the AF Watch of any USAF aircraft carrying the DVs listed below that divert (T-1):

6.8.1. POTUS/VPOTUS

6.8.2. SECDEF

6.8.3. CJCS/VCJCS

6.8.4. SECAF

6.8.5. SECSTATE

6.8.6. All Service Chiefs

6.8.7. All Combatant Commanders

Chapter 7

TRAINING, TESTING, AND CERTIFICATION

7.1. This chapter establishes a standard process for controllers assigned to any MAJCOM to complete initial, refresher, upgrade, and certification training. It also identifies the different types of monthly training and evaluations conducted by conventional and nuclear assigned forces. It also, establishes inspection and deviation criteria for evaluation and inspection purposes. Finally, it institutes the quality assurance program to ensure controller training and certification processes are maintained to the highest extent possible. The following documents: the AF Master Training Plan, 1C3 CFETP, and AFI 36-2201 contain specific instructions for documenting and administering the Command and Control Operations training program. Throughout the chapter it will state “Training NCOIC will” which means the NCOIC Command and Control Operations Training, Training NCO, or alternate, as applicable will be responsible for completing all actions.

7.2. AF Master Training Plan. The Air Force Master Training Plan is the baseline template for MAJCOMs to develop their MAJCOM specific training plans. Units will utilize the MAJCOM specific training plans to further refine unit-level requirements and execute the training program (T-2). The Master Training Plan is utilized for initial/recertification, recurring, and formal training.

7.2.1. Master Task List. The Master Task List is a comprehensive list of tasks performed within the career field and is a reformatted version of the 1C3X1 CFETP Part II - Specialty Training Standard. The Master Task List will be used as a legend for MAJCOMs to develop a comprehensive list of MAJCOM’s and COCOM required training tasks. MAJCOMs will identify the required certification tasks for their respective MAJCOM by annotating MAJCOM designator and "CONTROLLER" (i.e., AMC CONTROLLER) on the Master Task List. Units with multiple MACOMs and/or consolidated/combined with ANG/AFRES components will have a combined Master Task List capturing all applicable training tasks required to be a certified controller on all mission sets. The annotation of the MAJCOMs identified training requirement will be captured within the plan of instructions and annotated by using the appropriate MAJCOM designator and “CONTROLLER” (i.e., ACC CONTROLLER). MAJCOMs will annotate other duty position requirements based on duty titles outlined in [Chapter 3](#) (e.g., “SUPERINTENDENT”, “SECURITY MANAGER”, etc.) using either the single word or the specific MAJCOM designator with the word.

7.2.1.1. Every effort should be made to incorporate mandated training tasks (“MAJCOM or Unit CONTROLLER”) under a related Specialty Training Standard task. Unit Training NCOICs will coordinate with their respective MAJCOM’s Policy and Procedures teams to assist in identifying where to document local/unit-level tasks that may not fit under an existing Specialty Training Standard task (T-2).

7.2.1.2. Local/unit-level tasks that do not fit under an existing Specialty Training Standard task will be documented on the AF Form 797, *Job Qualification Standard Continuation*. Units will identify additional certification tasks by annotating their Unit Designator “5 BW/Command Post Controller” (T-2).

7.2.2. Annual Training Plan. The Annual Training Plan takes selected training received during initial training and applies it throughout the year for recurring and proficiency training. Units are encouraged to add recurring training tasks based on the relevancy of the applicable task(s) for mission execution. An approved MAJCOM waiver is required to delete MAJCOM recurring training requirements. Annually, Command Post Managers will verify that all mission requirements are identified and trained (T-2).

7.2.3. Plan of Instruction. Plan of instructions represent the minimum teaching steps for all tasks represented in the Master Task List and Specialty Training Standard. The Training NCOIC will provide the training plan/tools necessary for a controller to achieve proper task performance, task knowledge, and subject knowledge levels specified by the plan of instruction training task. By successfully completing the plan of instruction teaching steps, controllers achieve task qualification for that task during initial, recertification and recurring training. Task qualification training must be conducted by a qualified person to a standard that meets or exceeds local demands for proficiency, accuracy, and timeliness. Upon completion of task qualification training, documenting in the controller's Specialty Training Standard serves as an official certification of proficiency and that the trainer and trainee are accountable for task knowledge and/or performance of the task. There are three types of plan of instruction training tasks:

7.2.3.1. Knowledge. The use of mental processes that enable a person to recall facts, identify concepts, apply rules or principles, solve problems, and think creatively. Knowledge is obtained through self-study, training meetings, and testing/knowledge assessment. Knowledge task training is considered complete when the trainee can successfully identify why and when a task must be done and why each step is needed.

7.2.3.2. Performance. Part of a measurable objective that describes observable controller behavior (or the product of that behavior) that is acceptable to the evaluator as proof that learning has occurred. Performance task training is considered complete when the trainee is able to successfully demonstrate they can do all parts of the task on their own.

7.2.3.3. Both. Ability to recall facts, identify concepts, apply rules or principles, and demonstrate observable behavior, which pertains to the task.

7.2.4. Performance Standards. Performance standards are developed for tasks identified as "Performance" or "Both". Performance standards provide objectives with pre-existing conditions (when applicable), available resources (if applicable), allowable evaluator/trainer assists/errors (if applicable), and a timeliness standard (when applicable) to clearly evaluate controller accuracy, timeliness, and correct use of procedures in meeting the learning objective.

7.2.4.1. MAJCOMs must create performance or both standards for any specific MAJCOM teaching step(s) added into existing plan of instructions and/or any AF Form 797/Job Qualification Standard tasks.

7.2.5. Unit Training Plan. The Unit Training Plan is a single, comprehensive base document consisting of the Master Task List, Annual Training Plan, plan of instructions performance standards, and the 1C3X1 CFETP all integrated with MAJCOM and unit-specific training items and requirements (e.g. AMC, USAFE, and unit items merged into one seamless document at Spangdahlem AB). When applicable, units capture their specific mission requirements by selecting appropriate Specialty Training Standard tasks, adding to the plan of

instruction teaching steps, or adding an AF Form 797/Job Qualification Standard, when approved by the MAJCOM. The Unit Training Plan is used to train personnel during initial, recurring, recertification, skill-level upgrade, and position qualification training. Units are authorized to expand upon MAJCOM standards.

7.2.5.1. Master Task List/Specialty Training Standard Unit Task Identification.

7.2.5.1.1. The Training NCOIC will identify all duty position training requirements and controller certification requirements using the MAJCOM's provided/approved Master Task List (T-2). Prior to coordinating Unit Training Plans with the MAJCOMs, Command Post Managers will validate that all duty position and controller certification requirements are captured (T-2).

7.2.5.1.2. Master Specialty Training Standard. The Training NCOIC will develop a master CFETP identifying all the work center duty positions and tasks required for each position from the MAJCOM's approved Master Task List (T-2). Command Post Managers and the Training NCOIC will document and maintain the Specialty Training Standard IAW AFI 36-2201 (T-2).

7.2.5.2. Annual Training Plan Unit Task Identification and utilization.

7.2.5.2.1. Command Post Managers and the Training NCOIC will identify tasks from the Unit Training Plan for recurring training utilizing the plan of instruction teaching steps, and its frequency. Units may increase the frequency of MAJCOM's mandated recurring training tasks. At a minimum all mandatory MAJCOM tasks identified as performance and both will be evaluated semi-annually (T-2). Semi-annual coverage can be accomplished by splitting the required tasks over the two quarterly performance evaluations, as long as all performance and both task are covered semi-annually.

7.2.5.2.1.1. Tasks trained on a recurring basis through scenario, examinations, or formal training are annotated on the Annual Training Plan with an "X" in the applicable month column on the applicable task row.

7.2.5.2.2. The Training NCOIC will evaluate selected tasks, marked as Performance or Both (T-2). The Training NCOIC will identify when the task is evaluated by placing an "E" in the applicable evaluation month column on the applicable task row (T-2). As a minimum, unit-level added tasks marked as "Performance" or "Both" will be evaluated semi-annually. All tasks to be utilized during an evaluation will be trained in the 2 months prior to an evaluation month (T-2).

7.2.5.2.3. **(If applicable)** Added AF Form 797/Job Qualification Standard tasks. Tasks, subtasks, and substeps (as applicable) requiring recurring training are added to the Annual Training Plan.

7.2.5.3. Plan of Instruction.

7.2.5.3.1. Plan of Instructions will include:

7.2.5.3.1.1. Prerequisites (if required) for anything that needs to be accomplished prior to the instruction. (e.g., local course, Communications Security training)

7.2.5.3.1.2. Introduction. This section provides the trainee an initial orientation into work center requirements, 1C3X1 career progression, command post training

requirements, personal individual readiness responsibilities, and the Command Post role in force structure and command and control elements.

7.2.5.3.1.3. References to specific instructions, manuals, pamphlets, Operating Instructions, and Quick Reaction Checklists for each added task/subtask (T-2).

7.2.5.3.1.4. Estimated duration for this specific task based on objectives and teaching steps.

7.2.5.3.1.5. Objectives that define what the trainee/controller will be able to do at the end of instruction.

7.2.5.3.1.6. Instructional aids and equipment that are necessary to complete that task instruction. (T-2).

7.2.5.3.1.7. Additional instructional guidance for the trainer. (T-2).

7.2.5.3.1.8. Training/Evaluation Standard to ensure trainee/controller proficiency is able to be captured on the added task/subtask (T-2). It will define if the task is only required for initial training or as recurring training requirement as well and how it will be trained.

7.2.5.3.1.9. Teaching steps to the task/subtask to ensure trainee receives all pertinent information required to accomplish the task/subtask objective (T-2). Controller training time will be adjusted to complete a Specialty Training Standard task for any added unit teaching step(s) to an existing plan of instruction or creation of a plan of instruction based upon an added AF Form 797/Job Qualification Standard (T-2). Units must create a task standard for unit-specific teaching step(s) added into existing plan of instructions and/or any AF Form 797/Job Qualification Standard tasks identified as Performance or Both (T-2).

7.3. Controller Certification (initial, recertification, decertification). Prior to performing unsupervised duties, Command and Control Operations personnel will be trained and certified. The Training NCOIC will identify if a trainee receives initial training or recertification training by conducting an initial evaluation of the trainee. Controllers can be entered into recertification training for the following reasons: PCA, PCS, TDY, and decertification for cause. All certification actions (initial, recertification, and decertification) will be documented as a journal entry in Training Business Area and on the Specialty Training Standard IAW AFI 36-2201 (T-2).

7.3.1. Trainer Requirements: IAW AFI 36-2201, trainers must be recommended by their supervisor, qualified to perform the task being trained, and have completed the Air Force Training Course. Certified Command Post controllers who have met the trainer requirements will administer all training (T-1). The Training NCOIC will utilize a Memorandum For Record listing all certified Command Post controllers who have met the task-trainer requirements (T-2). NOTE: Members of Sister Services that are trainers of AF personnel are not required to complete the Air Force Training Course.

