

Chapter 1

INTRODUCTION

1.1. Purpose. This directive:

1.1.1. Defines the basic structure and authority of the AMC Crisis Action Team (CAT) and supporting organizations.

1.1.2. Details the lines of communication between the AMC CAT, HQ AMC Staff, 18 AF and Tanker Airlift Control Center (TACC).

1.2. General. Crisis, contingency, exercise, and wartime operations require continuous HQ AMC attention and timely response to HQ USAF and USTRANSCOM taskings. The CAT provides the AMC/CC with a corporate approach to time-sensitive operations and a flexible support staff tailored to meet worldwide air mobility requirements during times of crisis. AMC provides a graduated crisis response, formulated within the CAT and supported by 18 AF through the TACC. The AMC CAT will provide the single response for AMC to HQAF and/or USTRANSCOM contingency taskings.

1.2.1. The Vice Commander (HQ AMC/CV) convenes the CAT to direct a concentrated effort by the AMC staff for crisis action planning and potential plan execution support.

1.2.2. The formation of the CAT through its support staff and functional action officers ensures 24-hour-a-day availability of designated functional expertise. Primary CAT members convene as required, depending on the type and tempo of air mobility operations. Generally formed 24/7 during a contingency, the CAT's functional and support staff may be reduced and placed on stand-by as operations dictate at the discretion of the Primary CAT Director.

1.3. Changes. AMC staff agencies may recommend changes to this instruction by submitting an AF Form 847, **Recommendation for Change of Publication**, to AMC/A35. AMC/A35 will coordinate revisions with all appropriate offices.

Chapter 2

POLICY

2.1. General. Circumstances which may require AMC/CV to direct activation include, but are not limited to:

- 2.1.1. Operations Plan (OPLAN) and Concept Plan (CONPLAN) implementation;
- 2.1.2. Natural disasters;
- 2.1.3. Major peacetime accidents;
- 2.1.4. Joint Chiefs of Staff (JCS) exercises as directed by AMC/CC/CV.

2.2. Structure.

2.2.1. The CAT consists of senior AMC decision makers from headquarters functional areas or their designated representatives. This group forms a CAT body that can be called to meet as requested by the CAT Director to work time-sensitive issues requiring senior level decisions and guidance.

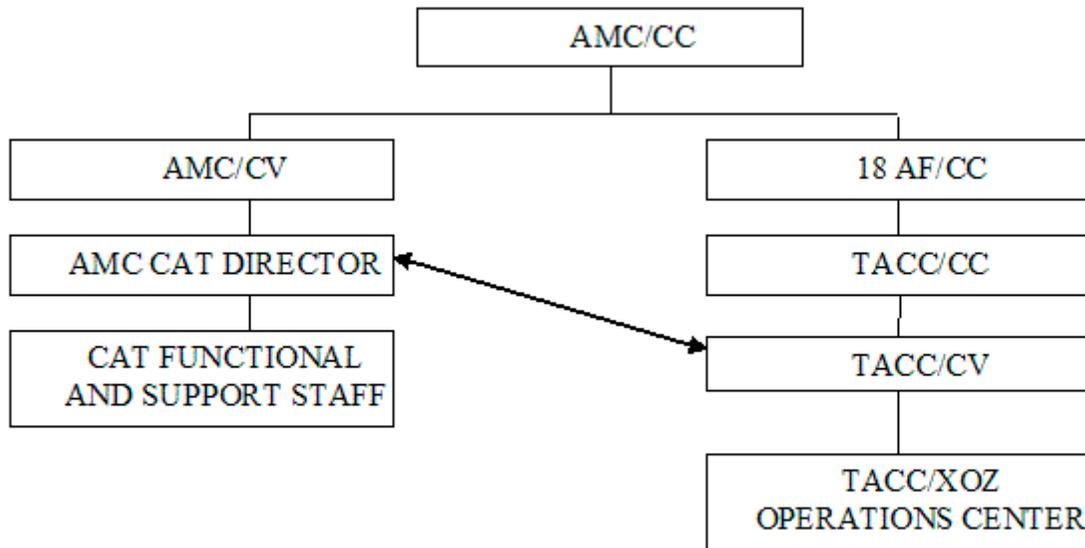
2.2.2. The CAT Director manages the CAT support staff and action officers on behalf of AMC/CV. He/she oversees functional integration and expedites staff work required to support the contingency or crisis by coordinating taskings/requirements with the AMC staff, 18 AF and TACC.

