

**BY ORDER OF THE COMMANDER,  
PACIFIC AIR FORCES**



**HEADQUARTERS PACAF  
INSTRUCTION 33-301**

**10 JANUARY 2003**

**Communications and Information**

**COMMAND SECTION ADMINISTRATIVE  
PROCEDURES**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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OPR: PACAF/DSE (TSgt John A. Mafnas)

Certified by: HQ PACAF/DSE  
(CMSgt James P. Battenberg)

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This instruction implements AFD 37-1, Air Force Information Management (will convert to AFD 33-3, Information Management). This instruction outlines Command Section procedures for: preparing and processing correspondence and messages for the Commander, Vice Commander, and Director of Staff, Pacific Air Forces; End-of-Day Reports; obtaining Command Section participation in award and retirement ceremonies; scheduling conferences; and travel. It includes policies and procedures that apply to the Pacific Air Forces Command Section. This publication applies to personnel assigned to or supporting HQ PACAF including the Air National Guard (ANG) or US Air Force Reserve (USAFR) units and its members.

### ***SUMMARY OF REVISIONS***

This revision establishes a number of policies that take advantage of new technology and emphasizes the use of electronic communications. All previous examples of staff summary sheets are obsolete and should not be used. Additionally, this instruction provides a relaxed format for internal communications, detailed instructions on how to present communications to the Command Section, and provides directions to links to electronic examples available on the PACAF homepage.

**NOTICE:** This publication is available digitally on the HQ website at: <https://www.hqpacaf.af.mil>  
(Executive Services)

## Chapter 1

### TERMS EXPLAINED

**1.1. The Office of Primary Responsibility (OPR).** Directorate responsible for preparing, coordinating, and monitoring the progress of correspondence and ensuring the task is complete. The OPR retains ownership of a tasking until all actions associated with the package are fully complete.

**1.2. The Office of Coordinating Responsibility (OCR).** Directorates responsible for reviewing a tasker and providing input/coordination to the OPR. Negative replies are required from the OCR to the OPR.

**1.3. Action Officer (AO).** The person within the OPR or OCR tasked by their directorate. The AO oversees the package to ensure all staffing is completed and has the ultimate responsibility for ensuring the package is staffed correctly. The AO or alternate must be available to answer/staff questions once their package is delivered to the Director of Staff.

**1.4. Command Section.** The Commander (CC), Vice Commander (CV), Director of Staff (DS), Command Chief Master Sergeant (CCC), Executive to COMPACAF (CCE), Secretary to COMPACAF (CCS), Executive to Vice COMPACAF (CVE), Secretary to Vice COMPACAF (CVS), Chief, Executive Services (DSE), and the Primary Information Transfer Terminal (PITT) compose the PACAF Command Section. The command elements work through the Chief of Executive Services to seek out specific guidance or communicate direction to the PACAF staff via their approval/signature. The PITT and DSE work for the Director of Staff. The PITT is the focal point for communication between the command elements and the PACAF Staff. DSE works with the PITT to ensure all taskers are answered on time and in the proper format. The PITT creates an electronic record of receipt, transmittal, status, and dispatch for all communications. The PITT will maintain an information copy of all correspondence signed by CC, CV, and DS. Command Section Logs detailing current and delinquent command taskings can be found on the Executive Services website. The PITT will redirect any packages back to the OPR that do not meet the standards outlined in PACAFI 33-301.

**1.5. Bottomline Coordination.** Coordinating with a division-level office (also referred to as “3-letter Coord”) is bottom line coordination. The OPR and AO are the key players deciding which 3-letter divisions will coordinate on an action.

**1.6. Topline Coordination.** Coordinating with a directorate front office (also referred to as “2-letter Coord”) is top line coordination. It is the responsibility of the OPR to ensure all 2-letter coordination is completed prior to formal submission to the Command Section.

**1.7. Special Handling Required (SHR) Items.** SHR identifies items of immediate urgency or HHQ taskings, and must be acted on/completed prior to COB or earlier, if stated on the suspense.

## Chapter 2

### COMMAND SECTION SUSPENSES

**2.1.** All suspenses are due to the Command Section by 1500 on the assigned due date, unless otherwise specified in the tasker. Each task will be assigned to a responsible staff agency designated as the OPR.

