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14TH AIR FORCE**



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Operations

CREW FORCE MANAGEMENT

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(14 AF) The Office of Primary Responsibility (OPR) for this document is 14AF/OV. This document implements and extends the guidance of Air Force Space Command Instruction (AFSPCI) 10-1202, *Crew Force Management* dated 1 August 2001. The AFSPCI is published word-for-word without editorial review. 14th Air Force (14 AF) supplemental material is indicated in bold face. The supplement describes 14 AF procedures for use in conjunction with the basic AFSPCI. It contains further guidance on policy and responsibilities. It applies to all 14 AF subordinate units with mission ready personnel. For units with no mission ready personnel assigned, only sections pertaining to Operations Review Boards (ORBs), Operations Review Panels (ORPs) and operational acceptance of new or upgraded systems apply. Coordinate supplements to the basic instruction with 14 AF Stan/Eval (OV) and HQ AFSPC/DOT, and provide a copy of the official document to 14 AF/OV, 747 Nebraska Ave, Ste B109, Vandenberg AFB CA 93437-6268 upon publication. In accordance with (IAW) AFI 33-360V1, *Publications Management Program* wings/groups will not supplement the 14 AF supplement. Upon receipt of this integrated supplement discard the AFSPC basic publication.

SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.

It incorporates previous guidance and clarifications issued since this supplement was last published. Updates office symbols and new duty positions. Includes expanded guidance on ORPs, crew changeover briefings and Interactive Electronic Technical Manuals (IETM). Clarification of Combat Mission Ready (CMR) certification requirements for group/squadron instructors and evaluators as well as CCs, DOs, and Operations Superintendents is also included. Incorporates new requirement for all ORB minutes to be forwarded to 14 AF (See **Paragraph 4.1.2. (Added)**) and removes the exemption for 21 SW Chief of Stan/Eval (OGV) and Chief of Training (OSOT) to maintain CMR and Evaluator/Instructor certification (See **Paragraph 6.4.7.3. (Added)** and **Paragraph 6.5.9.1. (Added)**). Additionally, guidance for the 21 SW

Wing Operations Center (WOC) and SPACEAF Aerospace Operations Center (AOC) personnel is incorporated.

1. (AOC) All positions located in the SPACEAF AOC with the exception of the Sensor Command and Control Operator (SCCO) position are governed by Air Force Instruction (AFI) 13-1AOC Vol 1, *Ground Environment Training--Air Operations Center* and AFI 13-1AOC Vol 3, *Operational Procedures—Aerospace Operations Center*. The SCCO position is a CMR position and will meet all the requirements of this instruction. (21 SW/WOC) All positions located in the 21 SW/WOC with the exception of the Crew Commander (CMDR) and Crew Chief (CCH) positions are governed by AFSPCI 10-210, *Operations Centers (Command Post) Policies and Procedures*. The CMDR and CCH positions are CMR positions and will meet all the requirements of this instruction.

1.3. Deputy Operations Group CCs and above (30 SW/45 SW exempt) should complete Basic Mission Ready (BMR) certification prior to assuming assigned positions, but not later than 60-days following assignment to a position requiring BMR certification.

1.3.1. BMR proficiency task requirements are outlined in AFSPCI 36-2202/14 AF1, *Mission Ready Training, Evaluation and Standardization Programs*. Wings may further define BMR requirements for individual units.

1.4. **Attachment 3 (Added)** contains a matrix showing CMR crew positions to unit correlation.

1.4.1. CMR operators maintain currency as applicable to their assigned position.

2. Coordinate Mission Support (MS) certification requirements through 14 AF/OV.

4. Units with CMR/BMR personnel assigned convene an ORB for a significant event when an initial assessment of the event cannot determine the root cause or indicates the root cause cannot be readily corrected through minimal retraining or minor procedural changes. The convening authority determines what constitutes minimal retraining or minor procedural changes. Wing/Group/Squadron CCs are the convening authorities for ORBs at their respective organizational levels. The convening authority will approve ORB minutes. When issues span across more than one organization, the organization whose primary mission was impacted will conduct the ORB. If issues span across more than one wing, SPACEAF/A3 will identify the convening authority. Other organizations, to include those with MS roles, will support the ORB as required. Requirements of AFI 91-204, *Safety Investigations and Reports*, take precedence over this supplement and may require termination of an ORB.

4.1. (Added) ORB Guidance.

4.1.1. (Added) The Operations Officer acts as the ORB chairperson at the squadron level; the Group Chief of Standardization and Evaluation acts as the ORB chairperson at the group/wing level. The convening authority may designate a different ORB chairperson as circumstances warrant (i.e. leaves, TDYs, etc.). The ORB chairperson will:

4.1.1.1. (Added) Oversee the ORB process.

4.1.1.2. (Added) Assist the CC in determining ORB participants and ensure participants are notified of the ORB date and time. A safety representative, as defined in AFI 91-202, *The US Air Force Mishap Prevention Program*, and standardization/evaluation representative are mandatory participants for all ORBs. However, the safety representative will determine the appropriate level of involvement, provided they have the appropriate security clearance. If the incident did not result in loss, damage, or injury, or pose a risk to property or personnel, the safety representative may deem participation unnecessary. For Geo-

graphically Separated Units (GSUs) who do not have a standardization/evaluation function, the parent group's OGV will conduct a review of the ORB minutes to identify any potential changes to mission procedures and to ensure compliance with Higher Headquarters (HHQ) instructions/policies.

4.1.1.3. (Added) Ensure ORBs do not recommend adverse administrative personnel action.

4.1.1.4. (Added) Ensure distribution of ORB minutes.

4.1.2. (Added) Forward a copy of ORB minutes for ORBs held at all levels (Squadron/Group/Wing) to 14 AF/OV and SPACEAF/A3 within 30 calendar days of the significant event/incident, along with a letter indicating wing/group level review, as applicable. Wings/Groups will specify whether Numbered Air Force (NAF) or Major Command (MAJCOM) assistance is required.

4.1.2.1. (Added) Provide SPACEAF/A3 and 14 AF/OV with an interim progress report and explanation of delay for ORB minutes that will not be forwarded within 30 calendar days. Do not delay forwarding the report because further actions are required to close an item.

4.1.2.2. (Added) USSTRATCOM/14 AF retains the option to direct a "quick-look" report for any operational issue. The timeline for a "quick-look" report is 48 hours and its format is outlined in NUI 10-6, *Operations Review Boards (ORB)*.

4.1.2.3. (Added) At the convening authority's discretion, forward a copy of the ORB minutes to participating organizations and units (internal to the wing) with similar missions.

