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Operations

AFSPC COMMAND POSTS



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This instruction implements AFD10-2, **Readiness**. It outlines the organization, staffing and equipping of Command Post (CP) facilities. Further, it outlines the training and certification requirements for CP personnel. Numbered Air Forces (NAFs) may supplement this instruction to provide for differences in missions, operating conditions and facilities. Supplements must be coordinated through HQ AFSPC/XOO prior to implementation. If a conflict develops between this instruction, other AFSPC instructions, and/or numbered air force (NAF) supplements, comply with this instruction and contact HQ AFSPC/XOOT for guidance. For the purposes of this instruction, the term Command Post is synonymous with Command Center and Operations Center and is used to identify any facility performing command and control (C2) duties as outlined in AFI 10-207, **Command Posts**. Unless specified otherwise, this includes the Air Force Space Command (AFSPC) Operations Center, the NAF Operations Centers and wing/Direct Reporting Unit (DRU) Operations Centers (WOC). The reporting requirement in this directive is exempt from licensing in accordance with AFI 33-324, **The Information Collections and Reports Management Program; Controlling Internal, Public, and Interagency Air Force Information Collections**. This instruction is not applicable to AFRC and Air National Guard units.

SUMMARY OF REVISIONS.

This instruction reflects changes to the document title, inputs from units and recent publication changes. Major changes include command level, NAF and unit responsibilities, equipment requirements, personal digital assistants (PDA) procedures and the incorporation of AFSPCI10-2072, **Command Post Annual Awards Program**. All references to Wing Operations Centers (WOC) have been changed to Command Posts (CP). Reference to Training and Certification for Integrated Crewmembers has been deleted. Finally, a sample Manning Report has been added as **Attachment 5**. A bar (|) indicates revision from the previous edition.

Chapter 1—COMMAND AND CONTROL ORGANIZATION	4
1.1. AFSPC Command and Control.	4
1.2. CP Activities.	4

1.3. Responsibilities. 5

1.4. Waivers and Requests for Clarification. 9

Chapter 2—FUNCTIONS AND PROCEDURES 10

2.1. Scope of Operations. 10

2.2. Functions. 10

2.3. Alternate (ALT) Command Post. 12

2.4. Publications Library. 12

2.5. Checklists. 13

2.6. Reports Guidebook (RGB). 15

2.7. AFSPC Form 1924, Events Log. 16

2.8. Controller Information File (CIF). 17

2.9. AFSPC Command and Control Controller Information File (C2CIF) Program. 17

2.10. Self-Inspection Program (SIP). 18

2.11. CP Displays. 19

2.12. Notifications. 19

Chapter 3—FACILITIES, SECURITY AND EQUIPMENT 20

3.1. General. 20

3.2. Physical Layout. 20

3.3. Security. 20

3.4. Standard Equipment. 24

Chapter 4—PERSONNEL 26

4.1. Manpower Standard. 26

4.2. Assignments. 26

4.3. Manning Report (MANREP). 26

Chapter 5—TRAINING, TESTING AND CERTIFICATION 28

5.1. Purpose. 28

5.2. Applicability. 28

5.3. CP Training Program. 28

5.4. Initial Training. 30

5.5. Training and Certification for Augmentees. 30

5.6. Recurring Training. 31

5.7. Annual Evaluations.	33
5.8. Controller Certification:	33
5.9. Decertification.	33
5.10. Decertification Authority.	34
5.11. Reinstatement Following Decertification.	34
5.12. Training and Certification Binder.	34
5.13. SORTS Training.	34
5.14. Record Keeping.	34
Chapter 6—INSPECTIONS AND STAFF ASSISTANCE VISITS (SAVs)	35
6.1. Inspections.	35
6.2. The SAV Program.	35
Chapter 7—COMMAND POST AWARDS PROGRAM	37
7.1. Purpose.	37
7.2. Unit Awards.	37
7.3. Individual Awards.	37
7.4. Rating Period.	37
7.5. Nomination Packages	37
7.6. Evaluation Criteria.	38
7.7. Selection of Winners.	39
7.8. Announcement of Winners.	39
7.9. Program Administration.	39
7.10. Local Programs.	39
7.11. Forms Prescribed:	39
Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	41
Attachment 2—EQUIPMENT CHART	42
Attachment 3—OI/QRC CHART	44
Attachment 4—SAMPLE CONTROLLER TRAINING SCRIPT OUTLINE	47
Attachment 5—SAMPLE MANREP	49

Chapter 1

COMMAND AND CONTROL ORGANIZATION

1.1. AFSPC Command and Control. AFSPC Command Posts are essential elements of the AFSPC C2 system, providing vital, continuous C2 links from the Commander, Air Force Space Command (COMAFSPC) and the unified Commanders to the NAFs, wings, DRUs and other supported elements. CPs will adhere to the requirements established by Air Force, COMAFSPC and applicable NAF directives.

1.1.1. HQ AFSPC Current Operations (XOO). The AFSPC Director of Air and Space Operations provides policy and guidance to subordinate CPs through AFSPC/XOO. In addition to the requirements of AFI 10-207, AFSPC/XOO will:

1.1.1.1. Organize, train, equip and operate the AFSPC Operations Center, which is designated the MAJCOM C2 facility. The AFSPC Operations Center supervises the CP activities of assigned NAFs, wings and DRUs.

1.1.1.2. Publish and maintain regulations, instructions, ancillary and supplementary documents necessary for the organization, staffing and equipping of AFSPC CPs.

1.1.1.3. Provide procedural guidance and oversight to lateral and subordinate agencies in C2 matters.

1.1.1.4. Establish and conduct a Staff Assistance (SAV) program to standardize AFSPC controller techniques and procedures, and to assist CP managers in identifying and correcting deficiencies.

1.1.1.5. Develop inspection checklists for use by CP management, NAF/OV, SAV team members, and the Command Inspector General.

1.1.1.6. Appoint an Air Force Specialty Code (AFSC) 1C3X1 functional manager who will ensure the accomplishment of the functions outlined in AFI 10-207 and this instruction.

1.1.2. NAF Operations Centers. NAF Operations Centers provide guidance and CP services for the NAF commander.

1.1.2.1. The *Vandenberg Command Post*, Vandenberg AFB CA, is operated by the 30SW and performs applicable C2 functions for HQ 14th Air Force. The 14AF Command and Control Policies and Procedures Branch supervises the CP activities of the 21SW, 30SW, 45SW, 50SW, the 460ABW and other facilities as directed by the 14AF Commander.

1.1.2.2. The *F.E. Warren Command Post*, F.E. Warren AFB WY, is operated by the 90SW and performs applicable C2 functions for HQ 20th Air Force. The 620th Missile Operations Flight Command Post Policies and Procedures Branch supervises the CP activities of the 90SW, 91SW, 341SW and other facilities as directed by the 20AF Commander.

1.1.3. Unit Commanders. Commanders will ensure the CP is operated IAW AFD 10-2, AFI 10-207 and this instruction. The term "Commander" refers to the NAF and MAJCOM Directors of Air and Space Operations (XO), and wing/DRU Commanders.

1.2. CP Activities. The CP serves as the single agency for the execution of C2 activities. These include tasks and requirements established by higher headquarters directives, instructions, plans, and Commander-directed activities. As the executive agency for the Commander, the CP is the nerve center from

which senior leaders monitor and manage the readiness and alert capability of assigned forces, coordinate the utilization of personnel and resources, and control operations during daily activities and at increased readiness.

1.2.1. **Day-to-Day Operations.** During normal operations, the CP is the unit Commander's single C2 center for monitoring and controlling assigned forces and keeping higher headquarters informed as significant changes or events occur. Controllers monitor operational, safety and security incidents that may impact unit personnel or the unit's ability to conduct operations. At the direction of the unit Commander, recall of the battle staff (BS)/Crisis Action Team (CAT) and other key personnel necessary to support expanded operations is initiated and completed by the CP.

1.2.2. **High Density Operations.** During contingencies, crises, and wartime operations, the CP receives and disseminates alerts, deployment orders, force employment orders, and execution orders to assigned forces. The CP is the focal point for up-channel reporting of operational and force status information.

1.3. Responsibilities. Unit responsibilities are outlined in AFI 10-207. Additionally:

1.3.1. **Unit Commander.** The Commander will:

1.3.1.1. Provide and maintain a facility identified as the CP. This facility executes the unit's C2 activities.

1.3.1.2. Foster clear C2 of installation resources by ensuring only the CP is authorized to communicate command (CJCS, USSTRATCOM, USAF, AFSPC or NAF) direction to organizations that support the entire unit (e.g., security forces, base operations, etc).

1.3.1.3. Be familiar with this instruction and provide full support to the CP.

1.3.1.4. Ensure the CP is manned and equipped IAW AFI 10-207 and this instruction.

1.3.1.5. Provide C2 support to all assigned units.

1.3.1.6. Ensure host-tenant support agreements, if required, are well defined regarding responsibilities and authority of the host CP.

1.3.1.7. Appoint a minimum of two Status of Resources and Training System (SORTS) managers and ensure they are certified to conduct uninterrupted reporting during both peacetime and contingencies.

1.3.1.8. Personally interview and initially certify all CP duty controllers prior to assumption of duties. Delegation authority is outlined in paragraph **5.8.1.** of this instruction.

1.3.1.9. Provide shift workers BAS IAW DFAS-DEM 177-373, Volume II, BAS Rations in Kind not Available (RIKNA).

1.3.2. **CP Management.** The CP Chief will report directly to the Commander and, assisted by the operations officer (OPS-O) and Superintendent, is responsible for the management and operation of the CP. Additionally:

1.3.2.1. The CP Chief is the individual designated by the Commander to have overall responsibility for providing the guidance, resources and support necessary for the CP to function as directed.

1.3.2.2. The OPS-O, where employed, is second in command to the CP Chief. The OPS-O's primary responsibility is to assist the Chief with overall management and operational issues with the assistance of the Superintendent.

1.3.2.3. The Superintendent is the senior 1C3X1 assigned to the unit. He/she provides leadership and guidance to all assigned CP enlisted personnel and assists the Chief in management of the CP. The Superintendent will have, as a minimum, a 7 skill-level. The use of a lower skill-level in the position requires a waiver from AFSPC/XOO. Additionally, in the absence of an NCOIC, Console Operations, the Superintendent is responsible for the day-to-day functioning of the duty console.

1.3.2.4. The NCOIC, Console Operations, where used, reports to the CP Chief/Superintendent and has responsibility for the day-to-day operations of the duty console.

1.3.2.5. To ensure a smooth operation, the CP Chief will:

1.3.2.5.1. Provide the Commander current and accurate information concerning the status of assigned forces.

1.3.2.5.2. Institute procedures to ensure the immediate relay of emergency action (EA) information to lateral and subordinate agencies.

1.3.2.5.3. Ensure compliance with all higher headquarters reporting requirements.

1.3.2.5.4. Ensure operating instructions, EA checklists (EACs), quick reaction checklists (QRCs), Reports Guidebooks (RGBs) and administrative files are developed and maintained.

1.3.2.5.5. Establish and maintain a current and functional Publications Library.

1.3.2.5.6. Establish and maintain a supply account.

1.3.2.5.7. Establish and maintain an equipment account.

1.3.2.5.8. Appoint in writing a primary and alternate security manager and, if required, a primary and alternate Top Secret Control Officer.

1.3.2.5.9. Appoint a Communication Security (COMSEC) responsible officer (CRO) and alternate(s) in writing and ensure all COMSEC material is accounted for and maintained IAW current directives.

1.3.2.5.10. Appoint a primary and alternate self-inspection program monitor in writing and ensure a self-inspection program is developed, administered and maintained.

1.3.2.5.11. Maintain an optimum working environment for CP personnel to include fair division of additional duties, housekeeping arrangements, equitable scheduling, etc.

1.3.2.5.12. Ensure procedures are developed that provide for efficient and effective communications flow between the BS (or CAT) and controllers.

1.3.2.5.13. Appoint a training manager in writing and ensure a training program is properly developed/maintained and all necessary training documentation is accomplished IAW the procedures in [Chapter 5](#) of this instruction.

1.3.2.5.14. If manning permits, appoint an exercise evaluation monitor as a member of the base exercise evaluation team (EET).

1.3.2.5.15. Establish an operational reports program and appoint a primary and alternate reports manager in writing.

1.3.2.5.16. Submit the Manning Report IAW the procedures outlined in **Chapter 4** of this instruction.

1.3.2.5.17. Where AFSPC is the host, establish host-tenant support agreements, identifying EA, operational reporting and notification/coordination support requirements. Ensure agreements, if required, are well defined regarding responsibilities and authority of the CP. It must be understood that all tasks for each Command cannot be done concurrently. Personnel must thoroughly understand the mission(s) of all supported units and agencies and the sensitivity of action prioritization.

1.3.2.5.18. Appoint a primary and alternate FORTEZZA Responsible Officer (FRO) in writing.

1.3.2.5.19. Recommend personnel to the Commander to fill the primary and alternate SORTS manager positions.

1.3.2.6. To ensure familiarity with procedures, the CP Chief and Superintendent will complete certification training within 120 days of their arrival.

1.3.2.6.1. Formal certification is at the discretion of the Certifying Official. If formal certification is not accomplished, maintain completed training records as long as personnel are assigned to the unit.

