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Operations

PACAF COMMAND POSTS

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This instruction implements AFD 10-2, *Readiness*, and AFI 10-207, *Command Posts*. It defines the Commander, Pacific Air Forces instructions for implementing Air Force command post directions and instructions. It provides detailed procedural guidance and direction for the organization and operation of the PACAF Command Center and all subordinate command posts. Numbered Air Forces (NAFs) may supplement this instruction to provide for differences in missions, operating conditions, and facilities. For the purpose of this instruction the terms command center and command post are synonymous. For explanation of terms, see **Attachment 1**, Glossary of Terms.

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SUMMARY OF REVISIONS

This document is substantially revised and must be completely reviewed.

Due to the re-alignment of the Maintenance Operations Center (MOC) under the Maintenance Group, all references to the MOC have been deleted. All references to USCINCPAC have been changed to USPA-COM. Added the Systems Function position, expanded the sortie reporting section, added controller

instructions for authenticating Entry Authority Listings, and revised the C2 recognition program chapter. New or revised material is indicated by an (I).

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Chapter 1

PACAF COMMAND AND CONTROL ORGANIZATION

1.1. Pacific Air Forces Command and Control. PACAF Command Posts (CPs) are essential elements in the PACAF C2 system, providing vital, continuous C2 links in the chain of command from the Commander, Pacific Air Forces (PACAF/CC), to the numbered air forces (NAFs), wings, and other support units.

1.1.1. The HQ PACAF Command Center is designated the MAJCOM C2 facility. The Commander, 502d Air Operations Squadron (AOS) provides policy and guidance to subordinate CP's through the HQ PACAF SORTS, C2 Policy and Command Center Flight (502 AOS/AOT).

1.1.2. A PACAF CP consists of the following functional areas: management, operations, systems, reports, training and battle management/survival recovery, which includes the contingency support staff (CSS) and the survival recovery center (SRC). The CP Chief is responsible for all CP functions, with the exception of the SRC, which normally belongs to the Mission Support Group Commander (MSG/CC).

1.1.2.1. An SRC is established within the CP at each PACAF Main Operating Base (MOB), Collocated Operations Base (COB), or Forward Operating Location (FOL). The SRC monitors and directs actions before and after an attack. It directs recovery operations after an emergency, accident, or natural disaster. The CP is not responsible for manning or operating the SRC functions. Day-to-day, this is a dormant function, activated in response to an emergency, crisis, or contingency at the discretion of the Installation or MSG/CC.

1.1.3. PACAF CPs will not assume base communications center responsibilities. CP personnel may review high priority messages addressed to the wing commander or agencies on the wing staff during non-duty hour periods to determine whether the message warrants immediate delivery. Under no circumstances will the CP be tasked to review and/or route base wide message traffic during non-duty hours.

1.2. C2 Direction . To ensure clear and effective C2 of all installation resources, only PACAF CPs are authorized to communicate higher headquarters directions to operational units that support the installation. Tenant units must coordinate operational requirements involving PACAF resources through the wing CP.

1.3. NAF Command Centers . The Elmendorf AFB Command Center (3WG/11AF), Yokota AFB Command Center (374AW/5AF) and Osan AFB Command Center (51FW/7AF) are designated Area Command Centers and exercise supervision over subordinate CP operations. The 36ABW/CP is designated the 13AF Command Center.

1.4. Commander Responsibilities . Commanders must organize, train, equip, and operate the CP IAW AFPD 10-2, *Operations*; AFI 10-207, *Command Posts*; USPACOM Command, Control, Communications, Computers and Intelligence (C4I) Systems Master Plan; and this instruction. Commanders should empower duty controllers to make decisions and execute procedures necessary to accomplish the mission.

Chapter 2

STAFFING/PERSONNEL

2.1. Purpose. This chapter outlines staffing and controller manning policies. HQ PACAF 1C3X1 Functional Manager assigned to 502 AOS is the OPR for 1C3X1 staffing issues while HQ PACAF DP/DPAO is the OPR for 086P.

2.2. Management.

2.2.1. The CP Chief is the senior 86P assigned and has overall responsibility for providing the guidance, resources, and support necessary for the CP to accomplish their assigned mission.

2.2.2. The CP Deputy/Operations Officer is an officer or most senior NCO and is second in command to the CP Chief. The deputy's primary responsibility is to assist the Chief with overall management, and operational issues with the assistance of the CP Superintendents.

2.2.3. The CP Superintendent should be the senior 1C3X1 NCO, excluding the Deputy if he/she is a C2 NCO possessing at least a PAFSC of 1C371. This person provides leadership and guidance to all assigned C2 enlisted personnel and is responsible for the day-to-day operations of the CP Operations Control Function.

2.3. Operations Control Function .

2.3.1. Unless waived, each PACAF CP must be manned on a 24-hour basis by two Emergency Actions (EA) certified controllers. A TSgt/SSgt possessing a PAFSC of 1C371 should man the senior controller position; however, units experiencing manning shortfalls may substitute with an SSgt/SrA possessing a CAFSC of 1C351. When filling this position with an SrA (CAFSC 1C351), units will notify 502 AOS/AOT via email or message. Senior controller positions will not be filled with 3-skill level personnel.

2.3.2. USPACOM/J33 approves/disapproves waiver requests for the two-controller requirement. Commanders submit requests to 502 AOS/AOT. Units authorized by USPACOM J33 to operate with a single certified EA controller on duty must establish procedures to ensure that a second designated "standby" certified EA controller is immediately available for recall at all times. The "standby" EA controller must report to duty as soon as possible, not to exceed 30 minutes of being notified.

2.4. Reports Function . This section should be manned by at least two Status of Resources and Training System (SORTS)/Operational Reports (OPREP) certified controllers to ensure uninterrupted reporting during peacetime and crisis. The NCOIC of SORTS/Reports should possess a PAFSC of 1C371. Units experiencing skill level shortfall may substitute with an SSgt possessing a PAFSC of 1C351. When filling this position with an SSgt (PAFSC 1C351), units will notify 502 AOS/AOT via e-mail or message.

2.5. Training Function . The training manager will be appointed in writing by the CP Chief and should be the most qualified person in their respective areas.

2.5.1. CP Training Manager. As an EA expert, the CP Training Manager develops, manages, conducts, and directs all required training. This person should possess a PAFSC of 1C371. Units experi-

encing skill level shortfall may substitute with an SSgt possessing a PAFSC of 1C351. When filling this position with an SSgt (PAFSC 1C351), units will notify 502 AOS/AOT via e-mail or message.

2.6. Systems Function . As Systems smart controller, this person is responsible for, but not limited to monitoring status of all command post equipment and programs, prepare and submit all necessary certification and accreditation documentation, and identifying unfunded equipment and systems requirements utilizing AF Form 3215.

2.7. Command Representative (COMREP). COMREP duties and responsibilities are identified by the supported MAJCOM and in host-tenant support agreements. COMREPs may participate in PACAF CP training programs and are encouraged to be certified in EA and Reports. Certified COMREPs are required to adhere to guidance provided to maintain certification.

2.8. Duty Restrictions. Due to the 24-hour manning requirement, CP personnel working rotating shifts will not perform additional duties/details outside the CP. Personnel assigned to overhead positions and working normal day shift schedules can be used as required. Bay Orderly is not considered an additional duty.

2.8.1. Controllers will not perform more than 12 hours of continuous duty (plus necessary time for shift changeover) and should have eight hours of uninterrupted rest before shift. EXCEPTION: In times of emergency, controllers may be required to perform duty in excess of 12 hours to ensure uninterrupted command and control.

2.8.2. Within the CP, personnel may be assigned duties as deemed appropriate by the Chief or Superintendent with the exception of the issue/receipt of weapons while performing EA duties.

2.8.3. CP managers may appoint personnel as project officers for base activities or to attend or become full time members of base-level working groups (Exercise Evaluation Team, Base Security Council, etc.) as long as it does not negatively impact day-to-day operations.