2.2.3. The CAT Director's primary TACC contact is the TACC/CV. The TACC/CV will provide the single response for TACC to the AMC CAT regarding USTRANSCOM and/or HQAF taskings. Two additional essential contacts for the CAT Director are the TACC Battle Staff Director and the TACC Senior.

2.2.3.1. The TACC Director of Global Readiness (TACC/XOP) serves as the single point of contact for all contingency planning and will accept taskings from the TACC Senior (TACC/XOZ). The Battle Staff Director serves as the TACC/XOP liaison to the command and control floor.

2.2.3.2. The Senior directs AMC C2 process and is in direct contact with TRANSCOM Deployment Distribution Operations Center (DDOC) and the AMC Emergency Action (EA) Cell. The Senior provides immediate feedback on aircraft movement, status, and oversight of global execution.

Figure 2.1. CAT Lines of Communication.



2.3. Composition and Sourcing.

2.3.1. Representatives from all Directorates and staff agencies may be tasked for CAT duties. Staffing of the CAT is determined by the situation and judgment of the CAT Director. The goal is minimum staffing to meet contingency objectives. The Classified SIPRNET will be used as a medium for CAT taskings from the CAT Director/Deputy to the various staff functions.

2.3.1.1. AFSOC Liaison Officer (LNO) and Civil Reserve Air Fleet (CRAF) are represented in the CAT through the A3 CAT Action Officer desk.

2.3.2. **Table 2.1.** outlines requirements for the CAT Director Staff. This represents the requirements needed to maintain a “core” cadre of qualified personnel during times when the CAT is in an inactive status. When the CAT is activated, it is this core of personnel that will initially man the CAT. Additional personnel may be trained and utilized as the length of the contingency/crisis dictates. Once a person is trained for a position, this individual remains in the CAT duty “pool” for 1 year or until a replacement is trained. Only fully trained personnel with accounts to access Classified NT, GCCS, GDSS and Logbook will be sent to the CAT for a recall. Establishing accounts requires specific security paperwork that cannot be done short notice.

Table 2.1. Core CAT Member Requirements.

Director (O-6), 16 total	A3(5), A4(3), A5(2), A6(2), A7 (1)and IG(3)
Deputy director (O-5), 16 total	A3(4), A4(3), A5(4), A6(2), A7(2), and IG(1)
Executive officer (O-3/O-4), 16 total	A1(2), A3(3), A5(2), A7(2), A8(2), SE(1), SG(3), and TE(1)
Administrative Support, 10 total	A1(2), A2(1), A3(3), A4(2), A7(1), and PA(1)
CAT Manager Support, 3 total	A6(3)

2.3.3. In addition to the requirements of **Table 2.1.**, each AMC Directorate and Special Staff Agency (SSA) should identify the minimum number of personnel as CAT Action Officers (recommend 6) to allow the capability to expand to and sustain 24/ 7 operations for an extended period. These individuals are direct representatives of their functional area and must have direct access at all times to their director or SSA chief. This ensures continuity within a functional area and facilitates training and computer account management. At least one year retainability is desired for those assigned CAT Action Officer duty.

2.3.4. Those personnel selected and trained as primary members of the CAT Director's Staff will be Battle Rostered to the CAT and should not be selected for AEF deployments. In the event they must deploy, the Directorate will provide a trained replacement prior to their departure. This will ensure the CAT can rapidly and effectively activate/operate during a contingency or crisis.