7.3.2. The Training NCOIC will conduct the initial evaluation and work center orientation, IAW AFI 36-2201, on behalf of the supervisor/rater (T-3). The Training NCOIC or alternate will conduct and document initial evaluation and work center orientation with the trainee within 5 duty days of entering training to determine the tasks to be trained and project a certification date (T-2). This will determine if the trainee is entered into initial or recertification

training. This initial evaluation and work center orientation, will be documented as a journal entry in Training Business Area (T-2).

7.3.3. Initial certification training provides controllers with the knowledge and skills necessary to perform duties effectively at home station or in a deployed environment. During initial certification training, personnel will accomplish all training requirements identified in the Master Task List/Specialty Training Standard and the MAJCOM/unit 797 (if applicable) for certification as a controller. The Training NCOIC, supervisors, and assigned trainers, will use CFETP Part II Specialty Training Standard to conduct and document initial certification and recertification training. Additionally, they will conduct position qualification training (based on appointment) and applicable skill level upgrade training commensurate with identified requirements, regardless of applicability towards certification (T-2).

7.3.4. Recertification Training. Recertification training provides a condensed version of initial certification training and is designed to teach controllers local procedures and MAJCOM unique mission requirements when a controllers PCS/PCAs in with prior MAJCOM or base experience or was decertified due to deployment, extended absence, or failing to maintain standards.

7.3.4.1. Controllers being recertified for a previous decertification will retrain only the deficient tasks (T-3). Certification actions must be completed IAW [paragraph 7.3.5](#) and documented on the AF Form 4374.

7.3.4.2. Controllers going through recertification training must review all training minutes or pertinent AFI or Quick Reaction Checklist changes that occurred during their absence but are not required to make up missed training meetings, evaluations or training scenario rides.

7.3.5. There are three elements to initial and recertification (Written Examination, Emergency Actions Test, and Performance Evaluation).

7.3.5.1. Written Examination. Which is a 50-question open book General Knowledge Test derived from unit tasks. Objectives will cover “Knowledge”, and “Both” based tasks/subtasks from the plan of instructions. (T-2).

7.3.5.2. Emergency Actions Test.

7.3.5.2.1. Conventional Units will take a 30 question open book Emergency Action Test.

7.3.5.2.2. Nuclear Command and Control Units will take a 30 question Emergency Action Test; open-book/closed-book requirements will be established by MAJCOM/FOA/DRU’s in their supplement.

7.3.5.3. Performance Evaluation IAW [Para 7.7.2.7](#) of this AFMAN.

7.3.5.4. Controllers performing Personnel Reliability Assurance Program duties will be certified under Personnel Reliability Assurance Program in accordance with Department of Defense 5210.42-R_AFMAN 13-501, Nuclear Weapons Personnel Reliability Program (T-0).

7.3.6. Training Timelines.

7.3.6.1. All controllers will enter training within 15 calendar days of reporting for duty to the Command Post (T-3). The date entered training will be documented as a journal entry in Training Business Area (T-2).

7.3.6.2. Breaks in controller certification training (e.g., FTAC, PME attendance, 1C3 formal training course attendance, etc.) will be documented as a journal entry in Training Business Area and captured in the monthly manning report (T-2). For Airmen participating in the First Term Airman Center (FTAC) program, the date entered training is the first duty day after FTAC completion. If a class date is not available within 15 days of arriving station, initial certification training will begin and an annotation as a journal entry in Training Business Area will be made detailing the break in training (T-3). Controllers will not participate in any base detail or training (e.g. SFS Augmentee training) that extends the FTAC program beyond the standard AF 2-week period (T-2).

7.3.6.3. RegAF, (full-time Air Reserve Component/Active Guard and Reserve, or Traditional Reservist/Drill Status Guardsman on 60 consecutive Military Personnel Account days) Controllers and RegAF and full-time Air Reserve Component/Active Guard and Reserve Command Post Managers will complete certification training within 60 calendar days of assuming their newly assigned positions (T-3).

7.3.6.4. Traditional Reservist/Drill Status Guardsman controllers not serving 60 consecutive Military Personnel Account days will be certified within one year of reporting for duty (T-2). Traditional Reservist/Drill Status Guardsman controllers not serving 90 consecutive Military Personnel Account days in Nuclear Command and Control units will be certified within 18 months or 120 man-days, whichever comes first (T-2).

7.3.7. Certification Authority.

7.3.7.1. At Command Posts, the installation commander or designated representative is the certifying official(s); the installation commander will not delegate this authority below the installation vice commander or director of staff (T-2). The Chief, Command and Control Operations has recertifying authority for controllers who have been absent for 60 days or more, performing Command Post related duties (i.e., deployments) or due to maternity leave. **NOTE:** Superintendents (regardless if Chief Command and Control Operations is assigned or available) are not authorized to recertify controllers.

7.3.7.2. The certifying official(s) will conduct a personal interview with each controller prior to certification (T-3).

7.3.8. Documentation (Initial/Recertification/Duty Position).

7.3.8.1. The Training NCOIC, supervisor, or assigned trainers will use CFETP Part II Specialty Training Standard to document initial certification and recertification training (T-2).

7.3.8.1.1. The Training NCOIC will ensure the results of the certification tests and certification performance evaluations are recorded on the AF Form 4374, *Center Controller Certification Record* (T-2).

7.3.8.1.2. The controller (trainee) signature on the AF Form 4374 is the endorsement that all certification training tasks/requirements outlined in the Master Training Plan

were completed. The signature is also endorsing the certification evaluation rating and examination scores, and that the member is fully ready to perform unsupervised duties.

7.3.8.1.3. The Training NCOIC's signature on the AF Form 4374 is the endorsement to the certifying official(s) that all training requirements have been satisfactorily achieved. The signature is tantamount to accepting liability that the controller is technically proficient to accomplish the mission safely and effectively.

7.3.8.1.4. The Chief/Superintendent signature on the AF Form 4374 is the endorsement to the certifying official(s) that a comprehensive evaluation of the member's training and documentation was accomplished, and that the controller (trainee) is ready to perform unsupervised duties. The Chief/Superintendent assume responsibility that effective training was accomplished, and a quality assurance (third-party) evaluation was conducted.

7.3.8.2. After the certifying official(s) has interviewed the controller and determined they are fully qualified, the certifying official(s) will sign and date the AF Form 4374 (T-2).

7.3.8.3. The Training NCOIC will maintain the AF Form 4374 on each certified controller until the controller PCSs/PCAs (forms will be removed by gaining base), separates, or retires from his/her assigned unit in the controllers individual AF Form 623. (T-2). Do not re-accomplish certification documents when new certification forms are published or when the certifying official changes (T-2).

7.3.8.4. For Consolidated Command Posts, Command Post Associations, and Regional Command Posts, AF Form 4374s may be signed by all applicable commanders with 1C3 personnel assigned to perform duties, but at a minimum by the owning certifying authority (T-2).

7.3.8.5. Duty Position Documentation. Each time an Airman changes duty positions (transfers from another base or work center), the Training NCOIC on behalf of the supervisor must perform an initial evaluation that includes a review of all previously certified tasks (T-2). These tasks are compared against the unit master task list and will determine the extent of training required for the new duty position.

7.3.8.5.1. During the initial evaluation the Training NCOIC identifies tasks the trainee was previously qualified on and assess using the current plan of instruction to identify whether they are still qualified on each previously signed off task (T-2). If the trainee is found to be qualified, no further action is required for those tasks.

7.3.8.5.1.1. If the Airman is found to be unqualified on a previously certified task, erase the initials, retrain, and document the task training IAW AFI 36-2201 (T-2).

7.3.8.5.1.2. All new/unsigned tasks identified for the new duty position by the Training NCOIC will be circled or the electronic equivalent to be trained and documented IAW AFI 36-2201 (T-2). All circles that do not apply to the current duty position will be erased. Do not erase the initials and certification dates of previously certified tasks that will not be accomplished at current unit or duty position (T-2).

7.3.8.6. Any individual training a task must maintain required task qualifications to be able to sign a trainee off in the applicable duty position/task.

7.3.9. Decertification. Command Post managers will ensure personnel remain proficient in all certification areas, take immediate action to correct deficiencies, and remove personnel found not suitable for duty. Decertification can encompass task(s) decertification IAW AFI 36-2201 and/or controller decertification. The Training NCOIC will document decertification actions and the reason(s) for decertification (e.g., substandard performance, etc.) as a journal entry in Training Business Area. This includes examination failures, unsatisfactory performance evaluation, and any remedial/supplemental training conducted.

7.3.9.1. Task Decertification. Task deficiencies identified by Command Post Managers, Training NCOIC, and supervisors can task decertify a controller who has not demonstrated enough skill, knowledge, and/or experience to perform a task(s) without supervision. This identification can be made during any of the following situations: scenario training, evaluations, exercises, no-notice injects, inability to demonstrate or convey task proficiency during normal duties, and/or security/Communications Security incidents (this list is not all inclusive).

7.3.9.2. Controller Decertification. The AF Form 4374 is used to decertify and recertify controllers. The Certification Official or Command and Control Operations Chief (when applicable) will decertify controllers for several reasons, to include:

7.3.9.2.1. Extended periods of absence longer than 60 days (T-3).

7.3.9.2.2. Substandard Performance:

7.3.9.2.2.1. **(Certification Official(s) Only)** Controllers failing to achieve a minimum passing score on an Emergency Actions examination will be evaluated by Command Post Managers and the NCOIC, Training for decertification, which will be documented as a journal entry in Training Business Area (T-2). A second examination failure within a rolling six month window will result in decertification (T-3). If a controller fails an examination in February, Command Post Managers have the option to recommend the individual for decertification. If the same individual fails another examination in May, the controller will be decertified due to two failures in a six month period (T-3). Once the controller is recertified, the rolling six month window will start over the following months (e.g., June would be month one of the new rolling window) (T-3). Controllers who fail to achieve the minimum passing score on an Emergency Actions examination will be retested within 5 duty days from the failure (T-2).

7.3.9.2.2.2. **(Certification Official(s) Only)** Controllers receiving an unsatisfactory (exceeding the allowable number of deviations for an evaluated task as identified in paragraph [7.7.2.7.2.3](#) through [7.7.2.7.2.7](#)) on a performance evaluation will be evaluated by Command Post Managers and the Training NCOIC for decertification (T-2). The evaluation will be documented as a journal entry in Training Business Area (T-2). If a controller receives a second unsatisfactory on a performance evaluation within a rolling six month window it will result in an automatic decertification (T-3). If a controller received an unsatisfactory in February and the same individual receives a second unsatisfactory for another evaluation in May, the controller will be decertified due to two failures in a six month period (T-3). Once the controller is recertified, the rolling six month window will start over the following month (e.g., June would be month one of the new

rolling window) (T-3).