2.8.4. Outside agencies must consult with CP management NLT the 15th day of the previous month before scheduling shift personnel for Weighted Airman Promotion System (WAPS) testing, training, bay orderly, or mandatory appointments to prevent duty interference.

2.9. Security Clearances. Command post personnel must possess a Top Secret security clearance and be granted access. Due to the amount of time involved in background investigations, individuals may perform controller duties after being granted an interim Top Secret clearance while awaiting DSS actions. However, at no time will two controllers who possess interim Top Secret clearances man the EA console. CP Chief's or Superintendent's, who cannot fulfill the minimum-security requirements mentioned above, will process a waiver through 502 AOS/AOT provided CP requesting waiver does not have a Top Secret COMSEC account. AF Career Field Manager AF/XOOO with recommendation from MAJCOM Functional Manager, approves/disapproves waiver requests.

Chapter 3

COMMAND POST FUNCTIONS & PROCEDURES

3.1. Purpose. This chapter outlines the various elements of the CP and their functions.

3.2. Operations Function. This element is a 24-hour function responsible for as a minimum, emergency actions, initiation and completion of checklists, emergency/crisis notification, coordination and disaster response, flight following/mission monitoring, sortie/acft location reporting, operating assigned C2 systems, tracking location and availability of key personnel, maintaining events log and keeping vital displays current and updated.

3.3. Training Function. This element is responsible for providing quality training to all assigned controllers. Personnel assigned to this section accomplish day-to-day management of the training program and are responsible for the accuracy of all training documentation.

3.4. Reports Function . This element is responsible for monitoring, processing, disseminating, and timely submission of operational reports to include reports required under the Status of Resources and Training System (SORTS). Reports personnel are not responsible for gathering data, however they should ensure information is timely, accurate, and properly formatted. With assistance from the training element, they train all controllers in CP reporting requirements and procedures.

3.5. Systems Function. This element is responsible for coordinating, controlling, and monitoring the maintenance status and location of all CP equipment and programs.

3.6. Checklists. The purpose of a checklist is to ensure orderly and prompt notification of appropriate individuals and/or agencies in situations that require their immediate action/attention. The CP Chief ensures checklists are developed and maintained IAW applicable directives and contain the minimum mandatory steps required during emergency or certain recurring situations. The use of "read a step, mark a step" checklist discipline is required. Before proceeding to a follow-on item, controllers will make one of the following marks in the appropriate space by the checklist item:

3.6.1. A "√" indicates an action was completed.

3.6.2. An "O" indicates an action was noted or initiated but not completed.

3.6.3. An "N" indicates that the action does not apply.

3.6.4. A "P" indicates a checklist item was previously accomplished.

3.6.5. An "S" indicates that the checklist item is to be simulated.

3.7. Required Checklists

3.7.1. Emergency Action Checklists (EACs). EACs are maintained IAW PACAFI 10-210, *Commander, Pacific Air Forces Emergency Action Procedures*, and PACAFI 10-205, *PACAF Alert System*. The proper use of these checklists is mandatory, for the purpose of safety and effective operations. Controllers must have EACs immediately available.

3.7.2. Quick Reaction Checklists (QRCs). Checklists should be brief, concise, and lead controllers through an orderly/prioritized sequence from initiation to completion. They contain the phone numbers of individuals or agencies to notify and an operating instruction reference. QRCs should guide controllers to consider OPREP-3 reporting as applicable.

3.7.3. Shift Changeover Checklist. The CP Chief must ensure shift changeover checklists are developed and utilized when briefing oncoming duty personnel.

3.7.4. Operating Instructions (OIs). The CP Chief develops and ensures maintenance of OIs, which serve as the controller's primary reference source when a checklist cannot prescribe all actions. OIs should contain complete procedures to accomplish specific actions of a given task and a reference of all source material. If a checklist can prescribe all actions an OI is not required.

3.7.5. The CP Chief must perform and document an annual review of the OIs. CP Superintendents, in concert with the CP Chief, must perform and document a semi-annual review of their QRCs to ensure validity and currency of procedures.

3.8. Events Log. CP must maintain an official record of events affecting the unit or their functions. The log is used to record the occurrence of any significant event (i.e., OPREP-3 reportable incidents, communications/equipment checks, actual and exercise EAM receipt, checklist completion, absence of the commander, etc.) that is of importance now, or in the future. To preclude unnecessary lengthy exercise entries in the actual events log, separate exercise logs will be initiated and maintained as required. Make every effort to keep logs unclassified; however, when entries make it necessary to classify them, ensure compliance with AFI 31-401, *Information Security Program Management*. Prior to assuming duty, controllers must review all previous log entries dating back to their last shift. When controllers sign in on the events log, they are indicating they received a changeover briefing and are ready to assume duty. Events logs are maintained on file for three months and then destroyed IAW AFMAN 37-139, *Records Disposition Schedule*.

3.8.1. CP Logs cover a 24-hour Zulu time period beginning at 0001Z and ending at 2359Z. All entries should be in chronological order. The CP Superintendent will review logs on the next duty day, annotate his/her initial on the form and inform the CP Chief of significant entries.

3.8.2. The CP Chief is responsible for establishing written procedures to ensure significant events are consistently and accurately recorded during each shift.

3.9. Controller Information File (CIF). Each CP will maintain a CIF to disseminate pertinent information to all CP personnel. The CIF structure is IAW unit desires but should be separated into a minimum of two sections--temporary and permanent. Prior to assuming duty, each controller must review all entries made since their last shift. Overhead personnel are also required to review CIF entries. The CP Chief and Superintendent will establish procedures to ensure each controller reviews all entries and old material is removed and filed/discarded as appropriate.

3.10. Flight Following/Mission Monitoring. The CP Chief will ensure procedures are established to maintain positive control of all assigned aircraft and any transient aircraft passing through his/her station. Positive control is achieved by knowing the location and status of aircraft and crew. Flight following is from start to finish, executing missions active in the C2 system to closing training missions in review. Closing missions releases aircraft currently tasked to those particular missions and puts them back into the

availability list. This is positive control; knowing the status of assigned aircraft whether they are on or off station. See **Chapter 10** for details concerning PACAF Air Mobility operations.

3.11. Reporting.

3.11.1. Commanders Availability/Absence. The CP Chief/Superintendent will establish procedures to ensure reports are accomplished IAW AFI 10-205/PACAF Sup 1. The CP is responsible agency for updating their respective commanders portion of the key personnel website located at <http://posc.cidss.hickam.af.smil.mil>. Although the responsibility may be delegated to the commander's staff, the CP will be the overall point of contact if questions arise.

3.11.2. SORTIE Report. The CP is the agency responsible for compiling data and submitting SORTIE reports. Although the responsibility may be delegated to the MOC, the CP will be the overall point of contact if questions arise. The SORTIE reports reflect the number of sorties scheduled and flown and any deviations or aborts for each assigned flying squadron. The CP Chief will establish procedures to ensure sortie reports are accomplished at the end of each flying day. During exercises, SORTIE reporting will continue on a 24-hour day basis. The CP will transmit the SORTIE report to the HQ PACAF Command Center NLT 1400Z daily. If units are night flying or surging, submit reports with status as of 1400Z and follow up with end of flying information. Any gained aircraft for real-world or exercise contingencies will be added to SORTIE report until aircraft have redeployed to home station.

3.11.3. OPREP-3 and SITREP Reporting. Report IAW AFI 10-206, *Operational Reporting*, and PACAF Sup 1 to AFI 10-206.

3.11.3.1. The following operational report (voice & record) formats will be pre-canned for controller use in the primary and alternate facilities IAW AFI 10-206/PACAF Sup 1.

