

**3 JANUARY 2000**

**Operations**

**BATTLE STAFF OPERATIONS**



**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements AFSPCPD10-1, Battle Staff Operations for Battle Staff and Crisis Action Team (CAT) Operations. It applies to all HQ Air Force Space Command (AFSPC), subordinate and supporting units. This instruction also applies to supporting Air Force Reserve Command (AFRC) units when published in the AFRCIND 2. It also applies to Air National Guard (ANG) units. This instruction may be supplemented as required by the commander. Send correspondence pertaining to this instruction to HQ AFSPC/DOIP, 150 Vandenberg St., Ste 1105, Peterson AFB CO 80914-4190.

**SUMMARY OF REVISIONS**

Operation center names have been updated and the Quality Assistance Visit Program has been deleted. Air Force Reserve Command and Air National Guard units directly supporting AFSPC mission accomplishment are now required to comply with this instruction. A bar ( | ) indicates a revision from the previous edition.

**1. General.** The Numbered Air Force (NAF)/wing/group commander must be able to plan, direct, coordinate, and control assigned forces in response to taskings from Headquarters United States Space Command (HQ USSPACECOM), Headquarters United States Strategic Command (HQ USSTRATCOM), AFSPC, and NAFs in support of US peacetime activities as well as situations or contingencies across the spectrum of conflict. This instruction:

- 1.1. Establishes AFSPC battle staffs to assist the commander in directing and controlling assigned forces throughout the spectrum of contingency or crisis situations.
- 1.2. Prescribes policies and procedures for AFSPC units to plan and execute time-sensitive operations.

**2. Responsibilities:**

2.1. HQ AFSPC, Directorate of Operations, Intelligence and Information Operations Division (DOI), is the office of primary responsibility (OPR) for HQ AFSPC, NAF, wing, and unit battle staff and CAT operation.

### 3. Definitions and Abbreviations:

**3.1. Battle Staff.** A staff formed to plan operations and direct forces in response to contingencies and crises, develop courses of action and execute the commander's directives.

**3.2. Crisis Action Team (CAT).** A limited staff formed when the crisis is limited in scope and resolution does not require formation of the entire battle staff.

**3.3. Unit Crisis Response Element (CRE).** The CRE plans, directs, and coordinates activities in response to various situations and advises the commander in the accomplishment of the mission. The purpose of the CRE is to augment normal operations by assuming responsibility for LERTCON changes, unit reporting, designated emergency procedures, and any other actions the commander deems necessary, allowing the duty crew to focus on operations.

**3.4. Air Force Space Command Command Center (AFSPCCC).** The Command Center provides the NAFs a focal point for service related reporting and support.

**3.5. 14th Air Force Aerospace Operations Center (AOC).** The AOC provides the Commander for Air Force Space Forces (COMAFSPACE) the capability to plan, integrate, and execute assigned forces. The AOC also directs operational employment of the ballistic missile detection and reporting system to ensure optimum threat coverage and system capability. The AOC provides space support to theater warfighters. Additionally, the AOC assesses and reports AFSPACE forces' readiness to USSPACECOM.

**3.6. 20th Air Force Missile Operations Center (MOC).** The MOC provides missile wings a focal point for service support and all reporting. It provides the 20 AF Commander command and control of his assigned forces.

**4. Supporting Procedures.** This instruction establishes a requirement for battle staffs at the NAF/ wing/ group level. It also establishes required operational procedures and training to support those battle staffs.

**5. Waiver Requests.** Requests for clarification and waivers to this instruction, including justification, may be sent to HQ AFSPC/DOI via the parent NAF for DO approval.

**6. Battle Staff. Mission, Organization, Functions, and Responsibilities:**

**6.1. General.** Each NAF/wing/group commander establishes a battle staff according to organizational structure and mission requirements. Additional support elements may be formed at the wing/ group commander's discretion.

**6.2. Mission.** The mission of the battle staff is to plan, direct, coordinate, and control AFSPC forces in response to NCA, USCINCSpace, USCINSTRAT, Commander AFSPC, Commander NAF and wing/group commander directives.

**6.3. Organization.** Each battle staff is manned to respond to the commander's needs. It may range from a fully formed battle staff to a CAT consisting of only those individuals required to respond to a developing situation. Once convened, each group functions as a team and is only released by direc-

tion of the commander or designated alternate. Appropriate emergency procedures should account for maximum personnel safety in accordance with mission accomplishment. Battle staff/CAT personnel may be put on call and respond as required/directed. In host/tenant situations, local commanders determine the size, composition, location and operating procedures for their battle staffs/CATs in order to meet their specific requirements. Operating agreements are recommended between host and tenant units in order to maximize use of existing facilities, training capabilities, and staffs. The suggested composition of each element is as follows:

6.3.1. **Wing/Group Battle Staff.** This element consists of representatives from those functional areas required for the situation. Specific functional areas and taskings are tailored to meet unit mission requirements. Size and composition depend on the situation and are determined by the commander or designated alternate.

6.3.2. **CAT.** A CAT is composed of a team chief and functional experts required to respond to a specific situation. Size and composition are determined by the commander or designated alternate.