1.3.2.6.2. Other staff members (including the OPS-O and NCOIC, Console Operations, when employed) will complete training and be formally certified IAW the procedures outlined in **Chapter 5**.

1.3.3. **Controller Responsibilities.** CP controllers are responsible for providing C2 direction, interface, and feedback for the attack warning, satellite operations, launch operations (space and missile), and surveillance functions of the Command. To ensure positive and responsive C2, controllers will, as a minimum:

1.3.3.1. Perform and direct C2 actions supporting Emergency Plans, Operations Orders (OPORDs), and Operations Plans (OPLANs). Relay instructions for launch, execution, diversion, recall, evacuation, recovery, recycle, and reconstitution of forces.

1.3.3.2. Coordinate and execute search and rescue activities.

1.3.3.3. Maintain and disseminate forecast and current weather information.

1.3.3.4. Ensure existing directives for executing and controlling assigned forces are understood and properly applied.

1.3.3.5. Monitor and report information on international treaty requirements.

1.3.3.6. Develop, maintain, initiate and complete QRCs.

1.3.3.7. Maintain operational status displays.

1.3.3.8. Develop and maintain a thorough understanding of Emergency Action Procedures (EAP) and be familiar with unit OPLAN commitments.

1.3.3.9. Receive, decode, validate and relay Emergency Action Messages (EAMs). Initiate appropriate actions, applicable to the unit mission, in response to a valid EAM.

1.3.3.10. Maintain proficiency in the use of C2 communications systems. These systems include, but are not limited to, Defense Switched Network (DSN) telephone system, secure voice systems, Global Command and Control System (GCCS), and record messaging systems, to include DMS and AUTODIN. Controllers should also be familiar with activation and management of the secondary crash net (where required) and other systems determined necessary to accomplish the unit mission.

1.3.3.11. Monitor C2 communications systems. CPs will monitor the communications status of their assigned subordinate units (e.g., GSUs).

1.3.3.12. Maintain proficiency in the use of contingency communications systems, such as cellular telephones and radio systems.

1.3.3.13. Develop and maintain proficiency in the use and handling of required COMSEC materials.

1.3.3.14. Brief Commanders on the status of assigned forces, resources and units.

1.3.3.15. Maintain proficiency in submitting voice and record copy operational reports IAW AFI 10-206_AFSPCSUP1, ***Operational Reporting*** and other supported command-reporting requirements. Prepare and submit other required operational, readiness, and SORTS reports.

1.3.3.16. If appointed primary or alternate wing SORTS manager, develop procedures, maintain databases, train personnel, and conduct staff assistance visits. Ensure SORTS data is current and accurate.

1.3.3.17. Conduct C2 briefings when required by the Commander.

1.3.3.18. Monitor the location of distinguished visitors (DV) in the unit's Area of Responsibility (AOR). Provide communications links for the DV while in the unit AOR.

1.3.3.19. Monitor the location of key staff members identified by the Commander and maintain the capability to establish communications contact. When required, submit the *Commander's Non-Availability Report* IAW AFI 10-206_AFSPCSUP1.

1.3.3.19.1. The AFSPC Operations Center will conduct random Category 1 and 2 availability checks, as a minimum, once per month and quarterly for Category 3. These availability checks may be conducted at anytime.

1.3.3.20. Maintain proficiency in the use of authentication documents.

1.3.3.21. As determined locally, monitor the location and status of cross-country aircraft.

1.3.3.22. Control CP access IAW **Chapter 3** of this instruction and:

1.3.3.22.1. Verify authenticity of Inspector General (IG) Entry Authority Letter (EAL) with HQ AFSPC Operations Center.

1.3.3.22.2. Restrict non-escorted access to assigned CP personnel, senior staff, and personnel with recurring, official business.

1.3.3.22.3. Grant immediate access to emergency personnel (fire department, security forces, medical, etc) responding to an emergency.

1.4. Waivers and Requests for Clarification. Units with special circumstances, which preclude implementation of procedures in AFI 10-207 and/or this instruction, may request a waiver to policy.

1.4.1. **Waiver Format.** Submit written requests (official memo) to HQ AFSPC/XOO via mail or fax DSN 692-0239. The request must include a complete description of the requirement the unit is requesting to waive with detailed justification.

1.4.2. **Waiver Expiration.** Unless stated otherwise in the approval memo, all waivers expire 12 months from the date of issue.

1.4.3. **Request for Clarification.** Direct requests for policy clarification and procedural guidance to HQ AFSPC/XOOT. Requests may be emailed to individual staff members or phoned to (719) 554-0554 /8348 commercial, or DSN 692-0554 /8348.

Chapter 2

FUNCTIONS AND PROCEDURES

2.1. Scope of Operations. The range of CP operations ultimately depends on the mission(s) and supported units. Although timely alerting and execution of war plans are of primary importance during periods of increased tensions, the CP also serves as the Commander's agency for exercising peacetime C2.

2.2. Functions. The CP is the executive agency for the Commander and must be manned at all times. Evacuation is only permitted to prevent loss of life or when conditions require relocation.

2.2.1. CP Evacuations. Controllers will evacuate and relocate when threat to life is confirmed/considered imminent (fire, toxic smoke, falling debris, etc), or the facility has been rendered unusable (e.g., structural damage, severe communications degrades, etc). Notify the AFSPC Operations Center and parent NAF any time relocation is implemented.

2.2.1.1. Unless real-world situations prevent doing so, relocate for bomb threats as directed by the Commander, or if a device is found in the vicinity of the CP.

2.2.1.2. During exercise evacuations, a certified controller must remain in the primary facility to handle real-world activities. At the discretion of the CP Chief, other than on-duty controllers may be used. Exercise inputs phoned to the primary facility will be answered with "simulate no contact."

2.2.2. CP Elements. The following are common CP elements and their functions

2.2.2.1. Console Operations. Unless waived, each CP console must be manned with two certified controllers 24-hours a day. This element primarily performs EA/operational reporting duties and serves as the unit's watch officers during non-duty hours. Staff console positions IAW AFI 10-207.

2.2.2.1.1. The 460 ABW, Buckley AFB CO, and the 61 ABG, Los Angeles AFB CA, are authorized to man the console with a single certified controller without submitting a request to waiver policy.

2.2.2.1.2. Other AFSPC units planning to man the console at the single controller level due to austere manning must submit a waiver request as outlined in **paragraph 1.4.** of this instruction.

2.2.2.2. Where required, controllers will certify on the Strategic Arms Reduction Treaty (START) Tracking and Reporting System.

2.2.2.3. Mission Systems. This element provides the technical expertise for mission and/or weapon systems assigned to the unit.

2.2.2.4. SORTS. Each unit CP will have, as a minimum, two certified SORTS managers to ensure uninterrupted SORTS reporting during both peacetime and crises IAW AFI 10-201_AFSPCSUP1, ***Status of Resources and Training System (SORTS)***.

2.2.2.4.1. IAW AFMS 135A, the primary SORTS manager will be considered a staff member and assigned duties based on the standard Monday through Friday workweek.

2.2.2.4.2. NAF staffs only require one SORTS manager.

2.2.2.5. Training. The CP training manager develops, manages, conducts and directs all required training. Training manager qualifications and responsibilities are further outlined in [Chapter 5](#).

2.2.2.6. Reports. This section will be manned with two individuals to ensure uninterrupted reporting during peacetime and crises. This element provides operational reporting guidance, instructions and training to other controllers and Commanders. At management's discretion, the primary and alternate SORTS managers may be assigned reports responsibilities.

2.2.3. Duty Requirements and Restrictions. Personnel working rotating shifts will not perform additional duties/details outside of the CP. This restriction does not apply to individuals working the standard Monday through Friday workweek. The following are additional duty restrictions:

2.2.3.1. Tour of Duty. Eight hours is considered the normal watch period for duty controllers. Austere manning or high-density operations may require duty shifts of up to 12 hours (plus necessary time for shift changeover). Under emergency conditions controllers may be required to perform duty in excess of 12 hours to ensure continuity.

2.2.3.2. Proficiency Shifts. CP managers, day-staff, and augmentees, certified IAW AFI 10-207 and this instruction, are required to work console a minimum of two shifts per month to maintain proficiency. Individuals not meeting this requirement are considered decertified and must complete a regiment of refresher training as determined by the training manager.

2.2.3.3. Shift Requirements. Except as noted in [paragraph 2.2.2.1.1.](#), two certified personnel will remain within the CP at all times unless prior written approval has been received from HQ AFSPC/XOO.

2.2.3.3.1. Duty controllers are authorized in-turn (one at a time) short absences for latrine breaks, distribution runs, etc. If a controller must leave the facility for an extended period of time (i.e. more than 20 minutes) a certified replacement must be called in.

2.2.3.3.2. When the duty console is single-manned, CP management will ensure procedures are in place to notify the AFSPC Operations Center and the parent NAF anytime the controller will be absent from the console for 5 minutes or more.

2.2.3.4. Work/Rest Schedule. Controllers working shifts of 12 hours or less are not authorized to sleep on duty. In the rare circumstance of shifts longer than 12 hours, the CP Chief or Superintendent will establish appropriate work/rest schedules.

2.2.3.5. Promotion Testing. When possible, personnel should not be scheduled for duty during the 24-hour period preceding a scheduled promotion testing session.

2.2.3.6. Duty Schedule. To aid management in work distribution analysis, duty schedules will be retained for a minimum of 6 months.

2.2.3.7. Mandatory Meetings. The Chief and/or Superintendent will attend (or appoint someone to attend) mandatory meetings (e.g., Commander's call) and brief all controllers on items of interest.

2.2.3.8. Scheduling Appointments. Scheduling agencies must consult with the CP Chief or Superintendent no later than the 15th day of the preceding month before scheduling shift personnel for any appointments (dental, medical, Weighted Airman Promotion System (WAPS) testing, etc.) to prevent conflicts with shift duties.

2.3. Alternate (ALT) Command Post. The function of an ALT is continuity of C2. This is accomplished by ensuring essential C2 functions are carried out if the primary is rendered unusable.

2.3.1. Establishing an ALT. Each unit and the HQ AFSPC Operations Center will establish a Continuity of Operations Plan (COOP) and alternate location(s) to support operations. As a minimum, ALT facilities will provide personnel with the capability to accomplish the functions outlined in AFI 10-207 and:

2.3.1.1. Establish connectivity with higher headquarters.

2.3.1.2. Maintain control of assigned forces.

2.3.1.3. Accomplish time-critical reporting.

2.3.2. ALT Equipment. The requirement to establish an ALT is not intended to force units to build a duplicate of the CP, nor does it provide justification to renovate a facility or to purchase and/or install dedicated communications. Access to dedicated class "A" telephone lines, secure voice/fax capability and NIPERNET/SIPERNET access are the minimum MAJCOM requirements. However, relocating to a facility that provides access to more robust communications systems is highly desirable. NAFs and individual units may establish more stringent requirements. If possible, the ALT should be located in a facility large enough to accommodate a relocated BS or CAT.

2.3.3. Local COOP. The CP Chief is required to develop a local COOP that outlines procedures for the transition to operations at the ALT and a return to the primary facility when the situation warrants. Establish procedures to ensure continuous C2 operations for emergency and planned relocations, during contingencies and natural/man-made disasters.

2.3.3.1. Publications and materials required to support relocation and ALT operations will be determined locally.

2.3.3.2. Security for transport of classified and COMSEC material to and from the ALT will be in accordance with applicable security directives.

2.3.3.3. 20 AF units relocating to the ALT will transfer EA and launch reporting responsibilities to a designated launch control center (LCC).

2.4. Publications Library. The CP Chief or Superintendent will identify which publications are required and applicable for effective operations. Libraries may be maintained electronically, however, publications deemed critical to controller operations and/or used on a daily basis will be maintained as hardcopies in the console area. **Attachment 1** provides a list of standard publications.

2.4.1. Operating Instructions (OI). Each CP Chief will develop and maintain a series of current OIs. These instructions are based on higher headquarters and/or unit directives and provide policy and guidance for controller actions.

2.4.1.1. If a QRC can prescribe complete actions, an OI is not required.

2.4.1.2. Review OIs annually for applicability and currency. Document reviews on a separate sheet of paper and place in the front of the OI binder.

2.4.1.3. **Attachment 3** contains a list of OIs. Units will determine OIs that are appropriate for their specific mission(s).

2.5. Checklists. The use of checklists is **mandatory**. Checklists outline actions to be taken in response to emergencies, abnormal or recurring circumstances, receipt of EAP or direction to implement OPORDs, OPLANs, Space Tasking Orders (STOs), Fragmentary Orders (FRAGOs), etc.

2.5.1. **Functionality.** Checklists will be concise and lead controllers through an orderly and prioritized sequence from initiation to completion.

2.5.2. **Checklist Format.** Each CP will develop checklists using AFSPC Form 1, **Command Post Checklist**, and AFSPC Form 1A, **Command Post Checklist (Continuation)**. The use of a computer-generated facsimile is authorized provided the format is preserved. Coordinate the use of other forms with HQ AFSPC/XOOT.

2.5.2.1. Ensure all information blocks on the AFSPC Form 1 are filled in. These information blocks must be included on computer-generated forms.

2.5.2.2. Enter all applicable references on the first page of each checklist in the "Reference" block. If the references are too lengthy for the block, continue on the second page or, if there is no second page, on the back of the first page.