4.1.3. (Added) The ORB report should be kept unclassified; however, when classified information must be discussed in the minutes, efforts should be made to keep classification at the lowest level possible. The report will contain the following information in official memorandum format and in the specified order. (See [Attachment 4 \(Added\)](#))

4.1.3.1. (Added) Date the ORB convened and topic.

4.1.3.2. (Added) Personnel participating in the ORB. Include name, rank, duty title, and telephone number. If the safety representative determines their involvement unnecessary, document the name and other required information of the individual making the determination, and in parenthesis state "determined safety involvement not necessary."

4.1.3.3. (Added) Sequence of events (time, locations, etc.). Do not use the names of individuals to describe the sequence of events, instead use positional acronyms.

4.1.3.4. (Added) Mission Impact. Include a brief description of how the event impacted the primary or secondary mission. If there is no impact, state "None."

4.1.3.5. (Added) Conclusion. Explain the cause(s) of the incident.

4.1.3.6. (Added) Personnel Corrective Actions. Identify any individuals, by position, placed on restricted status or decertified as a result of the incident. Also include a brief explanation of actions taken, to include additional training provided, to remove individuals from restricted status/recertify individuals.

4.1.3.7. (Added) Other Recommendations/Action Items. Explain actions, excluding personnel corrective actions, taken to resolve the problem and preclude recurrence. Corrective actions involving procedural or operational changes will be coordinated through the agency having approval authority. Assign each recommendation/action item a unique tracking number, identify the responsible agency for taking corrective measures, and establish an estimated completion date. Also include a subject, describe actions taken to correct the deficiency, and include a status block indicating if the item is open or closed. Compose the

tracking number as follows: the wing/group, the unit, last two digits of the year, and a sequential number (beginning with 001 each calendar year) (e.g., 45-45RANS02-001, 50-4SOPS02-003, etc.). Additional action item information, necessary for local use, may be added after the status block.

4.1.4. (Added) Provide status updates on all action items to SPACEAF/A3 and 14 AF/OV every 30 days after submission of initial report until closed.

4.1.5. (Added) Track open ORB action items through the ORP process until closed.

5. The wing/group will conduct an Initial Operations Assessment (IOA) 60 days or less prior to the projected Initial Operational Capability (IOC) to determine if a unit's operations, training, standardization and evaluation, and crew force management programs are sufficient to adequately support new or upgraded system operations. Assess each area a rating of pass or fail. The wing/group determines and documents pass/fail criteria. As a minimum, units must be in compliance with all critical checklist items to receive a pass rating. However, compliance alone with all critical checklist items does not necessarily constitute a pass rating. Any units not in compliance with all critical checklist items will be rated fail in that specific area. The IOA team will prepare a report with results and recommendations on the unit's ability to meet mission requirements. A copy of the report will be forwarded to the Squadron CC, Operations Group CC, SPACEAF/A3 and 14 AF/OV. If the IOA is rated fail, the IOA report will be forwarded to the Wing CC for assessment and IOC recommendation. System upgrades not managed through the IOC process do not require an IOA, unless deemed necessary by the wing/group or directed by 14 AF.

5.1. (Added) IOC Compliance. At the time a unit declares IOC, the unit will be in compliance with the AFSPCI 10-1202, AFSPCI 36-2202, AFSPCI 36-2203V1, *14AF Training and Evaluations Performance Standards (TEPS)* and the corresponding supplements. SPACEAF AOC will be in compliance AFI 13-1AOC Vol 1 and AFI 13-1AOC Vol 3.

6.2.8. (Added) SPACEAF/A3 will:

6.2.8.1. (Added) Direct the convening of an ORB, as necessary. For issues spanning across more than one wing, identify the convening authority. Discuss problem areas with the wing/group and provide assistance, as requested.

6.2.8.2. (Added) Request USSTRATCOM/J3 to direct the Missile Warning Center to attend or convene an ORB, when deemed necessary.

6.2.8.3. (Added) Send a review memorandum to the respective wing indicating 14 AF concurrence or directing the wing/group to take additional actions concerning ORB results, as appropriate.

6.2.8.4. (Added) Appoint individuals as 14 AF ORB members, when necessary.

6.2.8.5. (Added) Staff ORB minutes.

6.2.8.6. (Added) Review ORB minutes for operations issues, evaluate/determine corrective actions, and monitor action items through closure.

6.2.9. (Added) 14 AF/OV will monitor ORBs for standardization across wings.

6.2.10. (Added) 14 AF/SE will review ORB minutes for possible safety impact and trends, provide guidance when appropriate, and forward to HQ AFSPC/SE, as necessary.

6.2.11. (Added) SPACEAF/A4 will review ORB minutes for possible logistic issues and trends, and provide assistance, as necessary.

6.2.12. (Added) SPACEAF/A6 will review ORB minutes for possible communications and Information Assurance issues and trends, and provide assistance, as necessary.

6.3.7. (Added) The Wing CC will:

6.3.7.1. (Added) Direct units to convene an ORB through the applicable group, when necessary.

6.3.7.2. (Added) Appoint a chairperson for wing ORBs, as necessary, and determine participants.

6.3.7.3. (Added) Provide unit assistance or request HHQ assistance when necessary.

6.3.7.4. (Added) Take additional actions on ORB issues as required by 14 AF review memorandum.

6.4.4. 614 SOPG/CC and Deputy Operations Group Commander will maintain qualification IAW Vol 1 and AFI 13-1AOC Vol 3.

6.4.6. (Added) The Operations Group CC will:

6.4.6.1. (Added) Establish an ORB program.

6.4.6.1.1. (Added) Convene ORBs as necessary.

6.4.6.1.2. (Added) If the Chief of Standardization and Evaluation is unavailable for group ORBs, appoint an alternate chairperson, as necessary, and determine participants.

6.4.6.1.3. (Added) Request HHQ assistance when necessary.

6.4.7. (Added) Operations Group Standardization/Evaluation (OGV) office will:

6.4.7.1. (Added) Act as wing point of contact for questions pertaining to ORBs.

6.4.7.2. (Added) Track all ORBs and monitor action items resulting from ORBs, through closure, verifying corrective actions are sufficient to prevent recurrence.

6.4.7.3. (Added) Chief of Stan/Eval will be evaluator certified prior to assuming duty IAW HQ AFSPCI 36-2202/14AF1. He/She will maintain CMR status in any senior CMR crew position.

6.4.7.3.1. (Added) 614 SOPG Chief of Stan/Eval will maintain qualification IAW AFI 13-1AOC Vol 1 and AFI 13-1AOC Vol 3.