7.3.9.2.2.3. REGAF/full time Air Reserve Component controllers failing to pass the required monthly examination(s), or failing to receive a satisfactory rating on a quarterly performance evaluation will be required to complete remedial/supplemental training (T-2). Remedial/supplemental training will be defined in the Command Post Operating Instructions, if required, or supplemented by the MAJCOM. The failing controller will not be utilized as one of the on-duty controllers during this remedial/supplemental training (T-3). Traditional Reservist and Drill Status Guardsman Air Reserve Component members will follow MAJCOM's guidance (T-2).

7.3.9.2.3. Security clearance withdrawal (T-1).

7.3.9.2.4. AEF Deployments. Controllers are decertified when deployed for 60 days or longer (T-1). Command and Control Operations Chief will decertify a controller once the member has been gone for more than 60 days (T-3). Command Post Chiefs may elect to formally decertify a controller prior to the 60 day mark, however, should the deployed controller return prior to 60 days, recertification training must be accomplished (T-2).

7.3.9.2.5. Not working 2 full shifts per month (T-2). **NOTE:** Certified controllers can take up to 59 days of consecutive leave or TDY without being decertified for not working two full shifts per month.

7.4. Command Post Recurring Training. The purpose of recurring training is to ensure controllers remain qualified in all areas pertaining to their unit's mission. This training is based on the requirements established in the MAJCOM's/Unit Annual Training Plan. The Training NCOIC will cover tasks on the Annual Training Plan through a combination of formal training meetings, self-study, and proficiency training (T-3).

7.4.1. The Training NCOIC will conduct training meetings a minimum of once per quarter (T-3). **NOTE:** To achieve maximum participation, training meetings can be conducted on the console when mission is not interrupted.

7.4.1.1. The Training NCOIC will document training meeting minutes, as well as, the subtasks trained on the AF Form 4371, *Record of Controller Formal Training* (T-2). If short notice training was accomplished during the training meeting that was not listed on the Annual Training Plan or self-study letter, the Training NCOIC will document it on the Form 4371 as supplemental formal training (e.g. recall procedures or areas of concern for a pending exercise need emphasis) (T-2). The Training NCOIC will also attach any training meeting slides or visual aides to the AF Form 4371, *Record of Controller Formal Training* (T-2).

7.4.1.2. All controllers must attend the training meetings, unless excused by Command Post Managers (T-3). The Training NCOIC will ensure all personnel not present at the training meeting receive training NLT 5 calendar days after returning to duty (T-3).

7.4.2. Self-Study. The Training NCOIC will create a monthly self-study letter outlining each month's training requirements, based on the Annual Training Plan (T-2). The Training NCOIC will document all subtasks identified on the Annual Training Plan for that month on the self-

study letter (T-2). Additional training not required by the Annual Training Plan can be added to the self-study letter each month without modifying the Annual Training Plan. Self-study letter(s) must be signed by a Command Post Manager (T-2). Certified controllers are required to thoroughly review all identified requirements, to include each teaching step within the identified plan of instruction(s) task/subtasks and/or sub-steps (if applicable). Command Post Managers, Training NCOIC, and supervisors are responsible for helping controllers complete and understand self-study requirements. The self-study letter will be published NLT the first day of each month (T-2). The Training NCOIC will retain the self-study letter in the Controller Information File Binder until the next month (T-2).

7.4.2.1. At a minimum, the Training NCOIC will ensure the self-study letter contains the following:

7.4.2.1.1. When applicable, the agenda for the training meeting, (briefings, lectures, guest speakers, etc.) (T-2).

7.4.2.1.2. The task/subtasks and/or sub-steps (if applicable) to be studied/reviewed (self-study) by all personnel (T-2).

7.4.2.1.3. The performance evaluation or scenario training schedule for the month, if applicable (T-2).

7.4.2.1.4. When applicable, new/revised publications and checklists (T-2).

7.5. Proficiency Training. Proficiency training consists of a monthly knowledge-based Emergency Actions exam, a performance evaluation and scenario training.

7.6. Missed Training .

7.6.1. Active-Duty/Full-Time Air Reserve Component Personnel: All controllers absent from duty for 59 days or less will review and make up all missed training not accomplished (e.g., training meetings, examinations, training scenarios, performance evaluations), within 10 calendar days of returning to duty (T-2). Command Post Managers, Training NCOIC, and supervisors are responsible for ensuring each controller is briefed on all procedural changes and/or significant events that occurred during their absence (T-2).

7.6.1.1. Traditional Reservist and Drill Status Guardsmen Personnel:

7.6.1.1.1. Traditional Reservist and Drill Status Guardsman personnel that miss monthly training, will review the Controller Information File, and make up all missed training (T-3). Command Post Managers, Training NCOIC and supervisors are responsible for ensuring personnel are briefed on all procedural changes and/or significant events that occurred during their absence. (T-3). Command Post Managers, Training NCOIC and supervisors will provide this training prior to personnel assuming duty (T-3).

7.6.1.1.2. Traditional Reservist and Drill Status Guardsman personnel who miss two or more consecutive Unit Training Assembly weekends will be decertified and entered into recertification training upon returning to duty (T-3). Prior to returning to duty, personnel will be recertified (T-3).

7.7. Testing, Training, Evaluations, and Quality Assurance

7.7.1. Written Examination Requirements for Monthly Training and Certification.

7.7.1.1. Examinations. The Training NCOIC will ensure a minimum passing score of 90% (critiqued to 100%) is completed to pass all written examinations (T-2).

7.7.1.2. The Training NCOIC will document monthly examination scores on the AF Form 4372, *Record of Controller Recurring Training* or if documenting in Training Business Area use the following standard entry titles: Month/Year Emergency Actions test or Month/Year General Knowledge test, retests will state Month/Year Emergency Actions retest (T-2).

7.7.1.3. The Training NCOIC will retain paper or electronic copies of all written examinations for 12 months from the end of the month they cover (T-2). **NOTE:** If Emergency Actions/Two-Person Control materials are involved, the Training NCOIC and Command Post Managers will ensure the electronic files are password protected (T-0).

7.7.1.4. Test questions will be written to the Instructional Systems Design format (T-2). The questions must be multiple-choice questions, with four potential answers and one correct answer choice. Each question will be written to the knowledge level of the specific task identified in the Specialty Training Standard (if the task has both 5 and 7 knowledge level then write to the 5 knowledge level) (T-2). If a question comes from a task without a knowledge level assigned it must be written to the big "A" or little "a" standard listed in the CFETP (T-2).

7.7.1.5. MAJCOM's Master Question Files. MAJCOM's may elect to facilitate unit testing through a Master Question File. If a Master Question File is utilized, test development, test validation, HHQ testing, and Master Question File control requirements will be identified in the respective MAJCOM supplement.

7.7.1.6. General Knowledge Test.

7.7.1.6.1. General Knowledge Test objective tests questions, covering "Knowledge", "Performance", and "Both" based tasks/subtasks identified on the Annual Training Plan for the month will be incorporated into monthly scenario training (T-2). The General Knowledge Test may be comprised of an open book knowledge test or as a verbal knowledge assessment as further defined by each MAJCOM. The Training NCOIC can increase/decrease the verbal interaction based on controller knowledge-level deficiency(s) or displayed experience and self-study.

7.7.1.6.2. General Knowledge Test objective test questions are not required during quarterly evaluations. Controllers will use the plan of instructions, Annual Training Plan and monthly self-study letter to prepare for verbal General Knowledge Test assessment during the scenario training.

7.7.1.7. Emergency Actions Examination.

7.7.1.7.1. Monthly Test. All certified personnel will be administered a monthly Emergency Actions written examination covering "Knowledge" and "Both" based task/subtasks identified on the Annual Training Plan for that month (T-2). The individual writing the exam is exempt from taking that test (T-3). The Training NCOIC and Alternate will rotate developing the monthly Emergency Actions examination with the goal of not developing exams in back-to-back months (T-2). This will be documented by editing the meta data in Microsoft Word by selecting File at the top of

the screen and editing “Author” under Related People and “Date” when saving the test (T-2).

7.7.1.7.1.1. **For Nuclear Command and Control units** with a closed-book Emergency Actions testing requirement, there will be a test A and test B version (T-2). All Emergency Actions examinations will have a minimum of 20 questions (T-2). MAJCOMs will identify testing parameters (e.g., Master Question File, test development, validation, etc.) and requirements (open-book/closed-book) in their MAJCOM supplement.

7.7.1.7.1.2. **For Nuclear Command and Control units** the Superintendents and NCOICs (Command and Control Operations/Quality Assurance) will alternate validating the monthly Emergency Actions examination with the goal of not validating exams in back-to-back months (T-2). Validation consists of taking the examination prior to giving the examinations to any controllers for their documented monthly recorded score. The member validating the examination will only interact with the examination builder when questions and/or answers are ambiguous, misleading or incorrect (T-2). Once the examination is scored, the validator will cover how the examination could be improved in order to meet Instructional Systems Design requirements and to ensure that all test questions, and answers, are developed to the appropriate level being tested using standard, direct, and concise language (T-2).

7.7.1.7.1.3. **For Conventional Units** all Emergency Actions examinations will consist of at least 10 open-book questions (T-2).

7.7.2. Scenario Scripts for Monthly Training, Evaluations, Certification, and Quality Assurance observations will be conducted/documented using the AF Form 803 *Report of Task Evaluations* (T-2). When documenting the AF Form 803 in Training Business Area use the following standard entry titles: Month/Year Training Scenario, Month/Year Performance Evaluation, Month/Year Quality Assurance Observation (T-2). The type of evaluation (e.g., performance evaluation, monthly training scenario, etc.) and all deficient tasks (e.g., Specialty Training Standard 4.5.2) are the minimum required information in the "Job Qualification Standard Task Item(s) Evaluated" block. Not all tasks need to be listed.

7.7.2.1. **For Conventional Units** . At a minimum, the Training NCOIC will ensure all scripts include an emergency management situation, processing of two Emergency Action Messages, processing of one Alert Condition Status of Action message, and creation and submission of an AF OPREP-3 (T-2).

7.7.2.2. **For Nuclear Command and Control Units** . At a minimum, the Training NCOIC will ensure all scripts include an emergency management situation, processing of four Emergency Action Messages (five for STRATCOM aircraft units) and processing of two reports applicable to the unit (e.g. AF OPREP-3, STRATCOM Reports, etc.) (T-2).

7.7.2.3. The Training NCOIC will ensure all scripts contain a minimum of four situations, and are progressive in nature when possible (T-2).

7.7.2.4. For units with multiple Emergency Action Plans/Emergency Actions responsibility, the Training NCOIC will ensure at least one Emergency Action Message format from each supported Emergency Action Plan is used/covered in the scenario (T-2).

7.7.2.5. The Training NCOIC will retain paper or electronic copies of all scripts for 12 months from the end of the month they cover (T-2). **NOTE:** If Emergency Actions materials are involved, the Training NCOIC and Command Post management will ensure the electronic files are password protected (T-0).