**2.2.** Suspense extension requests. Suspense extension requests should be filed at least a day prior to the due date. When a suspense cannot be met, AO submits an extension request to the OPR. The request must detail the reason the extension is needed and how much additional time is required. All extension requests must include the original tasking document and associated PACAF tracking number. The director's executive officer will forward the request and supporting documentation to Executive Services (<mailto:pacaf.ds@hickam.af.mil>) for further processing. Special Handling Required (SHR) taskings have a firm deadline, and in most cases cannot be extended. Should a SHR suspense be driven by an external organization, or higher headquarters, the OPR must coordinate any extension request with that organization prior to seeking an extension from the Command Section and indicate the result in the extension request. All SHR suspense extensions require Director of Staff (DS) approval.

## Chapter 3

### OFFICIAL CORRESPONDENCE

**3.1. General.** Except as noted in this instruction, official correspondence will be prepared IAW AFMAN 33-326. Correspondence for the Command Section is forwarded via Electronic Staff Summary Sheet (Electronic SSS) in Microsoft Binder format or AF Form 1768, Staff Summary Sheet (SSS), IAW the procedures and instructions in AFMAN 33-326 and this instruction. The Electronic SSS is the preferred method of communication. Should the communication be a quick one-liner reply or a heads-up to CC/CV then the desired method is AF Form 1768. Only original documents should be submitted for signature. Exceptions: Classified Electronic SSSs may be submitted over the classified LAN for information/approval. See Electronic SSS guidelines illustrated in [Attachment 1](#). Correspondence routed through the Command Section should list CC as the first addressee, followed by CV and DS. A sample copy of the SSS can be found on the Executive Services homepage. Correspondence should be signed out by the director or the deputy and forwarded to the Command Section for signature or approval when:

- 3.1.1. Establishing, revising, or rescinding PACAF policy, or expressing a "PACAF" position.
- 3.1.2. Addressing a HHQ, COMPACOM, Vice COMPACOM, MAJCOM Commander or Vice Commander, or a Numbered Air Force Commander. Correspondence addressed to these individuals/organizations will be addressed to the appropriate commander or vice commander in the intermediate headquarters, (i.e., 5 AF, 7 AF, etc.). The specific field unit may be included as an information addressee.
- 3.1.3. Addressing other services, the Air Staff, USPACOM, or other MAJCOMs.
- 3.1.4. Tasking at any level, using phrases such as "the Commander (or any member of the Command Section) desires," "has asked for" or "directs."
- 3.1.5. Quoting COMPACAF or Vice COMPACAF or otherwise reflecting names or positions.
- 3.1.6. DS signature is required on correspondence initiated by a director which directs or tasks other HQ PACAF staff agencies. Exception: DS signature is not required on internal tasking correspondence when the tasking agency has already been identified through a CC, CV, or DS tasking as OPR for a particular project.

**3.2. Formats.** The AO should submit responses in accordance with the DS tasker. If no format is specified, the AO should choose the best format needed to clearly communicate the issue.

- 3.2.1. Using a paper copy Staff Summary Sheet (SSS) AF Form 1768. The SSS is the primary method to reply to CC/CV if the answer is a short reply. Prepare the AF Form 1768 IAW AFH 33-337 Tongue and Quill as a stand-alone document or to support approval or signature action. Access the DSE's website for an example of an SSS.
- 3.2.2. Electronic Staff Summary Sheet. The Electronic SSS is the method to relay communications to the Command Section. Use the Electronic SSS to provide information, request approval, or to obtain a Command Section signature on no more than one printer ready (has stationery/letterhead captions imbedded within) document. Do not use an Electronic SSS to request signature on award/retirement certificates, OPRs/EPRs. Send all classified Electronic SSSs to <mailto:pacaf.ds@dms.hickam.af.smil.mil>.

3.2.3. Official Air Force Memorandums. Prepare official memorandums IAW AFMAN 33-326 Preparing Official Communications. Specific characteristics of memorandums may change with command leadership. Access the DSE's website for the latest example of an official memorandum.

3.2.4. Personal Letters. Personal letters should be prepared and addressed IAW AFMAN 33-326. As with official memorandums, personal characteristics and writing styles may change with command leadership. Additionally, personal letters may be constructed on PACAF letterhead, PACAF stationery or 3-4 star stationery. Consult DSE for more information on personalized letters or access the DSE's website for current command examples.

3.2.5. Messages. Messages that are "FROM" the CC, CV, or DS are prepared using the Defense Messaging Service (DMS) software program. Only PITT personnel are authorized to release these messages. Messages from HQ PACAF 2-digit offices will include "PACAF HICKAM AFB HI//DS/" as an INFO addressee. Send messages to the Command Section for signature/approval via Electronic SSS. Upon approval, the OPR must include a properly formatted DMS message imbedded in an e-mail to PACAF/DS. Once formatted and all appropriate addresses are included, the OPR will send it to PACAF/DS to release. Include the addressee list as part of the actual message, at the top. DMS sometimes translates the list to indistinguishable addresses. Putting the list as part of the message allows recipients to see the intended addressees. Access the DSE's website for instructions on formatting DMS messages.

