

**BY ORDER OF THE COMMANDER
AIR MOBILITY COMMAND**



**AIR MOBILITY COMMAND
INSTRUCTION 10-208 VOLUME 1**

23 JULY 2020

Operations

COMMANDER'S BATTLE STAFF

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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

RELEASABILITY: There are no releasability restrictions on this publication

OPR: HQ AMC/CSB

Certified by: HQ AMC/DSC
(Col Charles M. Velino)

Supersedes: AMCI10-208V1, 22 January
2016

Pages: 30

This instruction implements Air Force Policy Directive (AFPD) 10-2, Readiness, AFPD 13-1, Command and Control Enterprise (C2 Enterprise), and establishes the basic structure, procedures, relationships, and authority of the Commander's Battle Staff (CBS) composition, functions, training requirements & activation procedures. It applies to each Headquarters (HQ) Air Mobility Command (AMC) Directorate and Special Staff Agency (SSA), and to AMC-assigned Air National Guard (ANG) and Air Force Reserve Command (AFRC) personnel performing duties on or in support of the CBS. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; submit AF Form 847s from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Instruction (AFI) 33-322, *Records Management and Information Governance Program*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). Compliance items in this publication are T-2. Requests for waivers must be submitted to the OPR listed above for consideration. Waiver approval authority is AMC/CD. This publication cannot be further implemented or supplemented. This publication requires the collection and or maintenance of information protected by the Privacy Act of 1974. The authority to collect and/or maintain the records prescribed in this publication is Title 10 United States Code, Section 8013, Executive Order 9397. This instruction is affected by the Paperwork Reduction Act of 1974, as amended in

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SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. It has been revised and updated to incorporate improved CBS structure, processes, and procedures to better meet the Commander's requirements during crisis operations.

Chapter 1— INTRODUCTION	4
1.1. Overview.	4
1.2. Roles and Responsibilities.	4
1.3. Guidance.	6
1.4. Purpose and Functions.	7
Figure 1.1. Warfighting HQ Construct.....	7
Chapter 2— ORGANIZATION ROLES AND RESPONSIBILITIES	10
2.1. Structure.....	10
Figure 2.1. Organizational Structure.	10
2.2. CBS Executive Staff.	10
2.3. CBS 2-Letter Representatives.	11
2.4. CBS Personnel Requirements:.....	12
2.5. Duties by Position.....	12
Chapter 3— OPERATIONS MANAGEMENT	18
3.1. Activation.	18
3.2. Activation Procedures.....	18
3.3. General Practices.	19
3.4. Tasking Procedures.....	21
Chapter 4— SELECTION AND TRAINING	22
4.1. Maximum CBS Effectiveness.	22
4.2. CBS Member Selection.	22
Table 4.1. CBS Executive Staff Manning Requirements (Minimum).	22
4.3. Training Requirements.	23

Chapter 5— ADMINISTRATION	25
5.1. Composition and Sourcing.	25
5.2. Recall Rosters.	25
5.3. Scheduling.	25
5.4. Computer Accounts.	26
Attachment 1— GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	27

Chapter 1

INTRODUCTION

1.1. Overview. This directive:

- 1.1.1. Defines the basic structure and authority of the Commander's Battle Staff (CBS) and organizations tasked to support the CBS.
- 1.1.2. Identifies the lines of communication between the CBS, HQ AMC Staff, 618th Air Operations Center (AOC), and the AMC Command Center.
- 1.1.3. Outlines the training and management necessary to develop and sustain a battle staff capability during a crisis or any period when the decision cycle is accelerated beyond what can be managed during day to day operations.

1.2. Roles and Responsibilities.

- 1.2.1. The AMC Chief of Staff (CS) is the Convening Authority for the CBS. The CBS can be activated as needed to support real-world or exercise scenarios where the convening authority has determined enhanced staff operations are required. The CBS, through the CBS Director, and in coordination with the supported Operational Planning Group (OPG), serves the AMC Commander (CC) by integrating and synthesizing Lead Major Command (L-MAJCOM) Organize, Train and Equip (OT&E) processes with information supporting the AMC/CC's role as the USTRANSCOM Component Major Command (C-MAJCOM) Commander or Air Force Forces Commander (COMAFFOR).
- 1.2.2. The CBS, once convened, will report to the primary CBS location (CBS Room, Building P-4), unless alternate location is specified, under the direction of the assigned CBS Director and be prepared to execute follow-on tasks, priorities and deliverables.
- 1.2.3. The AMC/CS will:
 - 1.2.3.1. Maintain, staff, and publish CBS policies and procedures.
 - 1.2.3.2. Develop, maintain, publish, and monitor CBS Executive Staff rosters and quarterly on-call schedule.
 - 1.2.3.3. Maintain and review the floor action officer on-call schedule and roster.
 - 1.2.3.4. Maintain, update, and administer the CBS training program.
 - 1.2.3.5. Assess, identify, and request systems, software, and equipment in the CBS primary/alternate location.
 - 1.2.3.6. Ensure security form completion, Secure Telephone Equipment (STE) card updates, red switch phone code updates, and Secure Internet Protocol (SIPR) computer updates in the CBS primary/alternate location.
 - 1.2.3.7. Maintain the equipment and systems in the P-4 CBS room.
 - 1.2.3.8. Provide supplies for the CBS to include paper and ink cartridges.
 - 1.2.3.9. Maintain an active posture by participating in CBS changeover briefings and updating the AMC/CC during the daily GO Huddle on CBS activities/issues.

1.2.4. The CBS Manager (AMC/CSB) will:

1.2.4.1. Maintain the CBS physical infrastructure and processes on a day-to-day basis when the CBS is not activated.

1.2.4.2. Ensure upkeep and maintenance of associated equipment necessary for CBS operations.

1.2.4.3. Monitor infrastructure and support all CBS members as needed during activation.

1.2.4.4. Monitor the CBS Director NIPR and SIPR accounts when the CBS is not active and coordinate with the appropriate 18 AF or AMC staff Directorate to respond to any message traffic that requires CBS action.

1.2.4.5. Develop training requirements and conduct training sessions for CBS Executive Staff members to be considered qualified and current.

1.2.4.6. Provide the CBS Executive Staff on-call roster to AMC Command Center, 618th Air Operations Center (618 AOC), 618 AOC/XOZ, 618 AOC/XOC, AMC/CDE, AMC/CS, 18 AF/CCE, 18 AF/CS, AMC/A3/10 and AMC/CG/CR on a weekly basis.

1.2.4.7. Coordinate for access to any other system accounts that may be required.

1.2.4.8. Provide date/times for training meetings, agenda, training items to review, and items of information readiness for CBS personnel.

1.2.5. 18 AF is responsible for general building maintenance and security. However, AMC owns and operates the CBS and is responsible for securing the room and granting access as required. AMC Division Chiefs are responsible for coordinating access with the CBS Manager for all personnel assigned to the CBS. Any updates to the CBS roster will be identified by the Division Chief to the CBS Manager immediately.

1.2.5.1. The building P-4 Security Manager will assist the CBS Manager with building access issues during a CBS recall.

1.2.6. Each Directorate on the AMC Staff and Special Staff Agency (SSA) will appoint a primary and alternate Point of Contact (POC) to develop and maintain CBS support programs. Each Directorate/SSA CBS POC will:

1.2.6.1. Ensure personnel assigned to CBS Action Officer (AO) positions as 2-Letter Representatives are fully capable of representing their organization during contingencies.

1.2.6.2. Maintain a complete roster of qualified CBS 2-Letter Representatives within their Directorate that meets the requirements laid out in [paragraph 2.5.2](#)

1.2.6.3. Once identified, CBS 2-Letter Representatives must contact the CBS Manager and provide them with line badge information and validate NIPR / SIPR TMT network access. The CBS Manager will process paperwork with 18 AF Staff to be granted access to Building P-4, and the CBS room.

1.2.6.4. Provide a previous month report to the CBS Manager no later than (NLT) the 5th day of the following month. The report will include a list of qualified CBS 2-Letter Representatives and any upcoming personnel actions (permanent change of station (PCS), retirement, deployment, etc.) affecting availability. The report will verify that CBS 2-Letter Representatives have successfully logged into CBS NIPRNET and SIPRNET systems,

checked TMT accounts and email org accounts within the past month. The report will also include a Directorate/SSA roster of on-call CBS 2-Letter Representatives for the next month.