7.7.2.6. Monthly Scenario Training. Scenario training is not graded, but rather used as a learning tool for controller performance proficiency. Scenario training can be conducted on the console. Scenario training will be documented using the AF Form 803 IAW [para 7.7.2](#) (T-2).

7.7.2.6.1. The Training NCOIC will ensure scenario training scripts rotate between actual and exercise Emergency Action Message traffic every other month (T-2). Units can inject an exercise message into an actual scenario to show prioritization and vice versa (T-2).

7.7.2.6.2. A HHQ or locally evaluated exercise can satisfy all or some of the scenario training requirements. The Training NCOIC will determine which task/subtasks were performed and whether they meet the standards but it still must be documented on AF Form 803 (Report of Task Evaluations) (T-3).

7.7.2.7. Performance Evaluations. All certified personnel will be administered a quarterly performance evaluation covering "Performance" and "Both" based tasks/subtasks identified on the Annual Training Plan (T-2). The Training NCOIC will administer quarterly performance evaluations during February, May, August and November each year (T-2). The Training NCOIC will ensure performance evaluation scripts contain a minimum of four situations, be progressive in nature when possible and cover "Performance" and "Both" based subtasks from the previous two-month period (T-2). Locations that perform single controller operations (daily) will conduct performance evaluations on a single controller to reflect their operational mission (T-3).

7.7.2.7.1. The Training NCOIC will ensure evaluation scripts rotate between actual and exercise Emergency Action Message traffic; February and August are exercise and May and November are actual scripts (T-2). Units can inject an exercise message into an actual scenario to show prioritization and vice versa (T-2).

7.7.2.7.2. All performance evaluations are rated either satisfactory or unsatisfactory, with results documented on the AF Form 4372 and AF Form 803 (Report of Task Evaluations).

7.7.2.7.2.1. An evaluation is rated as "SATISFACTORY" if the controller completes all of the tasks within the number of allowable assists or errors identified in the Evaluation Standards portion of the Master Training Plan and does not surpass the allowable number of deviations.

7.7.2.7.2.2. An evaluation is rated as "UNSATISFACTORY" if the controller exceeds the allowable number of deviations.

7.7.2.7.2.3. Evaluated tasks are identified as critical, significant, or minor. Errors noted must be corrected through remedial training. MAJCOMs will identify each Master Training Plan task standards as critical, significant, or minor.

7.7.2.7.2.4. Critical Deviations. Failure to properly perform a Critical task will

result in an overall “UNSATISFACTORY” rating because it results in, or could result in, widespread negative mission impact or failure. Examples include, but are not limited to: any deficiency that results in, or could result in, an unreliable nuclear weapon situation causing a nuclear weapon not to function or reach the target as planned and/or directed; an error by a controller that could credibly result in unauthorized release or improper execution/termination/posture; error that can lead to an unsafe nuclear weapons environment; inability to execute/terminate directed missions. MAJCOMs will define and list Critical criteria for MAJCOM tasks in their Master Training Plan. If a controller team commits a Critical Deviation the overall evaluation will continue to the end of the scenario if at all possible (evaluators will attempt to make adjustments in actions performed to aid in continuing the evaluation).

7.7.2.7.2.5. Significant Deviations. A task affecting mission accomplishment but doesn’t directly result in mission failure. Strict compliance with published procedures, policy, and guidance documents and/or checklists is required for successful completion. Failure to properly perform significant tasks may delay or degrade mission success or contribute to overall mission failure. Five (5) significant deviations will result in an overall “UNSATISFACTORY” rating. MAJCOMs will define and list significant criteria in their Master Training Plan.

7.7.2.7.2.6. Minor Deviations. A procedural or administrative task that does not fall under Critical or Significant criteria. Failure to properly perform Minor tasks will not impact mission accomplishment. Minor tasks may be performed without concurrent reference to guidance documents or checklists. Ten (10) minor deviations will result in an “UNSATISFACTORY” rating. In addition, a total of four (4) significant deviations and seven (7) minor deviations will result in an overall “UNSATISFACTORY” rating.

7.7.2.7.2.7. An error is defined as the inability to accomplish a required task/checklist item accurately or correctly. This does not include items such as checklist discipline/marking (e.g., a controller failing to check a step after completing a required action does not constitute an error; however, if the step that was missed required some action then the required item is an error). The incorrect checklist marking needs to be addressed at the completion of the scenario/evaluation but will not result in a deviation.

7.7.3. The Training NCOIC will ensure controller training materials (tests, scenarios, and evaluations) are properly controlled to prevent compromise or disclosure (T-0).

7.8. HHQ Testing and Evaluations.

7.8.1. HHQ Testing. IG and/or MAJCOM Policy and Procedures personnel may test controllers on Command Post procedures. All HHQ testing, whether IG and/or MAJCOM Policy and Procedures, will be written by the MAJCOM’s Policy and Procedures office.

7.8.1.1. Results of IG and/or MAJCOMs Policy and Procedure administered tests should not be used as the sole reason for decertification of an individual. Controller decertification recommendation should be based on overall performance during the HHQ visit and test failure. Tests must be critiqued to 100 percent. Testing must be IAW the applicable Master

Training Plan. HHQ evaluation must be assessed the same as a performance evaluation using the task standards listed in this document and in the Master Training Plan. The same requirements apply (e.g., decertification, remedial training, and documented as a journal entry in Training Business Area) for an UNSATISFACTORY result.

7.8.1.2. Conventional Evaluations. The IG and/or MAJCOM's Policy and Procedures may use the training area of the Command Post as a mock console for the purpose of evaluation. If evaluations are conducted, a team may be based on their mission requirements (e.g., single controller operations). IG and/or MAJCOM's Policy and Procedures reserves the right to select team members for evaluations. If testing is accomplished, all tests will have a minimum of 20 questions, comprised from Master Training Plan tasks. MAJCOMs will identify testing parameters (e.g., Master Question File, test development, validation, etc.) and requirements in their MAJCOM supplement.

7.8.1.3. Nuclear Command and Control Evaluations. HHQ, Emergency Actions/ Two-Person Control testing must be conducted in conjunction with the evaluation being administered. The IG and/or MAJCOM's Policy and Procedures may use the training area of the Command Post as a mock console for the purpose of evaluation. If evaluations are conducted, a minimum two teams (A-side [senior controller] and B-side (junior controller) with an optional 3rd controller, equals one team) must be evaluated for each inspection. IG and/or MAJCOM's Policy and Procedures reserves the right to select team members for evaluations. All written Emergency Actions examinations will have a minimum of 30 questions. MAJCOM's will identify testing parameters (e.g., Master Question File, test development, validation, etc.) and requirements (open-book/closed-book) in their MAJCOM supplement.

7.9. AF Form 623 Requirements. (All documents, documentation, and processes listed in paragraph 7.9 and subparagraphs will be accomplished with Training Business Area or equivalent system if possible (T-2)).

7.9.1. All certified controllers will have a Training Business Area account with CFETP Part II/Specialty Training Standard, regardless of rank and position (T-2). For MSGts through CMSgts and Officers requiring certification, the Specialty Training Standard is used for controller certification and position qualification training documentation only. MSGts through CMSgts entered into training without a previous Specialty Training Standard are not required to re-accomplish documentation for 5/7 skill level training previously awarded in the Command and Control Operations career field. This does not apply to MSGts in retraining status; they document the Specialty Training Standard IAW AFI 36-2201 for core task completion.

7.9.2. Training Business Area does not have the capability to upload and store all 623 requirements. To ensure continuity of training documentation, the Training NCOIC will maintain one binder or electronic equivalent for all personnel alphabetically. The Training NCOIC will set up the Unit Training Binder in the following manner (T-2):

7.9.2.1. Tab 1 – AF Form 4374

7.9.2.2. Tab 2 – AF 623, Section II (ECI/CDC PARTICIPATION, ETC) and Section II (FORMAL TRAINING)

7.9.2.3. Tab 3 – Units will document exam scores IAW [paragraph 7.7.1.2](#).

7.9.2.4. Tab 4 – Training Certificates

7.9.2.5. Tab 5 – Miscellaneous (i.e., AF Form 2096, *Classification or On-the-Job Training Action*, 5 and 7 level Distance Learning Course documentation, etc.)

7.9.3. AF Form 623s are not required to be taken with personnel to deployed locations unless otherwise indicated in applicable deployment reporting instructions.

7.10. Training Binder Requirements. The Training NCOIC will maintain the following training documentation in a Training Binder or electronic equivalent (T-2). The Training NCOIC will divide the binder or electronic file into four sections (T-2):

7.10.1. Section I – Self Study. This section contains the monthly self-study letters. The Training NCOIC will retain self-study letters for 12 months from the end of the month they cover. If kept electronic the original signed copy must be kept in the record by scanning if applicable.

7.10.2. Section II – Training Meeting Records. This section contains the training meeting minutes for each month conducted. The Training NCOIC will retain the AF Form 4371 for 12 months from the end of the month they cover. If kept electronic the original signed copy must be kept in the record by scanning if applicable.

7.10.3. Section III – The Master CFETP-STs, MTL, MAJCOM's and unit 797s (if applicable) and Annual Training Plan.

7.10.4. Section IV – Miscellaneous. Waivers, appointment letters, and MAJCOM Functional Manager correspondence. If kept electronic the original signed copy must be kept in the record by scanning if applicable.

7.11. Quality Assurance Programs are mandatory for Nuclear Command and Control units only.

7.11.1. The Command and Control Operations Quality Assurance program is designed to ensure Command Post Managers maintain effective and continuous oversight on the training program (initial, recurring, recertification and upgrade training) through a validation process. The Quality Assurance oversight aids in analysis/trending of controller performance and system effectiveness to proactively enhance readiness through improvements in operations and training functions. This effort also provides for the establishment of a baseline for normal operations; identifies, mitigates, and monitors operational risks, including inefficiencies. At a minimum, the superintendents and NCOICs (Command and Control Operations/Quality Assurance) will each monitor one Command Post team every quarterly evaluation cycle (T-2). If possible, Superintendents and NCOICs (Command and Control Operations/Quality Assurance) should monitor all evaluations in a quality assurance capacity to validate training effectiveness. They will not conduct a joint validation to meet this requirement (T-2). In an attempt to ensure every controller is observed, evaluation(s) can take place during monthly/certification scenario training in addition to the mandatory quarterly performance evaluations.