3.2.6. End-of-Day Reports. End-of-Day Reports are required daily and NLT 1400. These reports are short summaries of key happenings to include the following: significant packages released including those signed out by the Command Section for which your director was the OPR; significant higher headquarters taskings; significant taskings levied on field units; significant inputs from field units; major events within your area of responsibility warranting COMPACAF or Vice COMPACAF attention. Access the DSE's website for an example of the End-of-Day Report.

## Chapter 4

### HQ PACAF STAFF MEETINGS

**4.1.** A Staff Discussion is held Mon-Fri at 0830 in COMPACAF's Office. This is only for those directors invited by the CC.

**4.2.** On Wednesdays, a POSC SITREP is held in the Kenney Conference Room at 0900. The OPR is 502 AOS/CC.

**4.3.** The HQ PACAF Staff Meeting is held at 0900 on Fridays in the Kenney Conference Room (KCR). The meeting is a roundtable discussion and the DS is the OPR. Any topic of interest for the CC or the rest of the staff may be presented. Prior DS coordination is required for briefings or issues requesting CC or CV approval. Slides are due to Command Presentations (CCXR) NLT 1500 the day prior. Attendance is limited to the individuals listed in paragraph **4.5.** or their designated alternates. Visitors to HQ PACAF may attend if invited by COMPACAF, Vice COMPACAF, or if approved by the Director of Staff.

**4.4.** Security Clearance Requirements: Briefings and discussion items are normally limited to SECRET and below. If a directorate plans to brief at a higher classification, the directorate must notify the Special Security Office (SSO) and Command Presentations at least 2 days prior. Additionally, the briefing directorate is responsible for ensuring all appropriate security procedures are accomplished.

**4.5.** HQ PACAF Staff Meeting and POSC SITREP Attendees:

COMPACAF

Vice COMPACAF

Director of Air & Space Operations

ANG Assistant to COMPACAF (when on-island)

Director of Plans and Programs

Mobilization Assistant to COMPACAF (when on-island)

Director of Logistics

Inspector General

Director of Staff

The Civil Engineer

Director of Communications and Information

Director of Financial Management and Comptroller

Director of Intelligence

Director of Services

Director of Personnel

Director of Security Forces

Command Surgeon  
Staff Judge Advocate  
Director of Public Affairs  
Director of Safety  
Command Chaplain  
Command Historian  
Air Force Reserve Advisor  
Air National Guard Advisor  
Commander, AFOSI 6th Field Investigations Region  
Commander, 692 IOG  
Executive Officer to the COMPACAF  
Executive Officer to the Vice COMPACAF  
Aide-de-Camp to COMPACAF  
Chief of Protocol  
Director, Commander's Action Group  
Command Chief Master Sergeant  
Commander, Headquarters Squadron Section  
First Sergeant, Headquarters Squadron Section  
Chief, Executive Services  
Other attendees will be limited to those briefing and essential briefing support personnel.

**4.6.** Other Meetings or briefings needing Staff A attendance may be held in either the Kenney, Falcon or Command Briefing Rooms. Attendance is limited to specified directorates listed in the tasker or paragraph **4.5.** above.

## Chapter 5

### SCHEDULING CONFERENCES

#### 5.1. General.

5.1.1. HQ PACAF-sponsored conferences include meetings, symposia, seminars, management reviews, and workshops scheduled and controlled by HQ PACAF directors.

5.1.2. The number and size of conferences should be kept to a minimum. Mode of travel and conference location should foster economy and provide the least travel inconvenience for the largest number of attendees. The conference sponsor may billet attendees in government quarters. In some cases, billeting on base may not be possible because of the group's size.

5.1.3. Director responsibilities:

5.1.3.1. Budget for all conference expenses.

5.1.3.2. Notify CCP, particularly if any distinguished visitors (DVs) (O-7s or above and/or civilian equivalents) are scheduled to attend the conference.

5.1.3.3. Make all arrangements for the conference, including scheduling meeting rooms, billeting, transportation, and other logistical support.

#### 5.2. Scheduling Conference Facilities.

5.2.1. HQ PACAF has two main conference rooms: the General George C. Kenney Conference Room (KCR) (Room N-201), and the Falcon Conference Room (FCR) (G-207). Refer to the CCXR (Command Presentations) web site collocated on the PACAF home page for more detailed information regarding our conference rooms.