- 3.11.3.1.1. HOMELINE (OPREP-3H)
- 3.11.3.1.2. BEELINE (OPREP-3B)
- 3.11.3.1.3. PINNACLE (OPREP-3P)
- 3.11.3.1.4. PINNACLE EMPTY QUIVER (OPREP-3PEQ)
- 3.11.3.1.5. PINNACLE NUCFLASH (OPREP-3PNF)
- 3.11.3.1.6. PINNACLE FRONT BURNER (OPREP-3PFB)
- 3.11.3.1.7. PINNACLE BROKEN ARROW (OPREP-3PBA)
- 3.11.3.1.8. PINNACLE EMERGENCY DISABLEMENT (OPREP-3PED)
- 3.11.3.1.9. PINNACLE EMERGENCY EVACUATION (OPREP-3PEV)
- 3.11.3.1.10. BENT SPEAR (OPREP-3BS)
- 3.11.3.1.11. FADED GIANT (OPREP-3FG)
- 3.11.3.1.12. CRESCENT EDGE (OPREP-3CE)
- 3.11.3.1.13. LERTCON Status of Action (LSOA) Report
- 3.11.3.1.14. Commander's Situation Report (SITREP)
- 3.11.3.1.15. Aircrew/Aircraft Loss Report (LOSREP)

3.11.4. Status of Resource and Training System (SORTS). Report IAW AFI 10-201 and PACAF Sup 1 to 10-201.

3.12. Tracking Key Personnel. Operations personnel will track key staff location and availability at all times. The CP Chief will establish procedures to ensure the location of key personnel is immediately available.

3.12.1. Pre-planned locations and notification systems will be in place (i.e., office, quarters, cellular, pager, etc.) to enable Operations personnel to quickly locate and contact key staff members when required. Key staff members will be identified in order of succession of command.

3.13. Functional Publications Library. The CP chief/superintendent will ensure a functional publications library ([Attachment 3](#) of this instruction) is properly maintained. Libraries can be maintained electronically, however, publications required on a day-to-day basis should be maintained as hardcopy.

3.14. Displays. The CP Chief must ensure vital displays are available and kept current to satisfy the needs of the unit commander and staff. Use of computer-generated displays is at the discretion of the unit commander and CP Chief; however, when used, a back-up method for these displays will be available in case of failure. When posting displays with classified information, mark and protect them IAW applicable security guidance.

3.14.1. As a minimum, the CP will maintain the following displays: key personnel locator, navigational aid status chart, base/airfield grid map, LERTCON, FPCON and INFOCON status displays.

3.14.2. During exercises and contingencies, other staff agencies may be tasked to post these displays.

3.15. Notifications. Many situations require information to be passed to subordinate/tenant units and higher headquarters in a timely manner. Host wing commanders determine whom controllers notify and the order in which they are notified.

3.15.1. Recalls are accomplished in response to HHQ direction or as directed by the wing commander. The CP initiates a recall by notifying key personnel as determined by the wing commander. A single controller may make up to 10 notifications while a controller team may make a maximum of 20.

3.16. Pyramid Notification System. A pyramid notification system is required to facilitate immediate response. Unit commanders must establish pyramid notification procedures for use during “normal communications” and “communications out” situations.

3.17. Alternate Facility. Identify an alternate CP and the equipment required to ensure continuous C2 services during contingencies and/or natural disasters. Establish procedures for emergency and planned relocation. Alternate CPs must be able to maintain communications contact with higher headquarters and retrieve hard copy Emergency Action Messages (EAMs). Maintain sufficient publications to support emergency operations at the alternate facility. When activated, the alternate CP security requirements will be the same as for the primary.

3.18. Host/Tenant Support Agreements. Support agreements must be established between PACAF wing CPs and tenant units providing C2 support. These agreements should be based on tenant unit needs

and host CP capabilities. Copies of agreements will be provided to 502 AOS/AOT and other concerned MAJCOM C2 staff agencies. Units will conduct and document support agreement reviews annually to ensure currency.

Chapter 4

EQUIPMENT/COMMUNICATIONS

4.1. Purpose. This chapter outlines the minimum communications and other equipment requirements (See [Attachment 2](#) of this instruction).

4.2. Voice Communications/Alert Systems.

4.2.1. Each CP must have a minimum of two Class-A lines to allow for positive C2 of assigned forces. To ensure efficient operational reporting, each CP must have a minimum of two Defense Switch Network (DSN) lines with FLASH capability. If FLASH capability is not available, ruthless preempt authority will be adequate.

4.2.1.1. DSN must interface with the console for patching capability. Units must be able to record console communications. To enhance COMSEC and OPSEC, all CP telephone handsets must be equipped with a push-to-talk feature and personnel should use "Open Line" procedures at all times.

4.2.2. Command posts with an alert crew control function must position klaxon controls for immediate operation from either controller position. These controls must have a cycling device to provide the proper alert signals without intermediate monitoring by the controller. The klaxon control switches must have a safety guard plainly labeled to prevent inadvertent operation.

4.2.3. Base siren controls will be positioned for immediate operation from both controller positions. These controls must have a cycling device to provide the proper signals without monitoring by the controller(s). The system will be tested at least once a month at a pre-coordinated time during a normal duty day.

4.2.4. Wireless communications devices. The CP Chief will ensure procedures and requirements outlined in AFI 33-106, *Managing High Frequency Radios, Personal Wireless Communication Systems, and The Military Affiliate Radio System* are adhered to.

4.2.4.1. Entry controllers will ensure personnel entering the CP turn-off any wireless communications devices and that they are stored in a storage area at the CP entrance. Security measures for safekeeping and storing will be implemented to prohibit tampering.

Only emergency response personnel (fire department, security forces, etc.) may bring radios into the CP when responding to an emergency.

4.2.4.2. The commander may designate specific CAT/CSS positions authorization to use LMRs while performing CAT/CSS duties. He must conduct a thorough risk analysis and base the decision to allow LMR use in the CP on that analysis, local threat, operational limitations and other factors such as potential power or communications outages.

4.2.5. Ultra High Frequency (UHF)/Very High Frequency (VHF). A dedicated UHF/VHF capability is required for CPs involved in control or coordination of aircraft operations. The number of radios supporting the CP is determined by mission requirements, but should include no less than one for each primary and secondary C2 frequency required by the CP.

4.2.5.1. High Frequency (HF). Recommend CPs use HF radio to communicate with aircraft outside UHF/VHF range, and as a back-up means of communications.

4.3. Automated Data Processing Equipment (ADPE).

4.3.1. Global Decision Support System (GDSS). GDSS is a globally distributed, replicated, and survivable C2 information system. Primarily used at a MAJCOM headquarters level, it provides agencies accurate, near real-time data required for making decisions concerning the deployment and employment of airlift resources. GDSS interfaces with the Command and Control Information Processing System (C2IPS) and other computer systems. Originally developed as an Air Mobility Command (AMC) system, other commands may be granted access by HQ AMC.

4.3.2. Global Command and Control System (GCCS). GCCS is the primary command, control, communications and computer (C4) system for the Department of Defense. GCCS provides operational direction, technical and administrative support for the C2 of forces.

4.3.3. Theater Battle Management Core System Unit Level (TBMCS-UL). TBMCS-UL is the air component of GCCS used to facilitate the planning, preparation and execution of air combat operations. When fielded, TBMCS-UL will provide automated tools to plan and manage air resources during both peacetime and wartime.

4.3.4. Command & Control Information Processing System (C2IPS). C2IPS is the AMC fielded system that provides tracking of airlift, aeromedical, and tanker crews, cargo, departure and arrival times, passengers, and other pertinent data. The CP uses C2IPS to monitor and update the location and mission status of aircraft and aircrews. Arrival, departure, delay, and advisory reports sent through C2IPS are processed automatically, updating the stored mission data.

4.3.5. Messaging Capabilities. Each CP must maintain the capability to send and receive general service (GENSER) and EAM messages up to the Flash precedence. Currently this may involve separate systems for the GENSER and EAM messaging requirements, but will eventually transition to Defense Messaging System (DMS), negating the requirement for multiple hardware solutions. The CP must also work with the servicing communications squadron to develop alternate procedures in the event of an outage.