1.2.6.5. Verify, through the security manager, that CBS 2-Letter Representatives have appropriate security clearances.

1.2.6.6. Establish a Directorate/SSA CBS training program. Develop, maintain, and update (at least semiannually) Directorate-specific CBS checklists and continuity books. These continuity books should include at a minimum, activity logs, working folders, CBS operating instructions, and printed copies of current recall rosters.

1.2.6.7. Maintain documentation and forms required for immediate activation of the CBS.

1.2.6.8. Establish internal procedures to formalize communication between CBS 2-Letter Representatives and Directorate or SSA leadership on actions pertaining to the crisis. SSAs will develop internal procedures for CBS 2-Letter Representatives to notify SSA Chiefs when the CBS is activated.

1.2.6.9. Coordinate CBS computer account requirements with security managers and the CBS Manager; and properly set up accounts in coordination with the CBS Manager.

1.2.6.10. Ensure Directorate/SSA CBS 2-Letter Representative on-call personnel contact information is updated as required and notify the CBS Manager of any changes.

1.2.6.11. Attend CBS planning/training meetings. If primary Directorate CBS POC cannot attend, a designated replacement must be present.

1.2.6.12. Develop training objectives/inputs tailored to their CBS 2-Letter Representative participation in CBS exercise scenarios. They will coordinate training requirements and on-call scheduling with the CBS Manager.

1.3. Guidance. Three key documents govern the management and organization of the CBS in addition to specific Directorate guidance provided to the 2-Letter Representatives.

1.3.1. AMCI 16-103, AMC Commander's Decision Process, which provides guidance for the CBS interaction with the non-crisis decision making processes.

1.3.2. AMCI 10-208, Vol. 1, Commander's Battle Staff, provides purpose, overview, functions, positions, training, and management.

1.3.3. The CBS Operating Instruction (OI) provides detailed tasking by position and covers the entire organization. It is dynamic and will adjust from lessons learned after each event. The OI is maintained by the CBS Manager and approval authority resides with the authority in [paragraph 1.2.1](#) The CBS OI is posted to the CBS NIPRNET and SIPRNET Libraries.

1.3.4. Position Checklists.

1.3.4.1. Checklists for the Director, Deputy Director, Executive Officer, and Administrative Assistant are developed and maintained by the CBS Manager.

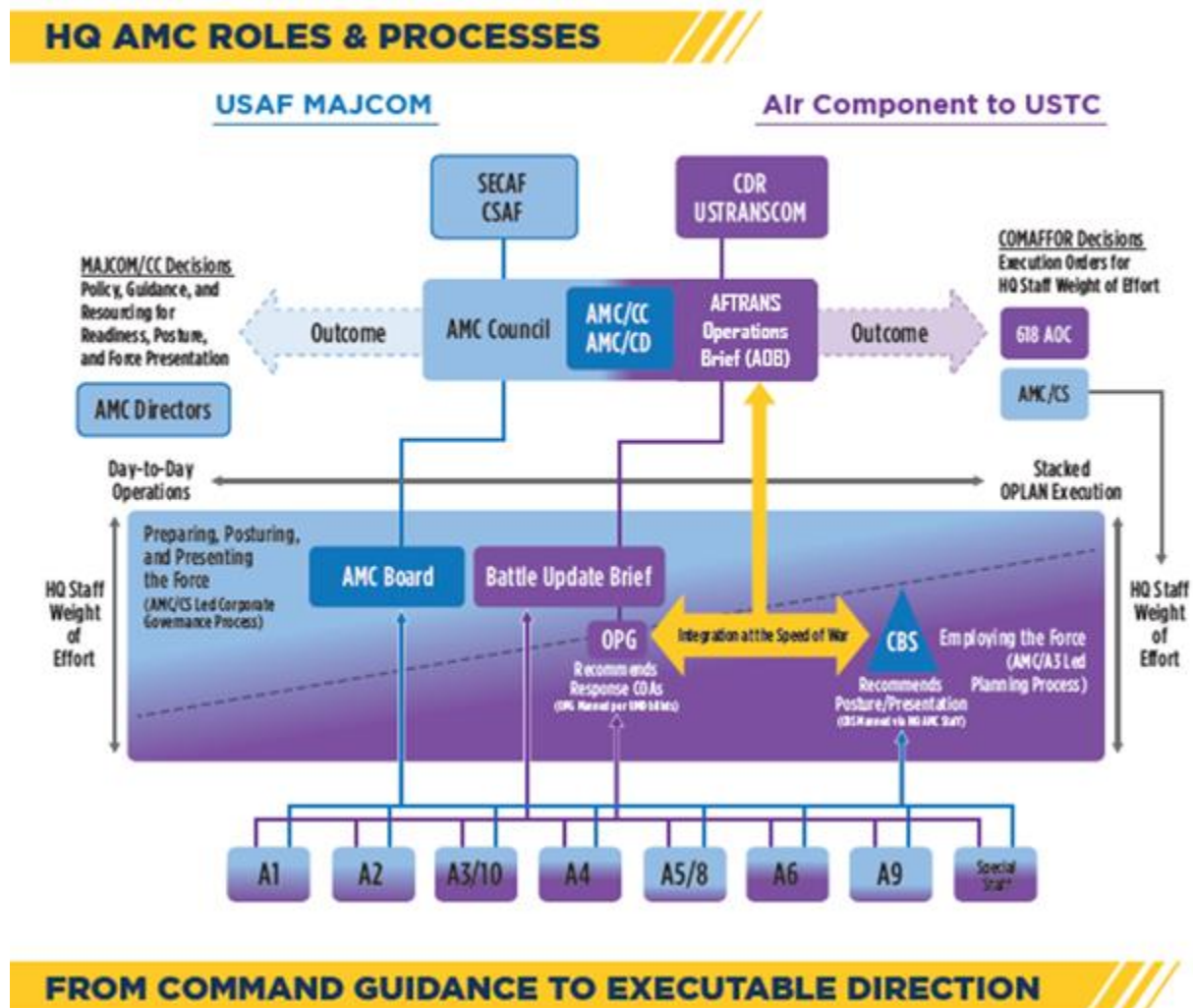
1.3.4.2. Checklists for Liaison Officers (LNOs) and CBS 2-Letter Representatives are developed and maintained by the Directorate/SSA CBS POC, following guidance provided by the CBS Manager and the appropriate Director.

1.4. Purpose and Functions.

1.4.1. The primary purpose of the CBS is to rapidly synthesize information from across the HQ staff, 18 AF, EC, 618 AOC, wings and supported commands to assist the Commander with maintaining situational awareness and support the decision cycle. The CBS is activated:

1.4.1.1. When a crisis occurs where the complexity of the event or the speed of the decision cycle is such that normal staffing functions associated with the event exceed day-to-day capability or normal HQ AMC decision and communication processes (reference [Figure 1.1.](#)).

Figure 1.1. Warfighting HQ Construct.



1.4.1.2. When the Commander, a Director, or supported Commander requests the HQ AMC staff to rapidly assess a problem or source a potential response option prior to crisis response. In these cases, AMC/CS will consult with AMC/CC and CD and assess the disruption and impact to normal HQ AMC processes before activating the CBS.

1.4.1.3. To support exercises as defined in the AMC/CC annual training plan or as directed by the AMC Commander.

1.4.2. When the CBS is activated, either the AMC/CS or AMC/A3X will provide a situation brief to inform the CBS Director of the situation that led to convening the CBS.

1.4.2.1. If the situation is driven by a need for rapid staffing or OT&E support (lead-Command requirement), the AMC/CS or DCS will provide guidance to the CBS Director and set expectations for execution.

1.4.2.2. When the CBS is activated to support a USTRANSCOM directed activity (Component-Command requirement), AMC/A3X will provide the CBS Director an in-brief based on the mission analysis and course of action (COA) development performed by the AMC/A3X-led OPG. In this case the OPG will execute the Joint Planning Process (JPP) for USTRANSCOM component activities. The OPG will be comprised of Air Force Forces (AFFOR) trained functional representatives from the AMC HQ, SSA and 618 AOC. Through the COA development stage of JPP the OPG will ask the CBS Director to provide sourcing solutions to meet the COA requirements, supporting the Commander's decision process in the COA analysis stage of JPP. As the result of the AFTRANS JPP process, AMC/A3X drafts and gains approval from the Commander, or designated representative, AMC OPORDS, in the five-part orders format, tasking AMC units to execute the USTRANSCOM mission.