2.5.2.3. Enter the date of the most recent change in the "Date" block of the AFSPC Form 1. For multi-page checklists, the date will be the same on all pages.

2.5.2.4. Design checklists to assist controllers in performing their primary duty by using steps, warnings, cautions, notes, and lead-ins as needed.

2.5.2.4.1. Sequentially number checklist steps; leave blank spaces to the left of each step to allow for proper markings as steps are accomplished (reference **paragraph 2.5.2.5.**).

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

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

2.5.2.4.4. Notes. Important checklist information that helps explain procedures or provides additional information.

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

2.5.2.4.6. When used, center all warnings, cautions, or notes and identify them through the use of color codification or by bold font letters, i.e. "**WARNING**," "**CAUTION**," or "**NOTE**."

2.5.2.4.7. To allow for ease of reading, double space between steps, warnings, cautions, notes, or lead-ins.

2.5.2.5. **Checklist Markings.** The following standard markings will be used. Controllers will not proceed from one step to the next without appropriately marking each step.

2.5.2.5.1. A "3" indicates the step was accomplished.

2.5.2.5.2. An "O" indicates the step was noted or initiated open but not completed. All steps must be accomplished before the checklist is considered complete.

2.5.2.5.3. An "N" indicates the step is not applicable/not required.

2.5.2.5.4. A “P” indicates a checklist step was previously accomplished.

2.5.2.5.5. An “S” indicates that the checklist step is to be simulated.

2.5.2.6. Type checklist attachments on plain white bond paper. When attachments are used, they must be referenced in the main body of the checklist they are associated with.

2.5.2.7. Index and tab checklist binders to facilitate ease of use. The index will include checklist numbers and titles.

2.5.3. **Checklist Changes.** The CP Chief or Superintendent must approve all new checklists, as well as significant revisions to existing ones. The training manager will ensure all controllers are trained in new procedures and significant changes to existing procedures prior to posting. Changes to checklists require an item posted to the CIF.

2.5.4. **Checklist Review.** To ensure currency and accuracy, CP management will review all checklists semi-annually. Document reviews on a separate sheet of paper, which will be maintained in the front of each binder. Create a folder to maintain document review sheets for checklists maintained on computer.

2.5.5. **Matching Checklists.** Checklists sets (QRC, EAC, and CBC) will be identical. That is, console sets, training sets and sets for ALT facilities will have the same procedures, number of steps, date, etc. This requirement does not include any “mark-up” sets used to track possible changes.

2.5.6. **Checklist Types.** Checklists fall into one of three basic categories: emergency action (EAC), quick reaction (QRC) and controller basic (CBC) checklists.

2.5.7. **EACs.** These checklists outline CSAF and USSTRATCOM procedures for the receipt, validation, verification and dissemination of EAP directives.

2.5.7.1. Develop EACs in compliance with the appropriate EAP.

2.5.7.2. Keep EACs within ready access of controllers. **DO NOT** maintain EACs in a binder with other types of checklists.

2.5.7.3. **ACTUAL** and **EXERCISE** EACs must be immediately distinguishable from each other. Accomplish this by either maintaining actual and exercise EACs in separate binders or, if maintained in the same binder, through the use of color codification (e.g., blue for actual EACs and green for exercise EACs).

2.5.7.4. Annotate checklist completion in the events log.

2.5.8. **QRCs.** A dedicated set of checklists detailing actions and notifications to be accomplished in emergency, routine, or recurring circumstances.

2.5.8.1. QRCs are designed to guide controller actions in a given situation. No QRC can be expected to address all conceivable situations therefore controllers must possess the authority and enough self-confidence to recognize when deviations from QRCs are warranted. Controllers must make a concerted and continuing effort to identify and prepare for checklist limitations.

2.5.8.2. QRCs will have sufficient details to provide for a stand-alone, orderly sequence of actions for initial responses to a situation.

2.5.8.3. A complete set of QRCs will be maintained at each controller position.

2.5.8.4. Log QRC actions (open, complete, etc) in the events log.

2.5.8.5. **Attachment 3** contains a list of QRCs. Units will determine those that are appropriate for the mission(s).

2.5.9. **CBCs.** These checklists address routine recurring subjects that are not time sensitive in nature, including in-house controller actions. The requirement is for one console set.

2.5.9.1. CBCs may be placed in the same binder as QRCs, but will be maintained in a separate section.

2.5.9.2. Annotate checklist completion in the events log.

2.5.10. **Shift Checklists.** Develop and maintain a comprehensive set of shift checklists that contain all items of a recurring nature that are required to be completed daily, weekly or monthly. Annotate checklist completion in the events log. As a minimum, checklist entries will include:

2.5.10.1. Time hacks. Time hacks will be completed every 12 hours.

2.5.10.2. Communications systems and equipment checks.

2.5.10.3. Duress system and emergency lights checks (these systems will be tested, as a minimum, weekly).

2.5.10.4. Re-coding and re-keying requirements.

2.5.10.5. COMSEC inventory and changeover procedures (daily and end of month).

2.5.10.6. Area security checks.

2.5.10.7. Housekeeping requirements.

2.5.11. **Shift Changeover Checklist.** Off-going controllers will use a shift changeover checklist to apprise the on-coming shift of open items, scheduled activities, etc. Checklist completion must be annotated in the events log. As a minimum, checklist entries will include:

2.5.11.1. Review of the Controller Information File (CIF).

2.5.11.2. On-going actions and open checklists.

2.5.11.3. Alerts and recalls.

2.5.11.4. Special interest items and contingency operations.

2.5.11.5. Weather conditions (actual or forecast) that may affect operations.

2.5.11.6. Airfield status (if applicable).

2.6. **Reports Guidebook (RGB).** This guide provides a quick reference to assist controllers submitting Operational Reports (OPREP) and Strategic Force Accounting Module (SFAM) reports. The RGB will include:

2.6.1. **Report Instructions.** Instructions will include procedures for submitting computer-generated messages.

2.6.2. **Report Address Listing.** Listings of standard message addressees for each report format.

2.6.3. **Report Checklists.** Checklists containing step-by-step procedures to ensure required reports are submitted in the proper format, within established timelines, and with the correct content.

2.6.4. **Report Tracking Logs.** A tracking log will be used for each type of OPREP-3 report. Maintain separate tracking logs for actual and exercise events.

2.6.4.1. The AFSPC Operations Center will track each type of OPREP-3 report by unit, for all of AFSPC.

2.6.4.2. NAF operation centers will track each type (HOMELINE, BEELINE and PINNACLE) of OPREP-3 report by unit, for all agencies within their perspective AOR.

2.7. AFSPC Form 1924, Events Log. The AFSPC Form 1924 is the primary tool used to record events or incidents of interest. It serves as an official chronological record of events and checklist actions that effect the functioning of the unit.

2.7.1. **Log Entries.** Log incidents and events not recorded elsewhere as soon as possible after the event or incident. Enter enough information to allow for a reconstruction of events and provide continuity to follow-on shifts. All entries require initials of the individual recording the information. Mandatory log entries (not all-inclusive) include:

2.7.1.1. Significant events and notifications.

2.7.1.2. Receipt of EAMs (include, as a minimum, originator and DTG).

2.7.1.3. Shift checklist completion.

2.7.1.4. Results of tests and exercises.

2.7.1.5. Any event that requires initiation of a QRC.

2.7.1.6. Status of EACs, QRCs and CBCs.

2.7.1.7. Changes in unit posture.

2.7.1.8. Area security checks.

2.7.1.9. Weather warnings and description of actions taken.

2.7.1.10. Results of communications and equipment checks and/or outages.

2.7.1.11. Other events as determined locally.

2.7.1.12. Completion of shift changeover briefing.

2.7.2. **Events Log Notation Techniques.** Use the following techniques:

2.7.2.1. Entries will be made using: black/blue ink for unclassified entries; red ink for classified entries; a typewriter; or a computer (using black and red font colors the same as handwritten notations). If handwritten, ensure entries are legible.

2.7.2.2. Enter items in chronological order, using Coordinated Universal Time (ZULU). For events previously omitted from the log, type or write "LE" (late entry) in the Record of Events section followed by the actual time of the event and a record of the event.

2.7.2.3. When referencing messages, include the classification, date-time group, and message originator.

2.7.2.4. Highlight entries that require further action from controllers, CP management or other agencies.

2.7.2.5. Open and close events logs with each ZULU day. Close logs at 2359 and open the new log at 0001.

2.7.2.6. Use a separate events log for exercises. Exercise logs will be clearly marked as such to prevent confusion with real world inputs

2.7.2.7. Maintain events logs IAW AFMAN 37-139, *Records Disposition Schedule*, Table 10-10 rule 5.

2.7.2.8. CP managers will review logs daily (or the next duty day for weekends and holidays). The individual reviewing the log will initial where appropriate.

2.8. Controller Information File (CIF). The CIF serves as the primary reference for passing initial changes in procedures and keeping controllers informed of ongoing events. It is the first line of communications from CP managers to controllers. Each CP will maintain a CIF that contains information of a temporary nature pertinent to CP operations and personnel issues (i.e., messages, letters, flyers, etc.).

2.8.1. Maintenance and Responsibilities. Maintain the CIF in accordance with AFMAN 37-139, Table 37-11 rule 5.

2.8.1.1. CP management is responsible for the accuracy and currency of information placed in the CIF. In an effort to keep day staff current on procedures and information, staffers will review the CIF, as a minimum, once per week.

2.8.1.2. Prior to assuming duty, each controller *must* review the CIF for any items added since their last shift. The senior duty controller will ensure that items placed in the CIF during their team's watch are briefed to the relieving crew during change over.

2.8.2. Disposition of CIF Items. Maintain items in the CIF for a maximum of 90 days. Use policy letters, checklists, OIs, etc. to preserve information required for longer periods of time. The exceptions to this restriction are C2CIF items.

2.9. AFSPC Command and Control Controller Information File (C2CIF) Program. The C2CIF program ensures that important information on C2 operations is disseminated in a rapid and formalized manner.

2.9.1. Program Overview. C2CIF messages will be sent via record systems directly to all CPs. Messages will address a variety of issues such as test programs, interim policies and procedures, SORTS, operational reporting, etc. CP managers are responsible for setting up procedures to ensure this program is fully implemented at the local level.

2.9.2. Program Administration. Control C2CIF messages by calendar year (CY) and sequence number. As an example, the first C2CIF item for CY 2003 is coded 03-001, the second 03-002, and so on.

2.9.2.1. Local Files. CP managers are required to create an area in the local CIF (or create a separate file) for C2CIF items.

2.9.2.1.1. File messages sequentially and maintain for one year or until rescinded, whichever comes first.

2.9.2.1.2. To avoid classification of the CIF, classified C2CIF messages may be referenced in the CIF and stored in a safe accessible to controllers.

2.9.2.1.3. As with the local CIF, controllers are required to check for new C2CIF items prior to assuming duty.

2.9.2.2. Release Authority. Generally, HQ AFSPC/XOOT is the release authority for C2CIF messages.

2.9.2.2.1. HQ AFSPC/XO will release messages if required and HQ AFSPC/XOOR may release SORTS related messages.

2.9.2.2.2. To ensure the integrity of the system, HQ AFSPC/XOOT maintains control of sequence numbers and a master list of C2CIF items released.

2.9.2.3. Message Applicability. Most messages will apply to all AFSPC C2 agencies. However, when a message only applies to a specific segment (e.g., 20 AF units), the first line of the remarks (RMKS) will identify action addressees (e.g., “20 AF units take for action – all others take as info”). If this statement is missing, the message is applicable to all agencies.

2.9.2.4. Controller Actions. When controllers receive a C2CIF message, they will:

2.9.2.4.1. Log message receipt in the events log.

2.9.2.4.2. Acknowledge Receipt and Understanding (ARU), via voice to the HQ AFSPC Operations Center. If there is confusion about the actions directed, do not ARU. Pass the message to CP managers, who will seek clarification and direct ARU when the issue is resolved.

2.9.2.4.3. Take appropriate action as directed by the C2CIF message.

2.9.2.4.4. File the message in the appropriate section of the local CIF.

2.10. Self-Inspection Program (SIP). Each CP will develop and maintain a comprehensive SIP.

2.10.1. **SIP Purpose.** Properly managed, this program functions as an internal management tool to identify and correct administrative and procedural discrepancies.

2.10.1.1. Conduct inspections semi-annually IAW local directives or, singularly, as a CP-only function.

2.10.1.2. HQ AFSPC/XOO provides checklists that contain *minimum* inspection items to aid in the development of the SIP.

2.10.1.2.1. Tailor these checklists to unit missions and local requirements by including checklists for other functional areas (e.g., security, COMSEC, SACCS Control Officer, ADPE custodian, etc.) that may require self-inspection.

2.10.1.2.2. Ancillary functions (e.g., building manager) that have no direct bearing on CP operations need not be included.

2.10.1.3. Develop a mechanism that, according to importance and severity, directs inspection findings or problems to the proper level for action, attention, and resolution.

2.10.1.4. Track findings until problems are resolved or waivers are obtained.

2.10.2. **SIP Binder.** Maintain all program material (appropriately labeled and tabbed) in a continuity binder. The binder will include:

2.10.2.1. Checklists (including checklists covering unit unique requirements).

2.10.2.2. Copies of latest SAV and IG reports (may be printed or stored electronically).

2.10.2.3. Documentation and results of the latest self-inspection.

2.11. CP Displays. Displays vary in size depending on available space; however, they should be large enough to allow for ease of reference. Computer generated screen displays may be used to replace board displays. Establish procedures to prevent unauthorized viewing of classified displays/logs by personnel without appropriate clearances and/or need to know. Listed below are some common displays.