4.4. Emergency Equipment.

4.4.1. Emergency Lighting. Each CP must be equipped with sufficient emergency lighting should electrical power fail. Units will augment their emergency lighting system with an adequate supply of working flashlights and spare batteries. Units will check their emergency lighting system and flashlights weekly and record the results in the events log.

4.4.2. Emergency Power. Each unit's primary CP will be equipped with a no break/uninterruptible power supply (UPS) and emergency power plant (EPP) to ensure they maintain a continuous capability to receive and disseminate EAMs and accomplish other critical C2 actions. UPS systems are a user (command post) responsibility. CE may assist with and advise/perform maintenance (on a reimbursable basis) but is not responsible for the system. CP should coordinate with CE for a user funded maintenance contract of these systems.

4.4.2.1. The EPP should be an auto-start system with full load assumption. At locations where there is not an auto-start system, CP personnel are required to operate the unit. The CP Chief must ensure written procedures are established and included as part of the CP training program. The CP Chief must coordinate with CE to provide and document EPP start-up procedures annually for all personnel who will start the unit.

Chapter 5

SECURITY

5.1. Physical Security . As a minimum, PACAF CPs are designated controlled or restricted areas IAW AFI 31-101, *The Air Force Installation Security Program*. CP entry will be controlled by the on-duty EA team through a single-entry control point.

5.1.1. If the command post entry control will be manned by security forces personnel or trained augmentees during contingencies, the command post will provide the entry controllers with an Entry Authority Listing (EAL), special written security instructions, and positional duty briefings before they assume their duties.

5.1.2. The CP Chief/Superintendent will ensure personnel granted unescorted access to the CP possess the appropriate security clearance, need-to-know, and require frequent access to perform their official duties. The Chief/Superintendent must authorize personnel unescorted entry into the CP before the issue of an AF Form 1199, *USAF Restricted Area Badge*.

5.1.2.1. The AF Form 1199 will be used by all personnel granted unescorted access and must be displayed at all times while in the CP. Other personnel requiring access to the CP must be escorted IAW AFI 31-101. When EALs are used, the on-duty controller will verify the following with the PACAF command center: Date of EAL, number of individuals on EAL, and the name, SSN, and line badge number of the first and last individual on the EAL. The controller will then sign the original and then will authenticate the EAL with Security Forces IAW PACAF Sup 1 to AFI 31-101.

5.1.3. 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. The system must provide for separate alarm activation from each Operations controller position and the CP entry controller position when manned. The system must be tested daily.

5.1.4. The CP will have no windows. Ventilation will be provided by air conditioning. All openings and vents will comply with physical security requirements.

5.1.5. CP entry will be strictly limited. In order to enforce entry control yet allow controllers the ability to control entry with minimum distraction, the following are required:

5.1.5.1. Mechanically or electrically operated cipher door locks. No key lock system will be allowed.

5.1.5.2. One-Way glass for personnel identification or closed circuit TV. If the entrance is located such that the controller must leave the console position for personal identification, a closed circuit TV will be installed.

5.1.5.3. All secondary entrances and exits will be alarmed in such a way that the Operations cab and SFCC are alerted when the doors are opened or tampered with.

5.1.5.4. Install two-way communications between the controllers' console and the primary CP entrance.

5.1.6. The CP Chief will ensure procedures are established for reporting Helping Hand/Covered Wagons IAW AFI 31-101, PACAF Sup 1 to AFI 31-101, AFI 10-206 and PACAF Sup1 to AFI 10-206.

5.2. Information Security. The goal of the Information Security Program is to effectively protect Air Force information by delegating authority to the lowest levels, encouraging and advocating the use of risk management principles, focusing on identifying and protecting only information requiring protection, integrating security procedures making them transparent, and ensuring all personnel understand their roles and responsibilities regarding security.

5.2.1. The CP Chief will appoint a primary and alternate security manager to implement and manage the information security program IAW AFI 31-401, *Information Security Program Management*. The CP Chief/Superintendent will ensure semi-annual self-inspections are accomplished to evaluate program effectiveness. Personnel appointed as security managers will not complete these inspections themselves.

5.3. End-of-Day Security Checks. Each CP will conduct an end-of-day security check to ensure classified material is stored appropriately. Personnel conducting these checks will do so at the close of each working day and record them on the SF Form 701, *Activity Security Checklist*, and the SF Form 702, *Security Container Check Sheet*. If controllers perform this check, they will annotate results in the events log.

5.4. Communications Security (COMSEC). Each CP will establish and maintain a COMSEC account IAW AFI 33-211, *Communications Security (COMSEC) User Requirements*. The CP Chief will appoint a primary and at least one alternate COMSEC Responsible Officer (CRO) to manage the CP account and ensure all training, procedures and security requirements prescribed by AFI 33-211 are adhered to.

5.4.1. Units can determine their COMSEC material requirements by referring to command instructions and any operations plans (OPLANs) their unit may be tasked to support.

5.4.2. The CP will not be used as a permanent COMSEC storage facility for material not required for CP use; however, the CP may serve as a temporary storage facility when the primary storage facility is unavailable.

Chapter 6

TRAINING, TESTING, & CERTIFICATION

6.1. Purpose. This chapter explains the procedures for developing and implementing unit training and certification programs for the CP.

6.1.1. Air Force Specialty (AFS) Skill-level Upgrade Training (UGT). UGT ensures all C2 personnel have the skills to meet specialty requirements of their career field. Managers must ensure personnel in UGT complete tasks in a timely manner as prescribed by their respective AFSC Career Field Education and Training Plan (CFETP) and AFI 36-2201, *Developing, Managing, and Conducting Training*.

6.1.2. Training Categories. Training consists of three basic categories: certification, refresher, and recurring training. Successful completion of certification or refresher training, as appropriate, is required prior to controller certification.

6.2. Responsibilities .

6.2.1. The CP Chief is responsible for the training of all assigned personnel and will:

6.2.1.1. Maintain overall responsibility for the CP training program by determining the scope and ensuring the development of individualized training programs for Operations, SORTS, Reports and Systems.

6.2.1.2. Formally appoint, by letter, CP training managers.

6.2.1.3. Publish a self-study letter outlining self-study requirements NLT the first day of every month.

6.2.1.4. Periodically review the progress of controllers in certification training and evaluate trainee feedback to assess/ensure the effectiveness of the training program.

6.2.1.5. Ensure all controllers complete certification training in a timely manner, and ensure those who fail to meet minimum standards, complete remedial training.

6.2.2. The CP Superintendent will:

6.2.2.1. Assist the CP Chief in accomplishing their responsibilities.

6.2.2.2. Support the CP Chief by providing guidance and direction to training managers.

6.2.2.3. Ensure CP supervisors are maintaining AF Form 623's IAW 36-2201 Vol III.

6.2.3. CP Training Manager will develop and administer a formal, comprehensive training program for all assigned personnel and:

6.2.3.1. Develop and maintain a master task listing (MTL) of all tasks and recurring responsibilities performed by controllers to meet mission requirements.

6.2.3.2. Develop a unit-training plan that ensures annual review and self-study of all emergency action plans (EAPs), OPLANs, applicable Air Force, HQ PACAF, NAF, and wing instructions, CP OIs, checklists, and QRCs.

6.2.3.3. Develop controller training outlines, using the applicable CFETP, for use during initial and/or refresher training. Training outlines document certification training and will be maintained for the duration of the controller's tour.

6.2.3.4. Draft monthly self-study letters, prepare and administer monthly scenario evaluations, preside over training meetings and provide make-up training for controllers missing the training meeting.

6.2.3.5. Draft and administer tests.

6.2.3.6. Ensure controllers accomplish all required training.

6.2.3.7. Ensure a qualified task trainer, as outlined in AFI 36-2201, Vol III instructs all trainees in the tasks required for all certifications. For EA and SORTS certifications, the trainer, in addition to being a qualified task trainer, must be certified in that particular area.

