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**Communications and Information**

**FUNCTIONAL MANAGEMENT OF  
INFORMATION MANAGEMENT**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements AFPD 33-1, *Command, Control, Communications, and Computer (C4) Systems*. Information is a resource critical to readiness; it is a force multiplier. By decisively managing Department of Defense and Air Force information, military force effectiveness is multiplied. Military and civilian leaders, and their staffs, at all levels of command and within every organization, must view information as a strategic resource. Global reach and global power require global information management. The right information, in the right format, must be delivered at the right time--regardless of the environment. This instruction applies to all units serviced for manning purposes by the 3rd Mission Support Squadron to include 3rd Wing, Eleventh Air Force, and other tenant units. This publication does not apply to the Air Force Reserves or Air National Guard unit or members.

**1. General.** This instruction establishes responsibilities for the proper usage and career management of Information Managers (IM) (AFSC-3A0X1).

**2. Background.** Rapid advances in technology propelled the Air Force to reengineer the information manager's role. In 1996, Command, Control, Communications, and Computer (SC) and Information Management (IM) integrated into one organization renamed, Communications and Information. This new organization is responsible for the life cycle of information. Information Managers are in every organization across the Air Force and DoD. It is the only career field that has the majority (85 percent) of its people outside their functional organization. Because of these unique characteristics it is imperative that this career field is managed carefully and all Information Managers afforded equal opportunity to develop.

**3. Mission.** Information is a resource critical to readiness; it is a force multiplier. By decisively managing Elmendorf Air Force Base information, military force effectiveness is multiplied. Information is a strategic resource, and it is the information manager's mission to ensure the right information, in the right format, is delivered at the right time--regardless of the environment.

**4. Responsibilities.** The intent of this section is to delineate lines of responsibility, as they apply to the various management levels. In general, responsibilities have been assigned with the specific intent of empowering 3A0 program management on Elmendorf at the lowest possible levels. As a rule of thumb, the Installation Functional Manager (FM) will make resource allocation decisions, and the Group FMs will make personnel assignment decisions (assign names to billets).

**4.1. The Installation Functional Manager.** The Communications Squadron commander will appoint the Installation FM (normally, the senior-ranking information manager on the installation). The Installation FM will:

- 4.1.1. Serve as liaison to the PACAF functional manager and an advocate to senior wing leadership on IM-related issues, such as duty utilization and career broadening.
- 4.1.2. Manage the equitable distribution of available 3A0 manpower between 3 WG (3 OG, 3 LG, 3 SPTG, and 3 WG staff agencies) and 11 AF associate units (611 AOG, 611 ASG, and 11 AF staff agencies). Inbound personnel will be assigned to the groups taking into account comparative manning among the group’s skill levels, experience levels, grade authorizations, and overstaffing authorizations (as identified in this instruction). In general, no group’s manning level will exceed the overall manning level on the installation (excluding non-PACAF tenants).
- 4.1.3. Review all IM IPCOT, date eligible return from overseas (DEROS) extensions, curtailment actions, and Manpower Change Requests, and provide critical manning data to Group FMs and senior leaders for their use as a management tool.
- 4.1.4. Coordinate on all 3A0X1 UMD position moves, additions, and deletions.
- 4.1.5. Monitor and facilitate rotation of IM personnel to enhance training, provide opportunities for career broadening, and to fill key positions. Every effort will be made to ensure IM personnel are rotated every 18-24 months to facilitate their professional development. The FM will schedule at least quarterly meetings with group FMs to identify and consider IM personnel for rotation.

**NOTE:**

Commanders (and 3A0 personnel alike) should understand and plan for IM personnel rotating between jobs at a minimum of every 2 years.

4.1.5.1. The Installation FM will maintain a standing roster of 7- and 5-level 3A0 personnel that are viable candidates for duty in key and highly visible IM billets on the installation. Specifically, this list will serve as the candidate pool from which personnel will be selected to interview for these key jobs. At a minimum, each group will contribute the following numbers of candidates to said list. Each group will provide the number of candidates shown below:

<b>Group</b>	<b>7-Level</b>	<b>5-Level</b>
3rd Operations Group	2	2
3rd Logistics Group	2	2
	2	

3rd Support Group	2	2
11 AF Associate Units	2	2

4.1.6. Manage the equitable distribution of 3A0X1 TDY taskings between 3 WG and the 11 AF units. Fair distribution of these taskings will be based on each group’s current “TDY tempo” calculated using the following formula:

$$\text{TDY Tempo} = \frac{\text{Total \# 3AO TDY Man Days Within Last 12 Months}}{\text{Total \# 3AO Personnel Authorized}}$$

**NOTE:** Denominator in above equation will include those billets authorized for overstaffing by this instruction.

Taskings will be distributed between groups in order to keep a balance between their respective TDY tempo values.

