

AFFOR Staff Training Course Introduction

Air and space power is about using air, space, and information systems together to achieve our nation's goals. Sometimes that means bombs on target. Other times it's beans in bellies. But these things happen through the efforts of many, commanded and controlled by one. The Commander of Air Force Forces relies on a multi-talented staff to perform the duties of command and control. That's where you come in. You serve in exciting times—where Global Vigilance, Reach, and Power is not so much a Vision, but a reality. A cold, hard reality where the kill chain from find, fix, and track, to engage and assess can occur in minutes. Your role as part of the COMAFFOR's staff has never been as important as it is today. Welcome to the AFFOR Staff Training Course.

Organization of Joint Forces

Introduction

The US military fights as a joint team. With its theater-wide perspective, the Air Force can more readily appreciate the challenge of synergistic integration of joint force capabilities. To meet that challenge, you must understand how joint forces are organized and how the Air Force fits into that organization. Such an understanding is crucial for you to properly support your Air Force leadership as they bring the awesome capabilities of air and space power to bear in achieving national security objectives.

Lesson Objective

The objective of this lesson is for you to comprehend how joint forces are organized. Upon reaching this objective you will be able to describe the command relationships and authorities pertaining to joint forces. You will be able to describe the role of the Joint Force Commander, or JFC, in the conduct of joint operations. You'll be able to describe the organizational structure of unified, subordinate-unified, and joint task force commands. You will be able to explain how Service component and functional component commands support joint force commanders. Finally, you'll be able to describe the role of multinational organizations in the support of national objectives.

Overview

This lesson begins by describing the chain of command and how joint forces relate to the operational and administrative branches. We'll describe the types of joint force commands and then look at the command authorities that joint force commanders exercise. We'll look at how the JFC can tailor the organization of the joint force using Service and/or functional components. We'll finish by looking at how US forces are used in multinational organizations to support national objectives.

Chain of Command

The President and Secretary of Defense exercise authority and control of the armed forces through a single chain of command with two distinct branches. The operational branch runs from the President, through the Secretary of Defense, directly to the commanders of the unified combatant commands—the combatant commanders. The administrative branch runs from the President, through the Secretary of Defense directly to the secretaries of the military departments. In the operational branch, the combatant commanders of the unified commands, are the vital link between those who determine national security policy and strategy and the military forces that conduct the operations to achieve national strategic objectives. In the administrative branch the Service commanders are responsible for ensuring that their forces are trained and equipped to carry out the missions directed in the operational branch by the combatant commanders, and their subordinate joint force commanders.

Joint Forces

Joint forces reside in the operational branch of the chain of command, and are designated as either a unified command, subordinate unified command, or joint task

force. The President, through the Secretary of Defense—and with the assistance of the Chairman of the Joint Chiefs of Staff—establishes these Joint force commands to support and protect our nation’s interests.

All Joint forces consist of a Joint force commander—or JFC, a joint staff—or J-staff, and are normally composed of significant forces from two or more military departments.

Joint forces are established on either a geographic or functional basis. Looking at the current nine unified commands you will see that five are geographically established and four are established functionally. Geographically established joint commands have an area of responsibility, or AOR. Functionally established joint commands provide functions, such as strategic lift and space-based support, to other--usually geographic-- Joint Force Commanders.

Joint Force Commands

At the top of the Joint force hierarchy is the unified command. It is a Joint force command, with a broad and continuing mission under a single commander – called a “combatant commander. ”The Chairman of the Joint Chiefs of Staff transmits operational orders from the President and SecDef to the unified combatant commanders to perform military missions. The unified combatant commanders carry out or direct missions in support of our national security, using the organizational structure they command, the forces provided them from the Services, and the authority granted them by the President and SecDef.

Part of that authority is to establish subordinate organizations. When authorized by the President or SecDef, through the CJCS, combatant commanders may establish subordinate unified commands, also called sub-unified commands. Generally, sub-unified commands focus on specific areas of interest within the larger command. Like unified commands, sub-unified commands are established as either geographic or functional, have functions and responsibilities similar to those of unified commands, and operate on a continuing basis.

A third type of joint force is a Joint Task Force, or JTF. It is a joint force command established to accomplish limited objectives, normally of an operational nature. This type of joint force may be established by a unified commander, sub-unified commander, or an existing JTF commander on a geographic or functional basis. Commanders of JTFs are responsible to the JTF-establishing authority. JTF J-staffs are normally augmented with representatives from the establishing authority. Unlike unified and sub-unified commands, which operate on a continuing basis, JTFs are dissolved when their mission has been completed or they are no longer required. You can review the information about each type of joint force command by placing your cursor over it in the diagram.

Command Authority

With an understanding of the types of joint force commands that can be formed, let’s look at the authorities JFCs exercise to carry out their missions. The highest of these

authorities is COCOM, or Combatant Command Authority. It provides combatant commanders – that is, those joint force commanders at the unified command level -- full authority to organize and employ assigned forces as they deem necessary to accomplish their mission. Essentially, COCOM gives the combatant commander the authority to do everything necessary to accomplish the mission. COCOM is vested only in combatant commanders at the unified command level and cannot be delegated to subordinate joint force commanders.

Though combatant commanders cannot delegate COCOM, they can delegate operational control, or OPCON. OPCON is inherent in COCOM and is the authority to organize and employ commands and forces, assign tasks, designate objectives, and give the authoritative direction necessary to accomplish the mission. OPCON does not include authoritative direction for logistics, administration, discipline, internal organization, or unit training.

Tactical Control or TACON is a command authority limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish assigned missions or tasks. TACON is inherent in OPCON and may be delegated to and exercised by commanders at any echelon at or below the combatant command level.

A fourth type of command authority is that of support. A support relationship is established by a superior commander between subordinate commanders when one organization should aid, protect, complement, or sustain another force. Support may be exercised by commanders at any echelon at or below the combatant command level. A support relation designates a supported commander, one or more supporting commanders, and the degree of authority the supported commander is granted. You may review the authorities by placing your cursor over the links.

Support Relationships

The commander of a geographically established unified combatant command will often be a “supported commander” for both planning and execution. The Chairman of the Joint Chiefs of Staff directs the combatant commander to do planning through the Joint Strategic Capabilities Plan, or JSCP. The JSCP tasks the combatant commander, as the supported commander, to prepare operations plans and lists who the supporting commanders will be. It is then the supporting commander’s responsibility to ascertain the needs of the supported commander and take whatever action is necessary to fulfill them. The supporting commanders will provide functional support and/or forces, and will write supporting plans. For execution, a CJCS message will usually define who the supported and supporting commanders will be.

Assignment and Transfer

Forces can be transferred but command relationships cannot. Let’s see how the transfer of forces affects command authorities. Forces provided by the Services are assigned to the combatant commanders in the SecDef’s “Forces For” memorandum. Under the direction of the SecDef, forces assigned to one combatant commander may be

transferred to another through either *reassignment* or *attachment*. Like assignment, reassignment is a relatively permanent situation, whereby the gaining combatant commander assumes COCOM over the forces. Combatant commanders don't often give up forces, so it is more likely that forces will be transferred through attachment. Attachment, or "chopping" is a temporary situation, whereby the gaining commander usually has OPCON over the forces, uses them as necessary, and returns them to the owning combatant commander.

Other Authorities

We've talked about COCOM, OPCON, TACON, and support as command authorities residing on the operational branch of the chain of command. Now let's take a look at four *other authorities*: ADCON, Coordinating Authority, Direct Liaison Authorized, and Training Readiness Oversight.

If you will recall, Operational Control does not include authority for logistics, administration, discipline, and training. These responsibilities are covered by ADCON, which resides primarily in the administrative branch of the chain of command and provides the authority necessary for the Military Departments to fulfill their statutory responsibilities for administration and support. ADCON is the direction or exercise of authority over subordinate or other organizations with respect to administration and support. This includes organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual or unit training, readiness, mobilization, demobilization, discipline, and other matters not included in the operational missions of the subordinate command or other organizations. ADCON is not a warfighting authority like that found in COCOM, OPCON, TACON, or support relationships. Normally, the COMAFFOR will exercise ADCON of all Air Force personnel assigned or attached to the Air Force component command. G-series orders implement Service ADCON authority by detailing those aspects of support that are necessary for the mission and the relationships the gaining organization possesses over assigned or attached units and personnel. ADCON gives commanders in the administrative branch, the authority to recruit, organize, train, equip, supply, assign, and maintain the forces that are assigned to the combatant commanders. However, Uniform Code of Military Justice, or UCMJ, authority is inherent in command authority and is distinct from ADCON.

Coordinating authority gives a commander, or individual, the authority to coordinate specific functions and activities involving two or more Military Departments. The commander or individual has the authority to require consultation between the agencies involved but does not have the authority to compel agreement.

Direct Liaison Authorized, or DIRLAUTH, is the authority granted by a commander to a subordinate to directly consult or coordinate an action with a command or agency within or outside of the granting command. Basically, it allows individuals or organizations to cut across organizational lines for the purpose of coordination and planning. DIRLAUTH does not give authority for direct tasking—actual taskings must remain in the chain of

command. DIRLAUTH is more applicable to planning than operations and carries with it the requirement to keep the granting commander informed.

Coordinating authority and DIRLAUTH exist in both branches of the chain of command

Reserve component forces are assigned to the combatant commanders in the SecDef's "Forces For" memorandum but the combatant commanders do not exercise COCOM over those forces until they are mobilized or ordered to active duty for other than training. Training Readiness Oversight, or TRO, is the authority that combatant commanders may exercise over reserve component forces when those forces are not on active duty or when they are on active duty for training. Combatant commanders will normally exercise TRO over assigned reserve component forces through the respective Service component commanders.

You may review these additional authorities by placing your cursor over them in the list.