1.4.2.3. If the situation includes USTRANSCOM support to USSTRATCOM nuclear generation, the AMC CS may elect to stand up the AFTRANS Nuclear Operations Cell (AFTRANS NOC). The AFTRANS NOC is the focal point for the AFTRANS nuclear execution force (NEF). The NOC will report to and advise AMC/CS on nuclear matters, and track generation to USSTRATCOM alert.

1.4.3. The CBS supports information requirements as directed by the Commander. In most cases the information requirements include but are not limited to the following:

1.4.3.1. Sustain the HQ AMC Battle Rhythm. In coordination with AMC/CS and at the direction of the Commander, the CBS Director will execute the daily HQ AMC Battle Rhythm with respect to crisis response.

1.4.3.2. Coordinate the Commander's AFTRANS Operations Brief (AOB). While the CBS is active, the CBS Director will coordinate the AOB, consolidating inputs from the OPG, 618 AOC and CBS to present to the Commander. In coordination with the OPG Lead, AMC/CS and at the direction of the Commander the AOB may be shifted, or accelerated to 12-hr intervals, to better align with supported Commander decision cycles.

1.4.3.3. HQ AMC SITREP, The CBS Director oversees the preparation of the Daily AMC SITREP.

1.4.3.3.1. The SITREP is a collection of inputs from the OPG, 618 AOC, 18 AF, EC, AMC expeditionary units and AMC/AMC Gained Wings.

1.4.3.3.2. The SITREP should include PERSTEMPO of personnel deployed under USTRANSCOM and AMC authorities

1.4.3.3.3. As a minimum the SITREP will be distributed to the USTRANSCOM Global Operations Center (GOC), HQ United States Air Force (HAF) Operations Group, Support Air Components, AMC Directors, and all AMC Assigned and Gained units.

1.4.3.4. Track and Facilitate responses to Requests For Information (RFI): The CBS will be the focal point to ensure AMC/CC, USTRANSCOM, HAF and Support Command RFIs are coordinated and answered within required timelines.

Chapter 2

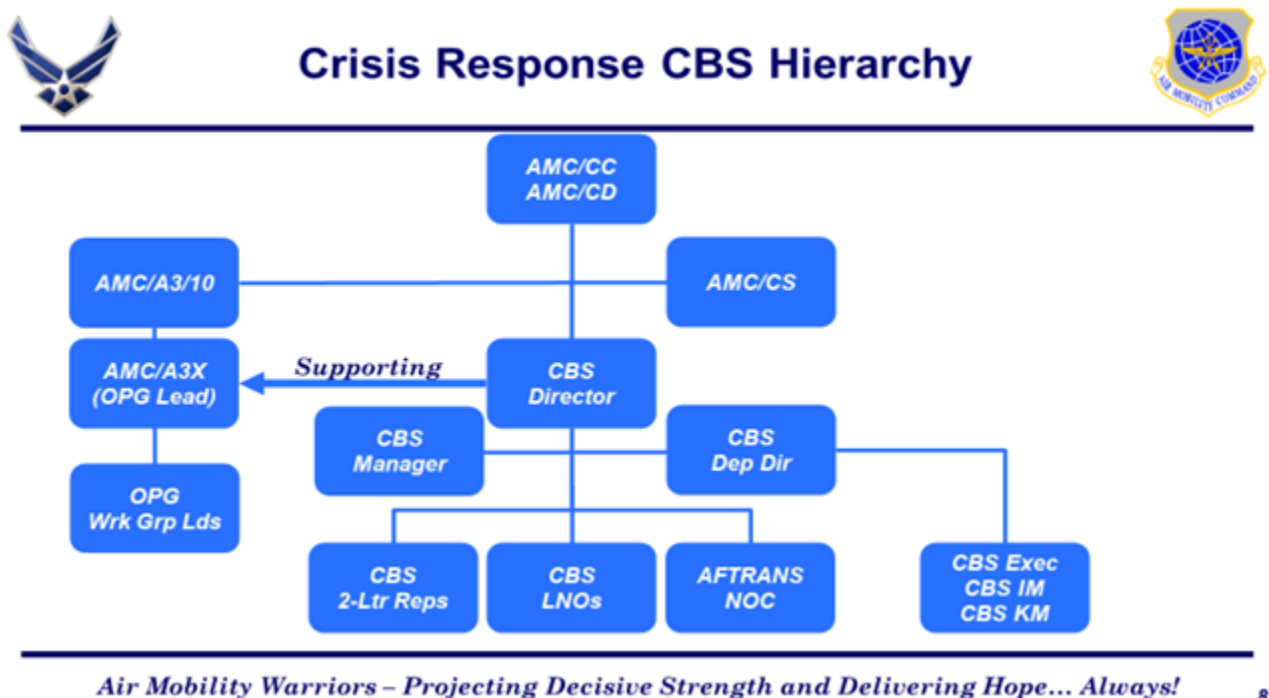
ORGANIZATION ROLES AND RESPONSIBILITIES

2.1. Structure.

2.1.1. Once activated the CBS supports the Commander directly. The CBS Director is an extension of the AMC Chief of Staff, rapidly coordinating crisis response staff actions and synthesizing information to support the Commander's situational awareness and decision process.

2.1.2. The CBS Director works closely with the OPG Lead (AMC/A3X), 18 AF LNO, EC LNO, Air Reserve Component (ARC) LNO, 618 AOC LNO and AFTRANS NOC to ensure supporting and supported actions are streamlined and effective.

Figure 2.1. Organizational Structure.



2.2. CBS Executive Staff. It is imperative that highly qualified individuals fill the CBS Director and Deputy Director positions. Unless manning necessitates, CBS Executive Staff members should not simultaneously cover 2-Letter Representative requirements or augment OPG activities.

2.2.1. The CBS Director is the Focal point of the CBS operation. The leadership and guidance he/she provides is critical to the success of the CBS and the HQ. It is imperative that the individual sitting in the CBS Director chair has a thorough understanding of air mobility operations and processes. A pool of 8 – 10 HQ AMC O-6s (minimum) must be trained and available to execute CBS Director duties when called upon.

2.2.2. The CBS Deputy Director is the backup to the CBS Director and must be capable of running the CBS in the absence of the CBS Director. Directorates/SSAs are responsible for ensuring the individuals selected are knowledgeable and capable of running the CBS in the

Director's absence. A pool of 16 - 20 AMC O-5s must be maintained and available to execute CBS Deputy Director duties when called upon.

2.2.3. The CBS Executive Officer is the focal point for managing Request For Information (RFI) taskers and building CBS briefings. Individuals selected for this position need strong organization skills. The CBS Manager works with the Directorate Executive Officers to obtain individuals identified to serve in the Executive Officer position. A pool of 20 – 25 AMC O-4s or O-3s must be trained and available to execute CBS Executive Officer duties when called upon.

2.2.4. The CBS Administrative Assistant is an enlisted Executive Officer. This position was designed to assist and share the workload carried by the Executive Officer. Individuals selected for this position will train-to and maintain the same qualifications as the Executive Officer does. The CBS Manager works with the Directorate Executive Officers to obtain individuals identified to serve in the Administrative Assistant position. A pool of 16 – 20 AMC E-4s to E-8s must be trained and available to execute CBS Administrative Assistant duties when called upon.

2.3. CBS 2-Letter Representatives. It is imperative that individuals who perform as CBS 2-Letter Representatives possess the following qualifications and/or participate in the following activities. Unless manning or circumstances dictate, 2-Letter Representatives should not simultaneously perform CBS Executive Staff duties or augment OPG activities.

2.3.1. Have a working knowledge of their Directorate or SSA functional responsibilities and the role it plays in posturing the air mobility enterprise. This knowledge will enable proper and efficient engagement with the appropriate office(s) to obtain or disseminate information and take appropriate action during a contingency.

2.3.2. Have an "open-line" to keep Directorate/SSA leadership informed of the situation, risks and recommendations as they pertain to the Directorate/SSA's functional areas of expertise.