6.4.7.4. (Added) All personnel assigned to OGV will be evaluator certified prior to performing evaluator duties and will maintain CMR status in any CMR crew position. (21 SW: Division chiefs within OGV will maintain CMR status and evaluator certification at the discretion of the OG/CC. All other personnel assigned to 21 OG/OGV are exempt from the requirement to maintain CMR status and evaluator certification.)

6.4.7.4.1. (Added) All 614 SOPG/OGV personnel will maintain qualification IAW AFI 13-1AOC Vol 1 and AFI 13-1AOC Vol 3.

6.5.5. Squadron CCs will maintain CMR status in any senior CMR crew position. Additionally, Squadron CCs will complete CMR certification requirements prior to assuming command. If there are no officer CMR positions the Squadron CC will maintain CMR status in an enlisted CMR position.

6.5.5.1. (Added) Operations Officers will maintain CMR status in any senior CMR crew position.

6.5.5.2. (Added) Operations Superintendents will maintain CMR status in any senior CMR crew position.

6.5.5.3. (Added) 614 SOPS/CC, Operations Officer and Operations Superintendent will maintain qualification IAW in AFI 13-1AOC Vol 1 and AFI 13-1AOC Vol 3.

6.5.5.4. (Added) 21 SW/WOC Director and Chief of Combat Operations will maintain CMR status. The 21 SW/WOC Operations Superintendent (1C3XX) and Command Post Controllers (1C3XX) are exempt from CMR certification requirements and are subject to task certification requirements IAW AFSPCI 10-210.

6.5.5.5. (Added) At contractor operated sites (e.g., Ground-based Electro-Optical Deep Space Surveillance (GEODSS) & Air Force Satellite Control Network (AFSCN)) the Detachment CC and Operations Officer/Operations NCOIC (if assigned) will be trained and maintain currency in the system to the level and extent allowed for in the applicable contract.

6.5.5.6. (Added) If the Operations Support Squadron (OSS) includes a requirement for assigned 13SX/1C6X1 personnel to maintain CMR status, then the OSS/CC, Operations Officer and Operations Superintendent (if a 1C6X1) respectively must comply with CMR requirements as per the basic instruction and supplement. However, if the mission ready status of assigned individuals is purely voluntary, it is the OG/CC's option to include the OSS/CC, Operations Officer and Operations Superintendent in the CMR or BMR program.

6.5.9. (Added) OSS Operations Training Office (OSOT) will:

6.5.9.1. (Added) Chief of Training will be certified as an instructor prior to assuming duty IAW HQ AFSPCI 36-2202/14AF1. He/She will maintain CMR status in any senior CMR crew position.

6.5.9.1.1. (Added) 614 SOPS Chief of Training will maintain qualification IAW AFI 13-1AOC Vol 1 and AFI 13-1AOC Vol 3.

6.5.9.2. (Added) All personnel assigned to OSOT will be instructor certified prior to performing instructional duties and will maintain CMR status in any CMR crew position. (21 SW: Division chiefs within OSOT will maintain CMR status and instructor certification at the discretion of the OG/CC. All other personnel assigned to 21 OSS/OSOT are exempt from the requirement to maintain CMR status and instructor certification.)

6.5.9.2.1. (Added) All personnel assigned to the 614 SOPS training branch will maintain qualification IAW AFI 13-1AOC Vol 1 and AFI 13-1AOC Vol 3.

6.5.10. (Added) Squadron and Detachment CCs will:

6.5.10.1. (Added) Convene ORBs as necessary.

6.5.10.2. (Added) If the Operations Officer is unavailable for unit ORBs, appoint an alternate chairperson, as necessary, and determine participants.

6.5.10.3. (Added) Request HHQ assistance for ORB items through their parent wing/group, when necessary.

6.5.11. (Added) Chief of Stan/Eval will be evaluator certified prior to assuming duty IAW AFSPCI 36-2202/14AF1. He/She will maintain CMR status in any senior CMR crew position.

6.5.12. (Added) Chief of Training will be certified as an instructor prior to assuming duty IAW AFSPCI 36-2202/14AF1. He/She will maintain CMR status in any senior CMR crew position.

7.3.5. (Added) Failure to receive an annual physical examination IAW AFI 48-123, *Medical Examinations and Standards*.

7.4.3. (Added) When an individual has received their annual physical and determined medically qualified for BMR duty.

8.1.3. Have a valid and current AF Form 1042, **Medical Recommendations for Flying or Special Operational Duty** (i.e. Initial Base Clearance Physical, PHA or Long Physical), issued from the Flight Surgeon at the individual's base of assignment. The form will be kept on file with the unit until the individual is permanently decertified, PCS's, retires, or separates. Foreign nationals are excluded except when agreed to by international agreements (e.g., Space-Based Infrared System (SBIRS)).

8.1.5. A certification briefing is required for each position an individual is certified in and is tailored specifically for the position being certified.

8.2.1. (Added) For new unit activations or equipment modifications requiring an IOC declaration all designated Subject Matter Expert's training and evaluations will be conducted in accordance with AFSPCI 36-2202.

8.3.1.1. (Added) Detachment CCs certify in writing all CMR crewmembers as CMR for their respective units. This certifying authority cannot be delegated to a lower level. When the Detachment CC is not available, the parent Squadron CC can certify detachment crewmembers.

8.3.1.2. (Added) For Air Reserve Component (ARC) squadrons supporting active duty squadrons, the ARC OG/CC or Deputy Operations Group Commander acts as the certifying official for the Squadron CC.

8.3.1.3. (Added) For personnel assigned to an ARC unit, the ARC Squadron CC or Operations Officer is the certifying official. The ARC Squadron CC may allow the CC or Operations Officer of an active duty squadron they support to act as the sole or a dual certification official.

8.3.1.4. (Added) The Squadron CC or Operations Officer will be certifying and decertifying official for 14 AF/OV evaluators (active duty and ARC) who maintain CMR/BMR status at their units.

8.3.1.5. (Added) The 14 AF/CC or 14 AF/CV is the certifying official for Spacelift Wing CCs in the Spacelift Commander (SCMDR) duty position.

8.3.1.6. (Added) The OG/CC or Deputy Operations Group Commander is the certifying official for personnel assigned to OGV.

8.3.1.7. (Added) For personnel assigned to the OSS who are CMR in other squadrons, the OSS Squadron CC or Operations Officer will be the certifying official.

8.3.1.8. (Added) 21 OG/CC or Deputy Operations Group Commander is the certifying official for all personnel assigned to the 21 SW/WOC. The OG/CC may delegate this authority to the 21 SW WOC Director.