7.11.1.1. Superintendents and NCOICs (Command and Control Operations/Quality Assurance) are responsible for executing and sustaining a quality assurance program that:

- 7.11.1.1.1. Through active involvement of all initial controller certification evaluations and persistent involvement in monthly scenario training and quarterly performance evaluations.
- 7.11.1.1.2. Analyzes and provides corrective actions on negative controller trends (identify and mitigating risks). Data will be collected on the AF Form 803, *Report of Task Evaluations*, for each controller/team during either a monthly/certification scenario or quarterly evaluation (T-2). Collecting data in this way assists in attempting to observe every controller within each quarter. All data captured will be utilized to identify trends and analyzed to determine if deficiencies exist with the training tools, program or controller(s). Deficiencies that pertain to training tools (i.e., Master Training Plan, Master Task List, plan of instructions, Emergency Action Checklists, etc.) will be reported to MAJCOM Functional Managers for corrective action. Deficiencies that pertain to the training program or individual controllers will be immediately corrected by Command Post Managers (T-2).
- 7.11.1.1.3. Provides essential quality training feedback throughout planning and execution. Using the MAJCOM task standards (critical, significant, or minor) evaluate training and validate that it is effective. The AF Form 803 will be used to record controller validation sessions. The form will be used to document deficiencies in the training tools (e.g. Master Task List, plan of instructions, Annual Training Plan, Performance Standards, etc.), the training program and to identify the controller's strengths and areas needing improvement. The AF Form 803 will be kept for 12 months to develop trend analysis and controller improvements. The Training NCOIC will store the forms in the training binder or scan/saved and stored in the training directory file plan (T-2).
- 7.11.1.1.4. Establishes a controller documentation review program which examines training documentation quality and ensures adherence to standards and scope of training IAW AFI 36-2201 and [Chapter 7](#) of this AFMAN.
- 7.11.1.1.4.1. In addition to upgrade training documentation/review requirements outlined in AFI 36-2201, Chapter 6, as a minimum, Superintendents or NCOICs (Command Control Operations/Quality Assurance) will review two (2) different training records per month to identify training documentation deficiencies, and timeliness/quality of controller training.
- 7.11.1.1.4.2. Accomplishment of Superintendents or NCOICs (Command and Control Operations/Quality Assurance) reviews will be documented in Tab 5 or electronic equivalent of a controller's training folder (AF Form 623).
- 7.11.1.1.5. Provides MAJCOM's Policy and Procedures with training program 'best practices' (e.g., plans, policies, tools, scenarios, etc.) for centralized, command-wide analysis and incorporation (T-2).
- 7.11.1.2. The Quality Assurance/Evaluations oversight aids in analysis/trending of controller performance and system effectiveness to proactively enhance readiness through improvements in operations and training functions. This effort also provides for the establishment of a baseline for normal operations; identifies, mitigates, and monitors operational risks, including inefficiencies.

7.11.1.2.1. Analyzes and corrective actions on negative controller trends (identify and mitigating risks).

7.11.1.2.2. The Training NCOIC is responsible for developing and administering the evaluations (T-2). Using the MAJCOM task standards (critical, significant, or minor), the respective Superintendents and NCOICs (Command and Control Operations/Quality Assurance) is responsible for monitoring and validating that training objectives are met and training is both effective and efficient (T-2).

7.11.1.2.3. The Training NCOIC will de-brief evaluations with the controller (or controller team) (T-2). The Superintendents or NCOICs (Command and Control Operations/Quality Assurance) will conduct a one-on-one debrief of the Quality Assurance evaluation with the Training NCOIC (T-2).

Chapter 8

CONTINGENCY DEPLOYMENTS

8.1. This chapter establishes Command and Control Operations deployments, contingency training, and contingency management of the Command Post Air and Space Expeditionary Force process. It also identifies the Unit Tasking Codes for each Command and Control Operations skill level.

8.2. Contingency Deployments.

8.2.1. In support of crises and contingencies, the USAF and Command Post career field are committed to providing forces where and when needed throughout the world. Preparing Command Post personnel for deployment is necessary and entails requirements and actions to be completed; also known as personnel readiness responsibilities.

8.2.2. Command and Control Operations personnel will complete all required items given by the Unit Deployment Managers to ensure they achieve maximum readiness IAW *Airman's Manual*, Section 2 (T-1).

8.3. Contingency Training.

8.3.1. The Career Field Manager and MAJCOM Functional Managers are encouraged to attend the Contingency Wartime Planning Course, at Maxwell AFB, AL. This course provides senior leaders and managers with a foundation of knowledge in Joint and AF contingency and deliberate planning processes and systems.

8.4. Contingency Management. Contingency management ensures personnel and equipment are properly sourced to meet the demands of wartime/contingency operations. Based on Command Post Manager's inputs, MAJCOM Functional Managers posture all MAJCOM 1C3X1 resources in Unit Type Code Availability. AFPC/DPW recommends sourcing of resources to meet worldwide-contingency requirements, based upon what is postured within the AEF Time Phased Force Deployment Data Library. MAJCOM Functional Managers validate AFPC/DPW recommendations, and then the tasking flows to the unit via a Joint Operations Planning and Execution System Levy.

8.4.1. AEF Assignment.

8.4.1.1. All controllers will be assigned an AEFI. Ensure each Airman knows the specific AEF period they are assigned (T-1). This provides each Airman with stability and predictability of their AEF deployment window.

8.4.1.2. Command Post Managers will assign controllers, by name, to a specific Unit Type Code and ensure controllers know which AEF period they are assigned to within 15 days of arrival on station IAW AFI 10-401, *Air Force Operations Planning and Execution*. Command Post Managers should have access to the deployment readiness reporting program to ensure controllers are assigned to the correct AEF period.

8.4.1.2.1. Command Post Managers should ensure their resources (controllers) are evenly distributed across all AEF periods, to prevent being over-tasked in a single period, as well as providing AFPC/DP2W personnel in every period.

8.4.1.2.2. Before placing a controller in a AEF period, Command Post Managers should consider factors such as the member's date arrived station, previous deployments, and any other factors which may impact their ability to deploy in an assigned AEF period. Once assigned to an AEF period, the member remains in that AEF period, IAW AFI 10-401.

8.5. Command Post Deployment Critique. MAJCOM Functional Managers will ensure all superintendents and personnel at locations with three or fewer Controllers returning from a deployment complete a Command Post Deployment Critique Form ([Attachment 4](#)) within 30 calendar days of returning to duty (T-2). Critiques are sent to the MAJCOM Functional Manager. MAJCOM Functional Managers forward all critiques to the Career Field Manager for review and action. If requested, MAJCOM Functional Managers/Career Field Manager must provide a response to returning personnel within 30 days of submittal (T-1).

Table 8.1. This table identifies all of the Command and Control Contingency Management Unit Type Codes used to deployment taskings.

Unit Code	Type	86P/ 13N/GS-12 Req	1C391 Req	1C371 Req	1C351 Req	Remarks
9ACP1		1	0	0	0	See Note 1
9ACP2		0	1	0	0	See Note 2
9ACP6		0	0	0	1	See Note 3
9ACP8		0	0	2	2	See Note 4
9ACP9		0	0	1	0	See Note 5
9ACPD		0	0	2	2	See Note 4
9ACPR		0	0	1	3	See Note 6
9ACPZ		0	0	0	0	See Note 7
9ACPT		0	0	2	2	See Note 8
HFNR8		0	0	2	2	See Note 8
<p>Note 1: Provides augmentation for Command Post work centers at the air expeditionary wing (AEW) level. Provides Command and Control for wing operations coordinating air operations with the AOR to include a variety of tactical airlift and support aircraft, Air Tasking Order production and mission-data collection. The 86P, 13N, 13M, or GS-12 may be substituted with a rated officer having experience on mission design and series at deployed location and requires Command and Control experience.</p>						
<p>Note 2: Provides augmentation for Command Post work centers. Coordinates air operations with the AOR to include a variety of tactical airlift and support aircraft, Air Tasking Order production and mission-data collection. Any 9ACP Unit Type Code may be substituted, as long as required skill-levels and quantities are maintained.</p>						

Note 3: Provides augmentation for Command Post work centers. Provides Command and Control operations coordinating air operation within the AOR to include a variety of tactical airlift and support aircraft, Air Tasking Order production and mission data collection. Any 9ACP Unit Type Code may be substituted, as long as required skill-levels and quantities are maintained.

Note 4: Provides stand-alone Command and Control capability during nuclear operations to provide Command and Control support to the nuclear bomber force.

Note 5: Provides augmentation for Command Post work centers. Provides Command and Control operations coordinating air operations within the AOR to include a variety of tactical airlift and support aircraft, Air Tasking Order production and mission data collections. Any 9ACP Unit Type Code may be substituted, as long as required skill-levels and quantities are maintained.

Note 6: Provides Command Post for reconnaissance forces or directed nuclear ops at Forward Operating Locations. Enables the recon task force commander to exercise Command and Control over assigned forces, to include control of tankers CHOPPED to recon task force commander. Assigned controllers must be certified in procedures for reconnaissance aircraft and qualified to operate the Single Channel Anti-JAM Man-Portable terminal or applicable follow-on system. (T-1). Controllers require excess carry-on baggage (up to four each to facilitate movement or classified items). Additional seating to support movement is authorized. Excess baggage is authorized to support equipment and mobility bag gear movement. 6KTAN and 6KTAR are executed with this Unit Type Code equipment and mobility bag gear movement.

Note 7: Non-Standard Unit Type Code.

Note 8: Provides the capability to recover and regenerate 20 KC-135R aircraft at wartime locations during Post/Trans attack periods.

MARK C. NOWLAND, Lt Gen, USAF
Deputy Chief of Staff, Operations

(AFDW)

JOHN F. BOROWSKI, Colonel, USAF
Director, Operations and Plans

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

- DoD 3025.18, *Defense Support of Civil Authorities (DSCA)*, 29 Dec 2010*
- DoD 5200.01-V1, *DoD Information Security Program: Overview, Classification, and Declassification*, 24 Feb 2012
- DoDM 5210.42_AFMAN 13-501, *Nuclear Weapons Personnel Reliability Program (PRP)*, 29 May 2015
- DoD 7000.14-R, Volume 7A, *DoD Financial Management Regulations – Military Pay Policy and Procedures – RegAF and Reserve Pay*, April 2013
- DoD Foreign Clearance Guide, *Special Weapons Overflight Guide (SWOG) Supplement (S//FRD)*, 30 Nov 2015
- DoDI 8330.01, *Interoperability of Information Technology (IT), Including National Security Systems (NSS)*, 21 May 2014
- CJCSM 3150.03D, *Joint Reporting Structure Event and Incident Reports*, 07 Sep 2010*
- AFPD 10-2, *Readiness*, 6 Nov 2012
- AFPD 10-25, *Air Force Emergency Management Program*, 28 Apr 2014
- AFPD 13-5, *Air Force Nuclear Enterprise*, 06 Jul 2011
- AFTTP 3-4, *Airman's Manual*, 19 May 2015, *IC-1*, 5 Aug 2015
- AFI 10-201, *Force Readiness Reporting*, 03 Mar 2016
- AFI 10-205, *Availability of Key HQ AF Personnel and MAJCOM Commanders*, 27 Sep 2010*
- AFI 10-206, *Operational Reporting*, 11 Jun 2014*
- AFPAM 10-243, *Augmentation Duty*, 01 Aug 2002
- AFI 10-245, *Antiterrorism (AT)*, 25 Jun 2015
- AFI 10-401, *Air Force Operations Planning and Execution*, 07 Dec 2006*
- AFI 10-403, *Deployment Planning and Execution*, 20 Sep 2012*
- AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, 19 Apr 2016*
- AFJI 11-204, *Operational Procedures for Aircraft Carrying Hazardous Materials*, 11 Nov 1994
- AFI 11-289, *Phoenix Banner, Silver, and Copper Operations*, 08 Apr 2015
- AFI 13-207, *Preventing and Resisting Aircraft Piracy (Hijacking) (FOUO)*, 21 Jun 2010*
- AFI 16-608, *Implementation of, and Compliance with, the New START Treaty*, 25 May 2016
- AFI 16-1404, *Air Force Information Security Program*, 29 May 2015