2.3.3. Have the knowledge and capability to act as the liaison between their Directorate/SSA and other crisis management organizations across the DOD supporting the crisis or contingency.

2.3.4. Have a basic understanding of the structure and functions of the Air Mobility Command staff. Prior attendance at the Mobility AFFOR Staff Course (MASC) is desired, but not required.

2.3.5. Understand Directorate/functional planning factors and concerns associated with crisis-response and contingency operations.

2.3.6. Perform primary duties as members of the CBS when the CBS is activated.

2.3.7. Log into CBS NIPRNET and SIPRNET systems monthly to ensure account permissions remain current.

2.3.8. Participate in CBS exercises, local training, and exercise events.

2.3.9. Coordinate and respond to taskers in a timely manner. Responses prepared by Directorate and SSA AOs in the CBS are the official Directorate or SSA position. In order to accomplish responses in a timely manner, Directorates and SSAs must ensure their processes

during CBS operations account for this pre-coordination requirement (i.e. internal Directorate or staff coordination should be conducted for review/approval at the appropriate level).

2.4. CBS Personnel Requirements:

2.4.1. All CBS personnel must possess at least a SECRET clearance.

2.4.2. All CBS personnel must have a valid AF Form 1199, Air Force Entry Control Card (i.e. “line badge”), in order to have access to the CBS. Once a person is identified as a CBS member, the CBS Manager will be the point of contact for his/her access to the CBS. Provided they possess the required SECRET security clearance, personnel awaiting their line badge appointment may serve on the CBS but must be escorted by a member designated as an escort official.

2.4.3. All CBS personnel must have a working SIPR account for Scott AFB and functioning SIPR token. **NOTE:** NIPR and SIPR TMT accounts are a backup to the RFI tracker.

2.4.4. While in the CBS work areas, CBS members will:

2.4.4.1. Secure phones during classified briefings.

2.4.4.2. Protect classified material and computer account information.

2.4.4.3. Remove all classified material from the area when CBS operations are terminated.

2.4.4.4. Ensure all classified materials are destroyed or secured in a classified storage container (see CBS Manager/administrative assistant for instructions).

2.4.4.5. Ensure unauthorized or unknown personnel are reported accordingly.

2.4.5. The CBS Manager will use a master roster to identify and track those personnel selected and trained as CBS members. These members should not be assigned as OPG or AFFOR Working Group Augmenters as defined in AMCI 16-103 if supporting those activities would interfere with CBS duties. Individuals who are scheduled via CBS Manager’s Enterprise Information Management (EIM) site must copy their shifts from the EIM site to their personal calendar so they will have notice of future shifts.

2.5. Duties by Position

2.5.1. CBS Executive Staff.

2.5.1.1. Director – The Director is responsible to the AMC Commander. The Director leads the activities of the CBS to meet the needs of the Commander and the command. The Director is an O-6 as a minimum and tasked from the AMC staff. They organize the CBS to sustain the battle rhythm, information flow, and the Commander’s decision cycle. They also direct operations and organize, train and equip (OT&E) functions as determined by the Commander. CBS Director will approve all issues, changes to procedures, concepts, execution-planning considerations, and taskers to outside agencies. Additionally, the Director will process requests from the staff to change internal procedures and processes (e.g. SITREP, battle rhythm, EIM, etc.) through the Commander or designated representative.

2.5.1.2. AMC/A3X. The AMC/A3X, or designated representative, is the LNO between the CBS and the OPG. The OPG is responsible for JPP-based planning in response to USTRANSCOM operational requirements. During the COA development phase, the OPG

may ask the CBS Director for sourcing option to assess as part of COA analysis and decision. The OPG Lead and AMC/A3 will present COAs to the Commander for decision. The result of those decisions will be an OPORD in the 5-part format tasking 618 AOC, AMC and AMC gained wings to execute missions. The wings will be selected based on the sourcing recommendations provided by the CBS.

2.5.1.3. Deputy Director – The Deputy Director is an O-5 from the AMC staff. They are responsible for operation of the CBS in the absence of the Director. The Deputy's main priorities are ensuring tasks are completed (on time) and that products are created and distributed to meet the battle rhythm. They are the focal point of the CBS for product quality and on-time delivery in support of the Director. For practical purposes the CBS Exec, Admin Assistant and KM work through the Deputy Director.

2.5.1.4. Executive Officer – One Executive Officer is required per shift, although the Director may, at his or her discretion, add an additional Executive Officer to account for surge periods. The two primary functions of the Executive Officer are (1) managing message traffic and tasks, and (2) preparing briefings and reports as part of the CBS battle rhythm.

2.5.1.5. Administrative Assistant – One Administrative Assistant is required for each shift. The Administrative Assistant is a generalist and focuses on meeting the work environment requirements of the CBS to include request for information (RFI) and battle rhythm management. They may also assist in preparation of documents and briefings as well as other administrative tasks as directed by the Executive Officer.

2.5.1.6. CBS Manager – The CBS Manager positions are the two full-time individuals who maintain the CBS physical infrastructure and management processes on a day to day basis when the CBS is not activated. When the CBS is activated, the CBS Manager monitors the infrastructure and supports all members as needed. The CBS Manager positions are assigned to HQ AMC/CS.

2.5.2. A-Staff / Special Staff Positions. Each Directorate and SSA position supports the CBS by providing highly-qualified AOs from their functional area who have the authority to speak on behalf of their organization. They are the focal point for all OT&E-related and AFFOR staff requirements for the CBS and must be able to network throughout their organization to provide informed perspectives on any issues that needs to be addressed. When assigned to an active CBS operation, CBS duties become the AO's primary responsibility until released by the Director. During an assigned CBS shift, the 2-Letter Representative will not plan to shuttle back and forth between the CBS site and his/her day-to-day work station. 2-Letter Representatives will attend all changeover briefings and be physically present in the CBS area unless specifically released by the Director. Duties described below provide an overview of responsibilities, but all CBS members can be tasked as needed by the Director (or senior member on shift) to perform any/all required activities. If the Director determines a CBS member is not currently required (on shift or at a changeover briefing), that member can provide a cell phone number and remain on standby for potential recall.

2.5.2.1. A-Staff/Special Staff CBS POCs. Each AMC Directorate and SSA will appoint a primary and an alternate to manage and train CBS personnel from their Directorate or functional specialty to support crisis management.

2.5.2.2. AMC/A1 – The AMC/A1 AO is the focal point for coordination with Air Staff, Air Force Installation and Mission Support Center/Air Force Services Agency, Air Force Mortuary Affairs Office and/or Air Force Personnel Center for issues relating to Non-Combatant Evacuation (NEO), Airman and Family Readiness Centers, Mortuary, Casualty Reporting, Food Service, Lodging, non-appropriated fund Civilian Employees, and Family Member Program. AFI 38-101 codifies A1M roles for expeditionary organization management. AFI 36-3802 codifies personnel accountability during deployed operations, natural disasters, and emergency operations, and falls under the A1 purview.

2.5.2.3. AMC/A2 –The AMC/A2 AO is the focal point for providing intelligence assessments of the operating environment, current situation, and threats; managing debriefing and reporting programs; developing collection requirements; developing intelligence plans and integrating with the US Intelligence Community.

2.5.2.4. AMC/A3/10 – The AMC/A3/10 AO is the focal point for providing information on airfield operations, weather, commercial airlift, C2 combat operations, nuclear, aeromedical evacuation (AE), current operations management, training, standardization and evaluations, landing zone surveys, airfield suitability assessments, Global Air Mobility Support System (GAMSS), terminal instrument procedure reviews, information operations, and cyberspace operations. He/she will coordinate with AMC/A3 Staff for readiness assessments.