8.3.5. (SPACEAF AOC) 614 SOPS Chief of Stan/Eval will administer task certifications, for AOC CMR positions governed by AFI 13-1AOC Vol 1 and AFI 13-1AOC Vol 3.

8.4.5.3. (Added) (Except Spacelift, mobile space surveillance and mobile missile warning) (including ARC) Failure to perform two duty shifts every 45 calendar days in the assigned CMR duty position. (310 SG Traditional Reserve Members) CMR certified personnel are required to perform one duty shift every 45 calendar days, with Group/CC approval. The 310 SG/CC will provide prior approval in writing via memorandum, posted in Section I of the member's Individual Qualification Folder (IQF).

8.4.5.3.1. (Added) Multi-position certified. Failure to perform two duty shifts in each position every 45 calendar days. (310 SG Traditional Reserve Members) Multi-position certified personnel are required to

perform one duty shift in each position every 45 calendar days, with Group/CC approval. The 310 SG/CC will provide prior approval in writing via memorandum, posted in Section I of the member's IQF.

8.4.5.3.2. (Added) Dual-position certified. Failure to perform two duty shifts every 45 calendar days. The desired method to achieve this requirement is to work one duty shift in each position every 45 calendar days. However, shift requirements for both positions are met if an individual works two duty shifts in the most task inclusive position within the 45 day requirement. (310 SG Traditional Reserve Members) Dual-position certified personnel are required to perform one duty shift in the most task inclusive position every 45 calendar days, with Group/CC approval. The 310 SG/CC will provide prior approval in writing via memorandum, posted in Section I of the member's IQF.

9.2. Operations Flight Commanders, at units with CMR positions, will maintain CMR certification in any senior CMR crew position. SPACEAF AOC Operations Flight Commanders will maintain qualification IAW AFI 13-1AOC Vol 1 and AFI 13-1AOC Vol 3.

9.3. Squadrons/units will develop a scheduling process to plan, generate, and update crew schedules. Space squadrons/units with launch activities will develop a schedule based on the launch activity; deployable space squadrons/units will develop a schedule based on deployment activity, all others will maintain a monthly schedule. The schedule should take into consideration operations, training, evaluations, inspections, competitions, and maintenance requirements, as a minimum. Units whose members are certified to perform crew duty in other squadrons only (i.e., OSS, OGV), are not required to maintain crew schedules.

9.3.1. (Added) The crew schedule will identify all crew operations requirements including individual duty shifts, military appointments, restricted status, decertified status, Duties Not Including Flying/Alert (DNIF/DNIA) status, leaves and TDYs. Squadrons may incorporate additional items into the schedule, such as training and evaluations, at their discretion. Coordinate the schedule with affected agencies as necessary.

9.3.2. (Added) Write-in changes are acceptable. Squadrons will publish a final schedule at the end of the month that incorporates all changes (i.e. leaves, TDYs, restricted status, etc.) made during the month.

9.3.3. (Added) An operational duty shift is defined as receiving the changeover briefing, signing for the shift and being available for tasking by the Flight Commander (FCMDR)/CMDR/CCH, as applicable. Operational duty shifts will normally be 8 hours, but not exceed 12 hours. For extreme conditions where weather prevents crew rotation, operational duty shifts may exceed 12 hours. The Squadron CC or Operations Officer will be waiver-granting authority for extended crew shift requirements.

9.3.4. (Added) All operations personnel assigned, including those individuals performing crew duties, will adhere to requirements established in AFI 36-3003, *Military Leave Program*.

9.3.5. (Added) Priorities. When scheduling crew duties, apply the following priorities.

9.3.5.1. (Added) Priority 1: Primary mission objectives.

9.3.5.2. (Added) Priority 2: HHQ inspections, assessments, standardization visits, and unified or MAJ-COM exercises.

9.3.5.3. (Added) Priority 3: Training, evaluations, system testing and local exercises.

9.3.6. (Added) Scheduling Limitations. The Squadron CC or Operations Officer may waive the following limitations, for a period not to exceed 1 month, to meet mission requirements. Waivers to scheduling limitations exceeding 1 month will be approved by the OG/CC. A copy of all waivers will be forwarded to 14 AF/OV.

9.3.6.1. (Added) There will be at least a 12 hour period prior to duty reporting time (between duty shifts), allowing for 8 hours of uninterrupted crew rest plus time for meals and transportation. This period will exclude any operational or administrative duties.

9.3.6.2. (Added) Crewmembers may be scheduled to report for duty prior to when their normal crew shift begins – as long as total duty hours performed does not exceed 12 hours and they have had the opportunity for 8 hours of uninterrupted rest prior to arriving for duty.

9.3.6.3. (Added) Under unusual circumstances (e.g., sudden illness, increased operational activity, etc.), the Squadron CC or Operations Officer may place a crew on operational duty at any time, provided they have had the opportunity for 8 hours of uninterrupted rest.

9.6.1. Individuals in DNIF/DNIA status will not perform CMR/BMR duties supervised or unsupervised. They may receive an off-line evaluation/training scenario or classroom training, but at no time will they interact with real-world systems. The Flight Surgeon may specify individuals should not receive training/evaluations if detrimental to their health.

9.7. (Added) Shift Requirements.

9.7.1. (Added) Prioritization. The Operational Risk Management (ORM) process will be applied to make calculated decisions on human, material, and environmental factors before, during, and after Air Force operations per AFI 90-901, *Operational Risk Management* and Air Force Pamphlet (AFPAM) 90-902, *Operational Risk Management (ORM) Guidelines and Tools*. The specific situation dictates how the crew applies the ORM process, thus prioritizing actions when a risk based on human, material, or environmental factors must be weighed against mission accomplishment. Individuals should accept risks only to the point where the benefits outweigh the potential cost, but will not accept unnecessary risk. If a situation directly threatens mission accomplishment by placing resources at an unacceptable level of risk, the FCMDR/CMDR/CCH will direct actions to eliminate or reduce the hazard to an acceptable level, within their capabilities. To as much extent as possible, FCMDRs/CMDRs/CCHs will delegate tasks appropriately to allow simultaneous processing of mission and hazard elimination/reduction. The crew accomplishes all activities using the following priorities:

9.7.1.1. (Added) Priority 1: Real-time mission accomplishment. These are activities requiring immediate attention (e.g., satellite contacts, missile warning events, interference, real-time reporting requirements, etc.).

9.7.1.2. (Added) Priority 2: Direct mission support. Preparation activities for accomplishing the real-time mission (e.g., status monitoring, equipment checkout, mission scheduling, etc.).