AFI 16-1406, *Air Force Industrial Security Program*, 25 Aug 2015

AFI 17-130, *Cybersecurity Program Management*, 31 Aug 2015

AFMAN 17-1302-O, *Communications Security Operations*, 03 Feb 2017

AFI 25-201, *Intra-Service, Intra-Agency, and Inter-Agency Support Agreement Procedures*, 18 Oct 2013*

AFI 31-101, *Integrated Defense (FOUO)*, 08 Oct 2009*, *Incorporating Through Change 3 and AFGM 2016-01*, 19 Sep 2016

AFI 31-501, *Personnel Security Program Management*, 27 Jan 2005*, *Incorporating Through Change 2*, 29 Nov 2012

AFM 32-1084, *Facility Requirements*, 26 Feb 2016*

AFI 33-324, *The Air Force Information Collection and Reports Management Program*, 06 Mar 2013*

AFI 33-360, *Publications and Forms Management*, 01 Dec 2015*

AFI 36-2110, *Assignments*, 22 Sep 2009

AFI 36-2201, *Air Force Training Program*, 15 Sep 2010*

AFMAN 36-2234, *Instructional System Development*, 01 Nov 1993*

AFI 36-2502, *Airman Promotion/Demotion Programs*, 12 Dec 2014

AFI 36-2605, *Air Force Military Personnel Testing System*, 24 Sep 2008, *Incorporating Change 2*, 3 Feb 2017

AFI 36-2807, *Headquarters United States Air Force Deputy Chief of Staff, Operations, Plans and Requirements Annual Awards Program*, 07 Aug 2014

AFI 36-3803, *Personnel Accountability in Conjunction with Natural Disasters or National Emergencies*, 21 Dec 2010*

AFI 48-123, *Medical Examinations and Standards*, 05 Nov 2013

AFI 90-201, *The Air Force Inspection System*, 21 Apr 2015

AFI 90-1001, *Responsibilities for Total Force Integration*, 29 May 2007

AFI 91-101, *Air Force Nuclear Weapons Surety Program*, 15 Aug 2014

AFI 91-204, *Safety Investigations and Reports*, 12 Feb 2014

AFMS Command Post 135A00, 19 Sep 2012, *Incorporated through Interim Change 2014-1*, 27 August 2014*

1C3X1 CFETP, *Command Post*, 26 Feb 2014

JITC Interoperability Process Guide, Version 2.0, 23 Mar 2015

USAF War and Mobilization Plan, Volume 3, Part 1, *Combat Forces (S)*

NOTE: All references marked with an “*” are used to assist Command Post Managers in determining which publications should be maintained in the Command Post publications

library (to include this AFMAN). The list is not all-inclusive and is intended primarily as a guide. MAJCOMs will determine which publications (if any) may be maintained electronically.

Prescribed Forms

AF Form 4371, *Record of Controller Formal Training*, 02 Apr 2015

AF Form 4372, *Record of Controller Recurring Training*, 10 Jan 2012

AF Form 4374, *Command Post/Center Controller Certification Record*, 29 Dec 2011

AF Form 4377, *Events Log*, 04 Apr 2008

AF Form 4436, *Command Post Publications Review Log*, 29 Dec 2011

Adopted Forms

AF Form 422, *Notification of Air Force Member's Qualification Status*, 25 Oct 2007

AF Form 623, *Individual Training Record Folder*, 01 Oct 1996

AF Form 1109, *Visitor Register Log*, 01 May 1999

AF Form 2586, *Unescorted Entry Authorization Certificate*, 01 Oct 1998

Abbreviations and Acronyms

AC—Active Component

ADCON—Administrative Control

AEF—Air and Space Expeditionary Force

AEFI—Air and Space Expeditionary Force Indicator

AEG—Air Expeditionary Group

AEW—Air Expeditionary Wing

AFECD—Air Force Enlisted Classification Directory

AFI—Air Force Instruction

AFIMS—Air Force Information Management System

AFMAA—Air Force Manpower Analysis Agency

AFMAN—Air Force Manual

AFMS—Air Force Manpower Standard

AFMSS—Air Force Mission Support System

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFSC—Air Force Specialty Code

AFSOC—Air Force Special Operations Command

AMC—Air Mobility Command
AMOW—Air Mobility Operations Wing
AMS—Air Mobility Squadron
ANG—Air National Guard
AOR—Area of Responsibility
CAF—Combat Air Forces
CFETP—Career Field Education and Training Plan
CJCS—Chairman, Joint Chief of Staff
CONOPS—Concept of Operations
CSAF—Chief of Staff, United States Air Force
DoD—Department of Defense
DRU—Direct Reporting Unit
DSN—Defense Switched Network
(Added-AFDW) EAM—Emergency Action Message
FOA—Field Operating Agency
(Added-AFDW) FPCAM—Force Protection Condition Alerting Message
IAW—In Accordance With
MAF—Mobility Air Forces
MAJCOM—Major Command
(Added-AFDW) MTP—Military Training Plan
NAF—Numbered Air Force
NMCC—National Military Command Center
OPLAN—Operation Plan
OPREP—Operational Report
PAFSC—Primary Air Force Specialty Code
RegAF—Regular Air Force
(Added-AFDW) SC2E—Specialty Command and Control Element
SOF—Special Operations Force
TDY—Temporary Duty
(Added-AFDW) WARNORD—Warning Order

Terms

Advanced Computer Flight Plan—Air Mobility Command's primary automated aircraft flight planning system, used worldwide by AMC and other USAF MAJCOMs during peacetime, crisis, contingency, and wartime operations. Provides fuel and time optimized computer flight plans using an online system of track libraries, international navigational aids library, remote terminal request and dissemination procedures, and current weather forecasts.

Aeromedical Evacuation (AE)—Airlift service provided for the movement of patients by AMC aircraft assigned for aeromedical evacuation purposes.

Air and Space Expeditionary Force (AEF)—An organization comprised of air and space capabilities that provides tailored force packages to meet combatant commander needs across the full spectrum of military operations. AEFs are inherently capable of performing one or more of the AF's basic functions: Counterair, counterspace, counterland, countersea, strategic attack, counterinformation, Command and Control, airlift, air refueling, spacelift, space support, special operations employment, intelligence, surveillance, reconnaissance, and combat search and rescue. The fundamental underpinning to the sustained execution of these functions is the AF's ability to provide the full complement of Expeditionary Combat Support forces.

Air Mobility Control Center—is the functional name for the Command and Control flight that is a part of each AMS. Air Mobility Control Centers provide Command and Control support at key enroute locations. Normally Overseas CONUS Air Mobility Control Centers manage all aircraft and aircrews operating AMC and AMC-gained missions through their location. Assigned personnel monitor strategic mobility missions, report mission movement, and coordinate ground support activities to include maintenance, aerial port services, and aircrew support for all AMC and AMC-gained missions transiting their station.

Air Mobility Division—The Air Mobility Division of an Air Operations Center plans, coordinates, tasks, and executes air mobility operations for the Commander Air Force Forces/Joint Force Air Combat Commander. As one of the five divisions of the Air Operations Center under the Air Operations Center Director, the Air Mobility Division provides integration and support of all JOA air mobility missions. The Air Mobility Division Chief ensures the division effectively participates in the Air Operations Center planning and execution process. The Air Operations Center director provides policy and guidance to the Air Mobility Division regarding the air and space planning and execution process. The Air Mobility Division tasks intratheater air mobility forces through wing and unit Command Posts when those forces operate from home bases, and through applicable forward Command and Control nodes. The Air Mobility Division usually consists of the following four teams: the air mobility control team, the airlift control team, the air refueling control team, and the aeromedical evacuation control team. The Director of Mobility Forces should be collocated in the Air Operations Center to facilitate their close working relationship with the Air Mobility Division.

Air Operations Center—The senior agency of the AF component commander that provides Command and Control of AF air and space operations and coordinates with other components and services.

Augmented Aircrew—A basic aircrew supplemented by additional aircrew members to permit in-flight rest periods. At a minimum, an augmented crew provides for in-flight rest for

crewmembers, if they are authorized and required for aircraft being flown or missions being performed.

Authentication—A security measure designed to protect a communication system against the acceptance of fraudulent transmission or simulation by establishing the validity of a message, transmission, or originator.

Change of Operational Control—The date and time (Greenwich Mean Time-GMT) at which the responsibility for operational control of a force or unit passes from one operational control authority to another. The Change of Operational Control point is the geographical position where responsibility for operational control of a mission is transferred.

CLOSE HOLD Missions—Certain highly sensitive missions that require special handling, limited access, and modification to normal Command and Control procedures.

CLOSE WATCH Missions—Term used to ensure designated missions receive special attention, all possible actions are taken to ensure on-time accomplishment, and users are notified when delays occur or can be anticipated.

Command and Control—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and Control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces/operations in the accomplishment of the mission.

Command and Control System—The facilities, equipment, communications, procedures, and personnel essential to a commander for planning, directing, and controlling operations of assigned forces pursuant to the mission.

Command Center—The Command Center serves as the HHQ full-time 24/7 Command and Control node. The Command Center is a direct representative of the HHQ commander and serves as the focal point of the HHQ operation, and as such receives and disseminates laterally, up and down the chain-of-command, orders, information, and requests necessary for the Command and Control of assigned forces and operations.

Command Post (CP)—The Command Post serves as one of the Installation Command and Control full-time 24/7 Command and Control nodes, directly responsible to the installation commander for Installation Command and Control. The Command Post is a direct representative of the (installation) commander and serves as the focal point of the unit operation, and as such receives and disseminates orders, information, and requests necessary for the Command and Control of assigned forces and operations.

Command Post Managers—The Chief and Superintendent directly in charge of the Command Post.

NOTE—Unless specifically addressed, the use of the term Command Post Managers in this AFMAN implies actions may be completed by either the Chief or Superintendent.

Contingency Response Group—Contingency Response Groups are designed to be first responders for opening airbases. These units will bridge the gap between the seizure forces and the follow-on combat/expeditionary combat support forces. Contingency Response Groups are critical to the AF's ability to rapidly deploy U.S. military forces and initiate air operations of any type in minimal time at any base or location around the globe. Contingency Response Groups

may also provide Command and Control, aerial port services, quick turn maintenance, force protection and various airbase support capabilities for AMC's Global Mobility mission. The Contingency Response Group Concept of Operations and AFI 10-202, *Contingency Response Groups*, describe Contingency Response Group operations.