2.3.5. The requirements for the CAT Director Staff and each CAT Action Officer are:

- 2.3.5.1. Have a thorough working knowledge of their directorate or agency's functional requirements during a contingency;
- 2.3.5.2. Have the knowledge and capability to act as the liaison between their directorate or SSA and other CATs across the DoD supporting the contingency;
- 2.3.5.3. Have an understanding of contingency operations.

Chapter 3

CAT ORGANIZATION AND DUTIES

- 3.1. Specific Duties.** These duties are not all-inclusive, but act as a starting point for the listed positions.
- 3.1.1. CAT Directors, Deputy Directors, Executive Officers, Administrative Support and Manager Support (known collectively as the CAT Director's Staff) are assigned for duty from a trained pool of personnel drawn from the HQ AMC staff (**Figure 2.1.**).
- 3.1.2. The Primary CAT Director. AMC/A35 is the primary CAT Director and reports directly to AMC/CV on all CAT issues. When AMC/A35 is not available due to TDY/leave, the Primary CAT Director duties fall to the scheduled on-call Director. The Primary CAT Director will:
- 3.1.2.1. Determine organizational representation after initial CAT call up;
 - 3.1.2.2. Establish CAT hours;
 - 3.1.2.3. Develop the initial CAT Director shift schedule for 24-hour operations;
 - 3.1.2.4. Establish briefing requirements;
 - 3.1.2.5. Determine Deputy Director and CAT Executive Officer schedules after CAT activation;
 - 3.1.2.6. Ensure required CAT Action Officer positions are staffed;
 - 3.1.2.7. Ensure administrative support is established.
- 3.1.3. All CAT Directors:
- 3.1.3.1. Respond to CAT taskings and directions;
 - 3.1.3.2. Manage the CAT staff area and brief the CAT as appropriate;
 - 3.1.3.3. Monitor CAT Action Officer responsiveness to taskings;
 - 3.1.3.4. Release all CAT messages as CAT releasing authority;
 - 3.1.3.5. Review SITREP and release after A3 approval;
 - 3.1.3.6. Review incoming messages;
 - 3.1.3.7. Assign OPRs to messages/taskings requiring action or information, and establish suspenses;
 - 3.1.3.8. Resolve OPR tasking disputes;
 - 3.1.3.9. Are responsible for CAT area security;
 - 3.1.3.10. Coordinate closely with the TACC Battle Staff Director and TACC Senior;
 - 3.1.3.11. Interface with USTRANSCOM, Air Force, and other MAJCOM CATs.
- 3.1.4. CAT Deputy Director. The Deputy Director represents the Director in his absence and is responsible for all director duties.
- 3.1.5. CAT Executive Officer. The Executive Officer is an assistant to the Director and Deputy Director whose primary duties include:

- 3.1.5.1. Ensures briefing materials and display boards are current and assists in preparing/presenting CAT briefings as required;
 - 3.1.5.2. Maintains a chronological log of all events to provide continuity and an historical account of the contingency operation;
 - 3.1.5.3. Monitors the CAT staff schedule to ensure adequate coverage at all times;
 - 3.1.5.4. Screens incoming/outgoing messages and letters for required action, monitors suspenses, maintains suspense logs, follows up with the appropriate tasked agency or individual, and monitors suspenses for completed actions;
 - 3.1.5.5. Assembles, proofs and provides SITREP to CAT Director for review;
 - 3.1.5.6. Releases SITREP to USTRANSCOM after CAT Director approval;
 - 3.1.5.7. Maintains rosters of names and phone numbers of on-call representatives and makes contact with on-call representatives as needed;
 - 3.1.5.8. Tracks special actions or significant activities, if requested;
 - 3.1.5.9. Reviews outgoing messages for appropriate security markings and downgrading instructions and compliance with AF CAT nomenclature (A-1, A-2, A-3, etc);
 - 3.1.5.10. Issues Control Crypto Ignition Keys (CIKs) to authorized users and ensures each has a STU-III/STE operations checklist.
- 3.1.6. CAT Administrative Support. CAT support personnel may hold any AFSC and are normally E-6 and below. Administrative personnel assigned to the CAT must have the skills needed to perform the tasks listed below:
- 3.1.6.1. Maintain a correspondence file and log incoming and outgoing messages;
 - 3.1.6.2. Screen incoming letters and messages from Defense Message System (DMS) for required action. Distribute to appropriate locations;
 - 3.1.6.3. Prepare correspondence status reports as required;
 - 3.1.6.4. Inform CAT Executive Officer when suspenses are due;
 - 3.1.6.5. Ensure orderliness and cleanliness of CAT area;
 - 3.1.6.6. Coordinate with AMC/DS on necessary supplies for the CAT Director's staff;
 - 3.1.6.7. Ensure display boards are posted with most current data and proper classification markings are applied;
 - 3.1.6.8. Maintain, store and issue CIKs for STE phones after TACC tests phone operability;
 - 3.1.6.9. Assist CAT Executive Officer as necessary;
 - 3.1.6.10. Develop Power Point slide presentations as needed.
- 3.1.7. CAT Manager Support. The Manager Support personnel should be work group manager qualified and should have basic knowledge of the following:
- 3.1.7.1. Global Command and Control System (GCCS);
 - 3.1.7.2. Network Technology (NT) Workstations;

3.1.7.3. Defense Message System (DMS);

3.1.7.4. Office Information System (OIS) and Personal Computer (PC) troubleshooting;

3.1.7.5. Global Data Support System (GDSS).

3.1.8. CAT Action Officers. Each directorate and SSA supports the crisis action planning process with highly qualified representatives. When scheduled for duty, priority for these individuals' duties should be to CAT taskings. The primary duties of the Action Officer include:

3.1.8.1. Serve as the conduit for CAT taskings to their respective Directorate staff;

3.1.8.2. Forward taskings to their appropriate Directorate staff to be worked;

3.1.8.3. Track assigned Logbook taskings, POCs assigned to taskings, and the progress of the task;

3.1.8.4. Coordinate with other CAT Action Officers to ensure tasks requiring a coordinated staff response are properly staffed and completed within the suspense established by the CAT Director or Deputy Director;

3.1.8.5. Answer taskings that are within their functional expertise, however, all CAT tasking responses are considered to be the official Directorate position;

3.1.8.6. Maintain contact with counterparts on other CAT staffs through e-mail, phone, news-groups, etc. Updated lists of these contacts must be maintained in a continuity folder between crises and contingencies.

3.1.9. Directorate CAT POC. Each AMC directorate and SSA will appoint an individual to perform the following administrative tasks:

3.1.9.1. Assign personnel to the functional CAT Action Officer position who are capable of representing their organization for all contingencies;

3.1.9.2. Develop, maintain and update (at least quarterly) directorate-specific roster of all CAT qualified personnel within their functional area;

3.1.9.3. Ensure their functional representatives have appropriate clearances;

3.1.9.4. Establish a directorate CAT training program and ensure trained CAT personnel are available for duty;

3.1.9.5. Develop, maintain, and update (at least semiannually) directorate-specific CAT checklists and continuity books. These continuity books should include as a minimum: activity logs, working folders, agency operating instructions, printed copies of current recall rosters, and information pertinent to CAT operations;

3.1.9.6. Maintain the required support documentation, forms, and administrative equipment for immediate activation of the CAT;

3.1.9.7. Establish internal procedures to provide liaison between their CAT Action Officer and their directorate on actions pertaining to the crisis;

3.1.9.8. Coordinate CAT computer account requirements through their directorate account manager and security managers;

3.1.9.9. Ensure Directorate CAT on-call personnel contact information is kept up to date in classified Logbook;

3.1.9.10. Attend CAT planning meetings.

3.1.10. AMC/A35. AMC/A35 produces and maintains checklists for the CAT Director, Deputy Director, Executive Officer, and Administrative Support. Directorate POCs are responsible for maintaining checklists for their functional area. AMC/A35 will produce and maintain briefing and SITREP templates.