2.5.2.5. AMC/A4 (Logistics, Civil Engineer, Security Forces) – AMC/A4 occupies two seats in the CBS due to the diverse set of missions and functional areas captured within AMC/A4. The AMC/A4 2-Letter Representatives are the focal point for assessing logistics capabilities and limitations, developing a logistics support plan for the operation, for all AFFOR-related tasks and initial AMC installation crisis response for Civil Engineer, Emergency Management, Explosive Ordnance Disposal, Fire Emergency Services and Force Protection for the 9 AMC-led installations. Directly support AFFOR Working Groups with Geospatial Integration and Analysis, coordinating all security and Force Protection (FP), Phoenix RAVEN fly-away security, and outside the continental United States (OCONUS) deployment/exercise locations involving AMC forces, Inter-theater Detainee Movement Operations, FP issues relating to OCONUS disaster relief/NEO, and other missions involving AMC airlift around the globe. Additionally, AMC/A4 2-Letter Representatives provide reach-back to the larger A4 staff to provide maintenance, supply and aerial port expertise and Health of the Fleet information. The AMC/A4 2-Letter Representatives will coordinate logistics requirements to ensure the right capability is at the right place, at the right time.

2.5.2.6. AFIMSC Det 9 (Mission Support) – Det 9 is the focal point for all issues relating to OT&E for force protection, Civil Engineering, Geospatial Integration, Emergency Management, Explosive Ordnance Disposal, Fire Emergency Services, Chaplain, and Logistics expertise and advice. They also coordinate reach-back access to subject matter expertise through the Air Force Installation and Mission Support Center (AFIMSC) and all of its Detachments and Primary Support Units (PSUs). AFIMSC Det 9 representation within the CBS will be determined based on exercise/real world need but will always be available via reach-back if needed.

2.5.2.7. AMC A5/8 – The AMC A5/8 AO is the focal point for OPLAN / CONPLAN supporting plans, aircraft modernization/acquisition programs, doctrine and policy, Total Force Associations, Foreign Military Sales, future concepts, legislative affairs, long range strategic planning, programmatic/budget submissions, Strategic Basing and Force Structure.

2.5.2.8. AMC/A6 – AMC/A6 is responsible for tracking operational issues of Mobility Air Forces (MAF) C2, in-transit visibility, and enterprise business programs that could impact the 618 AOC and base-level operational capabilities. AMC/A6O is the focal point for reporting cyberspace issues impacting network connectivity and the operations of MAF C2 systems and, if necessary, initiating network restoral actions. They are responsible for cyberspace threat detection and mitigation on the network or within the MAF C2 enclave and to initiate restoral actions; working with the 624th Operations Center and USTRANSCOM's J36 or J6Y and providing information to the Cyber Defense Working Group.

2.5.2.9. AMC/A9 – The primary task for the AMC/A9 CBS desk is to facilitate analytical requirements to support the Commander's decision cycle. Secondly, the A9 representative will facilitate and manage the collections of observations for assessment as potential AMC Lessons Learned. Once collected, the management of the AMC Lessons Learned Program is captured in other AMC/A9 guidance documents.

2.5.2.10. AMC/JA – The JA AO is the focal point for all legal issues to be considered in the execution of the mission for which the CBS was convened. The AO provides guidance to the CBS on issues involving operations law, contract law, military law, and international law. This position is responsible for reach back to other JA elements and command levels on all legal questions.

2.5.2.11. AMC/SE – The SE AO is the focal point for all safety issues to be considered in the execution of the mission for which the CBS was convened. AO responsibilities include identifying safety concerns, and advising leadership about the implementation and integration of risk management into all operations and missions. SE mishap response and investigations are external to the CBS.

2.5.2.12. AMC/SG – The SG AO is the focal point for all health and medical issues to be considered in the execution of the mission for which the CBS was convened. Requirements could include providing medical/clinical guidance and planning for all operations, assessing threat to the force, assessing medical capabilities to support the operation, and establishing requirements for the force.

2.5.2.13. AMC/PA – The PA AO is the focal point for all public affairs issues to be considered in the execution of the mission for which the CBS was convened. AO responsibilities could include preparing public affairs guidance for the Commander and participants, coordinating internal coverage with PA support, coordinating PA input for operational orders, responding to queries, and establishing policy to support embedded media.

2.5.2.14. AMC/FM – The FM AO is the focal point for all financial issues to be considered in the execution of the mission for which the CBS was convened. AMC/FM AO provides the AMC/CC with decision support capabilities to quickly provide disbursing support,

financial analysis and accounting, financial and cost services in support of world-wide contingency and humanitarian operations. Additionally, AMC/FM provides 24/7 reach-back capability to the CBS to expeditiously support any and all RFIs.

2.5.2.15. AMC/HC – The HC AO is the focal point for all religious accommodation or spiritual issues to be considered in the execution of the mission for which the CBS was convened. This position is responsible for establishing reach back and coordination channels through all levels of the functional HC chain.

2.5.2.16. AMC/HO – The HO AO is the focal point for all historical documentation to be captured in the execution of the mission for which the CBS was convened. AO responsibilities include: collection and retention of TMT tasking/responses along with associated supporting documentation; maintenance and retention of the HO log, including identification of and responses to HO tasks and queries; CBS briefing notes and documentation; and immediate and effective response to tasks through the provision of historical documentation, including operational data and statistical records.

2.5.2.17. AMC/TE – The TE AO is the focal point for all test and evaluation-related issues to be considered in the execution of the mission for which the CBS was convened.

2.5.2.18. CBS Knowledge Manager – AMC/CSK (Knowledge Management) leads the CBS information automation process. When the CBS is activated the CBS KM position is augmented by AMC HQ personnel who are qualified and experienced in Intelink, SharePoint, EIM and/or EIM II programming.

2.5.3. Liaison Officers (LNOs).

2.5.3.1. 618 AOC LNO – When the CBS is activated during normal duty hours, the 618 AOC Director of Staff (DS) will be notified and will coordinate to determine who will man the 618 AOC LNO position. After hours, contact the 618 AOC Senior (XOZ). This position will serve as the link between the CBS and the 618 AOC as required. If the 618 AOC Contingency Response Cell (CRC) is activated, they will serve as the liaison function to the CBS.

2.5.3.2. 18 AF LNO – The 18 AF LNO is the 18 AF/CC's point of contact.

2.5.3.3. Expeditionary Center (EC) LNO – The EC LNO is the EC/CC's point of contact and is either from EC Det 2 or usually linked virtually from the EC.

2.5.3.4. Air Reserve Component (ARC) LNO – AMC-assigned (HQ AMC and 618 AOC) ANG/AFRC advisors, or their representatives, will provide advice to the CBS regarding capabilities, concerns, requirements and limitations of Guard and Reserve Forces in the execution of the mission for which the CBS was convened. They will also coordinate with the National Guard Bureau and AFRC HQs and crisis response teams on issues affecting the mission. ARC LNOs will help AMC track mobilization, volunteerism and mission assignments as coordinated and reported by HQ ANG and AFRC HQ

2.5.3.5. AFTRANS Nuclear Operations Center (NOC) LNO – When requested by the CBS Director, AMC/A10N fills the NOC LNO position to ensure AMC Nuclear Generation status and progress are tracked and reported to the Commander through the CBS Changeover and AOB process. The NOC collaborates with the AMC Command Center for the distribution of Nuclear Command and Control messages, and coordinates

with the CBS Director and AMC/A3/10 on responses to queries from Air Force Global Strike Command and USSTRATCOM.

2.5.4. CBS Support Staff.

2.5.4.1. Immediate Client Support Technician (CST) support will be provided by 375 CS CST upon CBS notification to the 375 CS/CC via the Communication Focal Point (CFP) during activation of the CBS. 24/7 support will be provided for the initial 24-hour period and will transition to a telephone standby status once operations are up and running smoothly. The 375 CS CST staff is the CBS focal point for all computer support services during activation and specified “active standby” support as required.

2.5.4.2. AMC Command Center – The AMC Command Center is the focal point for processing:

2.5.4.2.1. CCDR Emergency Action Messages (EAMs). Upon EAM receipt, the AMC Command Center drafts and disseminates Rapid Action Messages (RAMs) to the CBS Director organizational box.

2.5.4.2.2. Operational Reports (OPREPs) – Additionally the AMC Command Center is the focal point to receive AMC Wing OPREPs or AMC Miscellaneous Event Reports (AMERs). Upon receipt of an OPREP or AMER, the AMC Command Center will forward the report summary to their OPREP distribution list (to include CBS Director organizational box).

2.5.4.2.3. Commander’s Critical Information Requirements (CCIR)/Significant Incident Report (SIR) Matrices – These matrices are pre-determined as senior leadership information requirements. AMC/CS is the OPR for CCIRs/SIRs matrices. These matrices are used by communication nodes (AMC Command Center and 618 AOC (TACC) Senior) to identify situations requiring leadership notifications.