6.2.3.8. Maintain a task certifier/trainer letter listing all individuals who have completed the Air Force Trainer course.

6.2.4. Controllers will:

6.2.4.1. Complete all self-study assignments applicable to their areas of certification, and present briefings during monthly training meetings when tasked.

6.3. CP Leadership. To gain familiarity with PACAF EA, OPREPs, and console operations, the CP Chief, Deputy, Superintendent, and Operations Officer (as authorized) will complete initial certification training within 120 days of assuming the position. Exception: The CP Chief, Superintendent and Operations Officer assigned to Osan and Kunsan (short tour locations) will complete initial certification training within 90 days of assuming the position. CP Chief, Deputy, Superintendent, and Operations Officer (as authorized) formal certification is not required unless directed by the certification authority. Their training outlines will be maintained for the duration of their assignment.

6.4. Initial Training . This training is designed to introduce, teach, or reacquaint personnel with the operations, knowledge, and skills necessary to effectively function in a PACAF CP. All personnel will also be trained in CP OPSEC, information, and physical security procedures prior to assuming assigned duties.

6.4.1. Certification Testing. Prior to EA certification, controllers will be administered both an EA and General Knowledge (GK) examination (a minimum of 25 questions each) and a performance scenario evaluation consisting of at least three EAMs and two OPREP scenarios. This is to ensure the controller has gained the required knowledge and skill prior to certification.

6.5. Controller Certification, Certification Authority, and Documentation.

6.5.1. Certification. The CP Chief will establish minimum certification standards to effectively measure controller's knowledge/proficiency prior to and during the certification process. All controllers must be certified in the functions they perform (i.e., EA, Reports, SORTS, Flight Following, etc.).

6.5.1.1. All CP controllers must be certified in all appropriate areas NLT 60 calendar days after the first day of certification training. Pipeline students direct from technical school must be certified NLT 90 calendar days after the first day of certification training due to First Term Airman's

Center, READY Augmentee training, etc. CP Chief will evaluate those failing to certify within that time frame for extension or personnel action.

6.5.2. Decertification. Controllers can be decertified for failure to maintain regulatory and/or locally established certification standards, evaluation failure, security clearance withdrawal, extended periods of absence (60 days or more), or other reasons deemed by CP management or the certifying official. The CP Chief or Superintendent has decertification authority. Once decertified, an individual must be recertified prior to assuming duties. Brief the certification authority as soon as possible on the decertification action taken.

6.5.3. Authority. The 502 AOS/CC certifies controllers assigned to the HQ PACAF Command Center. At NAF/Wing level, the Wing CC or CV certifies controllers in both EA and SORTS. The CP Chief certifies controllers in all other areas.

6.5.3.1. A change in certification official due to PCS, PCA, etc., does not invalidate the Controller Certification Record.

6.5.4. Documentation. The PACAF Form 17, Controller Certification Record will be used to record certification and will be maintained for the duration of the controller's assignment. To maintain certification, controllers must perform a minimum of two console shifts per month. Decertification is documented on the PACAF Form 17 by drawing a red line through the applicable certification block and annotating an explanation and date on reverse. Subsequent certifications will be recorded on the same PACAF Form 17.

6.6. Refresher Training. Controllers absent from duty for 60 calendar days or more must receive refresher training and re-certify. Refresher training is a condensed version of the initial certification training. It updates and familiarizes controllers with basic and local procedures. The initial certification training outline may be tailored for use as the refresher training outline. Re-certification testing requirements are the same as the initial certification requirements. Once certified, the training outline will be maintained for the duration of their assignment.

6.7. Tests/Evaluations. General knowledge tests are designed to cause a systematic review of CP reference documents and are administered open-book. EA tests are designed to validate controller training and ensure proficiency in actions that must be immediate and instinctive and are administered closed book. Scenario evaluations are scripted events that involve the receipt and processing of EAMs and OPREP scenarios that stress local missions and procedures.

6.7.1. The CP Chief or Superintendent will perform a quality review of all written exams and scenario evaluations before they are administered to the controllers. Exams and scenario evaluations will contain the CP Chief or Superintendent's signature block and signature signifying this review was accomplished.

6.8. Recurring Training.

6.8.1. Formal Training. Training managers will schedule and conduct monthly training meetings that span at least one hour a month and provide meaningful training to controllers. Part of the training meeting will include topics such as EA and OPREP reporting. Meetings will be recorded (audio or video) and minutes will be kept using the PACAF Form 15, *Record of Controller Training*, identifying subjects covered along with a brief summary, guest speakers, elapsed time, and absent controllers. **DO**

NOT enter classified information on the PACAF Form 15. If a session cannot be recorded, the minutes must be expanded to include additional details on the subjects covered in order to provide meaningful training to those missing the meeting.

6.8.1.1. All controllers must attend unless excused by CP Chief/Superintendent. Controllers who miss a formal training session must review the recorded session and minutes seven calendar days after returning to duty. Every attempt must be made to prevent the same individuals from missing back-to-back training meetings.

6.8.1.2. Controllers will acknowledge make-up training by annotating the date and their initials in the appropriate block on the PACAF Form 15. The form 15 will be maintained for 12 months in the controller certification binder. Recordings must be retained until all controllers have completed make-up training.

6.8.2. Self-Study. Training managers will draft a monthly self-study letter, published NLT the first of every month. The letter identifies the instructions, OPLANs, and checklists to be reviewed by all controllers for the month. It should specify sections rather than whole documents. The letter can also be used to inform personnel of the date/time of the monthly training meeting and to task individuals to prepare and present briefings during the meeting. CP Chief must establish procedures that ensure all self-study requirements are completed in a timely manner. Retain letters for 12 months in the controller certification binder.

6.8.3. Examination Training. Training managers will prepare and administer a separate exam for each certified position. EA certified controllers will be administered a monthly GK and EA test (a minimum of 25 questions each). Those certified in SORTS will be administered a monthly SORTS open book GK test consisting of at least 25 questions.

6.8.3.1. The minimum passing score for all written examinations is 90 percent with scenarios graded as pass/fail. All examinations will be critiqued to 100 percent. Test scores and scenario evaluation results will be annotated on the PACAF Form 16 and maintained for 12 months in the controller certification binder.

6.8.4. Scenario Evaluations. Training managers will conduct console scenario evaluations monthly to evaluate EA team proficiency. Scenarios will include at a minimum three EA and two OPREP scenarios. At least one of the EAM inputs will cover decode/authentication procedures. Evaluations should be given to teams away from the immediate console area to preclude disruption. Copies of scenarios (hardcopy of scripts and injects, audio tape, etc.) will be maintained for 12 months.

6.9. Controller Training & Certification Binder. CP training managers must establish a binder to document certification of assigned controllers and all training accomplished during the previous 12 months. This binder must be set up in five sections as prescribed below. Additional parts may be added as necessary.

6.9.1. Part I will contain all training appointment letters (i.e., training manager, trainers, task certifiers).

6.9.2. Part II will contain the completed PACAF Form 15's. Maintain 12 months of training meeting minutes.

6.9.3. Part III will contain the PACAF Form 16's. Maintain the last 12 months of testing results (EA, GK and SORTS) and scenario evaluation training for each certified controller.

6.9.4. Part IV will contain a PACAF Form 17 for each certified controller assigned to the CP. Maintain the certification form until the controller PCS's, PCA's, separates, or retires from his/her assigned unit.

6.9.5. Part V will contain the monthly self-study letters. Maintain the last 12 months of these letters.

Chapter 7

C2 STAFF ASSISTANCE VISITS (SAVS)/SELF-INSPECTION

7.1. Purpose . This chapter explains the C2 Staff Assistance Visit (SAV) and self-inspection programs.

7.2. SAV Program. The intent of the SAV program is to provide assistance and guidance to, and promote feedback from PACAF CPs regarding unit operations, training, operational reporting, facilities, equipment and security. IAW USPACOM EAP Vol. 1, HQ PACAF will conduct SAVs on subordinate units at intervals not to exceed 18 months (12-15 months preferred).