2.11.1. **Key Personnel Locator.** It is the responsibility of the key personnel identified by the Commander or listed in AFI10-205_AFSPCSUP1, *Availability of MAJCOM Commanders*, to notify duty controllers when their location is other than their office during normal duty hours or quarters during non-duty hours. A locally devised format including such items as names, telephone numbers, locations, etc will be developed and used.

2.11.2. **Disaster Control Displays.** CP management will obtain applicable disaster control display(s) from the base disaster preparedness office. On-duty controllers are responsible for plotting and/or posting data to the display until an augmentee or Survival Recovery Center (SRC) representative arrives. Ensure data plotting is covered in the training program.

2.11.3. **Communications/Equipment Outages.** On-duty controllers are responsible for annotating all communications system and equipment malfunctions within the CP and obtaining work order numbers from the appropriate help desk.

2.11.4. **Space Sites Outage Display (14 AF units only).** Controllers are responsible for receiving, posting, relaying, and updating status of all sites reporting corrective and preventive maintenance.

2.11.5. **Unit Posture Displays.** On-duty controllers are responsible for posting and updating Defense Condition (DEFCON), Force Protection Condition (FPCON) and Information Operation Condition (INFOCON) Status Displays.

2.11.6. **Launch Support Status (30th and 45th SWs only).** Controllers are responsible for updating the display and relaying any status changes affecting launches to the HQ AFSPC Operations Center and 14AF AOC.

2.11.7. **Miscellaneous Displays and Logs.** CP management is responsible for developing and maintaining all other displays and logs deemed necessary to support the mission.

2.12. Notifications. Various situations require information to be passed to subordinate/tenant units and higher headquarters in a timely manner. Commanders determine whom controllers notify and the order in which they are notified.

2.12.1. **Initiation.** Recalls and event notifications are accomplished in response to HHQ direction or as directed by the Commander. A single controller may make up to 10 notifications, while the maximum number of notifications for a controller team is limited to 20.

2.12.2. **Pyramid Notification System.** A pyramid notification system is required to facilitate immediate response. Commanders must establish procedures for use during normal and "communications out" situations. AFSPCI 10-207, *Alert Notifications*, provides instructions on implementing a pyramid notification system.

Chapter 3

FACILITIES, SECURITY AND EQUIPMENT

3.1. General. This chapter describes structural characteristics, internal layout, communications and other equipment requirements. It prescribes criteria for the design of new CPs and renovation of existing ones. It *does not* constitute blanket authority for the modification of existing facilities. CPs not programmed for renovation need not be modified to meet the requirements of this instruction unless they can no longer support the mission.

3.2. Physical Layout. The space requirements for a CP varies with the mission and number of organizations supported. A criterion for floor space is shown in AFI 32-8004, *Standard Facility Requirements*. The layout for a model CP consists of an EA cell; workstations for mission system specialists, BS/CAT area, administrative office area, SORTS/reports area, training area, storage and latrine facilities.

3.3. Security. Security is the responsibility of each individual assigned to the CP. Personnel must continuously exhibit good security practices, such as announcing “unsecured line” when appropriate, being careful of whom they allow into the facility, covering classified when visitors are in the area, etc.

3.3.1. **Access.** The CP will be designated a controlled or restricted area IAW AFI 31-101, *Installation Security Program Management*. Managers will ensure that the only personnel granted unescorted access to the CP possess the appropriate security clearance, need-to-know and require **frequent** access to perform their official duties.

3.3.1.1. Individuals not meeting the above requirements will be granted access on a case-by-case basis and will be escorted at all times.

3.3.1.2. Local security forces personnel will authenticate (EALs) IAW AFI 31-101.

3.3.1.3. CPs designated restricted areas will have an entrapment area as part of the restricted area boundary.

3.3.2. **Duress Alarm Systems.** Each CP must be equipped with a duress alarm system that sends an alarm to a security forces element responsible for responding to duress situations (CSC, LE desk, etc.). The system must provide for separate alarm activation from each controller position, the entry controller’s position (when used), and other positions deemed appropriate locally.

3.3.3. **Local Procedures.** Each CP will develop a set of OIs to cover local security procedures. These instructions will include, as a minimum, procedures for the receipt and storage of material from transient personnel, information security, physical security and entry/circulation control.

3.3.4. **Security Training.** The security manager will develop and administer a recurring training program. As a minimum, OPSEC, INFOSEC, COMPUSEC and entry/circulation control procedures will be covered. Formal security training will be conducted and documented, as a minimum, quarterly.

3.3.5. **CP Entrance.** Entry into the CP will be strictly limited and controlled. In order to enforce entry control, yet allow controllers the ability to control entry with minimum distraction, the following are required:

3.3.5.1. The CP will have a single point of entry. Other doors that lead directly into the CP should only be used for emergency egress and will be alarmed in such a way as to alert duty controllers when the doors are opened or tampered with.

3.3.5.2. CP external entries will not open directly into the EA cell and will be controlled by CP personnel.

3.3.5.3. Use one-way glass or closed circuit television cameras for personnel identification. If the CP entrance is located such that the controller must leave the console position for identification purposes, closed circuit television is required.

3.3.5.4. Entry doors will be equipped with a mechanically or electronically operated cipher door lock and provide for remote unlock from the console area. Key lock systems are not authorized for external entry doors.

3.3.5.5. Install a telephone on the exterior side of the entry door. As a minimum, it will provide direct access to the console.

3.3.6. **Circulation Control.** The CP will have an OI or QRC that outlines entry and circulation control procedures. As a minimum, outline procedures for:

3.3.6.1. Verification of Unescorted Entry Authorization. Procedures used to verify personnel authorized unescorted entry into the CP include personal recognition, signature/credential check and entry authority lists (EAL).

3.3.6.2. IG and SAV team personnel are considered to have unescorted entry authorization once they have been initially screened against the EAL or visit request. Personal recognition is an authorized technique for granting access and controllers need not log these individuals in on the AF Form 1109, **Visitor Register Log**.

3.3.6.3. Escort Official. CP personnel may be designated to escort visitors. Following notification and permission of on-duty controllers, entry into the facility may be granted.

3.3.6.4. Personnel designated as escort officials are the only personnel authorized to sign individuals into the facility using the AF Form 1109 and should be limited to essential personnel (e.g., those assigned to the CP, group commanders and on-duty entry controllers). Escort officials must be trained IAW AFI 31-101.

3.3.7. **Entry and Exit Procedures.** During normal operations, duty controllers are responsible for CP entry and exit. When operations tempo increases, an entry controller may be employed. The entry controller may be another controller, a security forces member or a trained augmentee.

3.3.7.1. If CP entry control is manned by security forces personnel or trained augmentees during contingencies, the CP will provide the entry controller with an EAL, special written security instructions and a positional duty briefing before they assume their duties.

3.3.7.2. Verify the prior announcement of personnel requiring escorted entry by calling back the sponsoring agency or individual. This is not required when the pre-announcement was made by direct line (hotline). Unannounced personnel requiring escort will not be allowed entry until the sponsoring agency or individual is contacted and identification data is received.

3.3.7.2.1. Open and inspect all packages and materials possessed by personnel requiring escorted entry before allowing them to enter.

3.3.7.2.2. Log entry and exit of escorted personnel on the AF Form 1109.

3.3.7.2.3. Escort officials may designate another individual authorized unescorted entry to control the visitor once the visitor is processed. The escort official must ensure the designated escort is aware of the safety and security requirements pertinent to the visit.

3.3.7.3. Visually sight (camera, peephole, etc.) personnel that do not require escort outside at the entrance prior to opening the door. All visitors must be initially identified and, if required, processed prior to granting access.

3.3.7.3.1. Personal recognition is a valid verification technique. Ensure that only the expected personnel are present, there is no apparent duress, and the individuals are in possession of an AF Form 1199A, **USAF Restricted Area Badge**, or other controlled picture identification badge.

3.3.7.3.2. When personal recognition is not possible, direct personnel requesting entry to pass their restricted area badges and other identification through the entry door credentials slot for verification. The door will remain secured until the process is complete.

3.3.7.4. During routine operations, exiting personnel must ensure the entry door is secure. When an entry controller is present, he or she controls access to the CP.

3.3.8. **EA Cell.** Where feasible, the EA cell will be physically separated from the remainder of the CP by fixed walls and locking doors. All transparent partitions and windows in the EA cell must have drapes, blinds or one-way glass to secure the cell during EAM processing. On-duty controllers will control access to the EA cell.

3.3.8.1. Where physical separation is not feasible, EA team members will, to the maximum extent possible, segregate themselves from others within the area. Upon receipt of an EAM, unauthorized personnel must immediately exit the area until processing is complete. EA checklists will remain closed and stored when an EAM is not being processed.

3.3.8.2. The primary objective in securing the EA cell is to protect EAM formats and EAP processes. Control these procedures on a strict need-to-know basis IAW appropriate EAP guidance. EA cell (or processing area) access will be restricted to essential personnel designated by the CP Chief.

3.3.9. **Combination Changes.** Change door combinations every six months and safe combinations annually. Additionally, change all combinations when they are (or are suspected to have been) compromised or when personnel no longer require access (e.g., PCS, security clearance actions, etc).

3.3.10. **Information Security (INFOSEC).** Classified documents will be stored and protected IAW DODD 5200.1-R, *DOD Information Security Program*, AFI 10-1101, **Operations Security**, AFI 10-1102, **Safeguarding the Single Integrated Operations Plan (SIOP)**, AFI 31-401, **Information Security Program**, AFSPC supplements thereto, and other applicable security directives.

3.3.11. **Emissions Security (EMSEC).** Follow the EMSEC requirements outlined in AFMAN 33-214V2, **Emission Security Countermeasure Review**.

3.3.11.1. Land Mobile Radios (LMRs) will be turned off, the battery disconnected, and stored in a storage area at the CP entrance. Emergency response personnel (fire department, security forces, etc.) may take radios into the CP when responding to a situation. Commanders may authorize the

use of LMRs by specific BS/CAT positions while they are performing BS/CAT duties. Commanders will take the following into consideration when making the decision:

3.3.11.1.1. The CP is not designated a SCIF, a Top Secret working area (TSWA), or a secure telecommunications facility (TCF).

3.3.11.1.2. LMRs are not permitted in the EA cell and GCCS terminal areas.

3.3.11.1.3. The Commander conducts a thorough risk analysis considering, as a minimum, COMSEC, EMSEC, and OPSEC factors.

3.3.11.1.4. The Commander bases the decision to allow the LMRs in the CP on the risk analysis, local threat, operational limitations, and other factors such as potential power or communication outages that could significantly impact wartime or contingency operations.

3.3.11.1.5. The Commander designates specific positions/personnel authorized to bring an LMR into the CP. Personnel transiting the facility are not authorized to bring LMRs into the CP.

3.3.11.1.6. Each CP will establish formal procedures for taking LMRs into the CP. These procedures must be coordinated with applicable communications, COMSEC, EMSEC, OPSEC, security forces and intelligence agencies. Precautions must be taken to prevent compromises of classified information and OPSEC violations.

3.3.11.1.7. Each CP will be able to store LMRs (either outside or inside). If the Commander chooses, LMRs may be stored in a lead-lined container inside the CP to facilitate an orderly relocation process.

3.3.11.1.8. LMRs are authorized for use during communications outages or when relocated to an alternate facility with limited communications capabilities.

3.3.11.2. Cellular phones will be turned off and left at the CP entrance. Security measures for safekeeping and storing these instruments will be implemented to prohibit tampering and theft. Cellular phones are authorized for use during communications outages or when relocated to an alternate facility with limited communications capabilities.

3.3.11.3. Pagers will be turned off and stored at the CP entrance.

3.3.11.4. Personal Data Assistants (PDAs, aka. "Palm Pilots"). PDAs may be used and carried into and out of CPs (including SCIFs) with the following conditions:

3.3.11.4.1. If government owned, PDAs must be government purchased and accounted for by the appropriate ADPE custodian. If privately owned, they must be registered with the facility security manager.

3.3.11.4.1.1. A "one – time" memo (model number, serial number, name, rank, organization and duty phone) is sufficient.

3.3.11.4.1.2. Each security manager will maintain a record of personally owned PDAs used within the CP.

3.3.11.4.2. PDAs may not be connected to any Information System (IS) without documented permission from the unit Information System Security Manager or Information System Security Officer.

3.3.11.4.3. PDAs are not approved for classified use. Since there is no approved method for cleaning infected devices, if classified material is placed on the PDA (government or personal) it must be turned over to the security manager.

3.3.11.4.4. Individuals bringing PDAs into the CP are prohibited from using any of the systems inherent wireless capability. Radio (RF) capabilities will not be used and Infrared (IR) capability must be disabled before entry into the CP (This may be accomplished by taping over the IR sensor with electrical tape).

3.3.12. **Operations Security (OPSEC).** OPSEC initial and refresher training will be conducted and documented IAW AFI 10-1101 and AFSPC supplements.