Crisis Action Team—A staff formed by the commander to plan, direct, and coordinate forces in response to contingencies, crises, natural/manmade disasters, or wartime situations. The Crisis Action Team develops courses of action and executes the commander's and HHQ's directives. The composition and function of the Crisis Action Team is largely mission driven and therefore a MAJCOM or unit commander prerogative. However, membership for the Crisis Action Team is most frequently a combination of the commander's senior staff and special staff which includes a Command Post representative. The composition of a Crisis Action Team varies according to the situation.

Defense Readiness Reporting System—is a platform used to report resources and capabilities. Defense Readiness Reporting System provides this information on measured units at a specific point in time. This information supports crisis planning, deliberate planning, and management responsibilities to organize, train, and equip combat-ready forces for the Combatant Commanders.

Defense Switched Network—The basic general-purpose switched voice network of the Defense Communications System.

Diversion—Operational term for the in-flight change of an aircraft's intended destination to any other airfield. Diversion is differentiated from a reroute in that a diversion occurs during flight.

Distinguished Visitor /Very Important Person—Distinguished visitor/very important person. Military passengers, including those of friendly nations, of star, flag rank, or equivalent status to include diplomats, cabinet members, and members of Congress. Others may be designated as Very Important Persons due to their mission or position by the agency of the DoD authorizing the individual's travel. BLUE BARK passengers are handled by AMC as Very Important Persons. Distinguished Visitor / Very Important Person Codes are listed in the DoD Flight Information Publication, *General Planning*, Table A1.1 paragraph 4-3:

Designator Letter—Service Category:

A—Air Force

R—Army

C—Coast Guard

M—Marine Corps

V—Navy

S—Civilian

F—Foreign Civilian or Military

1—President, Head of State of Foreign Country, or Reigning Royalty

2—Vice President, Governor (in his own state), former Presidents,

Cabinet members, CJCS, Service Chiefs, Unified/Specified Command Commanders (4 star rank)

3—Governor of Guam/Virgin Islands, General/Admiral (O-10)

Unified/Specified Command Vice—Commanders (3 star rank)

4—Lieutenant Generals/Vice Admirals (O-9), Senior Executive Service Senior Executive Service, Level III and Senior Enlisted Advisors of the Armed Services (E-9)

5—Major Generals/Rear Admirals (upper half) (O-8), Senior Executive Service, Level IV

6—Brigadier Generals/Rear Admirals (lower half) (O-7), Senior Executive Service, Level V

7—Colonels (USAF, USA, USMC)/Captains (USN/USCG) (O-6), GS/GM-15

Emergency Actions—The term used by Command and Control agencies identifying actions, procedures, and communications used during periods of tension or increased readiness, whether or not an increased Alert Condition/Defense Condition has been declared.

Emergency Action Message—Messages through which JCS and subordinate commanders pass significant directives to their forces.

Emergency Mass Notification System—is a combination of methods using audible and visual signals, verbal messages, and electronic communication. Communication modes include sirens, horns, radio tone alerting, Mass Notification System, unaided voice systems, public and broadcast address systems, local area network messaging, telephone alert conferencing, pagers, television, radio, flags, signs, and other electronic or mechanical methods. See Unified Facility Criteria 4—021-01, *Design and Operation & Maintenance: Mass Notification Systems* for details about warning standards.

Emergency Operations Center—The central emergency management Command and Control element for expanded emergency or contingency response operations that require additional support beyond the Incident Command Staff capabilities; including major accidents, natural disasters, enemy attack, and terrorist use of chemical, biological, radiological, and nuclear or explosive hazard materials. The Emergency Operations Center is organized into 15 Emergency Support Functions, as mandated by the Air Force Incident Management System and identified in AFI 10-2501.

En Route Station—Station between points of origin and destination at which missions will stop.

Flight Manager—Flight Managers are trained in accordance with (IAW) AFI 11-255, Volume 1, *Integrated Flight Management Training*, and evaluated and certified IAW FAA, AF, and MAJCOM standards. Flight Managers confirm information (weather, NOTAM, intelligence) needed to plan assigned sorties is accurate, complete, and de-conflicted; create risk-mitigated flight plans; file flight plans with Air Traffic Service, prepare, publish, and transmit accurate and complete Aircrew Departure Papers (ADPs), provide verbal departure briefings to aircrews when contacted by the aircrew, flight watch the sortie from takeoff to landing assisting aircrews in execution as required, and coordinate sortie mission issues with appropriate authorities. They serve as the focal point of a centralized support network which proactively monitors the sortie's operational environment, predicatively analyzes changes in key information elements that could pose hazards/risks to sortie success, derives alternatives and pushes actionable plans (dynamic re-tasking) to the aircrew and Aircrew Aircraft Tasking System (AATS).

Force Protection Condition—The system is a program standardizing the military services identification of, and recommended responses to terrorist threats against U.S. personnel and facilities. Force Protection Conditions are declared IAW AFI 31-101. Complete descriptions and measures are detailed in AFI 10—245, *Antiterrorism*.

Global Decision Support System—is used for MAF and SOF aircraft worldwide. It is also used by CAF for selected missions. It is capable of unclassified/classified operations and interfaces with 29 systems, to include Global Command and Control System-J and Theater Battle Management Core Systems, and accessed via a Web application URL. AMC is the lead command, responsible for Global Decision Support System development, testing, fielding, requirements, and application training.

Greenwich Mean Time—Also called Zulu time. Used as the standard time throughout the world.

Hazardous Cargo/Materials—Explosive, toxic, caustic, nuclear, combustible, flammable, biologically infectious, or poisonous materials that may directly endanger human life or property, particularly if misused, mishandled, or involved in accidents.

Information Operations Condition—Identifies the criteria for posturing forces to combat attacks against our information infrastructure. Information Operations Conditions will be established to defend against a different type of warfare that is not limited to physical boundaries. Information Operations Conditions address protection of AF assets against electronic offensive actions and defensive countermeasures, jamming, and denial of service. They will also prompt the response to generate offensive forces and detail defensive countermeasures. An Information Operations Condition establishes specific alert levels and defines graduated response AF commanders must take at all organizational levels.

Installation Commander—The individual typically responsible for maintaining and operating an installation, normally the host unit commander.

Installation Command and Control—The Installation Command and Control construct provides the commander of a USAF home station or a deployed AEW/AEG to an expeditionary base with a single, consolidated Command and Control center from which to monitor, assess, plan, and execute the full range of installation activities. A key function of Installation Command and Control is the Command Post; other key Installation Command and Control functions may include the Crisis Action Team, Maintenance Operations Center, Emergency Operations Center, Base Defense Operations Center, Fire (911), and a basic intelligence function. Regardless of physical location, all Installation Command and Control nodes should be linked virtually (virtual Installation Command and Control) to expedite information flow during disasters/contingencies.

International Civil Aviation Organization Codes—Four letter codes that identify specific locations. The first letter indicates the International Civil Aviation Organization region and the nation/location by the last three letters. All Continental US codes begin with "K." (For example: "KCHS" designates Charleston AFB and "KDOV" stands for Dover AFB.) This listing also includes Encode and Decode listings, e.g., 4-letter code to airport and airport to 4-letter code.

Mission Management—The function of organizing, planning, directing, and controlling airlift and/or tanker mission operating worldwide. Mission management includes mission execution authority, the authority to direct where and when a mission goes and what it does once it arrives there.

Mission Monitoring—The function of organizing, planning, directing (limited), and controlling aircraft operations. Mission monitoring does not include mission execution authority.

Operations Center—The facility or location on an installation/base used by the commander to command, control, and coordinate all crisis activities.

Operational Readiness—JCS defines Operational Readiness as the capability of a unit, weapon system, or equipment to perform the mission or function it is organized or designed to undertake. It may also be used in general sense to express a level or degree of readiness posture. When used in this latter context, JCS has directed all references to readiness posture be classified a minimum of SECRET.

Operational Unit—A numbered AF organization, which employs assigned combat air, space and cyber forces, and is listed in USAF War and Mobilization Plan , Volume 3, Part 1, *Combat Forces* (War and Mobilization Plan -3).

Prime Nuclear Airlift Force—Designated AMC airlift squadrons and aircrews trained and certified for peacetime movement of nuclear cargo.

Rescue Coordination Center—A primary search and rescue facility suitably staffed by supervisory personnel and equipped for coordinating and controlling search and rescue and/or combat search and rescue operations. Personnel of a single service or component operate the facility unilaterally.

Special Assignment Airlift Mission—Those airlift requirements that require special consideration due to the number of passengers involved, weight or size of cargo, urgency of movement, sensitivity, or other valid factors that preclude the use of channel airlift.

Special Air Mission—Those missions operated by the 89 AW in support of the special airlift requirements of the DoD.

Status of Resources and Training System (SORTS)—The Joint Staff controlled system that provides authoritative identification, location, and resource information to the President, Secretary of Defense, and the JCS.

Strategic Knowledge Integration Web—provides net-centric, asynchronous, collaborative event management capability in order to improve situational awareness for all SIPRNET and Joint Worldwide Intelligence Communications System authorized users.

TransVerse—Common instant messaging platform that works in a fashion similar to chat rooms, using a distributed architecture. Command Posts utilize SIPRNet TransVerse to transmit time-sensitive operational information (AF OPREP-3s).

Very, Very Important Parts—A designation applied to certain spare aircraft parts which due to their high value, critical shortage, or immediate need to support NMCS requirements, must receive special handling during shipment.

Zulu—Used as the prime basis of standard time throughout the world. Zulu time is used in all Emergency Action Messages, events logs, and AF OPREP-3s.

Attachment 2

RETRAINING INTERVIEW REQUIREMENTS

A2.1. The following items are intended to provide an effective means of assessing if an individual meets the mandatory requirements for entry into the 1C3X1 (Command Post(CP) AFSC. All references in items A2.1.1. – A2.1.13. are taken from the 1C3X1 CFETP, AFMAN 10-207, AFI 48-123, *Medical Examinations Standards*, and the Air Force Enlisted Classification Directory (AFECD):

A2.1.1. Individual must be interviewed by the closest Command Post Superintendent.

A2.1.2. Individual must be eligible for a Top Secret security clearance.

A2.1.3. Individual must have an Airman Qualifying Examination score of 67 in the General category and a 55 in the Admin category of the AF Aptitude Test.

A2.1.4. Individual must be able to speak clearly and distinctly.

A2.1.5. Individual must be a United States citizen.

A2.1.6. Individual must have a completed AF Form 422, *Physical Profile Serial Report*. The form must indicate at least a two for areas P, U, L, and E and a one for areas H and S. It must also indicate the individual is worldwide qualified, has no record of mental/emotional instability, is medically qualified for mobility, and is able to speak English clearly and distinctly, as demonstrated through successful completion of the Reading Aloud Test, administered IAW AFI 48-123.