9.7.1.3. (Added) Priority 3: Indirect mission support (e.g., training, evaluations, additional duties, etc.).

9.7.2. Shift Duty. The following are the minimum requirements for space operations shift duty.

9.7.2.1. All crew positions designated as CMR will be manned by CMR certified personnel during real world mission operations. The FCMDR/CMDR/CCH, as applicable, is ultimately responsible for all activities, operations, security, and personnel in the operations area. The FCMDR/CMDR/CCH has authority over all personnel in the operations area, including those falling under other administrative chains of command. The FCMDR/CMDR/CCH is responsible for ensuring the proficiency of the crew and optimizing positional task exposure during a duty shift.

9.7.2.2. A CMR crewmember may temporarily relinquish responsibility for their duty position to another individual CMR in the same crew position. A positional changeover briefing is required. Additionally, if

the FCMDR/CMDR/CCH, as applicable, is relinquishing responsibility the on-coming FCMDR/CMDR/CCH must sign in the operations log prior to assumption of the shift.

9.7.3. Actions Prior to Assumption of Crew Duty.

9.7.3.1. These actions may be accomplished via a changeover briefing from another crew or a pre-brief of the crew prior to beginning duties. (30 SW/45 SW) A Launch Readiness Review meets the requirement of a pre-brief for those positions that don't accomplish a changeover. At a minimum, the briefing will include the following:

9.7.3.1.1. Ensure complete operational system status is provided to the on-coming crew. This should include any information regarding system capability for supporting the mission. Along with current Operations Capability (OPSCAP), provide specific information regarding planned or on-going corrective or preventive maintenance actions. Ensure crews are aware of any issues having the potential to affect mission accomplishment during the shift. Additionally, crews will be briefed on any planned operational events (e.g. satellite maneuvers, foreign launches, etc.).

9.7.3.1.2. Provide thorough weather status (include space environmental, as applicable, and local terrestrial weather). Crews must be aware of any local or space environmental conditions, which may have an adverse affect on system performance. Ensure all terrestrial and space weather advisories, as applicable, received by the unit are briefed to on-coming crews. This type of information is essential in identifying potential relationships between substandard system performance and weather.

9.7.3.1.3. Ensure crews are briefed on any relevant security/intelligence information. This includes any intelligence of value for reviewing potential threats to the operational system and mission. Security information should include primary and secondary real-world/exercise duress words, as applicable.

9.7.3.1.4. The briefing should also identify the date of the most current and/or active Crew Information File (CIF) items and Temporary Procedures (TP), highlighting when new CIFs/TPs are added.

9.7.3.2. Inventory Communications Security (COMSEC) materials IAW instructions provided by the local COMSEC custodian.

9.7.3.3. Review and acknowledge new or changed TPs and "HOT" CIF items IAW CIF/TP procedures outlined in this supplement. Crewmembers will immediately (as operational requirements allow) read and initial the CIF log, including the date/time read, when "HOT" CIFs are posted during their shift.

9.7.3.3.1. Crews will review all "ROUTINE" CIFs prior to the end of their shift. Crewmembers will read and initial the CIF log with date/time no later than the end of their next shift when "ROUTINE" CIFs are posted during their shift.

9.8. (Added) Operations Log. Units may use either a paper or computerized operations log. Operations logs will document the names of all personnel performing duty, significant events, new CIFs/TPs posted, and any other information deemed necessary by the crew. The importance of the operations log is paramount and their integrity and accuracy is of foremost concern. The FCMDR/CMDR/CCH will sign upon assumption of the shift and assumes responsibility for the accuracy of log entries during their shift. If the log is computerized, this signature will be maintained in a separate paper log. The requirement for a separate paper log is waived for units if the log is maintained on a secure computer system with protections in place to ensure the accuracy and personal accountability (e.g., individual protected passwords) of log entries. All computerized logs must maintain the ability to print out a hard copy. Units will maintain logs for a period of one year.

9.9. (Added) Crew Information File (CIF). The CIF provides new or updated information impacting operations crewmembers. Review CIFs at least weekly to ensure currency of information, and remove items that are no longer current. Maintain CIF review documentation for a period of one year. Items of general nature, not specifically pertaining to crew duty, should be posted in a separate read file. The CIF binder (may be part of a combined CIF/TP binder) will include at a minimum:

9.9.1. (Added) An index identifying current CIFs, to include: CIF number, classification, subject, section the CIF is filed in, date and time posted, date CIF is rescinded, and the name of the individual posting and rescinding the CIF.

9.9.2. (Added) A log reflecting crewmember acknowledgment of CIFs (may be part of a combined CIF/TP log). Crewmembers will initial the CIF log, including the date/time read, to show they have read and understand.

9.9.3. (Added) A "HOT" section. This section will be limited to items requiring immediate crew attention, which will or could affect mission accomplishment.

9.9.4. (Added) A "ROUTINE" section containing items related to operations, but not of an immediate nature.

9.10. (Added) Operations Standards. A person must not act as a crewmember of an operations crew while:

9.10.1. (Added) Under the influence of alcohol or its after-effects. Operations crewmembers will not consume alcoholic beverages during the 8-hour period prior to assumption of crew duties.

9.10.2. (Added) Under the influence of or using a drug that affects the ability to safely perform assigned duties. Operations crews may not self-medicate except according to AFI 48-123.

9.10.3. (Added) Physical/mental condition is suspect or known to be detrimental to safety as determined by the Flight Surgeon.

10.1.1. (Added) Any changes to Technical Orders (TOs) must be made using the AFTO 22 system outlined in T.O. 00-5-1, *Air Force Technical Order System*. Quick, expedient changes can be made using this system. Additionally, priorities for change requests via AFTO Form 22, **Technical Manual (TM) Change Recommendation and Reply**, can be designated and change approval/disapproval response can be required within 48 hours.

10.1.2. (Added) Checklists which address procedures not specific to the designed function of the defense/weapon system (non-TO checklists) will be maintained in a separate binder. Such procedures may include but are not limited to the following: safety (e.g., fires external to the operations center, severe weather/natural disaster, accident/injury/illness), security (e.g., physical security violations, Force Protection Conditions, bomb threats) and Alert Condition (e.g., Emergency Action Message (EAM) validation and processing). Units can maintain (non-TO) operational and contingency checklists, along with associated job aids, in a single binder.

10.1.2.1. (Added) Format. Operational checklists that are not included in the TO will be formatted per MIL-PRF-38314, *Performance Specification, Manuals, Technical: Operation and Associated Checklist (Space Systems), Preparation of*.