3.3.13. **Cryptographic and Communications Security (COMSEC) Material.**

3.3.13.1. The AKAC-1553, *TRIAD NUMERICAL CIPHER/AUTHENTICATION SYSTEM*, is the primary AFSPC authentication document and will be maintained in all CPs. Maintain additional cryptographic and COMSEC material applicable to mission requirements.

3.3.13.2. The CP will not be used and as a permanent storage facility for COMSEC or other classified material not required for CP use. Temporary storage is authorized when primary facilities are full and for transient personnel.

3.3.13.3. The CRO will establish a training program to ensure all personnel who handle COMSEC material are properly trained and maintain proficiency.

3.3.13.4. All COMSEC handling, control, storage, use, and destruction will be IAW governing directives.

3.3.14. **Computer Security (COMPUSEC).** COMPUSEC and system certification and accreditation will be conducted IAW AFI 33-202, *COMPUSEC Program*. As a minimum, train personnel in virus detection and reporting, anti-virus software, password generation and protection, and base policies concerning email and Internet usage.

3.4. Standard Equipment. Equipment normally operated by the duty controllers will be located within the console area. Documentation must be maintained for each piece of equipment that provides instruction for use and who to contact if the equipment malfunctions. Equipment positioning must comply with applicable requirements of AFI 33-203, *Emission Security*. Obsolete and/or broken equipment will be removed for repair and/or disposal as directed by the local supply squadron.

3.4.1. **Communications Equipment.** A complete communications equipment listing is at [Attachment 2](#). To enhance OPSEC and COMSEC, telephone handsets and microphones within areas cleared for classified discussions will be equipped with a push-to-talk feature.

3.4.1.1. Telephone Lines. CPs will have sufficient direct access to Class-A lines and if available, one having worldwide capability. If not available, have priority access through the base operator.

3.4.1.2. If available, the Commander's Land Mobile Radio Network (LMRN) or equivalent system. If the LMRN system is used, controllers need not control the system; however, they must have the capability to seize the network when required.

3.4.1.3. Secure Voice Data Communications. Ensure sufficient devices are available to support daily console operations and increased requirements during exercises and contingencies.

3.4.1.4. Message Delivery System. When necessary, this system should be cleared for Top Secret.

3.4.2. **Support Equipment.** Required and authorized equipment can be found under various Tables of Allowance (TA). Units are required to submit an AF Form 601, **Equipment Action Request**, through base supply channels for equipment not listed in a TA. Required and authorized CP support equipment can be found in **Attachment 2**. The following provides additional guidance on the type(s) and or uses of selected support equipment.

3.4.2.1. As a minimum, three clocks are required. The clocks will display local, ZULU, and appropriate reference time(s). All clocks should be battery-back-up capable. To ensure accuracy, hack clocks every 12 hours and log results in events log.

3.4.2.2. Use GSA-approved shredders for the destruction of COMSEC and other classified material.

3.4.2.3. Security Containers. Ensure a sufficient number of safes are available to store all classified material up to and including Top Secret (if applicable) and COMSEC material. Safes must meet the requirements of AFI 31-401.

3.4.2.4. Audiovisual/Office Equipment. Videocassette recorder (VCR), tape recording equipment, copiers and color televisions support the Commander and battle staff during emergencies or increased readiness operations. Local base cable access or satellite dish capability is highly recommended. Comply with AFI 33-203 requirements when installing and using this equipment.

3.4.3. **Emergency Lighting.** Each CP must be equipped with sufficient emergency lighting should electrical power fail. Units will augment emergency lighting systems with an adequate supply of flashlights and spare batteries. Check emergency lighting systems and flashlights weekly and record results in the events log.

3.4.4. **Emergency Power.** The primary CP must be equipped with a no break/uninterruptible power supply (UPS) and Emergency Power Plant (EPP) to ensure duty controllers have a continuous capability to receive and disseminate EAMs and accomplish critical C2 functions.

3.4.4.1. UPS systems are a user responsibility. Civil Engineering (CE) may assist with advice and perform maintenance on a reimbursable basis, but are not responsible for the system. CP management should coordinate with CE for a user funded maintenance contract.

3.4.4.2. CP equipment should be the only systems placed on line with EPP (i.e., emergency generator).

3.4.4.2.1. The EPP should be an auto-start system with full load assumption. At locations where the system is not auto-start and under the control of CP personnel, management must ensure written procedures are in place and included as part of the training program.

3.4.4.2.2. The CP Chief will coordinate with CE to provide and document EPP start-up procedures training annually for all personnel who will start the unit.

3.4.5. **Alert Systems.** Base siren and base public address system ("GIANT VOICE") controls will be positioned for immediate operation from each controller position. Siren systems must have a cycling device to provide for the proper signals without monitoring by the controllers. Systems will be tested, as a minimum, monthly at a pre-coordinated time during normal duty hours. Results of system tests will be recorded in the events log.

Chapter 4

PERSONNEL

4.1. Manpower Standard. Air Force Manpower Standard (AFMS 135A) determines unit-level manpower authorizations. The unit manpower document is the result. HQ AFSPC/XOO is the AFSPC office of primary responsibility (OPR) for enlisted command post manning issues.

4.2. Assignments. CP positions are not selectively manned. AFMAN 36-2105, *Officer Classification* and AFMAN 36-2108, *Enlisted Classification*, establish general qualification requirements for personnel in both the officer and 1C3X1 career fields. The only restrictions AFSPC has placed on the assignment of personnel who have the required rank, AFSC and skill-level are identified in the Personnel Processing Codes (PPC) included in the assignment notifications.

4.2.1. Security Clearances. All personnel assigned C2 duties within the CP must possess a Top Secret (TS) security clearance based on a Single Scope Background Investigation (SSBI). Permanent SIOP-ESI and SCI accesses are also based on an SSBI.

4.2.1.1. Where mission requirements allow, units may employ personnel with a Secret clearance. A final TS, however, is required for all 1C3X1 personnel to retain the AFSC.

4.2.1.2. Commanders may grant interim TS clearances IAW the requirements stated in AFI 31-101.

4.2.2. SIOP-ESI Access. Personnel assigned to 20 AF units require access to SIOP-ESI categories "01," "08" and "10," as applicable.

4.2.2.1. The management and training elements will have access categories "01" and "10."

4.2.2.2. All certified controllers will be granted, as a minimum, access to category "10." If controllers will store materials for crewmembers, access to category "08" may also be required.

4.2.2.3. The SIOP approval authority may waiver requirements IAW the procedures outlined in AFI 10-1102, *Safeguarding the SIOP*.

4.2.2.4. Information Management Specialists will have access to category "08."

4.3. Manning Report (MANREP).

4.3.1. Purpose. The MANREP provides information necessary for the MAJCOM functional manager (FAM) to effectively manage AFSPC 1C3X1 resources.

4.3.2. When Submitted. Each CP Chief or Superintendent will submit a MANREP to the FAM no later than the first duty day of each month. The report "*as of date*" will be the first day of the month.

4.3.3. How Submitted. Submit via e-mail directly to the FAM. Secondary method is via fax to DSN: 692-0210 and tertiary is via DMS to the HQ AFSPC Operations Center.

4.3.4. Format. A sample MANREP is provided at [Attachment 5](#). Reports that indicate an individual is moving PCS or TDY to an overseas location must be marked *FOUO*.

4.3.4.1. NAME/RANK/TITLE. Self explanatory unless the position is vacant or not being used, in which case, the terms "VACANT" or "NOT USED" will be entered.

NOTE: The terms “Not used” and “Vacant” are not the same. In the sample report, the unit has 12 positions authorized and 11 personnel assigned. Therefore, only one position can be shown as "VACANT" and all other unused positions must be shown as "NOT USED." Management chose not to put a SSgt in the TSgt position ("NOT USED") and double billeted a SSgt position. The A1C position does not have a body to go against it (“VACANT”).

4.3.4.2. **POSITION/GRADE.** The seven-digit numerical position code extracted from the Unit Manning Document (UMD) to include the grade associated with the position number.

4.3.4.3. **DAFSC/PAFSC.** For DAFSC, enter the AFSC authorized for the position from the UMD. Enter the incumbent’s PAFSC or leave blank if using “vacant” or “not used” in column one.

4.3.4.4. **DAS/CERTIFICATION/AVAILABILITY STATUS.** Leave this column blank if using “vacant” or “not used” in column one.

4.3.4.4.1. Enter date (YYMMDD) the incumbent arrived on station.

4.3.4.4.2. Enter position (s) individual is certified in (Console OPS, SORTS or None).

4.3.4.4.3. Enter individual’s current availability status as AVAILABLE, IN TRAINING, TDY, TERMINAL LEAVE, CONVALESCENT LEAVE, DECERTIFIED, OR OTHER (use of “other” requires explanation in the remarks section).

4.3.4.4.3.1. Include the estimated certification date when using “In Training”.

4.3.4.4.3.2. Include the estimated time of return to home station when using “TDY”.

4.3.4.4.3.3. Include the approved separation or retirement date when using “Terminal Leave”.

4.3.4.4.3.4. Include estimated date of return to duty when using “Convalescent Leave”.

4.3.4.4.3.5. Include estimated recertification date when using “Decertified”.

4.3.4.5. **PROJECTED LOSSES.** Information on all known outbound personnel. Provide name, destination (new base, separation, retirement, etc) and RNLTD/separation/retirement date.

4.3.4.6. **PROJECTED GAINS.** Information on all known inbound personnel. Provide name, rank where the individual is coming from (tech school, another base), estimated arrival date and projected position number.

4.3.4.7. **PRESENT AND/OR PROJECTED TDY COMMITMENTS.** Information on all known TDY requirements.

4.3.4.8. **REMARKS.** Used to provide amplification and/or clarification on other parts of the report and other information deemed appropriate by management.

Chapter 5

TRAINING, TESTING AND CERTIFICATION

5.1. Purpose. This chapter outlines training requirements for CP personnel and provides guidance for locally developed training programs and controller evaluations. These are only the minimum requirements. Each CP must tailor their training programs to address mission-unique requirements.

5.2. Applicability. The training and certification requirements of this chapter apply to:

5.2.1. 1C3X1, *Command Post Specialist*, personnel assigned to the CP.

5.2.2. Augmentees performing EA and/or operational reports duties.

5.3. CP Training Program. The CP Chief ensures controller training is conducted as outlined in AFI 10-207, AFMAN 36-2234, *Instructional System Development*, AFI 36-2201V3, *Air Force Training Program On the Job Training Administration* and this instruction.

5.3.1. **Training Manager.** A training manager will be appointed in writing. As a minimum, the manager must be a 5-skill level 1C3X1. If manning permits, an assistant manager may be assigned. When selecting a training manager, personality and experience, in addition to rank, should be considered. The training manager will be a task certifier and, in coordination with the CP Chief/Superintendent, assign certified controllers as task trainers. Training managers will, as a minimum:

5.3.1.1. Manage and conduct the CP training program.

5.3.1.2. Administer initial, refresher, and recurring training.

5.3.1.3. Maintain training documentation IAW AFI 10-207 and this instruction.

5.3.1.4. Develop a Master Task List (MTL) based on the HQ AFSPC/XOOT provided aides.

5.3.1.5. Publish a monthly training letter outlining self-study requirements.

5.3.1.6. Plan and schedule formal training. Assign controllers applicable briefing subjects in the monthly training letter.

5.3.1.7. Administer annual evaluations.

5.3.1.8. Conduct or schedule ancillary training (generator operations, evacuation procedures, etc).

5.3.1.9. Maintain console operations certification.

5.3.2. **Training Program Structure.** The training program must be based on four primary principles: realism, integration, flexibility, and simplicity. Realism means targeting training to meet mission needs. The "team concept" is behind integration of all C2 training programs. Flexibility is necessary to create an effective training program. Simplicity means making training documentation work to enhance effectiveness of the program.

5.3.3. **Training Period.** Maximum training time allowed to complete initial training is 90 calendar days from the date the individual enters into training.

5.3.3.1. The CP Chief will evaluate those controllers failing to certify within 90 days for extension or personnel actions.

5.3.3.2. Extensions in training of more than 180 days requires approval from HQ AFSPC/XOO.

5.3.4. **AFSPC Master Training Documents.** HQ AFSPC/XOOT will provide a master Controller Training Outline (CTO), Plans of Instruction (POI) and Master Task List (MTL)/Annual Training Plan to ensure format standardization throughout the command. Each CP will use the provided formats to develop a local training program and will add unit specific tasks to the master documents as needed.

5.3.4.1. MTL/Annual Training Plan. Use the provided format to develop an MTL/Annual Training Plan to forecast and break down into a logical, monthly review, all recurring training tasks conducted during a one-year cycle.

5.3.4.2. Master CTO. Use the provided format to develop and tailor a unit CTO to meet mission requirements. The CTO will include all items in the MTL/Annual Training Plan.

5.3.4.2.1. Individual CTO. A separate CTO is required for each individual entered into training. The outline will be labeled on the front cover with the trainee's rank, name, date entered training and estimated training completion date.

5.3.4.2.2. The individual CTO will contain at least three sections:

5.3.4.2.2.1. SECTION I - General information. Provide an introduction to the unit and an overview of job requirements.

5.3.4.2.2.2. SECTION II - Outline of material to be trained. Accomplish training in phases. Trainers should not move on until satisfactory performance has been demonstrated in the current phase. Provide space for comments and phase review by the trainee, trainer, training manager, and CP management.