A2.1.7. Individual must be interviewed and have medical records reviewed by a Competent Medical Authority for Personnel Reliability Assurance Program suitability factors that would permanently disqualify the individual from Personnel Reliability Assurance Program. The Competent Medical Authority will complete the Medical Record Review Memorandum (**Attachment 5**) and provide to the individual. The memo can only be signed by the Competent Medical Authority.

A2.1.8. The interviewer will request the individual bring a Report Individual Personnel printout, an Air Force Fitness Management System II Member Individual Fitness Report, and his/her last five EPRs or as many as the individual has on file.

A2.1.9. As part of the interview, give the individual a tour of the Command Post, explain the controller positions, overhead positions, shift work schedules, training and certification requirements, monthly testing requirements, and general career progression, as explained in the 1C3X1 CFETP.

A2.1.10. If the workload and classification environment permits, the individual should be allowed to sit in the console area with certified Command Post controllers, to get a feel for Command Post operations and to talk with his/her future peers.

A2.1.11. Advise the individual applying for retraining that the Career Field Manager must approve the recommendation to retrain into the 1C3X1 AFSC (not applicable to the Air Reserve Component). Additionally, advise the individual an approved waiver is required to enter the career field if the individual fails to meet the requirements in paragraph **A2.1.1 – A2.1.7** above. Waiver authority is the Career Field Manager.

A2.1.12. Prepare the Retrainee Interview Letter (**Attachment 6**) with approval/disapproval to be included in the individual's Retraining Application Package. Address the letter through the 1C3 MAJCOM Functional Manager/Combatant Command Functional Manager to the 1C3X1 Career Field Manager.

A2.1.13. As the final approval authority, the Career Field Manager will send back the letter of approval/disapproval to the 1C3 MAJCOM Functional Manager/Combatant Command Functional Manager for distribution back to the individual and their Military Personal Flight retraining section.

Attachment 3

SAMPLE QUICK REACTION CHECKLIST TOPICS

A3.1. The following list represents possible Quick Reaction Checklists and is provided to stimulate thought, not establish a requirement. This list is not all-inclusive. Command Post Managers should develop and maintain Quick Reaction Checklists based on their unit mission and/or probability of occurrence.

- A3.1.1. Airborne Aircraft Accountability
- A3.1.2. Aircraft Anti-Hijack/Theft
- A3.1.3. Alarm Conditions/Attack Response
- A3.1.4. Aircraft Contamination
- A3.1.5. Aircraft Ditching/Forced Landing
- A3.1.6. Aircraft Emergency/Accident
- A3.1.7. Alpha Aircraft/Aircrew Constitution
- A3.1.8. Alpha Alert/Launch
- A3.1.9. BENT SPEAR
- A3.1.10. Bird Strike
- A3.1.11. Bomb Threat
- A3.1.12. Border Violations
- A3.1.13. Bravo Alert
- A3.1.14. BROKEN ARROW
- A3.1.15. Cargo Jettisoning/Dropped Object
- A3.1.16. Casualty Assistance/Serious Injury/Suicide
- A3.1.17. Crisis Action Team Activation/Deactivation
- A3.1.18. Civil Request for Military Assistance
- A3.1.19. Commercial Power Failure
- A3.1.20. Communication Out Procedures
- A3.1.21. Compromise/Suspected Compromise of Classified or Cryptographic Material
- A3.1.22. Disaster Response
- A3.1.23. Distinguished Visitor Arrival/Departure
- A3.1.24. Emergency Aerial Refueling
- A3.1.25. Emergency Disablement of Munitions
- A3.1.26. Emergency Disassociation/Re-association of Munitions
- A3.1.27. Emergency Evacuation of Munitions

- A3.1.28. Emergency Locator Beacon/Personnel Locator Beacon Activation
- A3.1.29. Emergency Power Procedures
- A3.1.30. EMPTY QUIVER
- A3.1.31. Entry Authority List Authenticating/Processing/Receipt
- A3.1.32. EOD Assistance
- A3.1.33. Evacuation/Alternate Command Post Activation
- A3.1.34. FADED GIANT (CONUS units only)
- A3.1.35. Fire/Evacuation Procedures
- A3.1.36. Ground Emergency
- A3.1.37. Hazardous Cargo
- A3.1.38. Hazardous Substance Spill
- A3.1.39. COVERED WAGON
- A3.1.40. Hostage Situation
- A3.1.41. Hostile Action/Attack/PINNACLE FRONT BURNER
- A3.1.42. Hung Ordnance
- A3.1.43. Hurricane Condition/Tropical Cyclone Condition (HURCON/TCCOR) Change
- A3.1.44. IG Arrival Notification
- A3.1.45. In-Flight Emergency
- A3.1.46. Information Operations Condition Attainment Report
- A3.1.47. National Airborne Operations Center/Airborne Command Post/Take Charge and Move Out Arrival
- A3.1.48. Nuclear Laden Aircraft Diversion (active units only)
- A3.1.49. Open Skies
- A3.1.50. Overdue Aircraft
- A3.1.51. Prime Nuclear Airlift Force Type I and Type II Procedures
- A3.1.52. Runway Closure
- A3.1.53. SAFEHAVEN (CONUS active units only)
- A3.1.54. Sexual Assault
- A3.1.55. Stockpile Emergency Verifications Procedures
- A3.1.56. Unit/Personnel Recall (Pyramid Alert)
- A3.1.57. Unusual Incident
- A3.1.58. Weather Watch/Warning/Advisory

Attachment 4**COMMAND POST DEPLOYMENT CRITIQUE FORM**

- A4.1. Rank and name: A4.2. Current organization and duty station:**
- A4.3. Deployed location, period/dates deployed, number of Command and Control Operations personnel assigned:**
- A4.4. Organizational make-up at deployed location:**
- A4.5. Duty schedule:**
- A4.6. Description of work performed:**
- A4.7. Positive aspects of the deployment:**
- A4.8. Negative aspects of the deployment:**
- A4.9. List any non-Command and Control Operations -related duties you were tasked to accomplish:**
- A4.10. If not performing Command and Control Operations related duties, list AFSC/career field that should be assigned to position:**
- A4.11. List any Command Post equipment/systems shortages encountered at your deployed location:**
- A4.12. List any Command and Control Operations personnel shortages encountered at your deployed location:**
- A4.13. List any specific Command and Control Operations experience shortages encountered at your deployed location:**
- A4.14. List all training (Command Post related and other) received prior to deployment:**
- A4.15. List all training (Command Post related and other) you should have received prior to deployment but did not. Provide assessment of how it impacted your ability to support the mission of the deployed unit:**
- A4.16. List all personal equipment (Command Post related and other) received prior to deployment:**
- A4.17. List all personal equipment (Command Post related and other) you should have received prior to deployment but did not. Provide assessment of how it impacted your safety and/or ability to support the mission of the deployed unit:**
- A4.18. Provide overall assessment of TDY:**
- A4.19. Miscellaneous/additional comments:**

Attachment 5

MEDICAL RECORD REVIEW MEMORANDUM

Figure A5.1. Medical Record Review Memorandum.

DD MMM YY
MEMORANDUM FOR
FROM:
SUBJECT: Medical Record Review for 1C3X1 Applicant
1. The medical record of _____ was reviewed for possible retraining into the 1C3X1 AFSC IAW AFMAN 10-207 para 3.1.3. The medical record was reviewed for Personnel Reliability Assurance Program Suitability Factors IAW DoD 5210.42M_AFMAN 13-501.
2. The Competent Medical Authority, will utilize the same discretion as performing a Personnel Reliability Assurance Program administrative qualification. This recommendation is regarding approval/disapproval for possible retraining into the 1C3X1 career field. At this time, this review will not disclose specific suitability factors and will only be utilized as a recommendation regarding 1C3X1 classification.
3. The review of the medical record DID / DID NOT reveal suitability factors. in accordance with Air Force Manual 10-207, if suitability factors was found, _____ is / is not medically recommended for retraining into the 1C3X1 career field.
FIRST M. LAST, Rank, USAF, MC, FS Competent Medical Authority
This memorandum contains FOR OFFICIAL USE ONLY (FOUO) information which must be Protected under the Privacy Act and AFI 33-332.

Attachment 6

RETRAINEE INTERVIEW LETTER

Figure A6.1. Retrainee Interview Letter (Example).

<p>MEMORANDUM FOR HQ MAJCOM/AXXX AF/AXXX</p> <p>FROM: XX XXX/Command Post</p> <p>SUBJECT: Retrainee Interview for _____ (Name)</p> <p>1. IAW AFMAN 10-207, Attachment 2, _____ (Name) was interviewed for retraining into the 1C3X1 career field by _____ (Superintendent / Chief, Command and Control Operations).</p> <p style="margin-left: 40px;">a. Individual's AQE score was _____ in the General category and _____ in the Administrative category on the AF Aptitude Test.</p> <p style="margin-left: 40px;">b. Change to read: Individual has been interviewed by Competent Medical Authority for suitability factors IAW DoDM 5210.42-R_AFMAN 13-501, Nuclear Weapons Personnel Reliability Program. _____ (Competent Medical Authority Signature Block)</p> <p style="margin-left: 40px;">c. Individual has a completed AF Form 422, Physical Profile Serial Report and meets all physical requirements in AFMAN 10-207, Attachment 2. _____.</p> <p style="margin-left: 40px;">d. Individuals' AF Fitness Management System II (AFFMS) Member Individual Fitness Report has been reviewed and the individual has a current/passing PT score _____.</p> <p style="margin-left: 40px;">e. The last five EPRs and SURF have been reviewed _____.</p> <p style="margin-left: 40px;">f. The individual has been briefed on aspects/expectation of the 1C3X1 Career field (Top Secret Clearance, Personnel Reliability Assurance Program, etc.).</p> <p>2. The member meets / does not meet the minimum requirements for retraining IAW AFMAN 10-207, Attachment 2 and the Air Force Enlisted Classification Guide and I recommend / do not recommend the individual for retraining.</p> <p>- Explain rationale for recommending individual for retraining if minimum requirements are not met, if required. - Explain rationale for not recommending individual for retraining if minimum requirements are met, if required.</p> <p>3. Please contact me or my POC: _____, DSN: _____, if you have questions.</p> <p>Attachments:</p> <p>1. Additional Supporting Documentation (as required)</p>	<p>DD MMM YY</p>
<p>Name, Rank, USAF Position _____</p>	

1st Ind, MAJCOM/AXXX (Attn: CMSgt Albers)

MEMORANDUM FOR AF/AXXX

I concur / non-concur with the retraining package.

JOHN E. MORRIS JR., CMSgt, USAF
AETC 1C3 Functional Manager

2nd Ind, AF/AXXX

MEMORANDUM FOR ____/Command Post

_____ (Name) is approved / disapproved for retraining in to the 1C3X1 career field.

RONALD E. ALBERS, CMSgt, USAF
1C3 Career Field Manager