5.2.2. Responsibilities:

5.2.2.1. Command Presentations Section (CCXR):

5.2.2.1.1. Schedules conference rooms and provides qualified audiovisual support personnel based on priority and personnel available.

5.2.2.1.2. Schedules command briefings and coordinates requests with CCX when DVs are present.

5.2.2.1.3. Assists briefer in presenting audio/visual materials during scheduled briefing.

5.2.2.1.4. Arranges conference rooms as requested by the OPR and assists with set up.

5.2.2.1.5. Briefs the responsible person on access and security procedures.

5.2.2.1.6. Inspects conference room after use and reports any discrepancies or damage to the OPR and DSE.

5.2.2.2. Project officer or briefer:

5.2.2.2.1. Schedules appropriate conference room by contacting Command Presentations by phone, email or in person up to 1 year in advance.

- 5.2.2.2.2. Contacts Command Presentations if the PACAF command briefing is desired during the conference.
- 5.2.2.2.3. Provides Command Presentations with a conference agenda 48 hours prior to the start date.
- 5.2.2.2.4. Confers with Command Presentations personnel before the briefing. All briefings requiring audiovisual aids must be presented to CCXR at least 24 hours prior to the presentation; videotapes also require a 24-hour lead time.
- 5.2.2.2.5. Provides seating arrangement and nameplates when required. Seating charts and nameplates may be obtained by contacting Command Presentations. Nameplates can also be produced by the project officer or may be requested through 15 CS/SCV.
- 5.2.2.2.6. Ensures all classified materials brought into the conference room or developed during the conference do not exceed the maximum clearance authorized and are under surveillance and protection at all times. Ensures the removal of all classified materials, including scratch pad notes, information on blackboards, flip charts, etc., upon completion of each conference or meeting.
- 5.2.2.2.7. Ensures those attending the briefing have proper security clearances.
- 5.2.2.2.8. If necessary, arranges with Protocol or Command Presentations for an appropriate break area. A small number of break tables are available at the facility. CCP limits (unless approved by DS, CV, or CC) the use of the hospitality room for CC- and CV-hosted events.
- 5.2.2.2.9. Ensures the conference room is left clean.

## Chapter 6

### SCHEDULING BRIEFINGS

**6.1. General.** Directors, their assistants, secretaries, and executive officers schedule briefings with COMPACAF and Vice COMPACAF secretaries.

**6.2. Procedures:**

6.2.1. NLT 3 days prior to the briefing, the sponsoring director will submit an information package via SSS or Electronic SSS to the Command Section. For briefings in conjunction with a DV visit, briefing and DV information packages may be combined. Packages should contain:

6.2.1.1. Biographies of all attending senior officers and civilians (O-6 and above) who are not part of the HQ PACAF staff.

6.2.1.2. A seating chart coordinated with CCP and e-mailed to CCXR.

6.2.1.3. Copies of briefing slides. All PACAF briefing slides should be built using the PACAF standard format found on the CCX homepage.

6.2.2. When scheduling a briefing requiring directorate attendance or requiring other directorate actions, include a DS tasker to the staff advising and/or tasking attendance or other actions. The sponsoring director is also responsible for advising of changes and/or additions.

6.2.3. The POC for the briefing will walk to the Command Section and notify CCE or CVE when all attendees are present and briefing room is ready.

## Chapter 7

### OFFICIAL VISITORS TO HQ PACAF

**7.1. The Director of Staff** designates OPRs for DV visits via a tasker. The tasker will identify the suspense for the DV information package and any requirements for an after-visit report or classified disclosure/release approval. The staff agency which has been designated OPR should appoint a project officer to serve as escort officer and work with CCP in formulating and coordinating the visit itinerary.

#### **7.2. The Project Officer:**

7.2.1. Acts as the DV's primary point of contact.

7.2.2. Contacts the DV's office and determines any requirements he or she may have while identifying key issues for discussion with COMPACAF or Vice COMPACAF.

7.2.3. Drafts and coordinates the DV's local visit itinerary (includes contacting USPACOM and fellow component commands to schedule office calls, briefings, meetings, etc.).

7.2.4. Schedules courtesy calls with COMPACAF or Vice COMPACAF.

7.2.5. Prepares a DV information package. Suspenses for information packages will be specified in the Director of Staff (DS) taskers.

7.2.6. For foreign DVs, request classified and sensitive unclassified information disclosure/release approval from HQ PACAF/INXU.