Joint Force Organization

Joint forces are commanded by a JFC, a generic term for the commander of a unified command, sub-unified command, or joint task force. The JFC determines appropriate military objectives and sets priorities for the entire joint force. The JFC organizes a joint staff to carry out assigned duties and responsibilities. The JFC normally creates the staff around a core element from the unified command, sub-unified command, or one of the Service component staffs. This core element usually requires staff augmentation from other Services and agencies. For instance, US Air Force personnel at the NAFs and MAJCOMs are specifically designated and trained as JTF augmentees. Clicking the J-Staff link will open a diagram of a notional joint staff headquarters.

Since a joint force has forces from two or more military departments, there will be a Service component command for each Service present. The service component commanders advise the JFC on proper use of service forces, conduct operations as directed by the JFC, and fulfill ADCON duties for their forces.

When the scope of operations is large, a JFC may elect to accomplish certain missions along functional lines and establish functional component commands. Functional component commands are established to perform particular operational missions, such as taking care of the air war, or conducting special operations. Though a JFC will normally establish functional component commands, there is no requirement that all or even any of the depicted functional components be created. For example, during Desert Storm, there was no Joint Force Land Component Commander designated, as Gen Schwartzkopf retained that role unto himself. Generally, the Service component commander that provides the preponderance of forces tasked in a functional area will be dual-hatted as the functional component commander. It should be noted that even when a functional component has forces from multiple military departments, it is *not* considered a joint force, since it is not a unified command, subunified command, or joint task force.

Many joint forces are organized as a mixture of Service and functional components. The JFC specifies the command authorities delegated to the various component commanders and the command relationships between components. Typically, a dual-hatted functional component commander would exercise OPCON over his service forces and TACON over forces and capabilities supplied by other Services. An alternative is for the JFC to establish a support relationship between a supported functional component commander and supporting components.

USPACOM Example

Let's look at the organization of one of the unified commands—U.S. Pacific Command—to help illustrate what we've covered so far.

The Commander of the US Pacific Command is a joint force commander, or JFC, and also a combatant commander of a unified command. He has four Service component commands assigned from the three Military Departments, making PACOM a joint force. The PACOM combatant commander has COCOM authority over all of his organization. Shown under PACOM is one of the PACOM's sub-unified commands, U.S. Forces Korea. Assigned to this subordinate command are Service component commands, representing each Service and Military Department. Therefore, USFK is a Joint force, is commanded by a JFC, and the commander has OPCON over his forces. When the USPACOM combatant commander is directed to perform a specific mission in his AOR, he'll often form a Joint Task Force. The JTF commander will be provided Service forces, usually referred to with the suffix "FOR," such as AFFOR, NAVFOR, etc. Again, the JTF is a joint force, commanded by a JFC, who may be delegated OPCON over his or her forces.

Multinational Organizations

U.S. military operations are often conducted with the armed forces of other nations in pursuit of common objectives. Multinational operations ensure that the actions of the U.S. are supported by other nations and global organizations. Multinational operations, both combat and non-combat, are conducted within the structure of two types of multinational organizations, alliances and coalitions.

An alliance is the result of formal agreements between two or more nations for broad, long-term objectives. This type of organization usually has one commander who oversees the entire organization. Examples include the North Atlantic Treaty Organization, or NATO, and the United Nations.

In contrast, a coalition is an ad hoc arrangement between two or more nations that is less formally structured than an alliance. A coalition may or may not be based on any binding formal agreement, such as a treaty. Somewhat like a Joint Task Force, this type of organization, is usually formed for a particular purpose and is dissolved when that purpose is fulfilled. Typically, a coalition is led by multiple commanders, each controlling their nation's forces. A good example is the international coalition that defeated Iraqi aggression against Kuwait in the Gulf War.

Summary

This lesson presented an overview of the joint force organizational structure. First, you learned about joint forces—what they are and where they come from. You learned the combatant commanders, through COCOM, have authority to organize joint forces to accomplish national security objectives. The lesson covered the organization of joint forces at the unified command, sub-unified command, and joint task force levels and described how service component commands support the Joint Force Commander. JFCs can then designate subordinate functional component commands to manage operations on a functional basis. We looked at the command authorities given to combatant commanders and their subordinate JFCs and discussed how the administrative chain of command exercises its authority to prepare the forces assigned to the combatant commander. Finally, we looked at the types of multinational organizations US forces might cooperate with in the fulfillment of national objectives.

Presentation of Forces

Introduction

The nature of modern warfare demands that U.S. forces fight as a joint team. Shown here are some of the possible components of a joint operation. Remember, Joint Force Commander, or JFC, is a generic title for the commander of a unified or sub-unified command, or of a joint task force. The JFC chooses force capabilities from available Army, Air Force, Marine, and Navy forces. The JFC has great latitude for organizing joint forces. They may be organized by Service components or by functional components. Often, the JFC will select a mixture of both Service and functional components.

This lesson describes how the Air Force presents its forces to the JFC.

Lesson Objective

The objective of this lesson is for you to comprehend how Air Force forces are presented in joint operations. This lesson will enable you to explain the fundamental command and organizational concepts of Air Force forces in combined and joint operations. You will be able to describe the roles, responsibilities, and authorities of the Commander of Air Force Forces, or COMAFFOR. You will be able to describe how Air Force forces transition from peacetime to contingency or conflict operations, and describe the role of distributed operations and reachback in the operational employment of air and space forces.

Overview

The lesson begins by providing an overview of how Air Force forces, or AFFOR, are presented to the JFC. The lesson then provides a description of the COMAFFOR's roles, responsibilities and authorities. We'll look at how the COMAFFOR is supported in his duties by the AFFOR staff and the Air and Space Operations Center. The lesson then examines how air and space forces make the transition from peacetime to contingency operations. The lesson concludes with an explanation of the role of distributed operations and reachback in the operational employment of air and space forces.

AETF

Air and space forces are presented to the JFC within an air and space expeditionary task force or AETF. The AETF is a task organized, tailored organization with three components: a single commander, who is the COMAFFOR, appropriate command and control exercised through the AFFOR staff and Air and Space Operations Center, and the tailored and fully supported forces. Normally, an AETF is established for a temporary time and tailored to meet the needs of the JFC. An AETF can range anywhere in size from a few squadron elements up to the resources of one or more Numbered Air Forces. The AETF may encompass units at geographically separate locations: including in-theater, deployed from out-of-theater, and CONUS. We'll now look at some of the elements that might be part of the AETF.

NAF

The NAF is the senior war-fighting echelon of the Air Force. War-fighting NAFs conduct theater air and space operations with assigned and attached forces. When participating in a joint operation, a tasked NAF presents Air Force forces to the JFC within the framework of an AETF. When an in-place NAF is tasked to support a JFC, the framework will be the same as an AETF, but the in-place NAF will retain its NAF designation. For instance, 7th Air Force would adopt the posture of an AETF but retain its 7th Air Force designation should conflict erupt in Korea. In similar fashion, 16th Air Force acted as the AETF during ALLIED FORCE. When an in-place NAF is tasked as the Air Force component of a joint force, the NAF commander will be designated the COMAFFOR.

AEW

An Air and Space Expeditionary Wing, or AEW is a deployed wing or wing slice attached to an AETF or in-place NAF. An AEW is composed of the wing command element and several groups. The JFC normally delegates OPCON of an AEW to the COMAFFOR. AEWs will carry the numerical designation of the wing providing the command element. Whether assigned or attached, deployed groups and squadrons will retain their numerical designation and acquire the "expeditionary" designation. An AEW may be composed of units from different wings, but where possible, the AEW is formed from units of a single wing. The AEW commander will report to the COMAFFOR.

AEG

The Air and Space Expeditionary Group, or AEG, is the lowest command element reporting directly to the COMAFFOR. An AEG is composed of a slice of a wing command element along with some squadrons. An AEG may be composed of units from different wings, but where possible, the AEG is formed from units of a single wing. The AEG carries the numerical designation of the wing or group providing the command element. The AEG should not be confused with an Air and Space Operations Group, or AOG.

AES

An air and space expeditionary squadron or AES is a deployed squadron attached to an AETF. Squadrons are the basic fighting units of the Air Force, and they are configured to deploy and employ in support of crisis action requirements. However, an individual squadron is not designed to conduct independent operations; it requires support from other units to obtain the synergy needed for sustainable, effective operations. As such, an individual squadron or squadron element should not be presented by itself without provision for appropriate support and command elements.

COMAFFOR

As the single commander in charge of Air Force forces, the COMAFFOR is responsible for providing air and space capabilities to the joint force commander. The COMAFFOR exercises OPCON as delegated by the JFC, while at the same time exercising ADCON through the service chain of command. Although the COMAFFOR's OPCON responsibilities can vary, the COMAFFOR will have complete ADCON over all assigned

USAF forces and specified ADCON of all attached USAF forces. As the Service component commander, the COMAFFOR provides oversight of Air Force administrative control, direction, and support that flows through the Service chain of command. Roll your cursor over the links provided to view more details of the COMAFFOR's roles and responsibilities.

COMAFFOR OPCON Duties

Operationally, the COMAFFOR can support the JFC in one of three roles. Usually, the COMAFFOR will be dual-hatted as the JFACC, but the COMAFFOR could support a JFACC from another service. The COMAFFOR can also support a JFC who does not designate a JFACC or be in the rather unique situation where the Air Force is the sole provider of air and space power. This lesson focuses on the COMAFFOR's role when dual-hatted as the JFACC. To view more details of the COMAFFOR's responsibilities in the other roles, roll your cursor over it.

JFACC Selection Criteria

In many joint operations, the JFC will designate a JFACC to control all air and space forces in the joint force. The criteria for designating a JFACC are outlined in current joint doctrine and presented on the screen. Having considered these factors, the JFC normally assigns JFACC responsibilities to the component commander who has both the preponderance of air assets and the ability to command and control those forces at the theater level.