Chapter 3

OPERATIONS MANAGEMENT

3.1. Activation. The Convening Authority “activates” the CBS when necessary. It would typically be convened, based on OPG Lead recommendation, when an unexpected event (crisis) occurs, when the complexity of multiple events creates rapidly changing conditions, when a situation exists that drives a compressed action timeline, or during exercises. The following are possible trigger events (not all-inclusive):

- 3.1.1. Operations Plan (OPLAN), Concept Plan (CONPLAN) & Warning Order (WARNORD) implementation
- 3.1.2. Natural disasters
- 3.1.3. Major peacetime accidents
- 3.1.4. Joint Chiefs of Staff (JCS) exercises (USTRANSCOM TIER 1)
- 3.1.5. AMC/CC directed exercise
- 3.1.6. Homeland Defense responses
- 3.1.7. Overseas Contingency Operations (OCO)

3.2. Activation Procedures.

3.2.1. Notification. After AMC/CS makes the decision to activate the CBS, he/she will notify the AMC Command Center, who will in turn notify the CBS Manager.

3.2.1.1. Through a combination of telephone, At Hoc and e-mail notification, the CBS Manager and the AMC Command Center will initiate the recall of the on-call Executive Staff and Directorate/Special Staff 2-Letter Representatives and ensure the OPG Lead is aware of CBS activation. Specific reporting instructions will be relayed to convey arrival timing and other relevant information.

3.2.1.2. Once the CBS Manager arrives at the CBS and runs the CBS activation checklist, he/she will begin drafting the CBS Activation Message. This message is largely pre-canned and contains the contact email addresses and phone contact information for each CBS duty position. Upon approval from the CBS Director or AMC/CS, the message will be released to the AMC Command Center to publish.

3.2.1.3. The CBS Activation Message will be transmitted to all AMC and AMC Gained Wings, Headquarters Air Force Operations Group (AFOG), support commands and the USTRANSCOM GOC by the AMC Command Center.

3.2.2. Assembly. The AMC CBS normally assembles using a “rolling-start” approach to ensure CBS Leadership has an opportunity to gain situational awareness before taking control of the HQ AMC crisis response.

3.2.2.1. Once notified, members assigned to the CBS Executive Staff must report for duty in uniform of the day (UOD) as soon as possible, but no later than 1 hour after notification to the CBS location as specified in the notification process.

3.2.2.2. At Notification + 1 hour, the OPG Lead or Convening Authority will provide the CBS Director, Executive Staff and CBS Manager a situation update based on the JPP mission analysis. In this update the OPG Lead or Convening Authority will ensure the CBS Director and Executive Staff understand all tasks, deliverables and timeline associated with AMC/CC, HAF or supported command guidance.

3.2.2.3. At Notification + 2 hours, the OPG Lead or Convening Authority will provide the assembled CBS with a situation update and turn over the briefing to the CBS Director. At this point the CBS is “Activated” and takes responsibility for the HQ AMC crisis battle rhythm, AOB, RFIs and SITREP.

3.2.3. Manning and Composition. After activation, the composition of the CBS is determined by the CBS Director based on an assessment of the size and scope of the crisis. The CBS Director will coordinate the AOs required for duty (“active” or released to “active standby”).

3.2.3.1. Due to the nature of most crisis and disasters, it is a best practice to activate the CBS and have all members report at the designated time. Once the CBS Director has had an opportunity to assess the situation, he or she can adjust the size of the CBS or tailor to fit the needs of the operation. Minus specific tasks or required support, Special Staff will normally be placed in active standby status following initial activation and situation overview.

3.2.3.2. The CBS can be downsized to have only the CBS Director and/or the Deputy Director on duty.

3.2.3.3. The CBS can also be downsized to have only the CBS Executive Staff on duty. The CBS Executive Staff is made up of the Director, Deputy Director, Executive Officer, and Administrative Assistant.

3.2.4. The CBS Deputy Director will coordinate the schedule to ensure 24/7 coverage (if required).

3.3. General Practices.

3.3.1. When the CBS is activated, the CBS Executive Staff and CBS 2-Letter Representatives operate out of the CBS facility located in building P-4 (primary) or building 1948 (alternate location).

3.3.1.1. The CBS Executive Staff and CBS 2-Letter Representatives will be in the CBS room unless the Director (or senior officer on shift) authorizes release.

3.3.1.2. The OPG will be in its designated facility in building P-4 (primary). For classified planning events, the alternate planning facility will be building 1900, USTRANSCOM J3 Global Operations Center (GOC). For unclassified planning events, the alternate planning facility will be the Dwayne Cassidy Conference Center (DCCC).

3.3.1.3. The AFTRANS NOC will be in its designated facility in building 3189 until the Joint Operations Mission Planning Center (JOMPC) is complete.

3.3.2. The CBS normally operates 24/7 once activated.

3.3.2.1. CBS shift change normally occurs at 0600 / 1800, and each shift starts with a Changeover Brief in order to relay information from outgoing to incoming personnel. Data/slides from this brief (and required updates) form the basis of the CBS update

presented at the AMC/CC AOB. Once activated, Directorates may alter shift times (example: three 8-hour shifts) when necessary for 24 hour coverage (with CBS Director approval).

3.3.2.2. If the situation dictated a change in the normal daily 1530 AOB Battle Rhythm, the CBS Director will coordinate with AMC/CS to adjust the CBS shift change to allow 4 hours between the shift change and the AMC/CC AOB.

3.3.3. If the crisis/contingency scope or tempo allows, the CBS Director should make every effort to release CBS 2-Letter Representatives (emphasis on Special Staff) to an active standby status. CBS 2-Letter Representatives must be available to return expeditiously when directed by the CBS Director. The next shift CBS 2-Letter Representatives must report to the CBS at the start of their shift unless extended release of their position has been approved by the CBS Director. Excused CBS 2-Letter Representatives will, as a minimum:

3.3.3.1. Ensure all classified, unclassified, and personal material is removed from their workstations;

3.3.3.2. Ensure all classified materials are destroyed or secured in a classified storage container;

3.3.3.3. Ensure their CBS position has a representative on-call listing posted on computer monitor and a paper copy provided to the CBS Executive Officer

3.3.4. As the demand for information and/or guidance changes, the CBS Director is encouraged to make recommendations to AMC/CS to alter the CBS manning, scheduling and briefing battle rhythm. Of note, while the CBS is activated, the primary duty for all scheduled members remains support to the CBS if/when required. The CBS Director can make recommendations to place CBS personnel in the following conditions:

3.3.4.1. Active. The CBS members arrive for their shifts per usual, as dictated by the CBS manning roster to cover 24-hour operations.

3.3.4.2. Active Standby. The CBS member is released from some or all of the normal 12-hour physical presence in the CBS. Expectation is that all scheduled members will call-in during changeover briefings. The CBS Director will determine and relay the desired level of participation. The following list is not all inclusive, but provides examples of potential active standby requirements.

3.3.4.2.1. Telephone only. Member needs to be reachable by telephone and ready to provide support or report for duty when required.

3.3.4.2.2. Telephone and e-mail. Same as previous but member also needs to periodically (as determined by the CBS Director) check personal and organizational e-mail accounts for message traffic.

3.3.4.2.3. Teleworking. Member is actively working but not physically in the CBS.

3.3.4.3. If the CBS status changes (as a whole) from Active to Active Standby (or Active Standby to Active), the CBS Exec and CBS Manager will ensure updates are made to the Activation Message and published by the AMC Command Center.

3.3.5. The CBS Manager is responsible for the upkeep and maintenance of associated equipment necessary for CBS operations. AMC/CS provides administrative supplies for the CBS in Building P-4.

3.3.6. OPR for the CBS is AMC/CS.

3.3.7. OPR for the AFTRANS NOC is AMC/A10NS.

3.4. Tasking Procedures.

3.4.1. USTRANSCOM may use the classified Single Mobility System (SMS) to task AMC during crisis operations (this will be the primary means of receiving tasks from the USTRANSCOM GOC). Alternatively, USTRANSCOM may utilize the SMS message format via NIPR or SIPR e-mail.