6.3.3. **CRE.** Units may, at the commander's discretion, establish a CRE located separately from the battle staff. CREs may exist at a geographically separated unit (GSU) and respond to the wing or host unit battle staff/CAT needs. The CRE functions to allow others assigned at the GSU to conduct normal daily operations. (Suggested for remote sites.)

**6.4. Function.** The function of the battle staff is to support the commander and to develop courses of action responding to higher headquarters taskings or contingency situations.

**6.5. Activation.** The battle staff, CAT, or CRE is formed when directed by the commander or designated alternate, or higher headquarters. A current (no more than three months old) and accurate listing (e.g. appointment letters or master roster) of Battle Staff/CAT/CRE members must be maintained in the appropriate command post or operations center.

**6.6. Notification.** Units notify their wings, which then notify their respective NAF Operations Center (14AF/AOC, 20AF/MOC). The NAF will notify the AFSPCCC and parent Unified Command center of wing/unit battle staff/CAT activation.

**6.7. Responsibilities.** NAFs/Wings/Groups will develop written guidance for battle staff/CAT operations. In host/tenant situations, an addendum to host wing guidance satisfies this requirement. The following areas should be examined for possible inclusion in this guidance with the commander determining what best meets his or her needs.

6.7.1. Composition of battle staff/CAT and duties/functional responsibilities of members.

6.7.2. Training procedures.

6.7.3. Location of operations and physical configuration.

6.7.4. Communications procedures and requirements, including alternates.

6.7.5. Checklists for each staff position.

6.7.6. Security procedures, including OPSEC/COMSEC requirements.

6.7.7. Message traffic handling and logistic support procedures.

6.7.8. A current unit "Succession to Command" list.

6.7.9. Recall procedures for unit personnel.

6.7.10. Written guidance on subordinate unit's crisis response elements including alternate reporting locations.

**6.8. Situation Reports (SITREP).** Battle staffs accomplish SITREPs IAW [AFMAN 10-206](#), *Operational Reporting* and [AFSPCI 10-202](#), *AFSPC Reporting System*.

**6.9. Information Flow.** In order for battle staffs/CATs to receive timely information, the flow of information to and from the teams must be logical and reliable. It is recommended that the unit command post be the single, official point of contact (POC) for all external agencies and units. All events and significant information should be received by and transmitted through the command post using established command and control procedures. This does not preclude communication directly between the wings/units and the NAF battle staff; however, the command post should be briefed to assure it also has the same information.

## 7. Battle Staff Training:

**7.1. General.** Training and exercise participation are the means by which a high state of readiness is achieved. Since battle staff personnel perform functions that may be dissimilar to their normal duties, they must receive training in their assigned wing battle staff/CAT functions.

### 7.2. Training:

7.2.1. Pre-identify battle staff/CAT members in writing and ensure they are knowledgeable of, and able to operate in, the battle staff environment.

7.2.2. At the discretion of the commander, establish unit crisis response elements (CRE) or similar teams at subordinate units. When established, the wing/group will provide written guidance to subordinate units specifying training requirements.

7.2.3. Wings/Groups track in writing battle staff/CAT training and ensure that CRE training is conducted and documented for their respective units that they designate to have a CRE. In host/tenant situations, it may be desirable to consolidate all training documentation with the host wing if a common training program is used. Maintain records for one year or as long as personnel are assigned.

**7.3. Training Requirements.** Wings/Groups develop training programs to ensure battle staff/CAT personnel are proficient in the functions and general operations of the battle staff/CAT. In host/tenant situations, an addendum to host wing guidance satisfies this requirement.

7.3.1. Training should be divided into two types:

7.3.1.1. Initial Training. This is comprehensive training for all newly assigned battle staff/CAT/CRE personnel. Initial training should be accomplished as soon as possible after personnel are assigned to a battle staff/CAT/CRE position.

7.3.1.2. Recurring Training. This training is for existing members of the battle staff/CAT/CRE and should be a refresher. It is recommended that exercise "lessons learned" be included. Recurring training should be conducted at least semi-annually.

7.3.2. The following should be included in initial battle staff/CAT/CRE training.

7.3.2.1. Battle staff activation procedures.

7.3.2.2. LERTCON/INFOCON attainment procedures.

7.3.2.3. OPlan taskings.

7.3.2.4. "Action Item" and "Significant Event" processing procedures.

7.3.2.5. Construction of applicable battle staff briefings.

7.3.2.6. SITREP reporting procedures.

7.3.2.7. Communication systems, office machines, and computer software. Each functioning battle staff/CAT/CRE should ensure an appropriate number of people are available to operate these systems. (Examples include: FAX, STU-III, MLP-2, SARAH-Lite, GCCS/SIPERNET, and automated briefing systems.)

7.3.2.8. Maps. All personnel should be familiar with a standard base map format. (Grid maps in the battle staff, support battle staff, command post and unit control/operation centers should have the same coordinate systems and valid dates, although scale may vary.)

**8. Inspections.** This instruction recognizes the need for, and directs the accomplishment of, battle staff capabilities. HQ AFSPC/IG will evaluate both compliance with this instruction and unit response to operational crises and contingencies. Recommendations on ways to improve battle staff efficiency will be included in the Inspection Report.

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Director of Operations