COMAFFOR as JFACC

When the Air Force has the preponderance of air assets in the theater and the ability to control those assets, the COMAFFOR will usually be dual-hatted as the JFACC. In this situation for Air Force forces, the operational and service chains of command merge. If the JFACC is from another service, the chain of command will split. The COMAFFOR will always perform his ADCON responsibilities but the JFC will determine the OPCON, TACON, and supported/supporting command relationships.

JFACC Duties

The JFACC derives authority from the JFC. Based upon the particular situation, the JFC decides what level of authority the JFACC will have. Joint doctrine suggests that the JFACC's duties normally include, but are not limited to, planning, coordinating, allocating, and tasking as specified by the JFC's apportionment decision. It is important to remember the following: the JFACC recommends apportionment of air resources to the JFC, but it's the JFC who makes the final decision. Ultimately, the person deciding how air power is to be used, in broad terms, is the JFC. The JFC will usually assign to the JFACC duties as the Area Air Defense Commander and the Airspace Control Authority. More information about these duties can be seen by placing your cursor over them.

JFACC Support Relationships

The JFACC functions as the supported commander for theater counterair operations, strategic attack, theater reconnaissance and surveillance, and the overall air interdiction

effort. As an added note, the JFACC is normally the supported commander for the overall interdiction effort, not just air interdiction. The JFACC further functions as the supporting commander, as directed by the JFC, for operations such as close air support, air interdiction within the land and naval component areas of operation, and maritime support. You can review Joint Pub oh two for information on supported and supporting relationships.

AETF Example

With an understanding of AETFs, COMAFFORs, and JFACCs, let's look at an actual example of the AETF from Operation NOBLE ANVIL. NOBLE ANVIL was the US joint force operation supporting NATO's Operation ALLIED FORCE during the air war over Serbia. The commander of US European Command, the combatant commander in the theater, established a Joint Task Force for NOBLE ANVIL. The Air Force component of US European Command, USAFE, tasked 16th Air Force to be the AETF to present Air Force forces to the Joint Task Force. The 16th Air Force Commander, LtGen Michael Short, acted as the 16 AETF commander making him the COMAFFOR for NOBLE ANVIL. The JFC appointed General Short the JFACC for US forces. It should be noted, Short also served as the CFACC for all NATO forces. General Short exercised authority through two branches of command. The warfighting branch flowed from the Secretary of Defense through the European Command commander down to the commander of Joint Task Force Noble Anvil. As JFACC, his OPCON authority derived from the JFC in order to accomplish assigned missions. The administrative chain of command, flowed from the Chief of Staff of the Air Force to the USAFE commander to General Short as COMAFFOR. The air and space forces assigned and attached to the 16 AETF included ten AEWs operating from 27 locations in 10 countries. More details about the 16 AETF are presented in Major General Roger Brady's article, *Building and Commanding Expeditionary Units, Lessons from Kosovo*, a copy of which is linked at the bottom of the page.

COMAFFOR Staff

As the NOBLE ANVIL example shows, the COMAFFOR can be wearing a number of hats at the same time. The AFFOR staff supports the many roles of the COMAFFOR. The AFFOR staff usually consists of the command staff, personal staff, special staff, and A-staff. This lesson presents an overview of the composition and function of each the staffs. Details of each staff will be presented later in the course.

The command staff consists of the commander, vice commander, director of staff, command chief, executive officer, and appropriate administrative support personnel.

Personal & Special Staffs

The personal staff, which is directly responsible to the commander, includes assistants needed to handle matters requiring close personal control by the commander. The personal staff consists of the commander's legal advisor, public affairs advisor, historian, protocol advisor, and political/military affairs advisor.

The special staff assists the commander and the component staff with technical, administrative, or tactical matters such as chaplain, comptroller, counterintelligence and special investigations, medical, etc.

A-Staff

The bulk of the AFFOR staff is the “A-staff,” which is composed of functional elements responsible for manpower and personnel, intelligence, operations, logistics, plans, and communications-electronics. The A-staff supports the COMAFFOR in performing Service component functions. During wartime, some elements of the A-staff may move into the JAOC and some A-staff personnel will perform both administrative and operational duties. In the transition to contingency operations, the tasked NAF A-staff becomes the core of the COMAFFOR's staff.

AFFOR AOC

The Air and Space Operations Center is the COMAFFOR's principal command and control tool. The AOC provides the capability to direct and supervise the activities of assigned or attached forces and to monitor the actions of both enemy and friendly forces. An AFFOR AOC is a service-unique, Air Force organic weapon system and in most cases will be collocated with the AFFOR staff. The size of the AOC depends on the complexity of the mission, size of the force and the location of the AFFOR staff. When air and space power is a key element of the military force, a tailored AOC is either deployed forward or supports the COMAFFOR through reachback. Generally, a deployed AFFOR AOC integrates equipment and cadre personnel from a Numbered Air Force staff.

JAOC

When the COMAFFOR is dual-hatted as the JFACC, the command and control mechanism becomes the Joint Air and Space Operations Center or JAOC. The COMAFFOR's AOC will form the core of the JAOC. The JAOC includes a JAOC Director and five divisions: Strategy, Combat Plans, Combat Operations, ISR, and Air Mobility. The JAOC also includes liaisons from support elements and other services. The lesson on JFACC support will present a detailed discussion of the JAOC organization. Because a COMAFFOR's duties as Service component commander are separate and distinct from those of the JFACC, so too are the staff functions. The COMAFFOR's staff and the JAOC must be fully manned, trained, and exercised to perform their respective contingency functions.

Transition to Contingencies

During peacetime, the Air Force cannot afford to fully man an AFFOR staff and AOC at contingency levels. There must be a plan in place to provide trained people to assume these duties during crisis. The core of the AFFOR staff will come from staff positions in the engaged NAF. They will roll-in on top of any standing contingency staff that may be in place before a situation becomes a contingency. The core of the AOC will come from an Air Operations Group, or AOG, within the engaged NAF. Both the AFFOR staff and the AOC will be augmented as required to build up to contingency manning levels. Let's take a look at the process.

AFFOR Staff Transition

During day-to-day operations, NAF functions generally fall into two broad categories. The first concerns Title 10 management tasks that involve organizing, training, and equipping. The other category includes A-staff functions involved with providing Air Force forces to warfighting commanders. In the transition to contingency operations, the NAF staff becomes the core of the COMAFFOR's staff. This makes sense as the engaged NAF's commander will most likely be the COMAFFOR. Augmenting that staff, in order of priority, are the staffs of any nonengaged NAFs in the theater, the engaged MAJCOM staff, and then staffs of non-engaged MAJCOMs as needed.

AOC Transition

Unlike the AFFOR staff, the core of the COMAFFOR's AOC must be fully manned and trained during peacetime to rapidly transition to wartime operations. To insure this, the core of the AOC is actually contained within the structure of a peacetime AOG, or its equivalent. The peacetime AOG provides a core AOC that varies in size from about 250 for USAFE and PACAF to about 375 for 12th Air Force to about 500 for 7th and 9th Air Forces. Supplementing this core from outside of the AOG are the Air Mobility Division, and various enablers such as communications, signals intelligence, and information warfare among others. The baseline capability can be increased by adding 125-man augmentation packages. These augmentation packages have a formal unit type code, or UTC, and are made up of people trained, organized, and equipped to provide AOC augmentation. Unlike the AFFOR staff, the core of the COMAFFOR's AOC must be fully manned and trained during peacetime to rapidly transition to wartime operations. To insure this, the core of the AOC is actually contained within the structure of a peacetime AOG, or its equivalent. The peacetime AOG provides a core AOC that varies in size from 252 for USAFE and PACAF to 377 for 12th Air Force to 502 for 7th and 9th Air Forces. Supplementing this core from outside of the AOG are the Air Mobility Division, and various enablers such as communications, signals intelligence, and information warfare among others. The baseline capability can be increased by adding 125-man augmentation packages. These augmentation packages have a formal unit type code, or UTC, and are made up of people trained, organized, and equipped to provide AOC augmentation.

Air and Space Operations Group

In peacetime and prior to designation of a JFACC, the AOG plans and prepares for the execution of air and space operations. The AOG functionality can be provided by a single or multi-group structure. Regardless of the structure, however, the key squadrons and staff that transition to form the core of the AOC must be resident in the overall organization and dedicated toward training and exercising as an AOC. Specific AOG implementation (as the core of the AOC) will be determined by the NAFs and MAJCOMs to best meet their needs. The lesson now looks at the single and multi-group structures.

Single-Group AOG Construct

The single group AOG construct is the "purest" example of providing a core AOC capability. All members of the AOG, with the exception of some overhead leadership

and administrative personnel, will transition to the AOC during contingencies. The primary strength of this construct lies in its recognized role as the core of the AOC. That is its primary mission. The single group structure facilitates development of the necessary teamwork, cross-functional, and communications skills needed within an AOC. The structure also facilitates training, exercising, and developing working relationships with the senior officers who would fill the senior leadership positions in the AOC. The AOG commander and squadron commanders usually assume deputy positions providing almost seamless continuity of operations. PACAF and USAFE use the single group AOG at the MAJCOM level.

Multi-Group AOG Construct

Shown here is an example where three groups contribute to the core AOC capability. This structure has several strengths. The leadership of the individual group commanders can be more focused. The AOG group commander can focus on operational issues and ISR and communications issues are addressed by senior functional leadership within those communities. The multi-group structure also facilitates sharing of functional expertise and enabler resources between AOC support and theater-wide AFFOR responsibilities. This leads to one of the key weaknesses of the structure. Key personnel can have multiple demands placed upon them during peacetime. During contingencies, personnel should not have simultaneous duties on the AFFOR staff and AOC. The primary weakness of the structure is that the AOC is a less identifiable entity, being contained within multiple groups. This diffuses the concept of the "AOC as a weapons system" and necessitates that these entities be melded into an integrated combat team.