7.3. Conducting SAVs . 502 AOS/AOT coordinates all visits and transmits a team composition/itinerary message 30 days in advance that serves as the team's EAL. The SAV team is made up of functional experts in CP Policy & Procedures, EA, Training, SORTS & Reports, and the HQ PACAF 1C3X1 Functional Manager.

7.3.1. Team members use criteria set out in the mission performance checklists (MPCs) outlined in PACAFDIR 90-202. The MPCs were developed to assist CP managers in assessing functional areas and identifying items requiring special attention.

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

7.4.1. 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 PACAF SAV.

7.4.2. 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 and/or suggested areas for improvement.

7.5. SAV Reports. At the conclusion of the visit, the SAV team will provide the unit with worksheets containing all observations and any recommendations. The team chief, with 502 AOS/CC approval, submits a report to the HQ PACAF Director of Air & Space Operations highlighting the areas observed and any general observations deemed important. After review and signature, a copy is forwarded to the unit commander.

7.6. Self-Inspection. CP managers will use MPCs to conduct self-inspections at least semi-annually and retain a record of the results for at least one year. Discrepancies must be carefully monitored and checked every 30 days until any open items are closed. Units are encouraged to expand on checklists to add internal compliance items.

Chapter 8

C2 RECOGNITION PROGRAM

8.1. Purpose . The C2 Recognition Program is designed to improve the visibility of PACAF CPs; highlight both wing and individual accomplishments, inspire competition, encourage initiative, provide incentives toward maximizing unit effectiveness and individual potential, and recognize deserving units and personnel for their contribution to the PACAF mission.

8.2. Award Categories . HQ PACAF will sponsor two unit CP awards and four individual CP awards in the following categories: Small Unit CP of the Year (less than 20 controller authorizations), Large Unit CP of the Year (20 or more controller authorizations), CP SNCO of the Year (unit), CP NCO of the Year (unit), CP Airman of the Year (unit), Headquarters Command Post Controller of the Year (USFJ, USFK and HQ PACAF Command Center). Units and higher headquarters may submit only one person per category they are eligible in.

8.3. Award Description. The CP winning the unit award receives a perpetual trophy, a unit plaque for permanent display, and individual personal certificates of achievement for members assigned to the CP for at least 60 days of the award period. Unit names of successive winners are engraved on the plaque proudly displayed at the main entrance of the PACAF Command Center. Winners of annual individual awards are presented personalized plaques recognizing their superior performance and accomplishments.

8.4. Eligibility . With the exception of the HQ PACAF Command Center and Rescue Coordination Center (502 AOS/AOT and AOR), all PACAF Command Posts are eligible to compete for the annual PACAF Command Post of the Year awards. Individual award nominees must have been awarded and served in AFSC 1C3X1 during the entire eligibility period.

8.5. Nomination Format and Submission . Units prepare nominations on the AF Form 1206 in 12-pitch Times New Roman font using bullet format. Unit and individual nominations are limited to 1 and ½ pages front and back of 1206 (up to 73 lines). Endorsements, attachments, or supplemental materials are not allowed.

8.5.1. The CP Chief prepares award packages for the wing commander's signature, which covers only those activities from January through December of the previous year. Packages should be unclassified.

8.5.2. Submit nomination packages to 502 AOS/AOT by official mail, electronic mail or fax. Packages must be received NLT 15 January. Packages received after 15 January will not be considered. Winners are announced via message from the HQ PACAF Director of Air & Space Operations. PACAF CP unit and individual winners are submitted for competition in the Air Force level CP Recognition Program.

8.6. Unit Award . Nomination package must contain and address the following areas:

8.6.1. Excellence in Mission Accomplishment and Impact. Describe significant mission accomplishments and impacts, i.e., IG results, C2 system expertise, SORTS and OPREP-3 reporting accuracy, major exercise/contingencies, TDY support/deployments, etc. Maximum number of points for this category – 25.

8.6.2. 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 number of points in this category – 15.

8.6.3. Training Recognition. Describe benchmarked processes demonstrating innovative or highly successful training procedures and initiatives. Maximum number of points in this category – 10.

8.7. Individual Awards . Nominations should address the following areas:

8.7.1. Leadership and Job Performance in Primary Duty. 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 unit. 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 awards received; e.g., NCO of the Quarter, Controller of the Month, etc. Maximum number of points for this category – 25.

8.7.2. 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 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 activity that significantly enhanced the member's value as a military citizen. Maximum number of points for this category – 10.

8.7.3. Base and 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 unit advisory councils, professional military organizations, associations, and events; e.g., President of Top 3, enlisted dining-out committee, member of Air Force Sergeants Association, Sunday school teacher, and so forth. Maximum number of points for this category – 15.

8.8. Award Program Administration. The HQ PACAF 1C3X1 Functional Manager assigned to 502 AOS is the focal point for this awards program. All questions concerning the program may be directed to that office at commercial 808-449-4053 or DSN 315-449-4053. 502 AOS/AOT will alert units in October of each year that the awards submission cycle is about to begin, and that nomination packages are due per the guidance provided.

Chapter 9

C2 MONTHLY MANNING REPORTS

9.1. Purpose. To assist PACAF in the management of C2 personnel (AFSCs 86P0/1C3X1), CP managers, using the example at [Attachment 4](#) as a basic guideline, will submit a C2 manning report, as of the first of each month, to the PACAF 1C3X1 Functional Manager NLT the 10th day of every month. The timeliness and accuracy of information submitted is very important since the functional manager uses these reports in determining unit tasking (see [Attachment 4](#)). This chapter does not apply to PACAF ANG units.

9.1.1. Section I. Entries are based on the current Unit Manning Document (UMD). Personnel in key positions (i.e., Chief, Supt., Training, SORTS) will have that position listed below their name. Units with overages will list them in the assigned block and leave the authorized block blank.

9.1.1.1. The following codes are used to identify certified positions: Mission monitoring (MM), Emergency Actions (EA), Operational Reports (OR), SORTS (S), Multiple Certifications (MULTI). Enter TNG in the POS CERT field for personnel currently in certification/refresher training.

9.1.2. Section II. Projected Gains/Losses/TDY. For personnel TDY or projected to be TDY, enter the TDY dates under the TDY heading. Under the remarks heading, enter the unclassified purpose and location of TDY. Enter the losing organization for gains and the gaining organization for losses, to include personnel in PCS status.

9.1.3. Section III. Identify issues preventing individual from being fully certified or world wide deployable.

9.1.4. Section IV & V. Current and 3-month projection of authorized/assigned/available personnel. Identify the authorized/assigned/possessed numbers for all C2 personnel based on the UMD. Include any remarks to explain gains/losses, which aren't identified in another section.

NOTE: Enter all dates in YYMMDD format.

Chapter 10

PACAF AIR MOBILITY OPERATIONS

10.1. Purpose. For HQ PACAF to maintain adequate OPCON/TACON of air mobility assets assigned to the Pacific theater, the HQ PACAF DO directed all wing commanders to ensure wing command posts provide en route support for all PACAF assigned C-130, KC-135, C-21, C-12 and any other PACAF mobility aircraft operating within the PACOM AOR regardless of the type of mission they are performing and/or coordinating. By performing this support, we will maintain the doctrinal objective of seamless airlift throughout the AOR.

10.2. Responsibilities .

10.2.1. PACAF CPs serve as the primary POC for HQ PACAF Air Mobility missions, regardless of mission number, transiting their base and ensure necessary support is provided. If an aircraft is PACAF owned or PACAF gained/attached, then the PACAF CP is responsible for providing the support outlined in PACAFI 10-2101, *Pacific Air Mobility Operations*, with the exception of PACAF KC-135s on Coronet fighter movement missions.

10.2.1.1. CP personnel will use C2IPS/GDSS, and personal coordination, with crews to monitor missions transiting their base and determining necessary support. Once inbound information is received, controllers must relay it to support agencies.