5.3.4.2.2.3. SECTION III - This is the certification section and will include:

5.3.4.2.2.3.1. An EA certification exam (may be stored separately to preclude classifying the CTO).

5.3.4.2.2.3.2. General knowledge certification test.

5.3.4.2.2.3.3. Equipment proficiency demonstration requirements.

5.3.4.2.2.3.4. Documentation of all examination scores.

5.3.4.2.2.3.5. Trainee mission brief to the Commander or the CP Chief, Superintendent or Training Manager.

5.3.4.2.2.3.6. Final record review by the CP Chief, Superintendent, Training Manager and trainee.

5.3.4.3. Master POI. Each CP will use the provided format to develop POIs for use when training required tasks. Each POI will provide direction to the trainer to ensure standardization of training.

5.3.5. **Training Comments.** Use the AF Form 623A, **On-the-Job Training Record Continuation Sheet**, to document training comments. Minimum information will include trainer's comments, and the CP Chief/Superintendent comments. In addition, annotate completion of certification, refresher, and remedial training on the AFSPC Form 1999.

5.3.6. **Support Agency Training.** Ensure briefings from support agencies (such as operational plans, security forces, base operations, launch operations, etc.) as well as orientation visits to base agencies are integral parts of the training program.

5.4. Initial Training. This training prepares an individual to correctly perform all assigned duties. The training manager, by interviewing the trainee and reviewing his or her training records, determines the level of training required for controllers with previous C2 experience. Controllers with no prior experience should receive in-depth training in all required tasks.

5.4.1. **Phase Testing.** Trainees will be given both written and practical evaluations during training to measure how well tasks and concepts are understood. Trainers must be prepared to check trainee understanding of how to apply facts, principles, and procedures in task performance.

5.4.1.1. Phase tests will be a minimum of 20 questions and may be open or closed book. Passing score is 90 percent. Critique all missed questions. If a trainee fails a block test, review the area(s) of weakness and administer a second test.

5.4.1.2. Design practical evaluations to allow trainee to demonstrate task proficiency (e.g., demonstrate the ability to key crypto equipment, establish phone patch, etc). If performance is unsatisfactory, review the material, retrain the task and administer another evaluation.

5.4.1.3. Provide space at the end of each block in SECTION II of the CTO for trainer and trainee initials, date completed, and block test scores. Log both satisfactory and unsatisfactory practical evaluation results.

5.4.2. **Certification Testing.** When training is complete, and before the trainee is interviewed and certified, the training manager will test proficiency by:

5.4.2.1. Administering an open or closed book general knowledge examination covering material in the CTO. The minimum number of test questions will be 25 and the minimum passing score is 90 percent.

5.4.2.2. Administering a 50-question closed book EAP examination. The minimum passing score is 90 percent.

5.4.2.3. Administering a practical evaluation containing events that drive controllers to EACs, QRCs and RGBs.

5.5. Training and Certification for Augmentees. With prior approval from HQ AFSPC/XOO (waiver request), augmentees may be used as senior controllers.

5.5.1. **Augmentees.** The use of augmentees during periods of austere manning, emergencies, contingencies, natural disasters and exercises, as warranted, is authorized.

5.5.1.1. Augmentees used to perform console duties must complete the certification and training requirements outlined in AFI 10-207 and this instruction. Additionally, they must:

5.5.1.1.1. Be at least an A1C, and possess, as a minimum, a 5-skill level in their primary AFSC.

5.5.1.1.2. Possess at least a secret clearance. Ideally, augmentees should possess a final top secret clearance.

5.5.1.1.3. Work a minimum of two shifts per month.

5.5.1.1.4. Attend monthly formal training.

5.5.1.1.5. Complete all monthly written and scenario training.

5.5.1.2. When augmentees are used for non-controller duties (entry control, information logging, runner, etc), tailor the training to the tasks to be performed. As a minimum, the training must familiarize the augmentee with EAP, INFOSEC, OPSEC, and physical security as they pertain to high-density operations.

5.5.1.3. Maintain an AFSPC Form 1997, **Record of Controller Recurring Training**, and an AFSPC Form 1999, **Controller Certification Record** for each certified augmentee.

5.6. Recurring Training. Use this training to maintain controller expertise and proficiency. The training is conducted monthly and consists of formal, self-study and proficiency training.

5.6.1. **Formal Training.** The monthly training meeting meets all formal training requirements and is conducted in a classroom environment. Use an area separate from the console for this training. The meeting is used as a forum to train and discuss EAP, operations, reports, and other mission-oriented responsibilities. Other topics may include directive changes, modifications to instructions, and deficiencies identified during daily operations or training scenarios.

5.6.1.1. Controllers will present briefings during the monthly training meeting when tasked by the training manager.

5.6.1.2. Administrative or general interest items (e.g., Commander's Call) may be covered during the meeting. The CP Chief, Superintendent and Training Manager will review the agenda prior to the meeting to ensure items from the MTL are covered and that the classification of presentations is correct.

5.6.1.3. Controllers who miss the training meeting must review the meeting record and be briefed by the training manager within seven days of return to duty (scheduled break, leave, TDY, etc).

5.6.1.4. Use caution when scheduling training meetings to ensure the same individuals do not miss consecutive meetings due to shift schedules.

5.6.1.5. In addition to any audio or video recordings, the AFSPC Form 1990, **Record of Controller Formal Training**, will be used to record meeting minutes.

5.6.1.5.1. If the AFSPC Form 1990 is the only record of the meeting, it must be detailed enough for those reviewing the minutes to understand the substance of what was briefed. "Discussed LSOAs" is not a sufficient entry; instead, entry should be "SrA Showers reviewed submission criteria and timing requirements of all types of LERTCON Status of Action reports with emphasis on timing requirements and action codes".

5.6.1.5.2. The AFSPC Form 1990 will include trip highlights and tie-in to the current month's MTL topics when a field trip is scheduled as part of the monthly training meeting.

5.6.2. **Self-Study.** The training manager is responsible for drafting the monthly self-study letter listing appropriate policy directives, instructions, OIs, QRCs, OPLANs, etc., supporting the current month's MTL objectives. The letter may also be used to formally task controllers with training meeting briefings. The CP Chief or Superintendent will sign and publish the letter each month.

5.6.2.1. Assign specific chapters, annexes, or paragraphs within the publications, as opposed to requiring controllers to read an entire document.

5.6.2.2. Controllers indicate completion of the monthly self-study by either annotating the self-study letter or an AFSPC Form 1997.

5.6.3. **Proficiency Training.** This training is used to increase controller skills and knowledge beyond minimum certification requirements. The training is conducted monthly and consists of written exams and scenarios. Conduct scenario training using the "team" concept; whereas written exams are individual efforts.

5.6.3.1. Written Exams. Use written exams to measure understanding and the application of concepts and information. Exams will be "critiqued to 100 percent", meaning the training manager must review missed questions with the individual.

5.6.3.1.1. Controllers failing an examination will be retrained in the area(s) of weakness and re-tested within seven days of the failure. Do not administer the same test as initially given.

5.6.3.1.2. General knowledge (self-study) exams may be open or closed book, but must be a minimum of 25 questions. Minimum passing score is 90 percent.

5.6.3.1.3. EAP exams will be *closed book*, and a minimum of 25 questions. Minimum passing score is 90 percent.

5.6.3.1.4. EAP exams administered during a HHQ SAV or Operational Readiness Inspection (ORI) may be used to meet monthly requirements.

5.6.3.1.5. Controllers failing an IG administered EAP exam or two consecutive months of locally administered EAP exams are considered decertified. The unit commander will re-certify controllers after completion of a regimen of training determined by the Training Manager or Superintendent.

5.6.3.1.6. Annotate exam scores on the AFSPC Form 1997.

5.6.3.2. Scenario Training. Scenarios are used to provide training in a controlled, supervised environment, and ensure controllers remain proficient in day-to-day and high-density operations.

5.6.3.2.1. For dual manned units, administer scenario training using the "team" concept of at least two controllers.

5.6.3.2.2. Individuals who miss proficiency training due to leave, TDY (less than 60 days), etc. are required to accomplish the training within seven days of returning to duty.

5.6.3.2.3. The Training Manager (or designated alternate) is the only individual who conducts this training.

5.6.3.2.4. Scenario training will not be conducted at the console nor include the use of "live" communications systems.

5.6.3.2.5. Console checklists are dedicated resources and will not be used for scenario training. Develop a training set or conduct training using sets from the ALT kit.

5.6.3.2.6. For 20AF units, use the KTC-165, KTC-221, and KTC-2230 to develop and conduct training scenarios that require message encoding/decoding.

5.6.3.2.7. Training will consist of a minimum of five events. Base scenarios on the annual training plan and include tasks that drive controllers to EACs, QRCs and RGBs.

5.6.3.2.8. Controllers assigned to 20 AF units will copy and broadcast at least one EAM and will complete at least one SFAM report representing each type of required report during training.

5.6.3.2.9. Each training session will include a minimum of one EA scenario, to include attainment reporting procedures.

5.6.3.2.10. Actual events and unit/HHQ exercises that are observed by the training manager and generate controller QRC/EAC/RGB responses may be used to meet monthly scenario requirements for controllers who participate in the event.

5.6.3.2.11. Exercise scripts may be written or audio recorded in narrative format. Maintain scenario records in accordance with AFMAN 37-139, Table 10-10 rule 4. **Attachment 4** provides a sample script format.

5.6.3.2.12. Annotate scenarios used each month on the AFSPC Form 1997.

5.7. Annual Evaluations. The Training Manager will administer annual evaluations to all certified controllers (including augmentees). The CP Chief/Superintendent will provide guidance and oversight of the annual evaluation program. Written tests over and above those administered each month are not required during annual evaluations.

5.7.1. **Practical.** The evaluation will consist of a practical that includes the use of QRCs, RGBs, and EACs. Critique performance at the end of the practical. HHQ exercises that are observed by the Training Manager and generate controller responses may be used to meet this requirement.

5.7.1.1. Failure of the practical will result in decertification. Controllers will be retrained in the area(s) of weakness and given another practical to ensure proficiency.

5.7.1.2. Document annual evaluations on the AFSPC Form 1997. If a unit/HHQ exercise was used, include exercise name.

5.7.2. **Training Manager Evaluation.** The CP Chief/Superintendent is responsible for ensuring the Training Manager maintains proficiency and competency in console operations.

5.7.2.1. The alternate training manager or another task certifier will evaluate the Training Manager during an exercise or evaluation scenario. This evaluation will be conducted annually.

5.7.2.2. Document the evaluation on the AFSPC Form 1997.

5.8. Controller Certification: Certify controllers after successful completion of initial/refresher training and a determination that the individual is qualified to perform console duties and tasks unsupervised.

5.8.1. **Certifying Officials.** Certification officials are designated in AFI 10-207. The following amplifying guidance is provided:

5.8.1.1. Certification authority at the MAJCOM will be the Commander, HQ AFSPC/SOPS.

5.8.1.2. Wing/DRU CC/CV will certify controllers at the Wing/DRU level.

5.8.1.3. In lieu of the Commander, SORTS certification may be accomplished by the Chief, CP.

5.8.1.4. A change in certification official does not invalidate certification. However, a review of all certification records will be conducted by the new certification official. A memorandum for record will be completed, confirming the review, and maintained in the training binder.

5.9. Decertification. Decertification is considered a serious sanction against controllers and should only be initiated when sub-standard performance demands. Reasons for decertification:

5.9.1. A controller has not performed AFSPC C2 duties or met proficiency shift requirements for 60 or more days.

NOTE: This does not include AEF deployments if the individual was performing CP related duties. These individuals only require refresher training before returning to console duty.

5.9.2. Failure of an IG administered EAP examination.

5.9.3. Controller receives an UNSATISFACTORY rating during an annual evaluation or HHQ inspection.

5.9.4. Failing two consecutive months of written EAP examinations.

5.9.5. Sub-standard performance or other reasons deemed appropriate by the CP Chief.

5.10. Decertification Authority. Decertification is automatic for circumstances as outlined in **paragraphs 5.9.1.** through **5.9.4.**

5.10.1. The CP Chief will make decertification decisions regarding **paragraph 5.9.5.** issues based on the recommendations of the Superintendent and Training Manager.

5.10.2. Document decertification on the back of the individual's AFSPC Form 1999, with the date, reason for decertification, and signature of the CP Chief.

5.11. Reinstatement Following Decertification. After a decertified controller has been retrained and evaluated in the area(s) of weakness, the unit Commander, (HQ AFSPC SOPS/CC for MAJCOM), must re-certify.

5.12. Training and Certification Binder. Certification and recurring training records are maintained in a single "Training and Certification Binder". This book will be divided into four sections:

5.12.1. SECTION I - AFSPC Form 1999. Include a separate section for each certified individual currently assigned.

5.12.2. SECTION II - AFSPC Form 1990 (or a computer facsimile).

5.12.3. SECTION III - AFSPC Form 1997 (or computer facsimile).

5.12.4. SECTION IV - Self-study letters.

5.13. SORTS Training. SORTS manager and unit monitor training requirements are outlined in AFI 10-201_AFSPCSUP1, *Status of Resources and Training System.*

5.14. Record Keeping. To assist in evaluating the effectiveness of the program and developing trend analysis, training and certification forms will be maintained as follows:

5.14.1. **AFSPC form 1990, Record of Controller Formal Training.** Maintain records of the last twelve months.