Distributed Operations

Distributed operations enhance force protection. Force protection measures dictate the minimization of a force's forward footprint. Dispersal of the force and the provision of backup capabilities also aid in protecting a robust fighting force. While these considerations apply to the deployment of all forces, they are especially critical to the COMAFFOR's command and control structure. Distributed operations is the process of conducting operations from independent or interdependent nodes in a teaming manner. For instance, space units located in CONUS may assist the theater AOC's operational planning by adjusting Global Positioning System satellite upload times to increase weapon accuracy just prior to air strikes. Properly designed distributed operations ensure a more survivable C2 network through distribution of tasks and information. It is not a method of command from the rear. The relationship between various nodes will vary. In some instances, the commander will establish a supported/supporting relationship between distributed nodes, while in other instances, distributed nodes may have a horizontal relationship.

Split Operations

When distributed operations are geographically separated, they are referred to as split operations. In split operations, the COMAFFOR moves a portion of the staff forward, called AFFOR Forward, and keeps the remaining staff in garrison as AFFOR Rear. Using the "earn your way forward" philosophy, the COMAFFOR will put only those

functions forward that absolutely need to be forward. Presented here is a list of factors to consider when deciding what needs to go forward and what should remain in the rear. You can roll your cursor over the factors for more details. It is important to remember that all elements of a split operation work for a single commander, the COMAFFOR.

Reachback

Reachback is a generic term for the process of obtaining forces, materiel, or information support from organizations not forward deployed. Reachback enhances overall operational capability and facilitates informed decision making. Effective reachback requires communications and information systems producing a seamless information flow of prioritized data between the forward and rear locations. Reachback is normally provided through a supported/supporting relationship.

Summary

The lesson began by providing an overview of how Air Force forces, or AFFOR, are presented to the JFC within an Air and Space Expeditionary Task Force or AETF. The lesson then provided a description of the COMAFFOR's roles, responsibilities and authorities. The organizations that support the COMAFFOR, the AFFOR staff and the AOC, were then discussed. The lesson then looked at how air and space forces make the transition from peacetime to contingency operations. The lesson concluded with an explanation of the role of distributed operations and reachback in the operational employment of air and space forces.

COMAFFOR Support

Introduction

As you should know from previous lessons, the U.S. Air Force component assigned to a JFC, or AFFOR, includes three components: a single commander and staff, embodied in the COMAFFOR and AFFOR staff; adequate command and control mechanisms to direct and support the operating forces and interface with the JFC; and all assigned and attached Air Force forces and personnel. As the preeminent Air Force Commander within a joint force, the primary role of the COMAFFOR is that of providing air and space forces and capabilities to the joint force. The COMAFFOR has complete ADCON over assigned forces, specified ADCON over attached forces, and OPCON and/or TACON responsibilities when delegated by JFC. The AFFOR staff functions to support the COMAFFOR in Service component ADCON responsibilities, to support the COMAFFOR in his delegated OPCON warfighting responsibilities, and to coordinate air and space-specific combat support functions. This lesson provides a detailed review of the functions and responsibilities of the COMAFFOR staff.

Lesson Objective

The objective of this lesson is for you to comprehend the roles and responsibilities of the COMAFFOR staff in support of the COMAFFOR as the Air Force Service component commander in a joint or combined force. At the end of the lesson you will be able to describe the roles and functions of the COMAFFOR's command and personal staff. You will also be able to describe the roles and functions of the Special Staff and the A-Staff. Finally, you will be able to describe the roles of the liaison officers.

Overview

The lesson begins by examining the COMAFFOR staff's mission and responsibilities. The lesson then provides a detailed examination of each staff component, which consists of the COMAFFOR's command section, the personal staff, the special staff, and the A-Staff.

COMAFFOR Staff

The primary mission of the COMAFFOR staff is to provide support to Air Force air and space forces. The functions of the staff can be broken down into four general areas: supporting the COMAFFOR in Service component functions; supporting the COMAFFOR in his warfighter role; coordinating air and space-specific combat support functions between contributing Services and nations; and, as a warfighting headquarters, transitioning from peacetime function to a war footing.

The COMAFFOR will appropriately size the AFFOR Forward staff based on mission requirements, and establish required reachback with the AFFOR Rear staff, parent MAJCOM, and any additional support. The COMAFFOR will likely organize liaisons to work at MAJCOM locations to coordinate daily reachback requirements or tasks. This list shows the responsibilities of the COMAFFOR, and thus, the COMAFFOR staff. Now, let's look at each staff component in greater detail.

Command Staff

The command staff is comprised of the commander or COMAFFOR, vice commander, director of staff (as required), executive officer, command chief (when appropriate), and appropriate administrative support personnel. This lesson covers the responsibilities of the Director, the executive assistant, and the command Chief.

When appointed, the Director of Staff coordinates and directs the daily management of the AFFOR staff. The Director approves actions, orders, and plans, as authorized by the COMAFFOR and ensures COMAFFOR decisions and concepts are implemented by directing and assigning staff responsibilities. He or she formulates staff policies, reviews staff actions for adequacy and proper coordination, and ensures required liaison is established with supporting agencies and commands, host nations, the JFC, and other components.

The Executive Officer provides direct, personal support to the commander and provides executive time management or oversight of the day-to-day activities of AFFOR HQ staff sections not covered by the director of staff. In addition to optimizing the COMAFFOR's daily schedule and battle rhythm, the Exec maintains awareness of daily mission priorities and the established Commander's Critical Information Requirements (CCIR) for the AFFOR HQ as well as other headquarters staffs. The executive officer supervises command administrative capability, drivers and/or personal guards for flag officers.

A Command Chief Master Sergeant is assigned as required to perform duties as the senior enlisted advisor to the COMAFFOR.

Roll your cursor over the staff members to review the information.

Personal Staff

The Personal Staff is directly responsible to the COMAFFOR and includes assistants needed to handle matters requiring close personal control by the commander. The personal staff includes Judge Advocate, Public Affairs Advisor, Historian, Protocol, and a Political/Military Affairs Advisor.

The Judge Advocate provides the full spectrum of legal services and advice to the COMAFFOR and staff with a focus on civil contract and international law and the administration of military justice.

The Public Affairs office keeps the COMAFFOR and senior staff apprised of the media climate and significant media activities while keeping the media updated on Air Force matters.

The Historian evaluates, collects, safeguards, and preserves historically significant documents and prepares contingency reports on all AFFOR and AOC activities. The

historian also prepares historical reports with a primary focus on the role of USAF air and space power in the contingency operation.

The Protocol Officer provides a consolidated distinguished visitor management capability for the COMAFFOR and staff. This office schedules and hosts official visits, renders appropriate customs and courtesies, and establishes requirements for senior leaders' time with visitors.

The Political/Military Affairs Advisor supports the COMAFFOR on specific host nation issues and status of coalition relationships, treaties, and negotiations that affect ongoing operations.

Roll your cursor over the staff members to review the information.

Special Staff

Let's now turn our attention to the COMAFFOR's Special Staff. The special staff assists the commander and the component staff with technical and administrative matters. The special staff is usually small and can be located within the directorates. The special staff includes the: Chaplain, Comptroller, AFOSI, Surgeon General, Chief of Safety, Force Protection Cell, and Antiterrorism/Force Protection/Security Forces Director. Typically, other services or coalition members will also provide liaison officers, or LNOs, to the COMAFFOR.

The Chaplain is the principal advisor on matters of religion. Chaplains provide spiritual care and ethical leadership for the AFFOR. The Chaplain staff is responsible for advising and assisting the COMAFFOR in matters of religious ministry and ensuring the free exercise of religion. When necessary, the Chaplain serves as liaison with indigenous religious leaders and representatives of religious NGOs.

The Comptroller advises the COMAFFOR in all aspects of financial management and coordinates with the JFC Comptroller on joint issues. The financial management staff assists the COMAFFOR in administering Air Force appropriated and nonappropriated funds and serves as technical advisors in carrying out financial management responsibilities. The Comptroller staff advises the COMAFFOR on the implications of unique financial obligations incurred during contingencies, foreign disaster relief operations, State Department operations and other non-combat missions.

The Air Force Office of Special Investigations or AFOSI advises on matters pertaining to counterintelligence and special investigative support to include counterintelligence support to force protection; air base operability and defense initiatives; and major criminal or fraud investigations that directly impact critical war materiel and security of Air Force units.

The AFFOR staff Surgeon General advises the COMAFFOR on Air Force medical capabilities required for health service support and medical force protection. The Surgeon General monitors the health and disease status of deployed AETF personnel,

as well as environmental threats, reporting to the COMAFFOR any significant disease and/or injury trends and recommended changes.

The Chief of Safety is the principal advisor to the commander on operational risk management policy and principles, mishap prevention and nuclear surety issues. The Safety staff coordinates and implements policy, and oversees flight, weapons and ground safety issues. Safety activities are organized to preserve resources and enhance warfighting capabilities through a systematic and progressive process of hazard identification and mitigation utilizing the operational risk assessment.

The force protection cell or FPC is an ad hoc organization, established under the direction of the Senior Anti-terrorism/Force Protection/Security Forces member and consists of representation from applicable staff agencies such as A-2, A-3, A-4, OSI etc. The FPC formulates actions to counter emerging threats, analyzes threats and assists in developing force protection actions and civil defense measures. The FPC does not in itself merit additional manpower, but instead calls upon existing resources within the COMAFFOR's staff.

The antiterrorism/Force Protection/Security Forces Director is the primary advisor to the COMAFFOR on all matters concerning force protection, physical security/resource protection, base defense, personnel security, information security, industrial security and police services in the JOA.