10.2.1.2. Delay codes/remarks are required for missions departing more than 14 minutes late. C2IPS/GDSS must be updated as soon as it's known a mission may deviate from its itinerary.

10.2.1.3. Within 10 minutes of an arrival/departure, controllers will enter all times and delay codes/remarks as appropriate into C2IPS. Information can be voiced to the AMOCC when unable to update C2IPS/GDSS or for help determining delay codes.

10.2.2. Each wing will establish a memorandum of agreement between the PACAF command post and the AMC command post (at bases with both organizations), and between the PACAF command post and the Contract Air Terminal Operation (CATO). These MOAs must ensure good communication lines and mutual support arrangements are established and maintained between the host unit and AMCC/CATOs.

10.3. Prime Knight Program. This program is designed to provide transportation, billeting, and meals to crews who remain over night. Command Post personnel will not be assigned program management duties, however, the CP Chief will ensure procedures are established to be certain transient crews receive the best possible service consistent with current manning and operations.

Chapter 11

PACAF GAINED AIR NATIONAL GUARD (ANG) COMPONENT C2 POLICIES AND RESPONSIBILITIES

11.1. Purpose. This chapter describes the C2 relationship between PACAF command posts and PACAF gained ANG assets. This chapter is applicable to ANG tanker/fighter/airlift/rescue units. Exceptions to PACAF procedures are written herein so ANG units may conduct realistic training programs and maintain a level of proficiency commensurate with their pre- and post-mobilization capabilities.

11.2. ANG CP/Operations Control Center (ANGOC). The ANGOC is the initial and primary contact for augmentation forces in any emergency that requires rapid and substantial expansion of USAF tanker/airlift capability. Command post personnel should be trained and equipped with the resources required for their wartime tasking.

11.3. Operational Control (OPCON). PACAF exercises operational control of ANG missions operating within the PACAF AOR. ANG tanker/airlift are provided the same operations, intelligence, ground, and logistics support as other PACAF aircraft.

11.4. Mission Reporting. PACAF command posts will submit tanker/airlift movement messages on ANG tanker/airlift transiting their base on any mission.

11.4.1. When ANG aircraft transit a station that does not have a PACAF CP, the aircrew will pass the movement data to the ANGOC via DSN, commercial call (collect), or HF phone patch. If unable to contact the ANGOC, aircrews will contact the AMOCC.

11.4.2. Units operating on non-PACAF missions are responsible for ensuring maintenance is available at locations without Air Force maintenance support.

11.5. Functions of PACAF-Gained ANG CPs. ANG CPs functions parallel those of active duty CPs in execution of the schedule, Emergency Action procedures, and operational reporting prior to mobilization.

11.5.1. CPs will develop an OI detailing call-up/mobilization actions.

11.5.2. CPs will process communications services requests through ANG channels.

11.6. ANG Controller Training. ANG CP controllers are trained IAW AFI 10-207 and this instruction. Full-time ANG controllers must comply with existing HQ PACAF certification/training standards. However, procedures are modified for part-time ANG controllers to provide for adequate training prior to and after certification.

11.6.1. Certification training. Controllers will be certified in at least one area within one year of completing technical school.

11.6.2. Refresher Training. Controllers will complete refresher training and re-certify if they have not performed command and control duties at their home unit for a period of 60 days or more.

11.6.3. Recurring Training. Formal training sessions will be held once each UTA and as a minimum will provide three (3) hours of training each quarter.

11.6.4. Remedial Training. If a controller is placed into remedial training because of decertification, he/she must recertify within 90 days. The CP Chief will complete a written evaluation on controllers not meeting this requirement.

11.6.5. Decertification. The CP Chief or Superintendent will decertify controllers who fail to maintain published standards, no longer perform duties that require certification, or are absent for more than 60 calendar days.

11.7. Prescribed Forms. Use of PACAF Forms 15, 16, and 17 are mandatory.

GARRY R. TREXLER, Maj Gen, USAF
Director of Air and Space Operations

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION**

For explanation of terms other than those below, see Joint Chiefs of Staff Publication 1-02, Department of Defense Dictionary of Military and Associated Terms, AFDD 1-2, Air Force Glossary; AFPD 10-2, Readiness, AFI 10-207, Command Posts, and PACAFI 10-205, PACAF Alert System.

Terms

Air Mobility Operations Control Center (AMOCC)—The executive agent within HQ PACAF that tasks, schedules and executes PACAF tanker and airlift missions.

Battle Staff—The commander and key staff members who have overall responsibility for command and control of base functions. As a minimum, this staff includes the unit/wing commander and the commanders of the operations, logistics, support, and medical groups or equivalents. The Battle Staff is normally formed and operates in the CP.

BLUE BARK—US military personnel, civilian DOD employees (US citizens), and/or their dependents traveling in connection with the death of an immediate family member. Escorts for dependents of military members traveling under competent orders also carry this designation.

Close Hold Missions—Certain high sensitive missions requiring special handling, limited access, and modification to normal C2 procedures.

Close Watch Missions—Missions receiving special attention. All actions must be taken to ensure on-time accomplishment and users are notified when delays occur or can be anticipated.

Command Post (CP)—The facility from where the commander and staff direct actions to support the unit's assigned mission. It is the focal point of the unit's operation. It receives, analyzes, displays, and disseminates orders, information, and requests pertinent to the assigned task.

Crisis Support Staff (CSS)/Crisis Action Team (CAT)—Essential personnel convened by the commander, to direct actions in support of the unit's assigned mission. The CSS/CAT is composed of members of the Battle Staff, SRC, and other personnel designated by the commander.

DV/VIP—Distinguished Visitor/Very Important Person. Military passengers, including those of friendly nations of star, flag rank, or equivalent status to include diplomats, cabinet members, and members of Congress. Others may be designated as VIPs due to their mission or position by the agency of the Department of Defense authorizing the individual's travel. BLUE BARK passengers are handled as VIPs.

Emergency Actions Controller—An officer (SDI 86P0) or enlisted (AFSC 1C3X1) assigned to the command post who is trained and certified in Emergency Action (EA) procedures and all operational reports other than Status of Resources and Training System (SORTS).

Emergency Actions Team (EAT)—Two certified controllers who respond to or transmit Emergency Action messages (EAMs). They are required to remain in the immediate vicinity of the EA cell during their tour of duty.

Mission Monitoring—The process of monitoring aircraft movements to include, as applicable per type of aircraft and mission: crew alerting, cargo and passengers, schedule changes, air refueling coordination, and arrival/departure data (making timely updates to status in applicable C2IPS/GDSS, as necessary). This includes monitoring unit aircraft that are in an operational TDY status.

PACAF Operations Support Center (POSC)—COMPACAF's C2 center providing USPACOM and CSAF a focal point for C2 Pacific aerospace power. The PACAF Command Center is part of this center.

Survival Recovery Center (SRC).—The SRC monitors and directs actions before and after an attack. It also directs recovery operations after an emergency, accident, or natural disaster.

SILENT LAUNCH/RUNNING/STEEL TIGER—Operations designed to permit aircraft movement while minimizing communications. CPs will not transmit to these aircraft unless the aircraft commander requests information; emergency situations dictate radio transmissions to be made at predetermined times with predetermined information.

Special Assignment Airlift Mission (SAAM)—Airlift requirements requiring special consideration due to passengers, cargo, urgency of movement, sensitivity, or other factors.

Special Air Mission (SAM)—Missions operated in support of DOD special airlift requirements.

Wing Operations Center (WOC)—The WOC is the wing commander's facility used by the staff in support of contingencies (real world/exercise). It normally includes a C2 Element, Command Section, Battle Staff, CSS/CAT, SR C, and other planning/support elements as required supporting the mission. When the Battle Staff/CAT is formed, the CP supports the WOC, and is an integral portion of the Commander's C2 function. Time permitting; all tasking of the WOC is accomplished through a central point. The WOC is also the operations control function for all units assigned or attached to the wing for flying operations. The WOC requires communication with assigned/augmenting flying squadrons, maintenance control, departure control, the Tactical Air Control Center, Control and Reporting Center, and the Air Support Operations Center. Also, it needs radio communications with its airborne aircraft and the Commanders Advisory Function (CAF).