4.1.7. Maintain the 3A0X1 TDY “hot list” for distribution on a monthly basis. The hot list contains date arrived station and short-tour and contingency return dates for every 3A0 assigned to Elmendorf. It is maintained and provided to Group FMs for their use as a management tool.

4.1.8. Coordinate on all TDY shortfall, exemption, and reclama requests. Final shortfall, exemption, and reclama approval authority for 3 WG groups and agencies is 3 WG/CV--for 11 AF units is 11 AF/CV.

4.1.9. Manage the quarterly Information Management Working Group, chaired by the 3rd Wing Executive Officer and attended by the group executive officers, Group FMs, and the installation 3S0X1 functional manager. This working group’s charter is to cross flow concerns and proposed solutions on a recurring basis, to better manage overall program management.

4.1.10. Conduct quarterly IM forums and publish agenda and minutes. Advertise quarterly meetings far enough in advance, to ensure all base assigned 3As will be in attendance.

4.1.11. Establish an e-mail network providing IM personnel with careerfield updates, training opportunities, and other information.

4.1.12. Establish and maintain a base 3A0 functional manager web page to post information related to the career field. Include links to higher headquarters IM and FM web sites.

4.1.13. In coordination with group 3A FM, monitor and facilitate IM training for 3A0X1 personnel.

4.1.14. Monitor 3A0X1 Career Development Course (CDC) pass and failure rates. Screen all 3A0X1 training material to include CDCs, Careerfield Education and Training Plan (CFETP), and provide feedback to the MAJCOM FM.

4.1.15. Monitor and provide recommendations concerning training waivers when appropriate.

4.1.16. Obtain feedback from technical school graduates and provide it to the PACAF functional manager, as necessary.

**4.2. Group Functional Managers.** There are a total of five Group FMs with which the Installation FM will work. They are: 3rd Operations Group, 3rd Logistics Group, 3rd Support Group, 3rd Wing Staff Agencies, and Eleventh Air Force. In general, Group FMs should be assigned directly to the group command staff. As a rule, Group FMs will be responsible for the detailed management decisions affecting 3A0 personnel within their respective groups. Contrary to the Installation FM who deals primarily with resource leveling and training program content and implementation, the Group FM concentrates on the placement, training, and development of specific personnel. The Group FM will:

4.2.1. Serve as liaison to the installation FM and an advocate to group leadership and squadron commanders on IM-related issues, such as duty utilization and career broadening.

4.2.2. Manage the equitable distribution of available 3A0 manpower between the squadrons with their respective groups.

4.2.3. Ensure all IM IPCOT, DEROS extensions, curtailment actions, and Manpower Change Requests have been coordinated through the Installation FM.

4.2.4. Provide recommendation for the movement of personnel based on career broadening, training, and wing leveling actions.

4.2.5. Provide names to the installation FM for inclusion on the key duties candidate roster in accordance with the listings in paragraph 4.1.5.1, this instruction.

4.2.6. Ensure all 3A0 training waiver requests have been coordinated through the base 3A FM.

4.2.7. Provide approved list of 3A0s, to the Installation FM, for key positions and update quarterly to meet wing suspense per instructions listed in attachment 1 - 3, this instruction.

4.2.8. Act as the group point of contact for contingency taskings, special details, other IM-related issues.

4.2.9. When feasible, assign IM personnel against positions authorized by the unit manpower document and billets commensurate with their grade. If additional IM manpower is required, contact the Wing Manpower Office (3 WG/MO) to request authorizations for additional personnel.

4.2.10. Ensure all 3A0X1 personnel have a current copy of the CFETP, facilitate the assignment of trainers and certifiers, and assist supervisors with IM training issues.

**4.3. Unit Commanders.** Unit commanders with IM personnel assigned will:

4.3.1. Support the Installation and Group FMs.

4.3.2. Maintain an open line of communication with their respective Group FM. Report all problems, challenges, or issues through those channels.

4.3.3. Ensure the proper usage and training of information managers by aligning duties with their current CFETP.

4.3.4. Ensure a trainer and certifier is appointed for each trainee. Work with the Group FM for trainer and certifier assignments that require cross-organizational support.

- 4.3.5. Coordinate all 3A0 authorization change requests for position additions, deletions, and moves through the group and installation FM.
- 4.3.6. Coordinate all 3A0 IPCOT, extensions, curtailment actions, and Manpower Change Requests through the Group and Installation FM.
- 4.3.7. Coordinate all 3A0 training waiver requests through the Group and Installation FM.
- 4.3.8. Assign information managers as unit workgroup managers (WM) in accordance with AFI 33-115, Volume I & II, *Network Management*.
- 4.3.9. Approve the release of IM personnel for career broadening, training, and wing requirements.