Other services or coalition members may provide LNOs to the COMAFFOR to further facilitate coordination on issues from their respective Services or countries. The LNO from each component represents the respective commander and they report deal directly with to the COMAFFOR. The LNOs should be recognized as integral members of the COMAFFOR's "war council" for executive-level discussions and decision making, and they must be knowledgeable of the capabilities and limitations of their units and Service. When the COMAFFOR is not dual-hatted as the JFACC, the director of staff is responsible for the administrative care of senior LNOs.

Roll your cursor over the staff members to review the information.

A-Staff

The A-Staff, supports the COMAFFOR in planning and executing component and operational tasks. The A-staff functions are numbered A-1 through A-6, however, commanders retain the option to establish additional A-level directorates, such as A-7 installations or A-8 requirements, where deemed necessary by mission requirements. The primary role of the A-staff is to provide support to US Air Force forces. The A-staff fulfills this role by supporting Service component functions, supporting the COMAFFOR in his warfighter role, and by coordinating air and space-specific combat support functions between contributing Services and nations. For small operations many A-staff functions may be performed by garrisoned NAF staff. For larger, complex operations, much of the A-staff may deploy forward. We will now look at each A-staff directorate in more detail.

A-1

The Director of Manpower and Personnel or A-1 is the principal advisor to the COMAFFOR for total force accountability, personnel policy and procedures, and manpower requirements. The A-1 assists in the establishment and documentation of manning levels and organizational structures for forces assigned and attached to the COMAFFOR.

Roll your mouse over the A-1 box to review the description. Click to view additional details on the responsibilities of the A-1.

A-2

The Director of intelligence or A-2 is the principal staff assistant to the COMAFFOR for ensuring the availability of intelligence to AETF units. The Director advises AFFOR HQ staff on enemy locations, activities, capabilities, and probable enemy courses of action. The Director recommends policy and guidance for all Air Force Intelligence, Surveillance, and Reconnaissance operations. The A-2 is responsible for intelligence plans and programs, intelligence liaison, foreign disclosure and intelligence information management functions. The Director of intelligence is also a key member of the Force Protection Cell. Additionally, the A-2 provides intelligence unit support to assigned and attached units.

Roll your mouse over the A-2 box to review the description. Click to view additional details on the responsibilities of the A-2.

A-3

The director of air and space operations or A-3 serves as the primary staff advisor to the COMAFFOR on the direction and control of US Air Force forces and the implementation of Air Force policy for Air and Space operations. When Air Force units are formally assigned to the COMAFFOR, the A-3 ensures AETF units are capable of performing operational missions. This includes, in coordination with the other A-staff directorates, crisis action planning, deployment monitoring, and bed down. In peace time operations the director of A-3 may be dual-hatted as the AOC director.

Roll your mouse over the A-3 box to review the description. Click to view additional details on the responsibilities of the A-3.

A-4

The Director of Logistics or A-4 is the primary advisor to the COMAFFOR for combat support. The A-4 provides oversight and operational level planning for and management of Agile Combat Support capabilities. The A-4 staff is a broad, multi-disciplined organization, generally comprised of logistics plans; munitions; distribution; material management, movement, and maintenance services; host nation support; contracting; combat logistics support; services; and civil engineering. The A-4 also provides similar support to other US government agencies and nongovernmental organizations as appropriate.

Roll your mouse over the A-4 box to review the description. Click to view additional details on the responsibilities of the A-4.

A-5

The Director of Plans, or A-5 is the primary staff advisor to the COMAFFOR for deliberate and crisis action planning to include the development of a TPFDD. In coordination with joint warfighting staff elements, the A-5 provides comprehensive movement and execution planning to the COMAFFOR during all phases of the campaign. In coordination with other AFFOR staff elements the A-5 assists in the development of the organizational structure and command relationships for the AETF, within the framework of the joint operation.

Roll your mouse over the A-5 box to review the description. Click to view additional details on the responsibilities of the A-5.

A-6

The Director of Communications or A-6 has operational responsibility for delivering, monitoring, protecting, and managing the Air Force communications for the COMAFFOR. The A-6 carries out this responsibility by directing all planning, execution, monitoring, and sustainment actions with respect to the enterprise. The A-6 also provides comprehensive information management and postal planning support for deployed units. The most critical goal of the A-6 is to support battlespace awareness across the spectrum of conflict through timely, accurate dissemination of information in support of operations.

Roll your mouse over the A staff boxes to review the descriptions. Click to view additional details.

Summary

This lesson introduced you to the role of the COMAFFOR Staff in support of the COMAFFOR in his role as the senior Air Force warfighter in a combined or joint force. The COMAFFOR staff is usually organized functionally, with a command section, personal staff, special staff and an A-staff supporting the COMAFFOR. The command section provides leadership for the AFFOR staff and implements JFC guidance to the AFFOR. The personal staff includes assistants needed to handle matters requiring direct COMAFFOR attention. The special staff assists the commander and component staff with technical and administrative matters. And, the A-staff supports the planning and execution of the COMAFFOR's component and operational tasks.

JFACC Support

Introduction

When the JFC designates the COMAFFOR as the Joint Force Air Component Commander, or JFACC, the AOC becomes a Joint or Combined Air and Space Operations Center, called a JAOC and CAOC respectively. While the designation of the COMAFFOR as the JFACC is the most probable situation, you should recall from previous lessons that this may not always be the case.

The JFACC requires an effective command and control system to employ joint air and space forces. The Air Force Theater Air Control System, or TACS, consists of mobile facilities, equipment and trained personnel to permit tailored C2 of air and space operations throughout the spectrum of conflict. The AOC, as the senior element of the TACS provides the JFACC with the necessary capabilities to command air and space forces. This lesson examines the functions and elements of the JAOC in support of the JFACC.

Lesson Objective

The objective of this lesson is for you to comprehend the role of the JAOC, in supporting a COMAFFOR designated as the JFACC. At the end of the lesson you will be able to: describe the functions and characteristics of the JAOC; describe the Falconer AOC weapon system concept; explain the organization of the JAOC; describe the functions of the Support and Specialty Teams; explain the role of the component liaisons; and describe the function of interagency operations.

Overview

This lesson begins by describing the functions and characteristics of the JAOC. After presenting a description of the Falconer AOC concept, the lesson examines the JAOC organization, including the various divisions, support and specialty teams, and component liaisons of the JAOC staff. The lesson ends with a brief discussion of interagency operations.

JAOC Functions

The COMAFFOR, designated as a JFACC, exercises command and control of joint air and space forces through the JAOC. As the JFACC's command center, the JAOC functions to provide operational level command and control for the planning, directing, and assessment of air and space operations.

The JAOC accomplishes several primary functions: The JAOC develops air and space operations strategy that integrates air, space, and information operations to meet JFC objectives and guidance. The JAOC conducts operational-level assessment to determine the effectiveness of air and space operations as required by the JFC to support the theater combat assessment effort. The JAOC is also responsible for all detailed planning for the operation— including target development, and weaponeering/allocation— which are translated into an Air Tasking Order, or ATO. The

JAOC directs the execution and deconfliction of air and space operations and force capabilities made available by the JFC. The JAOC coordinates closely with superior and subordinate C2 nodes, as well as with the headquarters of other functional and Service component commands.

AOC Characteristics

Shown here are the essential characteristics of a baseline, deployable AOC. The AOC will form the basis of the JFACC's JAOC. Unlike the AFFOR staff, the core of the AOC must be fully manned and trained during peacetime to be able to stand up and execute rapidly during the transition to wartime operations.

Place your cursor over a characteristic to view additional information on the AOC.

Falconer AOC Concept

In September of 2000, Air Force Chief of Staff Gen Michael Ryan designated systems and functions that make up an AOC to be official "weapon systems." Prior to that, the AOC was a conglomeration of disparate, stove-piped computer systems, wherein each functional area required a different set of skills to administer. The Falconer AOC concept is a refinement of the AOC weapon system that attempts to standardize the components of an AOC, so warfighters can be sent to different AOCs without additional training. This concept is tailored toward joint and/or combined contingency or conflict operations at the JTF level, where the COMAFFOR is designated the CFACC or JFACC. Falconer AOCs are fully equipped, full-spectrum AOCs maintained in 7th, 9th, and 12th AF, USAFE and PACAF and are staffed by personnel that are trained and capable of performing assigned AOC tasks. The core of the Falconer AOC must be fully manned and trained during peacetime to be able to stand up and execute rapidly during the transition to wartime operations. The Falconer concept integrates the core of the AOC into a peacetime AOG (or its equivalent). The core size of the AOG, excluding some unit management personnel and theater unique enablers, varies from about 250 for USAFE and PACAF, to about 375 for 12th AF, to about 500 for 7th AF and 9th AF. Supplementing the core AOG to form the full AOC are the Air Mobility Division, enablers such as: communications, signals intelligence, information security, information warfare, and combat search and rescue forces, and augmentation units. Augmentees are made up of people assigned to units trained, organized, and equipped to provide AOC augmentation for exercises and contingencies. Over 800 additional, pre-identified and trained people may be required to build an approximately 250 person AOG into a full-up Theater Response Package, or TRP, size AOC.

JAOC Organization

The integrated team concept is fundamental to the JAOC. This concept attempts to break down the information barriers and stovepipes by placing various experts in integrated *teams* to accomplish the various JAOC functions. The JAOC consists of: a director; five divisions; specialty teams, which are cross-functional teams that cut across division boundaries; and support elements, which support the overall JAOC team where needed. The workload in each division is usually parceled out among core teams, which

drive the planning and execution process. Under the direction of a single team leader, these teams operate with a common purpose to achieve unity of effort.

Now let's examine the team members that make up the JAOC.

JAOC Director

The JAOC Director is charged with effectively conducting joint air and space operations. The Director develops and directs processes to plan, coordinate, allocate, task, execute, and assess air and space operations in the AOR/JOA based on JFACC guidance and in coordination with the DIRMOBFOR.

To see more details on the JAOC Director's responsibilities, click on it in the diagram.