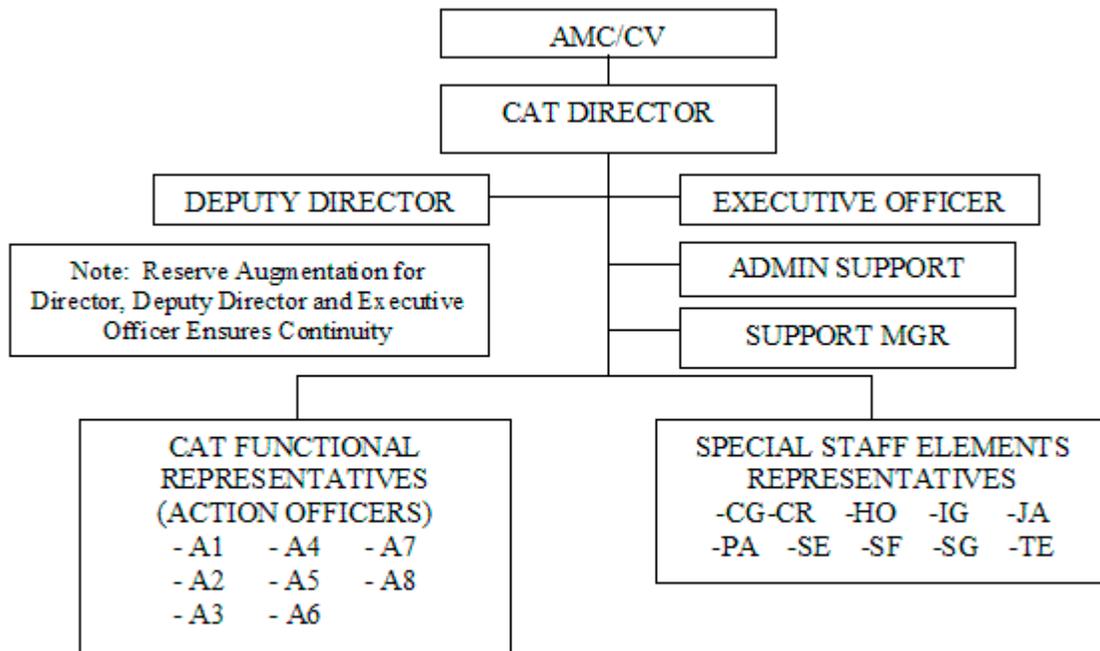
3.1.11. CAT Manager. The CAT Manager resides in AMC/A35 as an additional duty to assist in the daily management of the CAT and its facilities (active or standby mode).

3.2. Operating Environment.

3.2.1. When the CAT is activated, CAT Action Officers and support staff operate out of the Crisis Response Center (CRC) located in Bldg 1600 and are responsible to the CAT Director, with the exception of AMC/SF and AMC/A4 who will operate out of their own secure facilities. Alternate or on-call CAT Action Officers may continue to perform their normal duties at their normal duty stations, but must report to the CAT when notified.

3.2.2. 805 CSPTS/SCTI is responsible for the upkeep and maintenance of associated equipment necessary for CAT operations. AMC/A7 maintains the CRC facility and AMC/DS provides administrative supplies for the CAT Director’s Staff. Functional representatives use administrative supplies from their respective offices.

Figure 3.1. CAT Organizational Structure.



Chapter 4

PROCEDURES

4.1. CAT Activation.

4.1.1. AMC/CV directs CAT activation through the AMC Emergency Actions (EA) Cell (TACC/XOCXE) (see [Figure 4.1.](#)). The EA cell notifies the Primary CAT Director (AMC/A35), as well as the AMC Directors and Special Staff Element Chiefs. The Primary CAT Director will then coordinate activation of the CAT Director's Staff.