10.1.2.2. (Added) Units will comply with the standardized checklist numbering scheme in **Paragraph 10.3.2.6.1. (Added)**.

10.2. Guidance for preparing USAF-approved TOs is addressed in MIL-PRF-38314. Units with existing operations manuals that fall outside the USAF-approved TO system, will convert to the format specified in MIL-PRF-38314 when major changes/revisions are required to keep data current. Wings/groups may convert to the MIL-PRF-38314 format independent of major changes/revisions if personnel and material resources permit such development. (30 SW/45 SW) Units are exempt from the format specified in MIL-PRF-38314. Additional guidance for developing and publishing both Electronic and (non-electronic) Technical Manuals (ETMs/TMs) is contained in MIL-STD-38784, *Standard Practice For Manuals, Technical: General Style And Format Requirements*.

10.2.1. (Added) Units that are migrating their current TMs or TOs to an electronic format should use the following guidance for the acquisition and formatting of Interactive Electronic Technical Manuals (IETMs): MIL-PRF-87269A, *Performance Specification Data Base, Revisable -Interactive Electronic Technical Manuals, For The Support Of*, and MIL-PRF-87268A, *Manuals, Interactive Electronic Technical-General Content, Style, Format, and User-Interaction Requirements*. Additionally, MIL-HDBK-511, *Department Of Defense Handbook for Interoperability Of Interactive Electronic Technical Manuals (IETMs)* is a good source of information but cannot be cited as a contract requirement. Units will not migrate to a non-interactive ETM.

10.2.1.1. (Added) 14 AF does not require any specific on-screen format or appearance for IETMs/ETMs. MIL-PRF-87269A is the performance specification for the TO database, it is used with MIL-PRF-87268A which covers user interaction requirements. IETMs separate formatting requirements from content requirements. This allows content (the technical portion of the TO) to be updated without affecting the format of the TO. This is one of the benefits of SGML tagged data – updates can occur and all the formatting like font, paragraph headings, screen display/layout, occur automatically without re-authoring. Units that currently use IETMs will follow this guidance when either a significant change requires a new/updated TM/TO be built and delivered by the contractor or when it is financially feasible, whichever is sooner.

10.2.1.2. (Added) Units are required to maintain the ability to print extremely critical mission and emergency procedures or maintain enough paper copies to be used in the event of IETM/ETM failure. 14 AF does not require any specific format or appearance for the printed copies of these procedures.

10.2.2. (Added) The current standard guidance available for units who use an ETM with no (or extremely limited) interactive ability is provided in MIL-STD-38748. Units that currently use ETMs will migrate to IETMs when either a significant change requires a new/updated TM/TO be built and delivered by the contractor or when it is financially feasible, whichever is sooner.

10.2.3. (Added) Units will coordinate through their Program Manager (PM) and HQ AFSPC/LGM for issues on conversion/acquisition. Units will identify functionality requirements and forward them to the PM. PMs should work through HQ AFSPC/LGM to ensure standards are being met while providing the unit with the required functionality.

10.2.4. (Added) IAW MIL –PRF-38314 Demand-Response procedures will be limited to critical and/or lengthy procedures. These are procedures that require accountability for all steps being completed and/or require steps to be completed in a specific order.

10.2.5. (Added) For units with USAF-approved TOs (non-electronic), issue one copy per operator. The Wing CC is delegated the authority to have units within their wing issue one TO per position. If the unit issues only one TO per position, Stan/Eval and Training shops will maintain additional copies of the TO (may be used during training/evaluation scenarios, checked out for individual study etc.).

10.2.6. (Added) Annotations on TO pages must be in soft erasable black or red pencil only. Annotations on acetate may be made in grease pencil or any color vis-à-vis. Authorized annotations are:

10.2.6.1. (Added) Any annotation that does not obscure printed material, is non-directive in nature, and does not change the context or classification of the material being annotated.

10.2.6.2. (Added) Underlining that does not obscure or line out printed material whether inadvertent or intentional.

10.2.6.3. (Added) Color highlighting on acetate that does not obscure the printed material.

10.3. Track new supplemental, temporary and permanent procedures, and changes to existing permanent procedures, through closure using the ORP process.

10.3.2.2. Format. Operational checklists that are not included in the TO will be formatted per MIL-PRF-38314.

10.3.2.5. OSOT must ensure the applicable 381 TRG squadron receives copies of all related training material for permanent and long-term (6+ months) interim procedures within 30 days of receipt from the unit, as applicable.

10.3.2.6. (Added) Numbering.

10.3.2.6.1. (Added) Units will comply with the standardized checklist numbering scheme below. Start checklists in a series with the same series number. If there are two or more checklists in a series, identify them by placing a dash after the series number and sequentially numbering them (i.e., 3-1, 3-2, etc.). If a unit does not require a specific checklist series, do not use that series.

Table 1. (Added) Standardized Checklist Numbering Scheme.

Series Number	Title
1	Site reporting Satellite Operations (50 SW) Spacelift Operations Other Operations
2	ECM/EMI
3	Security
4	Launch Weather Procedures
5	Severe Weather / Natural Disaster
6	Fire
7	Accident / Injury
8	Intelligence
9	System Configuration
10	Communications
11	LERTCONs / Formatted Messages
12	Improper Authentication
13	Test Control Procedures
14	Space Surveillance
15	Satellite Operations (21 SW)
16	Satellite Support
17	Shift Changes
18	Evacuation
19	Miscellaneous
20	Toxic Spills (30 SW/45 SW)

10.3.3.1. Temporary Procedure Request (TPR). TPRs will address the following items as a minimum:

10.3.3.1.1. (Added) Identify the procedure requiring change, to include proposed changes.

10.3.3.1.2. (Added) Identify positions affected.

10.3.3.1.3. (Added) Identify any special training/evaluation required to implement the TP.

10.3.3.1.4. (Added) Include an ORP tracking number.

10.3.3.1.5. (Added) Identify affected checklists.

10.3.3.1.6. (Added) TPRs will be maintained in a binder. TPRs may be kept in a combined CIF/TP binder.

10.3.3.3.3. (Added) The TP binder (may include TPRs and CIFs) will include:

10.3.3.3.3.1. (Added) An index identifying current TPs, to include: ORP number, classification, subject, category of TP, date and time posted, date TP is rescinded, and the name of the individual posting and rescinding the TP. The index may be updated, eliminating rescinded TP entries, after the rescinding of the TP is documented in the ORP minutes.