DIRMOBFOR

The Director of Mobility Forces, or DIRMOBFOR, is the designated Air Force coordinating authority for air mobility with all commands and agencies both internal and external to the JTF. The DIRMOBFOR provides direction to the Air Mobility Division, or AMD, on all air mobility matters; however, the JAOC Director provides policy and guidance to the AMD regarding the air and space planning and execution process. When TRANSCOM inter-theater air mobility forces are employed in support of a JFC, the DIRMOBFOR should have experience in inter-theater air mobility operations. The DIRMOBFOR may be sourced by the theater Air Force component commander or nominated by the Commander of AMC. Although the DIRMOBFOR is an essential staff member in supporting the JFACC, the COMAFFOR exercises ADCON over the DIRMOBFOR, even if he is not designated as the JFACC.

To view the specific authorities and responsibilities of the DIRMOBFOR, click on it in the diagram.

Strategy Division

The Strategy Division develops, refines, disseminates, and assesses the progress of the air and space strategy. This division concentrates on the long-range planning of air and space operations for theater activities and the input of assessment results into the daily planning process. The Strategy Division is normally task organized into two functionally oriented core teams: the Strategy Plans Team and the Operational Assessment Team.

The Strategy Plans Team initially develops a proposed air and space strategy, the courses of action, and the Combined/Joint Air and Space Operations Plan, or JAOP. Afterwards, the team modifies the JAOP, proposes branch and sequel plans, develops the air operations directive, or AOD, and provides guidance to the Combat Plans Division or CPD and other JAOC elements. Also within the Strategy Division, the Operational Assessment Team assesses the progress of air and space operations at the operational level and assesses the progress of each phase toward accomplishment of the specific objectives and tasks based on the approved measures of merit for each task and objective. The information provided by the Operational Assessment team

allows the JFACC and the Strategy Plans Team to develop the air and space guidance. The Operational Assessment Team monitors, analyzes, and recommends the objectives and supporting measures of merit to ensure air and space operations are meeting the overall JFC objectives. Roll your cursor over the teams to review the descriptions.

Combat Plans Division

The Combat Plans Division, or CPD, consists of four teams that are responsible for the near-term air and space operations planning function of the JAOC. This division develops detailed plans for the application of air and space resources based on JFACC approved guidance received from the Strategy Division. Plans include the near-term guidance, allocation/apportionment, and tasking instructions for assigned and attached forces through the ATO preparation process. This division transmits the ATO to Combat Operations Division for execution.

Within the CPD the Master Air Attack Plan, or MAAP, Team blends daily Commanders' Guidance, authorized target lists, optimal weapons selections, and asset availability to produce a MAAP. The MAAP team builds mission packages to achieve air and space superiority, conducts force application, and provides force enhancement mission planning. The MAAP team works closely with each component liaison to ensure component concerns are addressed and operational objectives are efficiently achieved. The ATO/Airspace Control Order Production Team receives the MAAP from the MAAP team and combines it in TBMCS with air mobility mission input from the AMD and direct support sorties from the other components. In addition the team incorporates the JFACC's airspace control order, or ACO, into the current day's ATO. The team transmits the ATO/ACO to all required users, which transfers responsibilities for the completed ATO/ACO to the Combat Operations Division.

Also in the Plans Division, the C2 Planning Team coordinates airspace, air defense, and air-ground support requirements. The C2 Planning Team, which consists of the airspace management planning team and the air defense planning teams, develops detailed execution plans and the data link architecture to provide C2 of air and space forces. Major elements include airspace management, theater air defense planning, link interface planning, and C2 architecture support planning. To foster interoperability with essential joint, Service, and coalition partners, the C2 Planning Team coordinates with the Chief of JAOC Systems, the AFFOR A6, and the JFC J6. The C2 Planning team is also an integral part of the combat plans and combat operations divisions' airspace management planning teams.

The Guidance, Apportionment and Targeting, or GAT, Team of the Plans Division ensures the JFC and JFACC intent and guidance are understood and complied with during the apportionment and target nomination processes. The end product of the GAT team meeting is the daily joint integrated priority target list for JFACC and JFC approval. The GAT team is one of the main groups participating in the air and space task and measure of merit development process.

Roll your cursor over the teams to review the descriptions.

Combat Operations Divisions

The Combat Operations Division executes the ATO. This division analyzes, prioritizes and makes real-time recommendations to redirect assets. The Offensive Operations Team is responsible for execution of the ATO in accordance with Commanders' Guidance and in reaction to the current battlespace situation for all offensive missions. This team monitors the battlespace and recommends changes to the ATO based on unforeseen opportunities and challenges. The Time Sensitive Targeting, or TST, cell is embedded within offensive operations and prosecutes TSTs in accordance with JFC guidance. The process is situation-dependent and usually involves many components that make up the Combat Operations Division. The Defensive Operations Team is responsible for execution of the ATO in accordance with Commanders' Guidance and in reaction to the current battlespace situation for all defensive missions. The Defensive Operations Team also monitors the battlespace and recommends changes to the ATO.

Roll your cursor over the teams to review the descriptions.

ISR Division

The Intelligence, Surveillance, and Reconnaissance or ISR division is the single point for the integration, planning, and execution of ISR requirements and assets. The division is the single manager for air and space-based ISR assets allocated to the JFACC. The ISR division plans and executes airborne ISR missions in coordination with the Combat Plans and Combat Operations divisions. The ISR division integrates products provided by intelligence preparation of the battlespace, predictive battlespace awareness, and near-real-time threat warning, into a single fused laydown for the JFACC and all divisions within the JAOC. This laydown and ongoing combat ISR activities support the planning, execution and assessment of air and space operations across the JAOC.

The analysis, correlation, and fusion team guides, supervises, and coordinates the threat analysis and reporting activities in the JAOC.

The targeting and BDA team is responsible for JAOC target system analysis, target development, force application or weaponeering recommendations and BDA activities.

The ISR management team is responsible for the collaborative effort of collection managers, reconnaissance and surveillance planners; platform sensor liaisons; and processing, exploitation, and dissemination centers to ensure ISR operations are synchronized with joint operations. This team also has the responsibility for managing requests for information or RFIs.

ISR processing, exploitation, and dissemination, or PED, is largely accomplished through distributed operations and/or reachback. The PED team actively manages the distributed PED architecture in coordination with the federated PED agencies, to include

daily tasking of nodes, to deliver timely, accurate and usable intelligence to the warfighter. The team tailors the PED structure and activities to support the JFACC.

The sensitive compartmented information, or SCI, team coordinates SCI management to include sanitization and release or downgrading procedures with higher and lateral headquarters. When delegated proper authority, the SCI team coordinates and approves intelligence for collateral release and/or foreign disclosure.

Roll your cursor over the teams to review the descriptions.

Air Mobility Division

The Air Mobility Division, or AMD, plans, coordinates, tasks, and executes the air mobility mission. The AMD's mission is to provide for integration and support of all air mobility missions. The Chief of the AMD ensures the AMD works as an effective division of the JAOC in the air and space planning and execution process. Under the direction of the DIRMOBFOR, the AMD coordinates with the JFC's movement requirements and control authority, or the Joint Movement Center, the theater air mobility operations control center, if established, and the AMC Tanker Airlift Control Center as required to derive apportionment guidance, compute allocation, and collect requirements. As directed by the DIRMOBFOR, the AMD will task attached intratheater air mobility forces through wing and unit command posts when those forces operate from permanent home bases or through the wing operations centers if those forces are deployed.

The Airlift control team is the source of intratheater airlift expertise within the AMD. The team brings intratheater airlift functional expertise from the theater organizations to plan and coordinate intratheater airlift operations in the AOR/JOA for the JFACC. USTRANSCOM/AMC may augment the ALCT with intratheater airlift expertise by integrating into a single ALCT.

The air refueling control team plans and tasks air refueling missions to support theater air and space operations and coordinates air refueling planning, tasking, and scheduling to support an airbridge and/or global attack missions within the AOR/JOA.

The Air mobility control team serves as the AMD's centralized source of air mobility C3 during the mission. This team directs or redirects, as required, air mobility forces in concert with air and space forces to respond to requirement changes, higher priorities, or immediate execution limitations. The AMCT also deconflicts all air mobility operations into, out of, and within the AOR/JOA. The team also maintains the execution process and communications connectivity for tasking, coordination, and flight with the Combat Operations Division, subordinate air mobility units, and mission forces.

The Aeromedical Evacuation Control Team is the central source of expertise for aeromedical evacuation or AE. This team is responsible for operational planning, scheduling, and execution of scheduled and unscheduled AE missions through the appropriate AE elements. The AECT monitors execution of AE missions and

coordinates and communicates with theater planning cells and AE elements. The AECT advises and briefs the DIRMOBFOR on AE issues.

The Air Mobility Element deploys to the theater as an extension of the AMC TACC. The AME may be requested when a DIRMOBFOR is established and TRANSCOM-assigned air mobility aircraft are employed in support of air and space operations. It becomes an element of the AMD. The AME provides air mobility integration and coordination of TRANSCOM-assigned air mobility forces. The AME receives direction from the DIRMOBFOR and is the primary team for providing coordination with the TACC. The AME ensures the integration of inter-theater air mobility missions with intra-theater air and space operations planning. The AME coordinates with the TACC to resolve problems and provide C2 information on air mobility operations.

Roll your cursor over the teams to review the descriptions.

Support Specialty Teams

The Support Teams/Specialty Functions teams are cross-functional teams that provide liaison and direct support to the JAOC and to operational echelons above and below the JAOC. Led by team chiefs, these teams report to the appropriate level within the JAOC. Examples of support teams include Intelligence unit support, systems administration, combat reports, information management, communications center, supply, and request for information.