7.2.7. For foreign DVs, determine whether or not interpreters are required and coordinate their services.

7.2.8. If the visit includes a briefing, prepare read-aheads for attendees, notify staff attendees. Coordinate seating chart with CCP and distribute to CCE, CVE, and CCXR, and obtain nameplates for each attendee sitting at the conference table.

7.2.9. If there is no Command Section involvement, the OPR meets and sees off the visitor upon arrival and departure and serves as escort throughout the visit. All arriving DVs (O-7 equivalents and above) are to be met by at least an O-6.

## Chapter 8

### PACAF/CC AND PACAF/CV APPOINTMENT REQUESTS

**8.1.** All requests for meetings with CC and CV will be handled by CCS and CVS.

**8.2.** To request a meeting, fill out the CC and CV Appointment Request form and send it electronically to the appropriate secretary. The appointment will not be approved until the appointment request form has been completely filled out. Once the appointment is approved, the appropriate secretary will notify the requesting official.

**8.3.** The requesting official is responsible for any necessary read-ahead material. Packages are due to DS NLT 2 duty days prior to the meeting. **DO NOT WAIT FOR A DS TASKING.**

## Chapter 9

### COMPACAF TRAVEL

**9.1. General.** COMPACAF Trip Planner (CCAT) acts as the focal point for all actions related to COMPACAF travel, including itinerary development and coordination, protocol support, and aircraft scheduling.

**9.2. Trips/Meetings/Conferences Advance Materials.** CCX is normally the OPR for most (trip) preparation books with the remainder of the staff assisting as required. Other directors are normally tasked to provide inputs to CCX and support as required (CCX suspenses to CC are 3 days prior to off-island engagements, 2 days for on-island engagements).

9.2.1. CCX will normally issue a Director of Staff tasking which will state the type of input required (i.e., BBP, EXSUM, One-liner) and the directorate suspense to CCX.

## Chapter 10

### AWARD, DECORATION, AND RETIREMENT CEREMONIES

**10.1. General.** COMPACAF and Vice COMPACAF will decide on an individual basis which ceremonies they will officiate. Requests should be made to CCE and CVE through the assigned directorate. Requests may be made either in writing, via e-mail, or in person.

**10.2.** Once a request is approved by COMPACAF or Vice COMPACAF, the requesting directorate's project officer will contact CCP and CCXR for further guidance.

**10.3.** CCP will advise, direct, and coordinate all ceremonies officiated by COMPACAF or Vice COMPACAF. The requesting directorate will be responsible for providing personnel to execute the ceremony.

**10.4. Uniform.** It is COMPACAF policy that all award, decoration, and retirement ceremonies be performed in the Service Dress uniform. This uniform requirement is for all ceremony participants.

GEORGE T. DORAN, Colonel, USAF  
Director of Staff

Attachment 1

SAMPLE FORMAT FOR STAFF SUMMARY SHEET

STAFF SUMMARY SHEET							
	TO	ACTION	SIGNATURE ( <i>Surname</i> ), GRADE AND DATE		TO	ACTION	SIGNATURE ( <i>Surname</i> ), GRADE AND DATE
1	CC	Apprv		6			
2	CV	Coord		7			
3	DS	Coord		8			
4				9			
5				10	CCC	Info	
SURNAME OF ACTION OFFICER AND GRADE			SYMBOL	PHONE	TYPIST'S INITIALS	SUSPENSE DATE	
Smith, Capt			DSE	449-4520	cas		
SUBJECT							DATE
Example of Command Section Staff Summary Sheet							
SUMMARY							
<p>1. Purpose. The purpose of the single page SSS is to speed the communication process. It provides a clear, concise description of the problem to the decision-maker while providing a reason for your recommendation. The job of the Action officer is to pull together a concise and succinct summary that focuses on the issue's substance.</p> <p>2. Background. Use this space to discuss whatever background business you need to discuss. The decision-maker should be able to read this SSS, know the critical issues, understand how and why the recommended action/decision was reached without reading the tabs and attachments. The SSS should stand alone. It should not exceed one page, unless room is needed for embedding attachments.</p> <p>3. Discussion. Use this paragraph for any discussion you feel necessary.</p> <p>4. Views of Others. You should summarize major differences in position here. You may include verbatim comments received during coordination.</p> <p>5. Recommendation. Justify requested signature level here. Succinctly state your recommendation and why the decision-maker should follow it. If for information only, do not use a recommendation.</p>							
//////////SIGNED///////// TWO-LETTER SIGNATURE, Colonel, USAF Director of Directorate Extension 449-9999				Tabs (as required)			