10.3.3.3.3.2. (Added) A log reflecting crewmember acknowledgment of TPs (may be part of a combined CIF/TP log). Crewmembers will initial, including the date/time read, the TP log to show they have read and understand.

10.3.3.3.4. (Added) At a minimum, review TPs every 30 days for currency. Prior to the 90th day, units will extend, rescind, or incorporate the TP actions into a permanent procedure. TPs may be extended beyond 90 days when special circumstances are warranted. Extensions must be approved in writing by the initial approval authority. The next higher approval authority approves TPs extended past 180 days. Rescind TPs after they are incorporated into permanent procedures.

10.3.5. (Added) Approval Authority. The approval authority for temporary and permanent procedures is as follows:

10.3.5.1. (Added) Squadron CCs determine the approval authority for procedures affecting only their unit.

10.3.5.2. (Added) OG/CCs determine the approval authority for procedures affecting multiple units within the same group.

10.3.5.3. (Added) Wing CCs determine the approval authority for procedures affecting multiple groups within the same wing.

10.3.5.4. (Added) The SPACEAF/A3 is the approval authority for procedures that affect more than one wing. The originating wing will coordinate the recommended procedure through other applicable wings and forward the coordinated package to SPACEAF/A3.

11. Forward recommended changes to this supplement through the parent group to 14 AF/OV, 747 Nebraska Ave, Ste B109, Vandenberg AFB CA 93437-6268. Wings/groups may define additional requirements to the basic instruction.

12. 14 AF/OV is the waiver authority for all parts of this 14 AF supplement unless specifically stated otherwise. Waivers will be granted on an individual and controlled basis. Where waiver authority has been specifically delegated, that authority may not be delegated beyond what is specified in this supplement.

12.1. Submit fully justified waiver requests following the AFSPC format through parent group to 14 AF/OV, 747 Nebraska Ave, Ste B109, Vandenberg AFB CA 93437-6268.

13. Forward requests for clarification to the basic instruction or this supplement via memorandum through the parent group to 14 AF/OV, 747 Nebraska Ave, Ste B109, Vandenberg AFB CA 93437-6268.

14. (Added) Operations Review Panel. The ORP proactively considers current and long-term factors affecting the organization's ability to accomplish the mission, resulting in maximized mission effectiveness. The ORP ensures operations documentation is in place and completion of applicable training and evaluation prior to implementing new or changed procedures.

14.1. (Added) ORP Process. The ORP process is a means to formally coordinate items ensuring technical and operational accuracy, standardization of products, and consideration of applicable safety measures.

Wings/groups and all subordinate units will establish ORP processes to review items appropriate to their level. Wings/groups may standardize these processes as necessary.

14.1.1. (Added) Only personnel necessary to ensure technical and operational accuracy, standardization, and safety measures need review a specific item.

14.1.2. (Added) The wing/group/squadron, as applicable, will identify and document the personnel necessary to coordinate on each ORP item.

14.1.3. (Added) Coordinate the following items using the ORP process:

14.1.3.1. (Added) New or changed mission requirements.

14.1.3.2. (Added) Operations procedures (e.g., TPs (added and rescinded), CIFs, checklists, pass-plan templates, etc.).

14.1.3.3. (Added) Evaluation and training requirements/products, if no other formal coordination process exists.

14.1.4. (Added) Other items may be included at the discretion of the ORP chairperson.

14.1.5. (Added) Assign all ORP items a unique tracking number. Wings will develop a standardized tracking number system for their respective units.

14.1.6. (Added) Items may be routed for coordination and approval, then implemented prior to the meeting, but will be documented in the next ORP minutes.

14.2. (Added) ORP Meeting.

14.2.1. (Added) The Wing CC determines if ORPs are conducted at the wing or group level. The CC at the respective level will appoint an ORP chairperson. Groups and Squadrons will convene an ORP at least quarterly. However, ORP chairperson may convene an emergency ORP at any time to review mission critical training/evaluation materials.

14.2.2. (Added) The ORP meeting will:

14.2.2.1. (Added) Track the status of items identified in **Paragraph 14.1.3. (Added)**, through closure.

14.2.2.1.1. (Added) Squadron ORPs track the status of squadron ORB action items. Wing/group ORPs track the status of all ORB action items; resulting from USSTRATCOM/14 AF directed ORBs, where a significant event generates the ORB, and any other ORB action items where HHQ assistance is required.

14.2.2.2. (Added) Review trends identified by TEMAP.

14.2.2.3. (Added) Verify correction of documentation errors identified through other processes.

14.3. (Added) ORP Minutes. Publish minutes for all ORPs. CCs determine and document the approval authority for ORP minutes at their corresponding level. If the minutes contain issues that affect more than one wing, the originating wing will coordinate the issue through other applicable wings, and forward the coordinated minutes package to SPACEAF/A3 for approval.

14.3.1. (Added) Wings will establish policy for format of ORP minutes. However, the ORP minutes must contain the following information:

14.3.1.1. (Added) Date the ORP convened.

14.3.1.2. (Added) Personnel participating in the ORP. Include name, rank, duty title, and telephone number.

14.3.1.3. (Added) For each item, include the tracking number, office of primary responsibility, a subject, current status of the item, planned or actual implementation date (if applicable), and an entry indicating if the item is open or closed.

14.3.1.4. (Added) Signature of approving authority.

14.3.2. (Added) Wings will determine the distribution of minutes. Forward an informational copy of approved ORP minutes to the corresponding Initial Qualification Training (IQT) unit, if applicable. Additionally, forward a copy of approved wing/group level ORP minutes, without attachments, to 14 AF/OV.

References (Added)

MIL-PRF-87268A, *Manuals, Interactive Electronic Technical-General Content, Style, Format, and User-Interaction Requirements*

MIL-PRF-87269A, *Performance Specification Data Base, Revisable -Interactive Electronic Technical Manuals, For The Support Of,*

MIL-HDBK-511, *Department Of Defense Handbook for Interoperability Of Interactive Electronic Technical Manuals (IETMs)*

AFI 13-1AOC Vol 1, *Ground Environment Training--Air Operations Center*

AFI 13-1AOC Vol 3, *Operational Procedures—Aerospace Operations Center*

AFI 91-202, *AF Mishap Prevention Program*

AFI 91-204, *Safety Investigations and Reports*

AFI 90-901, *Operational Risk Management*

AFPAM 90-902, *ORM Guidelines and Tools*

AFSPCI 10-601, *Declaration of IOC and Full Operational Capability*

AFSPCI 10-210, *Operations Centers (Command Post) Policies and Procedures*

Abbreviations and Acronyms (Added)

ARC—Air Reserve Component

Terms (Added)

Air Reserve Component (ARC)—The Air Reserve Component includes both Air Force Reserve Command units and Air National Guard units.