4.1.2. After initial call up, the composition of the CAT is determined by the CAT Director based on the size and scope of the crisis. The CAT Director will then coordinate notification of personnel required for duty.

4.1.2.1. During normal duty hours, notification of functional/special staff representatives will be the responsibility of the Directorate POCs.

4.1.2.2. After normal duty hours, the CAT Director will notify functional/special staff representatives as per the stand-by schedule in Logbook (SIPRNET).

4.1.3. Once notified, members assigned to CAT duty must report for duty as soon as possible. Other CAT members will report as directed by their Directorate POC.

4.2. Recall Rosters.

4.2.1. AMC/A35 is responsible for providing an updated Primary CAT member recall roster to the EA Cell for recall purposes. Additionally, AMC/A35 will ensure a current stand-by schedule with contact information is posted in Logbook (SIPRNET).

4.2.2. Directorate POCs are responsible for ensuring their roster of qualified, core CAT members (as per [Table 2.1.](#)) remains current and will notify AMC/A35 of changes.

4.3. CAT Deactivation. The AMC/CV directs deactivation of the CAT.

4.3.1. If the crisis/contingency scope or tempo allows, the CAT Director may excuse an Action Officer(s) of the CAT. The excused individuals will, as a minimum:

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

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

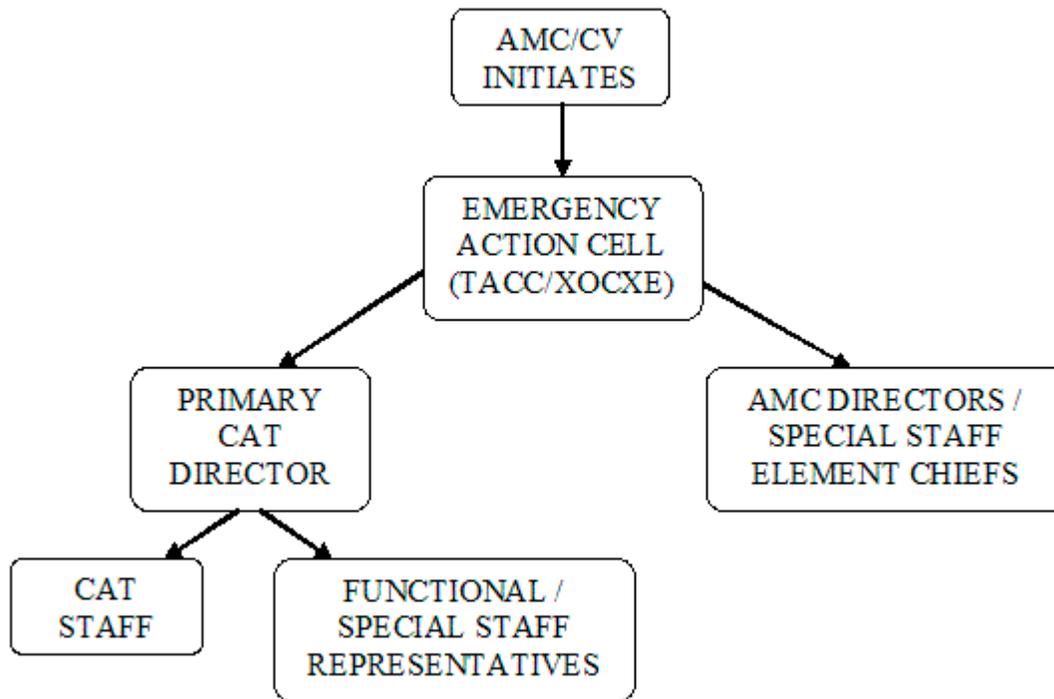
4.3.1.3. Return all STU-III/STE CIKs to CAT administrative support personnel;

4.3.1.4. Ensure the functional positions have a representative on recall standby until CAT operations are terminated.

4.3.2. All SITREP messages regarding Tanker Airlift Control Elements (TALCEs) will be sent directly to AMC/A33 during times when the CAT is not active.