5.14.2. **AFSPC form 1997, Record of Controller Recurring Training.** Maintain records of the last twelve months.

5.14.3. **AFSPC form 1999, Controller Certification Record.** Maintain these records IAW AFI 10-207.

Chapter 6

INSPECTIONS AND STAFF ASSISTANCE VISITS (SAVS)

6.1. Inspections. This instruction recognizes the need for, and directs the accomplishment of C2 capabilities and activities. Headquarters personnel, NAF evaluators and the Command IG will evaluate both compliance with this instruction and unit response to operational crises and contingencies.

6.1.1. Higher Headquarters Testing. The HQ AFSPC/IG and HQ AFSPC/XOO SAV teams will administer closed book EAP exams during visits.

6.1.1.1. All available controllers will be tested. As a minimum, 70 percent of certified controllers must be tested. Controllers in training may take the examination on a “no fault” basis for practice.

6.1.1.2. SAV administered exams will be 50 questions. The CP Chief, in concert with the Superintendent and Training Manager, will determine the course of action to be taken with controllers who fail the exam.

6.1.1.3. IG administered exams will be 50 questions. Controllers who fail the exam are considered decertified and must be re-certified IAW the procedures previously outlined in paragraph **5.11.** prior to assuming unsupervised controller duties.

6.2. The SAV Program. The SAV program is designed to review CP programs and provide command advice, clarification, and assistance. The purpose of the program is to provide assistance, standardize procedures, identify structural and procedural deficiencies, standardize procedures, and solicit feedback and suggestions on how to improve C2 functions and to identify good ideas for possible use Command wide.

6.2.1. Conducting SAVs. Normally, HQ AFSPC/XOOT schedules visits for each unit based on an 18-month cycle. The proposed schedule will be coordinated with all agencies prior to publication, to include HQ AFSPC "GATEKEEPER." These visits are MAJCOM funded.

NOTE: The “GATEKEEPER” maintains the Command’s master schedule of evaluations and major exercises.

6.2.1.1. HQ AFSPC/XO may direct out-of-cycle visits to standardize procedures or correct deficiencies. These visits are MAJCOM funded. If time and circumstances permit, a schedule will be coordinated with the unit. As a minimum, the schedule will be coordinated with the HQ AFSPC "GATEKEEPER." In all instances, HQ AFSPC will provide affected units a team roster and an itinerary.

6.2.1.2. Units may request an out-of-cycle SAV if the need for an outside program review is felt. These visits are unit funded. Units may request a full SAV or a review of specific programs (operations, SORTS, training, etc).

6.2.1.2.1. Submit written requests to HQ AFSPC/XOOT no later than 30 days prior to the desired SAV dates. Include type of SAV requested and inclusive dates.

6.2.1.2.2. The SAV team reviews those areas requested by the unit to include documentation and crew performance.

6.2.1.2.3. Upon approval, HQ AFSPC/XOOT will provide the unit a list of team members and a tentative itinerary.

6.2.2. **SAV Briefings.** If requested by the unit, the CP Chief will schedule SAV team in/out briefs with the Commander/Vice Commander based on availability. Daily briefings are provided to CP management, if desired, on areas observed that day.

6.2.2.1. Units will present an in-brief covering at a minimum, an introduction of all CP staff and a report on the status of any previous findings/observations made during the prior SAV.

6.2.2.2. The SAV Team Chief introduces all team members, identifies areas to be observed and provides the SAV rules of engagement. On the last day of the visit the team gives an out-brief summarizing any observations, findings or recommended improvement areas.

6.2.3. **SAV Areas of Review.** Major functional areas reviewed are:

6.2.3.1. EAP. Emphasis is on accuracy, structure, and content of checklists and controller performance during EAP execution.

6.2.3.2. General Operations. Policies and Procedures are the focus of this area. Included is compliance with local directives and OIs, administrative practices and procedures, personnel and resource utilization and overall CP effectiveness.

6.2.3.3. Training. Specifically, training program compliance with written guidance, certification procedures, documentation, CTO, and the overall effectiveness of the training program.

6.2.3.4. Performance Demonstrations. Administer and observe selected scenarios to provide a review of the overall training program.

6.2.3.5. Operational Reports. Primary focus is on the contents and instructions in the RGB, the report coordination process, timeliness, and accuracy of reports.

6.2.3.6. SORTS. Review documentation, which includes the training program, AFSPC SORTS Forms and Designed Operational Capability (DOC) statements.

6.2.3.7. Security. Emphasis is placed on information security, physical security and entry/circulation control procedures.

6.2.3.8. Self-Inspection Program. Primary focus is on the format of self-inspection book(s), written guidance, program compliance, documentation and overall effectiveness.

6.2.3.9. Facilities and Equipment. Emphasis is on general appearance, cleanliness, functionality and utility of equipment, displays, self-help projects, etc.

6.2.3.10. QRCs. Emphasis is on accuracy, structure, and content of checklists, as well as effectiveness during observed controller performances.

6.2.4. **Report of Findings.** During the out-brief, all findings are briefed to the CP management team. All areas of concern are addressed at that time.

6.2.4.1. A written report, signed by HQ AFSPC/XOO, will be forwarded to the unit within 10 duty days after completion of the SAV.

6.2.4.2. This instruction does not require the CP to generate open self-inspection items from SAV findings. That is strictly a CP management decision.

Chapter 7

COMMAND POST AWARDS PROGRAM

7.1. Purpose. These awards recognize sustained outstanding performance, and accomplishments within Air Force Space Command's C2 community. Further, they recognize exceptional performance by enlisted CP specialists. HQ AFSPC/XO sponsors two unit and four individual awards.

7.2. Unit Awards. Eligibility extends to all wing/DRU-level CPs that function in accordance with AFI 10-207, *Command Posts* and this instruction.

7.2.1. *Small Unit Command Post of the Year.* Awarded to a unit having at least seven but no more than eleven personnel assigned.

7.2.2. *Large Unit Command Post of the Year.* Awarded to a unit having at least twelve or more personnel assigned.

7.2.3. Each unit winner will receive a personalized plaque, have their unit name inscribed on the Command trophy displayed in the HQ AFSPC building and receive letters of congratulations from AFSPC/CC and HQ AFSPC/XO. Additionally, they will be submitted for further competition at Air Force level per AFI 10-207.

7.3. Individual Awards. Eligibility extends to all who have been awarded and served as Command Post Specialists (1C3X1) in the Command during the entire eligibility period. Personnel in supervisory, program management (e.g. SORTS Manager, Reports, Training Manager, etc) or controller positions may be nominated. *Do not* nominate individuals who have received unfavorable personnel action during the rating period. Each agency may submit one nomination per category listed below:

7.3.1. *Command Post Senior Non-Commissioned Officer of the Year (Unit).* Awarded to an individual in the rank of either Master Sergeant or Senior Master Sergeant.

7.3.2. *Command Post Non-Commissioned Officer of the Year (Unit).* Awarded to an individual in the rank of either Technical Sergeant or Staff Sergeant.

7.3.3. *Command Post Airman of the Year (Unit).* Awarded to an individual in the rank of Airman through Senior Airman.

7.3.4. *Headquarters Command Post Controller of the Year (Higher Headquarters).* Awarded to an enlisted controller assigned to either the HQ AFSPC Operations Center or in a MAJCOM/NAF staff position (i.e. SORTS, Policy and Procedures).

7.3.5. Winners in individual award categories will receive a personalized memento and letters of congratulations from AFSPC/CC and HQ AFSPC/XO. Additionally, they will be submitted for further competition at Air Force level per AFI 10-207.

7.4. Rating Period. For all awards, the rating period is 1 January through 31 December.

7.5. Nomination Packages Submit nomination packages to HQ AFSPC/XOOT no later than 15 February of the year immediately following the closeout of the rating period. Packages received after this date will not be considered.

7.5.1. **Formatting.** Submit nominations on the AF Form 1206, **Nomination for Award**, in bullet format, using the Times New Roman font, 12-pitch. Submissions are limited to the “*front side only*” of the form. A brief letter of endorsement from the unit commander *will* accompany each nomination. Any other attachments or supplemental materials are not authorized. Comments and information on the AF Form 1206 will be in bullet statement format per criteria/categories.

7.5.2. **Special Requirements.** A soft (electronic) copy of the AF Form 1206 must accompany each nomination package. Multiple nomination packages (i.e., Large Unit Command Post of the Year, SNCO, NCO and AMN of the Year) from the same unit may be included in a single soft copy media. Units may either send a 3.5’ diskette with the packages or email the forms. In either case, ensure the AF Form 1206 is “packaged” and saved as a “. FPK” file before submitting it.

7.5.3. **Forwarding Packages.** Regardless of the method used to forward packages, they must reach HQ AFSPC/XOOT by the date specified in paragraph 7.5. The following methods are recommended:

7.5.3.1. Commercial Mail. Mail packages to HQ AFSPC/XOOT, 150 Vandenberg Street, Suite 1105, Peterson AFB, and CO 80914-4190.

7.5.3.2. Facsimile. Nomination packages may be faxed to DSN 692-0214.

7.5.3.3. Electronic Mail. Contact HQ AFSPC/XOOT, DSN 692-1358/8348/0554 (commercial (719) 554), for email instructions.

7.6. Evaluation Criteria.

7.6.1. **Command Post Unit Awards (Large Unit and Small Unit).** Address the following areas on the AF Form 1206 for Command Post of the Year nominations:

7.6.1.1. *Excellence in Mission Accomplishment and Impact.* Describe significant mission accomplishments and impacts...i.e. IG results, C2 systems expertise, SORTS reporting accuracy, major exercises/contingencies, TDY support/deployments, etc. Maximum points awarded in the category- 25.

NOTE: A maximum of 5 additional points will be added in this category based on each unit’s OPREP-3 accuracy rate. Points awarded will be determined by averaging the monthly error rates for each nominated unit.

7.6.1.2. *Performance and Recognition of Command Post Controllers.* Show performance/testing results and recognition of command post controllers...i.e. IG, SAV, unit monthly testing, letters and laudatory comments from senior leadership or outside agencies, etc. Maximum points awarded in this category- 15.

7.6.1.3. *Training Recognition.* Describe and benchmark processes demonstrating innovative or highly successful training procedures and initiatives. Maximum points awarded in this category- 10.

7.6.2. **Individual Award Nominations .** For nominees in each category (AMN, NCO, SNCO, and HQ CP Controller) address the following areas on the AF Form 1206:

7.6.2.1. *Leadership and Job Performance in Primary Duties.* Describe significant leadership accomplishments and how well the member performed assigned primary and additional duties. Define the scope and level of responsibilities and the impact on the mission and units. Include any new initiatives or techniques developed by the member that positively impacted the unit and/or the

mission. Include results of Air Force, MAJCOM, NAF-level inspections and/or evaluations. Include any awards received during the rating period (e.g., NCO of the Quarter, Controller of the Month, etc). Maximum number of points awarded in the category- 30.

7.6.2.2. *Significant Self-Improvement.* Show how the member developed or improved skills related to primary duties; e.g. formal training, Career Development Course enrollment or completion, On-the-Job Training, certifications, off-duty education related to primary duties, and so forth. Include completion of any off duty professional military education (PME) as well as awards earned during in-residence attendance. Include any off-duty education not directly related to primary duties; e.g. class, course, degree enrollment and/or completion, grade point average. Cite any other relevant training or educational activity that significantly enhanced the member's value a military citizen. Maximum number of points awarded in the category- 10.

7.6.2.3. *Base or Community Involvement.* Define the scope and impact of the member's positive leadership and involvement in both the military and civilian community. Include leadership, membership or participation in activities such as unit advisory councils, professional military organizations, associations and events (e.g., President, Top-3, enlisted dining out committee, member Air Force Sergeants Association, Sunday school teacher, and so forth). Maximum number of points awarded in the category- 10.

7.7. Selection of Winners. HQ AFSPC/XO will convene a board (chaired by the Chief, Current Operations) consisting of personnel assigned to the Directorate of Air and Space Operations, to review and rank nomination packages. HQ AFSPC/XO will select the winners in all categories based on the recommendations of the review board.

7.8. Announcement of Winners. Winners will be announced via a Headquarters AFSPC message addressed to all units.

7.9. Program Administration. The HQ AFSPC Current Operations Division (XOO) administers this awards program for the Director of Air and Space Operations. Questions concerning the program may be directed to that office using the same numbers listed in **paragraph 7.5.3.3.**

7.10. Local Programs. Managers at all levels are highly encouraged to develop local recognition programs to acknowledge the superior performance and contributions assigned personnel make to the mission and the unit. Local recognition programs are of special interest to the SAV Team and Inspector General.