3.4.2. HQ USAF normally uses classified e-mail to task AMC. During natural disasters, NIPRNET may be the primary means of communication (due to Federal Emergency Management Agency (FEMA) working NIPRNET only).

3.4.3. Active CBS.

3.4.3.1. The CBS Director will normally task out all time sensitive and crisis/contingency related tasks for the CBS to include those received in the CBS Director's organizational e-mail account by Requests for Information (RFIs) through the CBS IntelShare page (SIPRNET or NIPRNET, as appropriate).

3.4.3.2. Message Handling. During crisis operations when the CBS is activated, the CBS Executive Staff ensures message traffic pertaining to a contingency or exercise receives priority handling and delivery. The CBS is the focal point for messages to and from the HQ AMC staff on matters relating to the crisis, contingency, war, or exercise. All outgoing messages created by HQ AMC staff agencies relating to such situations should be released by the CBS Director or designated representative. Messages received during exercises will be retained locally for a period of two years and then deleted from the message database. The Command Center will be the single contact point for all CCIRs/SIRs and will initiate appropriate notifications as detailed in the CCIR/SIR matrices.

3.4.4. Inactive CBS. During times when the CBS is not activated, the CBS Manager will monitor the CBS Director's Org account and coordinate with the appropriate AMC staff Directorate to respond to any message traffic that requires CBS action.

3.4.5. CBS Deactivation. The Convening Authority directs deactivation of the CBS and/or the AFTRANS NOC.

Chapter 4

SELECTION AND TRAINING

4.1. Maximum CBS Effectiveness. Maximum CBS effectiveness results from proper member selection and thorough systems and procedures training of the CBS members prior to CBS activation.

4.2. CBS Member Selection.

4.2.1. CBS Directors will be nominated by their Directorate/SSA Director/Chief. Individuals chosen should have an in-depth knowledge of AMC operations and be very familiar with aircraft and aircrew sourcing and operations. Individuals selected by their Directorate/SSA will be interviewed by AMC/CS or his designated representative to ensure the individual possesses the knowledge, leadership qualities, and the personality to lead the CBS.

4.2.2. CBS Deputy Directors will be nominated by their Directorate/SSA Director/Chief.

4.2.3. CBS 2-Letter Representatives will be nominated by Division Chiefs and approved by Directors, SSA Chiefs or designated representatives.

Table 4.1. CBS Executive Staff Manning Requirements (Minimum).

Director (O-6), 10 total	CS (1), A1 (1), A3/10 (2), A4 (2), A5/8 (2), and IG (2)*
Deputy Director (O-5), 12 total	A1 (1), A3 (2), A4 (1), A5/8 (2), A6 (2), A9 (1), SG (1), TE (1), IG (1)*
Executive Officer (O-3,O-4, Senior NCOs), 19 total	A1 (2), A3/10 (6), A4 (2), A5/8 (3), A6 (1), FM (1), SG (1), TE (1), IG (2)*
Administrative Assistant, (E-4 – E-7), 18 total	A1 (2), A3/10 (4), A4 (4), A5/8 (2), A6 (2), SG (1), IG (1)*, FM (2)
Note: Every attempt will be made to limit normal on-call usage of IG personnel due to their aggressive TDY schedule. When the CBS is activated, IG members will fill roles as necessary.	

4.2.4. CBS Executive Staff. The CBS Executive Staff, sourced from the AMC Directorates and SSAs, provides a core cadre of personnel to manage the workflow in synchronization with the established battle rhythm. The CBS manning is the responsibility of all AMC Directorates and SSAs and all agencies will provide members to be trained and participate in CBS operations. Once a person is trained for a CBS Executive position, this individual remains in the duty “pool” for a minimum of one year or until a replacement is trained. AMC Directorate sourcing requirements for the CBS Executive Staff are specified in **Table 4.1**. **Note:** These numbers are considered the minimum number each Directorate is required to provide. If able to provide more, Directorates are encouraged to do so.

4.2.5. CBS 2-Letter Representatives. In addition to the requirements of **Table 4.1**., the AMC staff will identify and train personnel as CBS Functional AOs. These individuals represent their Directorate or SSA and must always have direct access to their Director or SSA Chief.

At least one year of availability is desired to provide continuity within the CBS. If personnel are identified for Air and Space Expeditionary Force (AEF) deployments or a PCS, replacements must be identified and fully trained prior to individual's departure.

4.2.6. Government civilian employees of similar grade and experience as their military counterparts can serve as CBS 2-Letter Representatives. Civilians serving on the CBS must be approved by their Directorate or SSA, followed by appropriate coordination with civilian personnel flight for duties assigned, if necessary (monitor working hours/compensation requirements).

4.3. Training Requirements.

4.3.1. Training development.

4.3.1.1. The CBS Manager develops the training requirements and conducts the training session's necessary for CBS Executive staff members (CBS Director, Deputy Director, Executive Officer, Administrative Assistant) to be considered qualified and current. Specific requirements will be captured in the CBS OI.

4.3.1.2. Directorate CBS POCs are responsible for developing training objectives/inputs tailored to their CBS 2-Letter Representatives participation ("exercise" scenarios) in the CBS. They will coordinate training requirements and on-call scheduling with the CBS Manager.

4.3.2. Minimum requirements.

4.3.2.1. Prerequisite account and access establishment. As soon as practicable upon designation as a CBS on-call member, the new member must work with CBS management to establish all required areas of access and system accounts. The new member will do this by arranging an initial appointment with a CBS Manager, who will assist the new member in the process and ensure that all steps have been taken. The new member's entry control card (line badge) must include access to areas 1, 8, 12, and 14. The new member must have a working SIPR account for Scott AFB and functioning SIPR token. He/she must have TMT accounts (SIPR and NIPR) and access to all necessary Directorate/SSA programs/systems. Only after accomplishing this first step of necessary account creation and facility access may the new member proceed with training.

4.3.2.2. Initial Qualification Training (IQT).

4.3.2.2.1. IQT for Executive Staff consists of a three-hour session in the CBS, directed by the CBS Manager. During this session the CBS manager provides familiarization with CBS locations (primary and alternate), equipment and systems, CBS command and control relationships, primary obligations of the CBS to its chain of command and external agencies, and the principal functions of the CBS. This includes guided, hands-on use of the main tools and systems that Executive Staff members will use to accomplish their duties. The CBS Manager will schedule IQT. Management will attempt to schedule sessions involving groups of three or more trainees, as group sessions have historically proven most effective. The goal is to complete initial training within 45 days after being identified for CBS duty.

4.3.2.2.2. IQT for 2-Letter Representatives consists of a one-hour session in the CBS accompanied by a trained Directorate/SSA 2-Letter Representative or CBS Manager.

The new 2-Letter Representative will verify entry credentials, log-in to their workstation, and demonstrate access to applicable programs. They will become familiar with existing continuity products and ensure complete understanding of CBS recall procedures and specific duties, roles and responsibilities.

4.3.2.3. Continuation Training (CT).

4.3.2.3.1. CT for Executive Staff consists of participation in one quarterly scenario-based training exercise or tabletop exercise (TTX) per year AND one CBS-activation per year (exercise or real world). [Two total events per year] A TTX will involve/require a full Executive Staff crew (Director, Deputy Director, Executive Officer, Administrative Assistant), and each TTX can accommodate up to three crews. CBS management will monitor the availability of exercises and the number of members requiring training to determine the scheduling frequency of TTXs. CBS management will attempt to conduct a training event quarterly in order to maintain efficiency of CBS members. If the CBS has activated real world or activated to support an exercise during the quarter, CBS management will not conduct a training event. To credit the activation exercise, the Executive Staff member must work three full shifts.

4.3.2.3.2. CT for CBS 2-Letter Representatives consists of participation in one quarterly scenario-based training exercise or tabletop exercise (TTX) per year OR one CBS-activation per year (exercise or real world) [One total event per year]. A TTX will involve/require a full Executive Staff crew (Director, Deputy Director, Executive Officer, Administrative Assistant), and each TTX can accommodate up to three crews. CBS management will monitor the availability of exercises and the number of members requiring training to determine the scheduling frequency of TTXs. CBS management will attempt to conduct a training event quarterly in order to maintain efficiency of CBS members. If the CBS has activated real world or activated to support an exercise during the quarter, CBS management will not conduct a training event. To credit the activation exercise, the CBS 2-Letter Representative must work two full shifts.