## 5. The 3A0 Training:

5.1. All 3A0 personnel will be trained based on the requirements identified within the base 3A0 training plan. This plan can be found posted on the base 3A0 functional manager's web page. (<http://info-net/orgs/3wg/3sptg/3cs/scx/3A-FM/Tng/training.htm>).

5.2. Workgroup Management. The WM is normally a duty supporting a functional community (for example, work centers, flights, squadrons, or organizations) and is the first line of help customers contact to resolve problems. WMs possess developed knowledge of hardware, software, and communications principles, and install, configure, and operate client/server devices. They resolve the day-to-day administrative and technical system problems users experience and contact their functional system administrator or help desk if they cannot resolve their problem. The 3A0 will have to meet all WM requirements in order to be certified as a WM. After a WM is certified, they need to maintain their certification through continuous training (that is, computer-based training (CBT) courses, classroom, OJT). Being a WM can be a full-time job.

5.2.1. WM is a duty position. AFI 33-115 Volume I & II, deletes the "Organizational Computer Manger" (OCM) concept. The OCM was the level of network support closest to the user, usually located at the squadron level. OCMs have been replaced with WMs. WMs will be information managers, AFSC 3A0X1, unless the unit has no 3A0X1 personnel assigned. A training track is outlined in the base 3A0 training plan for unit WMs responsible for their units' computers and connectivity through the network control center.

5.2.2. An initial cadre of 10-12 instructors in 3A0X1 AFSC or non-3A0X1 AFSC if no 3A is available in a unit, will serve as the primary team of lead instructors. Lead instructors will develop curriculum and teach all base 3A0s, as well as any other AFSC conducting WM duties. Commanders are required to designate in writing one highly motivated 3A, with 18-24 months retainability, as the workgroup manager. This individual will be the primary focal point to aid with the WM certification of 3A0s for their respective groups and to assist with writing the curriculum to teach the base. This team will work jointly with the Network Control Center.

5.2.3. To ensure all 3A0s assigned to Elmendorf are properly trained on WM, we will follow PACAF and AF guidelines. First training code status will change for all 3As, grades AB-MSgt, in qualification training to status code D; qualification training (except those personnel in upgrade training), until they complete all requirements. The effective training start date will be 1 Apr 00, individuals have 14 months to complete the criteria listed below for WM qualification and certification training. Personnel PCSing to Elmendorf will be assessed during initial evaluation, for

WM qualification and certification status by the Chief Work Group Certification Office (3 CS/SCX). After initial assessment, the supervisor with assistance of their training manager will determine if individual is WM qualified and certified or if the individual's current training status code will change to status Code D.

5.2.3.1. CBT courses: A total of 295 CBT course hours must be completed. All CBT courses will be monitored by the CBT recorder; maintained by the Chief Work Group Certification office.

5.2.3.1.1. All group FMs will be tasked to provide weekly updates on the status of their personnel.

5.2.3.1.2. All student data files will be kept and be used in part of the certification process. A score of 70 percent will be considered passing on all CBT courses.

5.2.3.1.3. A classroom (computer room) will be available Monday, Tuesday, Thursday and Friday, 0730-1700, located in Building 10471, Room 10 for those personnel who are unable to work within their work centers.

5.2.3.2. Classroom: There will be approximately 80 hours of classroom attendance. Classroom instruction will include: PC Fundamentals (PC hardware Familiarization); WM Network User Manager Course (Software Installation and User Account Management consisting of NT, NT server, Networking Essentials (Hardware, and Network Familiarization); Web Page Creation and Maintenance; Defense Messaging System.

5.2.3.2.1. One-week course will eliminate the student being away from work for an extended period of time. All training is hands on--loading NT server and Exchange server. Building user groups, permissions, and tearing a system completely down. Ability to name and describe each computer component. Putting it back together and loading Windows NT, software application programs, and anti-virus protection. Building web pages using both HTML, and FrontPage, Networking terms, TCP/IP, User Manager, Topologies, hardware, cabling. Installing DMS, using DMS.

5.2.3.3. Shadowing:

5.2.3.3.1. There will be a 14-month shadowing process. Done in sequence with CBT courses and classroom. System administrator (SA) will have 3A work with them as an assistant. They will learn proper documentation, servicing trouble calls, maintaining user systems (hardware/ software), computer security (COMPUSEC) procedures, ordering equipment procedures, and ADPE.

5.2.3.3.2. The 3A0s should at least be with the SA for half days. If more than one 3A is assigned to a unit, the SA may create a schedule. As the 3A gets more experienced they should receive more responsibility.

5.2.3.3.3. The shadowing block is important; it gives the 3A troubleshooting skills on the job, rather than classroom and CBT environment. Here is where the 3A builds confidence and skill in their new responsibility.