7.11. Forms Prescribed:

7.11.1. AFSPC Form 1, **Command Post Checklist**

7.11.2. AFSPC Form 1A, **Command Post Checklist (Continuation)**

7.11.3. AFSPC Form 1924, **Event Log**

7.11.4. AFSPC Form 1990, **Record of Controller Formal Training**

7.11.5. AFSPC Form 1997, **Record of Controller Recurring Training**

7.11.6. AFSPC Form 1999, **Controller Certification Record.**

DOUGLAS M. FRASER, Brig Gen, USAF
Director of Air and Space Operations

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

AFKAG 1, *Routine Destruction and Emergency Protection of COMSEC Material*

AFI 10-201_AFSPCSUP1, *Status of Resources and Training System*

AFI 10-206_AFSPCSUP1, *Operational Reporting*

AFI 10-205_AFSPCSUP1, *Availability of MAJCOM Commanders*

AFI 10-207, *Command Posts*

AFI 10-801, *Assistance to Civilian Law Enforcement Agencies*

AFI 10-1101, *Operations Security*

AFI 10-1102, *Safeguarding the Single Integrated Operations Plan (SIOP) (20 AF units)*

AFI 31-101V1, *The Air Force Physical Security Program*

AFI 31-101V2, *The Air Force Nuclear Security Program Standards (20 AF units)*

AFI 31-209, *The Air Force Resource Protection Program*

AFI 31-401, *Information Security Program Management*

AFI 31-101, *Installation Security Program Management*

AFI 32-8004, *Standard Facility Requirement*

AFI 33-202, *COMPUSEC Program*

AFI 33-203, *Emission Security*

AFI 33-211, *Communications Security (COMSEC) User Requirements*

AFI 36-2201V3, *Air Force Training Program On the Job Training Administration*

AFI 36-2403, *The Enlisted Evaluation System (EES)*

AFMAN 33-214V2, *Emission Security Countermeasure Review*

AFMAN 36-2105, *Officer Classification*

AFMAN 36-2108, *Enlisted Classification*

AFMAN 37-139, *Records Disposition Schedule*

AFPAM 10-709V1CD, *USMTF User Formats (CD version)*

AFSPCI 10-207, *Alert Notification Procedures*

AFSPCI 10-210, *AFSPC Command Posts*

Attachment 2

EQUIPMENT CHART

Table A2.1. Equipment Chart.

SYSTEM	14 AF		20 AF	
	REQ	AUTH	REQ	AUTH
GCCS	X		X	
Message Distribution Terminal/ DMS Terminal	X		X	
SACCS Terminal/Printer			X	
SLFCS				X
AFSATCOM/MILSTAR			X	
Crash Net System Access		X		X
Class "A" Line (minimum of 1)	X		X	
STU III (minimum of 2)	X		X	
Class "B/C" Lines		X		X
Unlisted Commercial Line		X		X
Weather Data Receiver	X		X	
SIPRNET	X		X	
LMR/CC Net		X		X
CONSOLE HOTLINES (Speed Dial Lines authorized unless locally prohibited)				
WSC/CSC (Hotline Only)	X (Wing)	X (NAF)	X	X
Maintenance Operations Center		X		X
Base Operations		X		X
Tower/ATC		X		X
Law Enforcement Desk		X		X
Hospital Emergency Room		X		X
Direct, patch capable lines to key staff personnel offices and quarters	X		X	
CP Entry Door	X		X	
Weather		X		X
Fire Department		X		X
Helicopter Operations		X		X
Communications Help Desk		X		X

	14 AF		20 AF	
SYSTEM	REQ	AUTH	REQ	AUTH
CONSOLE HOTLINES (Speed Dial Lines authorized unless locally prohibited) (cont)				
Missile Alert Facility			X	
Launch Control Center			X	
Direct, patch capable line to next higher C2 unit (AFPSPCC, NAFs, wings, DRUs)	X		X	
Direct, patch capable line to subordinate wing CP (NAF)	X		X	
SUPPORT EQUIPMENT				
Emergency Power Equipment	X		X	
Shredder, COMSEC Approved	X		X	
Non-secure Facsimile	X		X	
Emergency Light System	X		X	
Copier	X		X	
Flashlights (minimum of 2) with spare batteries	X		X	
Overhead Projector	X		X	
Microcomputer System	X		X	
Clocks (minimum of 3)	X		X	
Refrigerator		X		X
Television (basic cable access)	X		X	
Video Cassette Recorder		X		X
Microwave Oven		X		X
Safes/Security Containers	X		X	
CCTV		X		X
Multi-channel Recorder (24 Hour)	X		X	

Attachment 3

OI/QRC CHART

NOTE: The following table lists OIs and QRCs normally used by CPs. CP managers will determine the applicability of each to their unit mission, and develop QRCs/OIs accordingly. Asterisks (*) indicate mandatory QRCs.

Table A3.1. Ois and QRCs.

SUBJECT	OI/QRC	14 AF	20 AF
AIRCRAFT			
Aircraft Accident/Incident	QRC	X	X
Aircraft Emergency	QRC	X	X
Aircraft Evacuation/Hurricane Evacuation	QRC	X	X
Alert Force Degradation	QRC		X
Anti-Hijacking/Aircraft Theft	QRC	X	X
Bird Strike/Bird Hazard	QRC	X	X
Dropped Object	QRC	X	X
Fuel Jettison	QRC	X	X
Medical Evacuation	QRC	X	X
Rescue Operations	QRC	X	X
Space Shuttle Support	QRC	X	
MISSILE & SPACE			
ALCC Operational Testing/UHF Communications Poll	QRC		X
Coded Switch Abnormal Indications	QRC		X
Emergency Code Dissipation	QRC		X
Flood Control	QRC		X
FOT&E Shot, Missile Test Launch	QRC	X	X
LCC Emergency Entry	QRC		X
LCC Shutdown	QRC		X
LCC/LCF Loss of Communications	QRC		X
Missile Potential Hazard Procedures	BOTH	X	X
Missile Incident	QRC		X
Missile Degrade	QRC		X
Olympic Play	QRC		X
Single/Dual Flight Operations	QRC		X
Two Man/Two Person Policy Violation	QRC	X	

SUBJECT	OI/QRC	14 AF	20 AF
MISSILE & SPACE (cont)			
Crisis Action Team Activation	QRC	X	
Launch Reporting	QRC	X	
Launch Anomaly Reporting	QRC	X	
Launch Rescheduling Reporting	QRC	X	
Launch Cancellation Reporting	QRC	X	
Launch Delay Reporting	QRC	X	
SECURITY			
*Bomb Threat	QRC	X	X
*Civil Disturbance	QRC	X	X
*Computer Security	OI	X	X
Code Compromise/Possible Compromise	BOTH		X
*Covered Wagon	QRC	X	X
EOD Assistance	QRC	X	X
*HELPING HAND	QRC	X	X
*Information Security Program Procedures	OI	X	X
*POSSE COMITATUS/Support to Civilians	QRC	X	X
SAFE HAVEN	QRC	X	X
Security Compromise/Deviation/Violations	BOTH	X	X
Stockpile Emergency Verification	QRC		X
*FPCON/INFOCON Procedures	QRC	X	X
Two Person Control Violations	QRC		X
*CP and Associated Facility Access	OI	X	X
COMMUNICATION			
*Communications Outage	QRC	X	X
*Communications Out Recall	QRC	X	X
Spectrum Interference Resolution	QRC	X	X
Missile Potential Hazard Test Conference	QRC	X	X
Siren Test/Maintenance	BOTH	X	X
DISASTER			
Attack Warning	QRC	X	X
BENT SPEAR	QRC		X
BROKEN ARROW	QRC	X	X
*Disaster Response Force	QRC	X	X
DULL SWORD	QRC	X	X

SUBJECT	OI/QRC	14 AF	20 AF
DISASTER (cont)			
*Major Accident Response Exercise (MARE)	QRC	X	X
*Natural Disasters	QRC	X	X
MISCELLANEOUS			
*Battle Staff Recall	QRC	X	X
*Casualty Assistance	QRC	X	X
*Commercial Power Failure	QRC	X	X
*COMSEC Protection Evacuation Procedures	OI	X	X
*COMSEC Inventory Procedures	OI	X	X
*Controller Training	OI	X	X
*Controller Information File	OI	X	X
*Death/Injury of Personnel	QRC	X	X
*Ground Emergency	QRC	X	X
*Hostage Situation	QRC	X	X
*Inspection Team Arrival	QRC	X	X
*Location of Key Personnel/DV	QRC	X	X
*OPREP-3 Reporting	BOTH	X	X
*Pyramid Alerting	QRC	X	X
*Alternate Command Post Procedures	OI	X	X
Satellite and Ground Station Anomaly	QRC	X	
*CP Evacuation/Relocation	QRC	X	X
WEATHER			
*Weather Warnings	QRC	X	X
*Weather Watch	QRC	X	X
Hurricane Evacuation	QRC	X	
Tornado	QRC	X	X

Attachment 4

SAMPLE CONTROLLER TRAINING SCRIPT OUTLINE

This tape is classified _____. This is script number 03-X and consists of a series of simulated situations. The situations are progressive, so keep status charts and boards current at all times. The current situation is as follows:

Current Time _____ (Z)

DEFCON _____

Posture _____ (If required)

FPCON _____

INFOCON _____

Are there any questions?

Answer any questions, and then proceed.

(START TAPE or begin reading the script)

Situation Number One: Message _____ over appropriate COMM system(s)

(STOP TAPE)

Questions/Critique

(START TAPE or begin reading script)

NOTE: Continue with same format for situations two through five (minimum).

This concludes Controller Training Script 01-X.

This tape is classified _____.

(STOP TAPE)

Attachment 5**SAMPLE MANREP**

MEMORANDUM FOR AFSPC 13C FUNCTIONAL MANAGER

FROM 274 SW/CP
 123 VICTORY Row, STE. 332
 Any Base, USA 12345

SUBJECT: MANREP – JAN 03

1. **AUTHORIZED:** (Positions authorized in the Unit Manning Document)

- a. Officer: 2
- b. Enlisted: 12

2. **ASSIGNED:** (Total number of People assigned)

- a. Officer: 2
- b. Enlisted 11

3. **PERCENTAGE:** (Assigned divided by authorized)

- a. Officer: 100
- b. Enlisted: 92

4. **CURRENT MANNING:**

Name/Rank	Position	DAFSC	DAS/Certification/Availability Status
Title	Grade	PAFSC	
CHOVY , Ann, Lt Col	0289764	86P0	020710/None/Available
Chief, Command Post	O-5	86P0	
DHAR , Ray, Capt	0007070	132SB	011009/Console Ops/Available
Operations Officer	O-3	86P0	
KIRK , James T, SMSgt	0026053	1C391	010315/Console Ops/Terminal leave/Retirement date: 30 Mar 03
Superintendent	E-8	1C391	

Name/Rank	Position	DAFSC	DAS/Certification/Availability Status
Title	Grade	PAFSC	
TELLER , Otto, MSgt	0042934	1C371	011015/Console Ops/Available
NCOIC, Console OPS	E-7	1C371	
MARTIAL , Courtney V.	0042935	1C371	000103/Console Ops/Available
MSgt, Training Manager	E-7	1C371	
OVERIDE , Flash, TSgt	0064025	1C371	990306/SORTS/Console Ops/Available
Wing SORTS Manager	E-6	1C371	
NOT USED	0027191	1C371	
	E-6		
ROWAVE , Mike G. SSgt, Duty Controller	0020017	1C351	021216/In Training/Estimated certification date: 1 Mar 03
	E-5	1C351	DOUBLE BILLETED
SPLICER , Gabriel U.	0020017	1C351	001223/Console Ops/SORTS/Available.
SSgt, Duty Controller/ Alternate SORTS Mngr.	E-5	1C351	DOUBLE BILLETED
SHOWERS , April, SrA	1234567	13C51	000627/Console Ops/
Duty Controller	E-5	1C351	Convalescent leave/Estimated return to duty: Unknown
TENNAS , Anne M., SrA	0044699	1C351	000203/Console Ops/Available
Duty Controller	E-4	1C351	
VACANT	0008459	1C331	
	E-3		
SPRINGS , Rusty, A1C	0036752	1C331	010627/Console Ops/Other
Duty Controller	E-3	1C331	
WHITE , Snow A., AMN	0076543	1C331	021214/In Training/Estimated certification date: 14 Mar 03
Duty Controller	E-3	1C331	
LEEVES , Autumn A., AMN, Duty Controller	0098765	1C331	021223/In Training/Estimated certification date: 14 Mar 03
	E-3	1C331	

5. PROJECTED LOSSES: 3

-Capt DAHR will PCS to OURTOWN AFS, RNLTD 07 Nov 03. His projected departure date is 7 Oct.

-SMSgt KIRKWOOD will retire on 30 Sep 03. Terminal Leave Started on 1 Jul.

-TSgt OVERRIDE will PCS to Dustbowl AFB, KS, RNLTD of 1 Aug 03. His projected departure date is 15 July.

6. PROJECTED GAINS: 3

-SMSgt Hamm BONE from Cosmos AFB, NM RNLTD 3 Aug 03. Projected position number is 0023053.

-TSgt Imma ALDAT from Galaxy AFB, NY RNLTD 15 Sep 03. Projected position number is 0054025.

-A1C Dusty RHODES, from 1C3 technical school. RNLTD 31 Jul 03. Projected position number is 0008495.

7. PRESENT AND/OR PROJECTED TDY COMMITMENTS: 1

-MSgt Martial to SNCOA (with leave in conjunction). 06 Apr – 15 Jun 03.

8. REMARKS:

-SrA SHOWERS is on convalescent leave following knee surgery. Return to duty date is unknown at this time.

-A1C SPRINGS is awaiting adjudication of his security clearance and is not available.

//signed//

OTTO M. TELLER, MSgt, USAF
NCOIC, Console Operations