Currency—The minimum frequency required to perform a Job Performance Requirements (JPR) task or shift/alert within acceptable standards.

Initial Operations Assessment (IOA)—An assessment of the unit's operations, training, standardization and evaluation, and crew force management programs, prior to IOC.

Operations Review Board (ORB)—A fact-finding body convened to investigate, recommend corrective actions, and document a significant event. ORBs will analyze these events to determine if operational

procedures were deficient, a personnel error occurred, hardware or software deficiencies exist, training requirements or programs are deficient, or any combination of the above or other circumstances were contributing factors. If an initial assessment of the event indicates the root cause can be readily corrected through minimal retraining or minor procedural changes, an ORB is not required.

Operations Review Panel (ORP)—A body that convenes to review processes, resolve issues, and track the status of activities pertaining to operations, training, standardization and evaluation, and crew force management.

Proficiency—Demonstrated ability to perform a task to the Training and Evaluation Performance Standard.

Senior CMR Crew Position—A CMR crew position commensurate with the rank, position and organization of the individual occupying the position.

Significant Event—An abnormal event that results in, or may potentially result in (as determined by the ORB convening authority), the degradation or loss of a primary or secondary mission capability.

Attachment 3 (Added)**COMBAT MISSION READY (CMR) CREW POSITION TO UNIT MATRIX (ADDED)**

NOTE: The duty positions listed below are CMR positions. The matrix below is not intended to set requirements for crew composition, merely a listing of recognized CMR positions within each squadron. Individuals may have a duty title different from the position in which they are CMR certified (i.e., Flight Commander duty title - CMR certified in Crew Commander duty position, Missile Warning Operations Crew Chief duty title - CMR certified in Crew Chief duty position).

Command and Control/Space Warning/Space Surveillance/Satellite Command and Control

Crew Chief (CCH)

Crew Commander (CMDR)

Data Systems Operator (DSO)

Deputy Crew Chief (DCCH)

Deputy Crew Commander (DCMDR)

Flight Commander (FCMDR)

Ground Systems Operator (GSO)

Mission Crew Chief (MCCH)

Orbital Analyst (OA)

Payload System Operator (PSO)

Sensor Command and Control Operator (SCCO)

Space Console Operator (SCO)

Space Control Analyst (SCA)

System Crew Chief (SCCH)

Space Control Officer (SPCO)

Space Control Technician (SCT)

Space Surveillance Analyst (SSA)

Satellite Systems Operator (SSO)

Satellite Vehicle Operator (SVO)

CMR Crew Position to Unit Matrixes: [Table A3.1. \(Added\)](#) – [Table A3.8. \(Added\)](#)

Table A3.1. (Added) Space Surveillance Squadrons

	CMDR	DCCH	SCO
4 SPSS	X		X
18 SPSS	X*	X	X
Det 4, 18 SPSS	X		
20 SPSS	X		X

* 18 SPSS crews consist of either a CMDR or CCH

Table A3.2. (Added) Space Warning Squadrons (Space-Based)

	CMDR	DCMDR	MCCH	SCCH	DSO	SSO	GSO
2 SWS	X	X	X	X	X	X	X
8 SWS	X	X	X	X	X	X	X
137 SWS	X		X				

Table A3.3. (Added) Space Warning Squadrons (Ground-Based)

	CMDR	CCH	SCO
6 SWS	X	X	X
7 SWS	X	X	X
10 SWS	X	X	
12 SWS	X	X	X
13 SWS	X	X	X

Table A3.4. (Added) Space Control Squadron

	FCMDR	SPCO	SCT	SCA	OA	SSA
1 SPCS	X	X	X	X	X	X

Table A3.5. (Added) Wing Operations Center

	CMDR	CCH
21 WOC	X	X

Table A3.6. (Added) Aerospace Operations Center

	SCCO
SPACEAF AOC	X

Table A3.7. (Added) Space Operations Squadrons

	FCMDR	CMDR	CCH	GSO	PSO	SSO	SVO
1 SOPS		X	X	X		X	X
2 SOPS		X	X	X	X	X	X
3 SOPS		X	X			X	X
4 SOPS		X				X	X
6 SOPS	X	X	X			X	
7 SOPS		X	X	X		X	X
19 SOPS		X	X	X	X	X	X
148 SOPS			X			X	

Spacelift

Aerospace Control Officer (ACO)

Air Force Launch Director (AFLD)

Air Force Launch Crew Commander (AFLC)

Deputy Air Force Launch Crew Commander (DAFLC)

Mission Flight Control Officer (MFCO)

Operations Director (OD)

Range Control Officer (RCO)

Range Operations Commander (ROC)

Spacelift Commander (SCMDR)

Table A3.8. (Added) Spacelift and Range Squadrons

	ACO	AFLD	AFLC	DAFLC	MFCO	OD	RCO	ROC	SCMDR
SW CC/CV									X
OG CC/CD						X			X
45 RANS	X				X	X	X	X	X
30 RANS	X				X		X	X	
1 SLS		X	X	X					
2 SLS		X	X	X					
3 SLS		X	X	X					

Attachment 4 (Added)**OPERATIONS REVIEW BOARD MINUTES (ADDED)**

MEMORANDUM FOR XX OG/CC

FROM: XX SWS/CC

1600 Pennsylvania Ave.
Anywhere AFB TX 12345

Subject: Operations Review Board (ORB) for whatever event

1. Date: 12 Jun 02

2. Participants:

Doe, John M. Maj Operations Officer 9-0001

Doe, Jane E. Capt Safety 9-0002 (determined safety involvement not necessary)

3. Sequence of events: Enter a brief description of events leading up to the incident causing the ORB (time, locations, etc.). Do not use the names of individuals to describe the sequence of events.

4. Mission Impact: The incident resulted in loss of mission data for two satellite passes. If there is no mission impact, state "None".

5. Conclusion: The incident was attributed to an error in current procedures and inadequate training.

6. Personnel Corrective Actions: The Crew Chief was placed on restricted status. The Operations Officer directed Individual Training and a Special Evaluation.

7. Other Recommendations/Action Items:

Tracking Number: 21-XXSWS02-001 POC: XX OSS/OSOT ECD: 3 Aug 02

Subject: Incorrect procedures for tasking objects.

Action: The SG instruction is currently being rewritten.

Status: Open.

JOHN SMITH, Lt Col, USAF
Commander

MICHAEL A. HAMEL, Major General, USAF
Commander