4.3.3. A standby schedule for all CAT positions (including Action Officers) will be maintained and posted in Logbook. The scheduled on-call personnel will input their contact information into classified Logbook at the beginning of their on-call period.

Figure 4.1. CAT Recall Procedures.



4.4. Tasking Procedures.

4.4.1. USTRANSCOM requires the use of classified Logbook for their taskings whether the CAT is in an active or inactive status. HQAF uses classified e-mail for their taskings.

4.4.2. Active CAT. Time sensitive, contingency related taskings will be tasked out by the CAT Director, while all others will be sent to AMC/CV for tasking to the AMC Staff.

4.4.3. Inactive CAT. AMC/A35 will be responsible for tasking out time-sensitive taskings. AMC/A35 will ensure responses to USTRANSCOM are appropriately entered into Logbook.

4.5. Message Handling. The CAT Administrative Support staff ensures DMS message traffic pertaining to a contingency or exercise receives priority handling and delivery. The CAT is the focal point for messages to and from the HQ AMC staff on matters relating to the crisis, contingency, war, or exercise. All outgoing messages created by HQ AMC staff agencies relating to such situations can only be released by the CAT Director. These messages are retained locally for a period of three years after the end of the event IAW AFMAN 37-139, *Records Disposition Schedule, Table 10-3, Rule 5 & 6*. Messages received during exercises will be retained locally for a period of two years and then deleted from the message database. Additional message traffic and e-mail will be archived as directed by the CAT Director.

Chapter 5

ADMINISTRATION

5.1. Training. Maximum effectiveness of the CAT cadre results from effective systems and procedures training prior to CAT formation.

5.1.1. Minimum training requirements vary by position but should include:

5.1.1.1. General Training:

5.1.1.1.1. Orientation – Basic AO Course, CAT familiarization

5.1.1.1.2. CD or Web Based – Logbook, Classified Email, SIPRNET, etc.

5.1.1.2. Action Officer Desk Training:

5.1.1.2.1. Seat Specific. Directorate POCs are responsible for developing training plans tailored to their participation in the CAT. Coordinate requirements and scheduling with the CAT Manager.

5.1.1.2.2. Exercise. Participation in CAT exercises will be scenario-driven. Priority should be given to scheduling less experienced individuals for training.

5.1.1.2.3. Continuation. Directorate POCs will coordinate with the CAT Manager to attend follow-on training as available and required by the Primary CAT Director.

5.1.1.3. Director's Staff Training:

5.1.1.3.1. Seat Specific. One-on-one training should be supervised by a person fully qualified in the position.

5.1.1.3.2. Exercise. Personnel should participate in at least one exercise in each fiscal year. Actual CAT duty during a contingency/crisis fulfills this requirement.

5.1.1.3.3. Continuation. Further training as determined by the Primary Director, e.g. formal Logbook training program conducted by USTC.

5.1.1.4. Certification

5.1.1.4.1. Action Officer Desk Certifications. The Directorate POC for each position will be responsible for certifying each individual's training and qualification.

5.1.1.4.2. Director's Staff Certifications. The Primary CAT Director will be responsible for certifying each individual's training and qualification.

5.1.2. Training Management & Documentation. All training records will be maintained within the CAT.

5.1.2.1. General Training. The CAT Manager will be responsible for coordinating training scheduling for all positions. Documentation of training received will be maintained by the CAT Manager.

5.1.2.2. Action Officer Desk Training. Directorate POCs will maintain records of each individual's training. Provide an updated list of qualified personnel to the CAT Manager on a quarterly basis.