Attachment 2

COMMUNICATIONS & EQUIPMENT REQUIREMENTS

A2.1. Purpose. CP communication equipment facilitates C2 operations. This is the list of equipment for each EA element. Authorizations will be established through equipment management office (EMO) channels as required by AFM 23-110CD. + **As required by mission.**

A2.2. Requirements:

A2.2.1. Radio systems:

ITEM	USE
+Multi-channel UHF	Contact with assigned/transient aircraft
+VHF	
+HF	
+Tactical secure voice capability	
+UHF SATCOM Radio	

A2.2.2. Other communications systems:

ITEM	USE
1. Monitor speaker	Monitoring phones, CPAN, PC-74, radios, etc. as required.
2. AWDS	Receive current weather data.
3. +Air defense voice liaison	Immediate voice contact with local air defense unit.
4. Two base administrative phone lines	Routine business and pyramid alerting.
5. One commercial phone line	Emergency alerting.
6. STU III/STE/Red Switch	Secure voice
7. Secure & Non-secure FAX capability	Self-explanatory
8. CPAN Receiver	COMPACAF Alerting Network
9. +Klaxon controls.	For alert force and other base personnel as applicable.
10. Multi-channel recorder	For EA console communications. 24-hour capacity.
11. Hotlines	Tower, RAPCON, CSC, Weather
12. Direct, patch capable lines to key staff personnel offices and quarters	Provide timely notification of personnel without tying up or needing commercial line.
13. Direct, patch capability to next higher C2 unit	Provides direct connectivity, keeping a DSN line open for use
14. Automatic emergency backup power	Self-explanatory
15. Message Distribution Terminal/DMS	Transmit/receive message traffic
16. Class "C" phone at CP entry point	Provides direct contact with entry controller.
17. C2IPS/GDSS	Positive control over PACAF Air Mobility assets

NOTE: All telephones and microphones installed in the CP will be equipped with push-to-talk type handsets to negate the possibility of inadvertent disclosure of classified information.

A2.3. Other necessary equipment:

A2.3.1. Three 24-hour wall clocks to display local, ZULU, and alert or execution time with back up power.

A2.3.2. Reproduction equipment that is authorized for classified reproduction and able to support the commander's battle staff and CSS/SRC during contingencies. Identify at least one back up copier for use if the primary fails.

Attachment 3

COMMAND POST FUNCTIONAL LIBRARY MINIMUM PUBLICATIONS

Minimum requirements for command post functional publication.

Publication Number	Title
<u>Joint Publications</u>	
CJCSM 3150.02	Global Status of Resource and Training System (GSORTS)
<u>Air Force Publications</u>	
AFDD 1-2	Air Force Glossary
AFI 10-206	Operational Reporting
AFI 10-201	Status of Resources and Training System (SORTS)
AFI 10-205	Availability of Major Command Commanders
AFI 10-207	Command Posts
AFI 10-1101	Operations Security (OPSEC)
AFI 13-202	Overdue Aircraft
AFI 31-101	The Air Force Installation Security Program
AFI 31-401	Information Security Program Management
AFI 33-115V2	Licensing Network Users and Certifying Network Professionals
AFI 33-211	COMSEC User Requirements
AFI 33-202	Computer Security
AFI 33-203	Emission Security
AFI 36-2201	Developing, Managing and Conducting Training
AFI 37-138	Records Disposition – Procedures and Responsibilities
AFPAM 10-709V1CD	Joint User Handbook for Message Text Formats (JUH-MTF)
<u>USCINCPAC Publications</u>	
USCINCPAC EAP Vol I	USCINCPAC Emergency Actions Procedures, Volume I
USCINCPACINST 3480.6K	USCINCPAC Event Incident Reporting
<u>PACAF Publications</u>	
PACAFI 10-201	PACAF Search and Rescue Operations
PACAFI 10-205 (S)	PACAF Alert System (U)
PACAFI 10-207	PACAF Command Posts
PACAFI 10-210 (S)	Commander, Pacific Air Forces Emergency Action Procedures (U)
PACAFI 10-2001 (FOUO)	PACAF Information Operations Conditions (INFOCONs) (FOUO)
PACAFI 10-2101	Pacific Air Mobility Operations
PACAFI 15-101	Weather Support for PACAF
PACAFI 15-102	Tropical Cyclone Reconnaissance
PACAF Sup 1 to AFI 10-201	Status of Resources and Training System (SORTS)
PACAF Sup 1 to AFI 10-205	Availability of PACAF Commanders
PACAF Sup 1 to AFI 10-206	Operational Reporting
PACAF Sup 1 to AFI 31-101	The Air Force Physical Security Program
PACAFI 33-101	Command UHF Satellite Communications Net
PACAF Sup 1 to AFI 33-202	Computer Security

Attachment 4

SAMPLE MANNING REPORT

COMMAND AND CONTROL MANNING REPORT								
UNIT: 36 ABW	NUMBER AUTHORIZED: 12			NUMBER ASSIGNED: 12			DATE: 030705	
SECTION I CURRENT MANNING								
POS #	DAFSC	GRD	POS CERT	PAFSC	GRD	NAME	DAS	DEROS
1234560R	086P	MAJ			CAPT	Cooper, James L. Chief	990115	020515
1234570R	1C371	MSgt	MULTI	1C371	MSgt	Backlund, Stevens Superintendent	010425	040424
1234580R	1C371	TSgt	MULTI	1C371	SSgt	Smith, Doug L. NCOIC TNG	020521	050520
1234590R	1C351	SSgt	MULTI	1C351	SSgt	McCall, Tanya NCOIC SORTS	000915	030724
1234670R	1C351	SSgt	MULTI	1C351	SSgt	Adams, Steve J.	990529	050529
1234680R	1C351	SSgt	TNG	1C351	SSgt (P)	Jeffers, Joe W.	010915	040424
1234690R	1C351	SSgt	MULTI	1C351	SrA	Tormey, Major S.	980731	060731
1234760R	1C351	SrA	MULTI	1C351	SrA	Littlejohn, Nui Q.	020521	050520
1234770R	1C351	SrA	MULTI	1C351	AIC	Clark, Johnny S.	020819	050819
2239190R	1C351	SrA	MULTI	1C331	AIC	Brown, Daniel	010808	040808
1234780R	1C331	AIC	TNG	1C331	AIC	Thebeau, Ricardo	010915	040424
1234790R	3A051	SSgt		3A051	SSgt	Karolchyk, Evelyn	020521	050520
SECTION II PROJECTED GAINS/LOSSES								
DAFSC/GRD	NAME		GAIN	LOSES	TDY	REMARKS		
1C351/SrA	Delacruz, Roberto		30910			8 FW/Kunsan		
1C351/SSgt	McCall, Tanya			030724		15 AW/Hickam		
1C351/SSgt	Adams, Steve J.				030715 - 031115	AEF 3, Al Jabar		
SECTION III REMARKS								
DAFSC/GRD	NAME		ISSUE					
1C351/AIC	Brown, Daniel		No security clearance					
1C351/SrA	Littlejohn, Nui		Non-deployable due to permanent medical waiver					
SECTION IV CURRENT AUTHORIZED/ASSIGNED/AVAILABLE FOR USE								
OFF	1C3X1	3AOX1	CIV			TOTAL		
1/1/1	10/10/7	1/1/1	0/0/0			12/12/9		
SECTION V 3-MONTH PROJECTED AUTHORIZATION/ASSIGNED/AVAILABLE FOR USE								
OFF	1C3X1	3A0X1	CIV			TOTAL		
1/1/1	10/9/7	1/1/1	0/0/0			12/11/9		