The Information Warfare or IW Team at the MAJCOM/NAF IW Flight becomes the IW Team in the JAOC. The team is composed of multiple functional experts who are fully integrated with each of the JAOC divisions and specialty/support teams as appropriate. The IW Team conducts operations and planning to achieve JFACC objectives and subsequent air and space operations. The IW Team deploys with the JAOC and provides a forward presence with additional reach-back capability. The IW Team uses its strategy, combat plans, combat operations, ISR, and AMD representatives to maintain situation awareness, plan recommended IW operations, track the progress of on-going operations, and ascertain the effectiveness of completed IW. Through reachback, the IW Team can pull or push information to various organizations in and out of the JAOC's specific AOR/JOA.

The role of the Judge Advocate and paralegals in a JAOC is to employ legal expertise and resources to control and exploit the legal environment across the full spectrum of operational missions. JAs provide legal counsel to the COMAFFOR or JFACC, each of the five JAOC divisions, and all of the specialty/support functions within the JAOC. The size and nature of the air and space operation, the tempo of JAOC operations, and the processes used by the divisions dictate the number of JAs and paralegals assigned to the JAOC.

The Weather Support Team collects, tailors and reports weather information to meet the short, medium, and long-range mission needs of each of the JAOC divisions, specialty/support functions, and JFACC staff. They evaluate the impact of terrestrial,

oceanographic, and space weather on weapons, weapon systems, and operations on both friendly and enemy forces. The Weather Support Team is headed by the JFACC Staff Weather Officer.

The Logistics Team is the focal point for logistics-related issues affecting the ATO process. The primary source of logistics information comes from collaboration with the AFFOR HQ staff. The Logistics Team participates directly in the strategy development and ATO planning and execution. The team is primarily comprised of logistics planning; munitions, petroleum, oil, and lubricants, and aircraft maintenance personnel.

The System management function designs, executes, and manages the JAOC common operational picture/situational awareness assessment architecture and coordinates C4I system requirements with the JAOC divisions and teams. The system management function also coordinates for sourcing of operational system data such as the National Imagery and Mapping Agency data, and ATO/ACO databases.

The Communications support function provides JAOC-unique services and tools for employment, generation, planning, and direction of air and space forces. The JAOC is directly supported by organic communications and information systems support with equipment and personnel normally found in the collocated Air Communications Squadron, or ACOMS. If required, other tactical communications units can augment the ACOMS with additional capabilities. The internal JAOC communications operation is comprised of the four teams as shown. These teams provide JAOC-unique services and tools for employment, generation, planning, and direction of air and space forces. Click on the communications support link to see more information about these teams.

Roll your cursor over the teams to review the descriptions.

Component Liaisons

Within the JAOC, component liaisons work for their respective component commanders and with the JFACC and staff. Each component normally provides liaison elements that work within the JAOC. These liaison elements consist of experienced warfare specialists who provide component planning and tasking expertise and coordination capabilities. They help integrate and coordinate their component's participation in joint air and space operations. The principle component liaisons are the Battlefield Coordination Detachment or BCD, the Naval and Amphibious Liaison Element or NALE, the Marine Liaison Officer or MARLO, the Special Operations Liaison Element or SOLE, and Coalition/Allied Liaison Officers or LNOs.

The BCD supports integration of air and space operations with ground maneuver. BCD personnel are integrated into JAOC divisions to support planning, operations, air defense, intelligence, airlift/logistics, airspace control, and communications. In particular, the BCD coordinates ground force priorities, requests, and items of interest. One of the BCD's most important functions is to coordinate boundary line and fire support coordination lines changes and timing. The BCD brings situational awareness and expertise into the AOC and will normally brief the ground situation/intelligence

update. The BCD may also provide current ground situation inputs to JAOC teams for incorporation into daily briefings and intelligence summaries.

NALE personnel from the maritime components support the JAOC in integrating naval air, naval fires, and amphibious operations into theater air operations and monitor and interpret the maritime battle situation for the JAOC.

MARLOs are representatives of the Commander, Marine Corps Forces, or COMMARFOR, and his associated Aviation Combat Element Commander. MARLOs support the JFACC in integrating Marine Air-Ground Task Force, or MAGTF, fires, maneuver, and Marine air into the theater campaign and supporting the JAOP. This team will be well versed in the MAGTF Commander's guidance, intentions, schemes of maneuver, and direct support aviation plan.

Special Operations Command, or SOCOM, provides a Special Operations Liaison Element to the JFACC to coordinate and integrate all SOF activities in the entire battlespace. SOLE personnel work within the various AOC functional areas to ensure that all SOF targets, SOF teams, and SOF air taskings and missions are deconflicted, properly integrated, and coordinated during all planning and execution phases. The prevention of fratricide is a critical product of the SOLE's efforts.

Coalition/Allied Liaison Officers, or LNOs, representing coalition/allied surface forces may improve JAOC situational awareness regarding the disposition of friendly forces, especially when those forces do not have a mature TACS. They are also essential for unity of effort for coalition air defense operations and airspace deconfliction. When teamed with linguists, they can help overcome language barriers with remote allied/coalition forces. In force projection scenarios into an immature theater, JAOC Directors must anticipate the need for LNOs and actively seek them out via the JFC staff, in-country military group, or MILGROUP, staff country team, or direct contact with coalition forces, if necessary.

Roll your cursor over the liaison components to review the descriptions.

Interagency Operations

International organizations, other government agencies, and NGOs conduct activities near or in areas of military operations. According to Joint Pub 1, *Joint Warfare of the Armed Forces of the United States*, "Combatant commanders must be cognizant of these organizations and their actions. To the extent possible, commanders should assure that these organizations' efforts and the military efforts are integrated, complementary, or not in conflict; and establish coordination and mutual support mechanisms as needed to eliminate or mitigate conflict and support US goals in the region." Therefore, it may be appropriate to provide the JFACC with liaisons from these organizations. Multinational partners, particularly in operations being conducted in conjunction with or in close proximity to those of allied nations, may provide liaisons that work with the JFACC to ease coordination between forces.

The JAOC may have to integrate operations with organizations that are responsible for law enforcement, aviation administration and control, customs, or transportation. This is particularly true for Homeland Defense, but is increasingly the case in other countries where these organizations may function. Liaison elements from these organizations may require permanent presence in the JAOC. Likewise, the JAOC may find it necessary to provide liaison elements to the organization to facilitate operations.

The JFACC needs to be aware of interagency activities occurring in the JOA that may affect operations. Assigning a liaison to the interagency team may enhance an understanding of possible conflicting operations and/or ROE.

Summary

As you've seen in this lesson, the JAOC provides the necessary command and control to the JFACC for the planning, directing, and assessment of air and space operations. It accomplishes this through several key functions, which range from strategy development to the production and execution of an ATO.

The JAOC is an integrated team made up of trained and capable warfighters, subject matter experts, and advisors from various organizations. The JAOC consists of a director, five divisions, and support and specialty teams that integrate functions across division boundaries and support the overall JAOC team where needed. These teams rely on expertise from Service component liaisons to coordinate requests or requirements and maintain an "up-to-date" picture of the other component operations. The JAOC may also need to integrate liaisons from agencies outside of the DoD, including international organizations.

All of these elements come together in the JAOC to ensure that air and space forces from all Services are properly integrated and employed while planning and executing the JFC's joint air and space campaign.

Joint Operations Planning

Introduction

This quote from Karl von Clausewitz reinforces the importance of clear objectives and thorough planning before employing military forces in war. Joint Doctrine for joint operations planning provides processes and guidelines for the development of the best possible plans for potential crises across the range of military operations.

As a member of the AFFOR staff, you are also a member of the Joint Planning and Execution Community. It is imperative that you understand the joint operations planning processes because you may be tasked to develop, or support the development of, joint operations plans to achieve JFC objectives. Your mastery of this information will directly affect your ability to function as an effective and efficient staff member.

Lesson Objective

The objective of this lesson is for you to comprehend the joint planning processes and how they relate to the air and space component's portion of the joint campaign plan. At the end of the lesson you should understand the three types of joint operations planning. You should be able to describe the differences and relationships between the three types of joint operations planning. You should also be able to describe the role of the joint air estimate in joint operations planning.

Overview

First, this lesson discusses what joint operations planning is. Then the lesson discusses who is involved in the development of joint operations plans and what systems impact their development. The lesson then looks at the types of joint operations planning and the types of plans they produce. Then the lesson will give a detailed explanation of each type of joint operations planning and the processes associated with each. Finally, the lesson will discuss the Joint Air Estimate process and how it relates to the types of joint operations planning.

Joint Ops Planning

According to Joint Pub 5-0, *Doctrine for Planning Joint Operations*, joint operations planning involves the employment of military forces within the context of a military strategy to attain specified objectives for possible contingencies. Joint operations planning encompasses planning for the full range of activities required for conducting joint operations, including the mobilization, deployment, employment, sustainment, and redeployment of forces.

Mobilization planning involves assembling and organizing national resources to support national objectives during times of war and for military operations other than war.

Deployment planning is planning used to move forces and their sustainment resources from their original locations to a specific operational area to conduct joint operations outlined in a given plan. Employment planning is the actual application of forces to attain specified military objectives, and provides the foundation and determines the scope of mobilization, deployment, sustainment, and redeployment planning.

Sustainment planning is directed toward providing and maintaining levels of personnel,

materiel, and consumables required to sustain the planned levels of combat activity for the estimated duration and at the desired level of intensity. Finally, redeployment planning is directed toward the transfer of forces to the home or demobilization station for reintegration and/or out-processing.

Organization for Planning

The national structure for joint operations planning and execution includes the civilian leadership—the President and SecDef—and the Joint Planning and Execution Community, or JPEC, consisting of the CJCS, Service Chiefs, the Joint Staff, the Services, and the combatant commands and their component commands, subunified commands, joint task forces, and defense agencies. Joint operations planning is conducted within the operational chain of command that runs from the President to the combatant commanders and is primarily the responsibility of the Chairman of the Joint Chiefs of Staff and the combatant commanders.