Chapter 5

ADMINISTRATION

5.1. Composition and Sourcing.

5.1.1. Representatives from all staff Directorates and SSAs will be tasked for CBS training and eligible for duties as required. Upon activation, The CBS Director may pare and tailor based on the situation. The SIPRNET and NIPRNET CBS e-mail account will be used as the medium to distribute CBS tasks to the various staff agencies.

5.1.2. CBS Executive Staff. AMC Directorate sourcing requirements for the CBS Executive Staff are specified in [Table 4.1](#). **Note:** These numbers are considered the minimum number each Directorate is required to provide. If able to provide more, Directorates are encouraged to do so.

5.1.2.1. AMC IG participation. AMC IG members will provide the CBS Manager with the dates they are available to fill On Call Duty requirements and volunteer to fill On Call shifts that do not interfere with their TDY schedules. Individuals will be trained according to their assigned position. The CBS Manager will not Non-Volunteer IG members serving on the Executive Staff as Directors, Deputy Directors, Executive Officers, or Administrative Assistants for On-Call duty.

5.1.2.2. AMC/A10N participation. In addition to A10N's TDY schedule, their primary mission during a crisis is to fulfill AFTRANS NOC requirements. A10N will provide a liaison to the CBS as required but does not normally fulfill CBS staff duties. Coordination with the A10N division chief is required prior to tasking members to the CBS.

5.2. Recall Rosters.

5.2.1. Each week, the CBS Manager will provide the CBS Executive Staff on-call roster to AMC Command Center, 618th AOC (XOZ, XOC), AMC/CDE, AMC/CS, 18 AF/CCE, 18 AF/CS, AMC/A3/10 and AMC/CG/CR. Directorate CBS POCs are responsible for ensuring their roster of qualified CBS 2-Letter Representatives remains current and will notify the CBS Manager of any changes.

5.3. Scheduling.

5.3.1. When the CBS is activated, the CBS Director will validate the CBS Executive Staff work schedule and may pare and tailor based on the situation. During CBS exercise scenarios only, Directorate CBS POCs may request to run an additional "relief shift" during a given 12-hour block in order to provide enhanced experiencing and "live" training opportunities for a larger number of CBS-assigned personnel. This change to standard operating procedures (SOP) must be approved by the CBS Director, who will ensure minimal mission impact and verify that the deviation will achieve a bona fide training benefit. Schedules will be posted in the CBS SharePoint® site under each CBS organization, and in the CBS duty stations when activated. Floor AOs should be scheduled for a minimum of five consecutive days to maximize efficiency through consistent manning.

5.3.2. When extended CBS activation occurs (or is anticipated) for real world or exercise events, the CBS Director and Manager can coordinate with the AMC/CS and 2-Letter Representatives to develop an alternate work schedule. This can be tailored as needed in order

to best support work/rest cycles and avoid prolonged CBS tours. As an example, a normal 7-day shift can be broken down into 3-day and 4-day shifts. Additionally, if workload allows, the CBS Director and Deputy Director need not both be present 24/7 to account for limited staff manning and normal duty requirements.

5.3.3. AMC/A10N will maintain an AFTRANS NOC personnel roster. When the NOC is activated to support the CBS, AMC/A10N is responsible for building and managing the applicable work schedule.

5.3.4. When the CBS is deactivated, a Directorate and SSA CBS 2-Letter Representatives on-call schedule will be posted in the CBS until support operations are no longer required for the current crisis. The schedule must reflect 24/7 on-call coverage.

5.3.5. The CBS Manager will create and manage the CBS Executive Staff schedules. Directorate CBS POCs will ensure proper 2-Letter Representative coverage.

5.3.6. CBS Executive Staff members and 2-Letter Representatives will enter their contact information in the CBS Member Roster on the CBS Intelshare/InteLink SharePoint site upon arriving for duty shifts.

5.4. Computer Accounts.

5.4.1. Each Directorate and SSA will appoint a CBS POC to be responsible for ensuring the clearances are checked through their security manager and accounts are properly coordinated with the CBS Manager (as appropriate).

5.4.2. Security managers should verify CBS member's security clearance information and requirement for access to a computer system in Joint Personnel Adjudication System.

5.4.3. The CBS Manager will coordinate any other system accounts that may be required.

Samuel C. Mahaney, Major General, USAF
Chief of Staff, Headquarters Air Mobility
Command

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

AFPD 10-2, *Readiness*, 6 November 2012

AFPD 13-1, *Command and Control Enterprise (C2 Enterprise)*, 6 August 2012

AFI 33-360, *Publications and Forms Management*, 1 December 2015

AFI 33-322, *Records Management and Information Governance Program*, 22 March 2020

AMCI 10-202, Vol 7, *Director of Mobility Forces (DIRMOBFOR) and Air Forces Transportation Liaison Officer (AFTRANS LNO) Policy and Procedures*, 23 June 2015

AMCI 16-103, *AMC Decision Process*, Draft 1 Feb 20

CBS OI, 15 Jan 20

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

AF Form 1199, *Air Force Entry Control Card*

AF Form 2586, *Unescorted Entry Authorization Certificate*

Abbreviations and Acronyms

618 AOC/CRC—618th Air Operations Center / Contingency Response Cell

AE—Aeromedical Evacuation

AFFOR—Air Force Forces

AFI—Air Force Instruction

AFIMSC—Air Force Installation Mission Support Center

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFRIMS—Air Force Records Information Management System

AFTRANS—Air Forces Transportation

AMCI—Air Mobility Command Instruction

AMER—AMC Miscellaneous Event Report

ANG—Air National Guard

AO—Action Officer

AOB—AFTRANS Operations Brief

AOC—Air Operations Center

ARC—Air Reserve Component
C2—Command and Control
CCDR—Combatant Commander
CCIR—Commander’s Critical Information Requirements
CCMD—Combatant Command
CDWG—Cyber Defense Working Group
CFP—Communication Focal Point
COA—Course of Action
CONPLAN—Concept Plan
CONUS—Continental United States
COP—Common Operational Picture
CRC—Contingency Response Cell
CS—Chief of Staff
CST—Client Support Technician
CT—Continuation Training
DCS—Defense Collaboration Services
DCS—Deputy Chief of Staff
DIRMOBFOR—Director of Mobility Forces
DOD—Department of Defense
EAM—Emergency Action Message
EC—Expeditionary Center
EIM—Enterprise Information Management
FAM—Functional Area Manager
FEMA—Federal Emergency Management Agency
FP—Force Protection
GAMSS—Global Air Mobility Support System
GDSS—Global Decision Support System
GOC—Global Operations Center
HHQ—Higher Headquarters
IM—Information Management
IO—Information Operations
IQT—Initial Qualification Training

JAOPC—Joint Air Operations Planners Course
JCS—Joint Chiefs of Staff
JOPES—Joint Operation Planning and Execution System
JPP—Joint Planning Process
LL—Lessons Learned
LNO—Liaison Officer
MAF—Mobility Air Forces
MASC—Mobility Air Forces Staff Course
NEO—Noncombatant Evacuation Operations
NIPR—Non-secure Internet Protocol Router
NIPRNET—Non-secure Internet Protocol Router Network
OCO—Overseas Contingency Operations
OCONUS—Outside the Continental United States
OI—Operating Instruction
OPLAN—Operations Plan
OPR—Office of Primary Responsibility
OPREP—Operational Report
OPT—Operational Planning Team
OT&E—Organize Train and Equip
PAD—Program Action Directive
PCS—Permanent Change of Station
POC—Point of Contact
RAM—Rapid Action Message
RFF—Request for Forces
RFI—Request for Information
SDCS—Secure Defense Collaboration Services
SIPR—Secure Internet Protocol Router
SIPRNET—Secure Internet Protocol Routing Network
SIR—Significant Incident Report
SITREP—Situation Report
SOP—Standard Operating Procedure
SSA—Special Staff Agency

STE—Secure Telephone Equipment

TACC—Tanker Airlift Control Center

TMT—Task Management Tool

TS—Top Secret

TTX—Table Top Exercise

UOD—Uniform of the Day

WARNORD—Warning Order