5.2.3.4. Job Qualification Standard (JQS). After the 3A has met all requirements, they will be required to do a number of tasks (timed) before they may be certified. Overall certifier is the SC/CC, verified by the certifying WM (a complete package will be provided at that time).

In-turn, the SC/CC will sign a certificate of completion.

5.2.4. WM duties are also identified for the base records manager (RM), functional area records manager (FARM), and records custodian (RC) in accordance with records management requirements. All personnel responsible for records are required to follow the training tracks identified in the base 3A0 training plan.

DOUGLAS M. FRASER, Colonel, USAF  
Commander

## Attachment 1

### KEY INFORMATION MANAGEMENT POSITIONS

#### A1.1. Must-Fill Billets In Accordance With This Instruction:

A1.1.1. The billets listed below have been identified as priority fills to sustain senior commander support functions and to ensure a minimum core cadre of skilled and experienced 3A0 personnel is available at management levels throughout the installation. Billets marked with an asterisk (\*) are those that will be filled from the key billet candidate roster outlined in paragraph 4.1.5.1.

A1.1.2. Commanders and executive officers projecting vacancies for these billets should contact their respective Group FMs to arrange for priority fill or to schedule interviews, as appropriate.

**NOTE 1:** When feasible, commanders will forecast rotation from these billets to allow sufficient time for backfills to transition from their current duties. In general, 90 days should be used as a target.

**NOTE 2:** Group FMs should consider those personnel suited for these key and highly visible jobs when providing names for to the candidate list.

Unit	Position Description	Skill-Level Requirement	Total Requirement
11 AF	Command Section Superintendent	1-3A091*	1
11 AF	Command Section Staff	1-3A071*, 2-3A051*	3
11 AF	Protocol Staff	1-3A071*, 2-3A051	3
11 AF	Judge Advocate Office Admin	1-3A051	1
11 AF	Safety Office Admin	1-3A051	1
611 AOG	GP/CC Support Staff	1-3A071*, 1-3A051	2
611 ASG	GP/CC Support Staff	1-3A071*, 1-3A051	2
3 WG	Command Section Superintendent	1-3A071*	1
3 WG	Command Section Staff	1-3A071*, 4-3A051*	5
3 WG	Protocol Staff	1-3A071*, 1-3A051*	2
3 WG/JA	Rapid Airman Discharge Program	1-3A051	1
3 OG	GP/CC Support Staff	1-3A071*, 1-3A051	2
3 LG	GP/CC Support Staff	1-3A071*, 1-3A051	2
3 SPTG	GP/CC Support Staff	1-3A071*, 1-3A051	2
3 SPTG	PME Center Admin Staff	1-3A051*	1
3 CS	Installation FM	1-3A091	1
3 CS	Plans and Implementation Flight	1-3A071*, 1-3A051	2

3 CS	BITC Superintendent	1-3A071	1
3 CS	BITC Staff	1-3A071, 1-3A051, 4-3A031	6
3 CS	Publications Support Staff	1-3A071, 1-3A031	2

**TOTAL41**

## Attachment 2

### KEY INFORMATION MANAGEMENT POSITIONS

#### A2.1. Must Fill Billets In Accordance with Higher Headquarters:

A2.1.1. The listing below lists billets that have been identified by higher headquarters as “must fill.”

A2.1.2. Wing’s electing to leave these authorizations should expect the authorizations would be removed from the unit manning document. As such, these billets will be filled at a high priority.

<b>Unit</b>	<b>Position Description</b>	<b>Skill-Level Requirement</b>
611th Air Intelligence Flight	Special Security Office	1-3A051
611th Combat Operations Flight	Tactical Deception	1-3A051

### Attachment 3

#### KEY INFORMATION MANAGEMENT POSITIONS

##### A3.1. Authorized Overstaffed Billets In Accordance With This Instruction:

A3.1.1. The billets listed below do not exist on the UMD but are authorized for staffing with 3A0 personnel, per this instruction.

A3.1.2. Unless included in the attachment 1 listing, these billets will compete for staffing with the same priority as all other authorized billets found on the UMD.

Unit	Position Description	Skill-Level Requirement	Total Requirement
3 WG	Command Section Staff (This billet also included in attachment 1 listing)	1-3A051	1
3 WG	Protocol Staff (This billet also included in attachment 1 listing)	1-3A071	1
3 WG	Inspector General Admin (This billet will also serve 3 WG/XP until XP organizational change request is approved at Air Staff and additional 3AO authorization is secured.)	1-3A071	1
3 WG	Rapid Airman Discharge Program Manager (3 WG/JA)(This billet also included in attachment 1 listing.)	1-3A051	1
	<b>Total Overstaffs</b>		<b>4</b>