5.1.2.3. Director's Staff Training. AMC/A35 will maintain the records of all individuals certified to staff the Director, Deputy Director, Executive Officer, and Administrative Support positions. This task will be delegated to the Reserve staff for continuity purposes.

5.1.3. Training materials, to include detailed syllabi, will be maintained in the CAT. Expansion and modification of training programs will be accomplished by assigned Reserve Staff (IMAs), coordinated with A35, and maintained by the CAT Manager.

5.2. Scheduling.

5.2.1. When the CAT is activated, the Primary CAT Director will determine the work schedule of the Director's Staff. Normally, there will be three 8-hour shifts per day with an appropriate overlap to allow for continuity and proper turnover of information. Directorate POCs will determine the work schedule for their respective Action Officers to ensure proper 2-digit coverage. This schedule will be posted in Logbook.

5.2.2. When the CAT is deactivated, a stand-by schedule will be maintained in Logbook. Generally, personnel identified for stand-by duty will remain on call 24 hours/day for one week.

5.2.3. The designated "Lead" of each position on the Director's Staff (Director, Deputy Director, Executive Officer and Administrative Support) will coordinate the schedule with their respective members to ensure proper coverage. Directorate POCs will ensure proper 2-digit coverage with their respective Action Officers.

5.2.4. All individuals identified for duty will enter their appropriate contact information into Logbook's Sign-In/Sign-Out Log.

5.3. Computer Accounts. Each directorate/SSA will appoint a CAT Unit Program Account Manager and a security manager to handle requirements of their directorate/SSA. These positions may be filled by different individuals to satisfy the unique security requirements associated with these computer systems.

5.3.1. The account and security managers use the GDSS web Account Management System (AMS) to obtain GDSS/NT and Logbook accounts. Security managers should verify an individual's security clearance information and requirement for access to a computer system.

5.3.2. AMC/A35 coordinates any other system accounts that may be required.

5.4. Security Requirements.

5.4.1. All CAT staff members and Action Officers must possess at least a SECRET clearance.

5.4.2. All CAT staff members and Action Officers must have a valid AF Form 1199, **Air Force Entry Control Card** indicating as a minimum an open "Area 12" to gain entry when working in the CRC and TACC. Personnel who need entry but do not have an open "Area 12" must be escorted by members designated as escort officials (Area 12E on AF Form 1199).

5.4.3. While in the CAT work area, CAT staff members and Action Officers will:

5.4.3.1. Secure phones during classified briefings as directed by the CAT Executive Officer;

5.4.3.2. Protect classified material and computer account information;

- 5.4.3.3. Ensure the CAT area is always occupied by qualified CAT members when designated an “open storage” area;
- 5.4.3.4. Remove all classified material from the area when the contingency/ exercise is terminated;
- 5.4.3.5. Ensure all classified materials are destroyed or secured in a classified storage container.

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Director of Operations

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION***Abbreviations and Acronyms*

AFSOC—Air Force Special Operations Command
AO—Action Officer
C2—Command and Control
CAT—Crisis Action Team
CIK—Crypto Ignition Keys
CONPLAN—Concept Plan
CRAF—Civil Reserve Air Fleet
CRC—Crisis Response Center
DDOC—Deployment Distribution Operations Center
DMS—Defense Message System
DOD—Department of Defense
EAC—Emergency Action Cell
GCCS—Global Command and Control System
GDSS—Global Data Support System
GTN—Global Transportation Network
HQAF—Headquarters Air Force
IMA—Individual Mobilization Augmentee
JCS—Joint Chiefs of Staff
JOPEs—Joint Operation Planning and Execution System
LNO—Liaison Officer
MAJCOM—Major Command
OPLAN—Operation Plan
SIPRNET—Secret Internet Protocol Routing Network
SITREP—Situation Report
SSA—Special Staff Agency
TACC—Tanker Airlift Control Center
TALCE—Tanker Airlift Control Element
USTRANSCOM—US Transportation Command