Systems for Planning

Four planning systems directly impact the joint operations planning process. Through the National Security Council, the President and other NSC members flesh out our national security strategy. As part of the Joint Strategic Planning System, or JSPS, process, the Chairman of the Joint Chiefs of Staff reviews the national security environment and evaluates threats to achieving national security objectives. One product of this process is the national military strategy, or NMS, which proposes military strategy and objectives to support the President's strategy and the force structure required for its implementation. The Planning, Programming, Budgeting, and Execution System, or PPBES, translates the NMS recommendations into budgetary requirements for congressional approval. Finally, the Joint Operation Planning and Execution System, or JOPES, is a system that provides the planning community a set of policies and procedures and an infrastructure of communications and data processing tools to develop plans in support of national security strategy and objectives.

Categories of Forces

Before we delve into the types of joint operations planning, it's important that you understand the categories used to define the availability of forces for planning and conducting joint operations.

You should know that forces provided by the Services are *assigned* to combatant commanders in the SecDef's "Forces For" memorandum. These forces are available to the combatant commander for normal peacetime operations.

An important product of the JSPS is the Joint Strategic Capabilities Plan, or JSCP. Through the JSCP, the CJCS directs the combatant commanders to develop plans to support the strategy contained in the NMS and counter the threat using current military capabilities. The JSCP provides planning guidance to the combatant commanders and Service Chiefs and contains a list of *apportioned* forces, which are those assumed to be available to the combatant commander for planning as of a specific date. Apportioned forces may be more or less than forces allocated for execution of plans.

Allocated forces and resources are those provided by the civilian leadership for actual implementation. These forces become assigned or attached forces when they are transferred or attached to the receiving combatant commander.

Types of Joint Operations Planning

There are three types of joint operations planning.

Deliberate planning is a peacetime process used to develop operation plans for possible contingencies. It is based on current assessments of the strategic environment and relies on forces and resources apportioned by the JSCP.

Crisis Action Planning, or CAP, is based on current events and is conducted in time-sensitive situations and emergencies.

Campaign planning may begin during deliberate planning and continue through CAP, thus unifying the entire process. A campaign plan describes how a series of joint major operations are arranged in time, space, and purpose to achieve a strategic objective.

The products of the planning processes are shown here. Generally speaking, the deliberate planning process produces operation plans, which can take the form of OPLANs, CONPLANs, or functional plans. Crisis action planning produces operation orders or OPODs to direct execution of the plan. The campaign planning process develops campaign plans if the operation is big enough to qualify as a campaign. You may review any of the pop-ups by placing your cursor over the boxes.

Now, we'll look at the three types of joint operations planning more closely.

Deliberate Planning

Deliberate planning usually begins with the publication of a new JSCP. It is a highly-structured, peacetime process that develops fully coordinated, complex plans to counter potential threats with apportioned resources. It's performed in a continuous cycle that complements and supports other DOD planning cycles. Deliberate planning is accomplished in five phases based on JOPES policies and guidance.

Deliberate Planning Phases

In Phase 1, Initiation, the major objective is to establish plan requirements. This phase is initiated by the JSCP. Therefore, planning tasks are assigned to supported commanders, combat forces and resources are apportioned, and planning guidance is issued. Once these steps are accomplished, Phase 2, Concept Development, begins.

The major objective of Phase 2 is to develop a broad outline of a commander's assumptions or intent, called a concept of operations, or CONOPS. During this six-step phase, the combatant commander derives the mission from the assigned task, issues planning guidance to the staff and subordinate commanders, and collects and analyzes information on the enemy. From this information, the staff proposes and analyzes

tentative courses of action or COAs. The combatant commander selects the best COA, and the staff develops that COA into a complete concept of operations.

The major objective of Phase 3, Plan Development, is for the designated supported commander to develop a fully feasible operation plan, based upon the CJCS-approved CONOPS. The supported commander publishes a letter of instruction, at the beginning of this phase, which gives the component commanders and supporting commands and agencies specific guidance on how the plan is to be developed. For all OPLANs, and some designated CONPLANS, a detailed transportation-feasible flow of resources into the theater is developed to support the concept of operations.

In Phase 4, Plan Review, the major objective is to obtain CJCS approval of the operation plan. During this phase, the Chairman of the JCS conducts a final review of the OPLAN submitted by the supported commander to determine whether taskings have been met and whether resources have been used efficiently within the constraints of JSCP apportionment guidance. Upon notification that a plan has been approved, the supported commander incorporates CJCS-directed changes and directs supporting commanders to complete supporting plans.

In this last phase, the objective is to finalize supporting plans. During this phase, supporting plans are completed, documented, and validated. These plans focus on the mobilization, deployment, employment, sustainment, and redeployment of forces and resources in support of the concept described in the supported commander's approved plan. The review and approval of supporting plans is the responsibility of the commander they support.

You may review any of the pop-ups by placing your cursor over the boxes.

Crisis Action Planning

Because it's difficult to predict where and when a crisis will occur, planners must be able to rapidly respond to problems as they arise. Unlike deliberate planning, which prepares for hypothetical crises during peacetime, crisis action planning allows planners to respond to situations based on circumstances that exist at the time of planning. Crisis action planning procedures parallel deliberate planning, but are more flexible and responsive to changing events. In time-sensitive situations, the JPEC follows formally established CAP procedures to adjust and implement previously prepared contingency plans by converting them into OPORDs or to fully develop and execute OPORDs where no useful contingency plan exists.

CAP Phases

The crisis action planning procedures are organized into six phases.

During Phase 1, Situation Development, events that have potential national security implications are detected, reported, and assessed to determine whether a military response is required. The focus of phase one is on the combatant commander in whose area the event occurs and who will be responsible for the execution of any military

response. Phase 1 ends when the combatant commander submits an assessment of the situation to the CJCS and the SecDef.

Phase 2, Crisis Assessment, begins upon receipt of the combatant commander's assessment of the situation. In this phase, the SecDef and Joint Chiefs of Staff analyze the situation to determine whether a military option should be prepared to deal with the evolving problem. Phase 2 ends when the President through the SecDef makes a decision to either return to the pre-crisis situation or to have military options developed for consideration and possible use.

In transition to Phase 3, the CJCS issues a planning directive, normally a warning order, that directs the combatant commander to prepare COAs. The planning directive provides the SecDef's strategic guidance for joint operations planning and may include specific guidance on developing COAs. During Phase 3, the supported commander develops and analyzes COAs and submits an estimate to the SecDef through the CJCS.

In Phase 4, COA Selection, the CJCS and other Joint Staff members review and evaluate the COAs provided by the supported commander's estimate and present them in order of priority to the SecDef. The President and SecDef select a COA and direct that execution planning be accomplished. In response, the CJCS issues an alert order, which describes the selected COA in sufficient detail to enable planning for deploying forces. Issuance of either an alert order or a planning order signifies the end of Phase 4.

During Phase 5, Execution Planning, the selected COA is transformed into an operational order, or OPORD, which directs subordinate commanders on how to execute the operation. The OPORD can be developed by modifying or expanding an existing operation plan or it can be built from scratch. The supported commander's OPORD is published with a major force list, instructions for the conduct of operations in the objective area, and the logistics and administrative plans for support of the operations. Phase 5 ends with the combatant commander's submission and the SecDef's approval of the OPORD.

The Execution Phase, Phase 6, is initiated by the civilian leadership's decision to exercise a military option to deal with the crisis. The SecDef authorizes the CJCS to issue an execute order that directs the combatant commander to implement the OPORD. The CJCS monitors the employment and deployment of forces, acts to resolve shortfalls, and directs action needed to ensure successful termination of the crisis. The execution phase continues until the crisis is terminated and force redeployment has been completed. If the crisis is prolonged, the CAP process may be repeated continuously as circumstances change and missions are revised.

You may review any of the pop-ups by placing your cursor over the boxes.

Campaign Planning

A campaign plan “describes how a series of joint major operations are arranged in time, space, and purpose to achieve a strategic objective.” Campaign planning is a primary means by which combatant commanders arrange for strategic unity of effort and through which they guide the planning of joint operations within their theater. It communicates the commander’s purpose, requirements, objectives, and concept to subordinate components and joint forces, as well as to supporting commands and Services, so they may make necessary preparations. Subordinate JFCs may develop subordinate campaign plans that support the combatant commander’s objectives. Campaign planning is conducted during both deliberate and crisis action planning. Campaign plans guide the development of supporting OPLANs or OPORDs and facilitate national-level coordination of strategic priorities and resource allocation. Campaign plan development begins during peacetime deliberate planning and normally is completed during crisis action planning. Once a COA is selected during phase 4 of crisis action planning and an alert order is issued, the combatant commander can complete a campaign plan, using the COA as the centerpiece of the plan, and develop the OPORD.

Campaign Plan Design

Campaign planning is relatively unstructured compared to deliberate and crisis action planning. Campaign planning is mostly an art, not a science—there is no set recipe or *best* way to develop a campaign plan. It requires a thorough knowledge of enemy and friendly capabilities, forces, and tactics, as well as “out-of-the-box” thinking and creativity in order to make the best use of resources to achieve the desired objectives.

Because campaign planning is mostly art, it is inextricably linked with operational art, most notably in the design of the operational concept for the campaign. Operational art refers to the employment of military forces to attain strategic and/or operational objectives through the design, organization, integration, and conduct of strategies, campaigns, major operations, and battles. This is primarily an intellectual exercise based on experience and judgment.

There are three key elements of operational design. First, planners must understand the strategic guidance from the civilian leadership. This involves determining what the desired end state is and what has to be accomplished militarily to get there. Once planners understand *what* military conditions must exist to achieve strategic objectives, they must determine *how* to effect those conditions. The key to this is identifying the adversary’s critical factors—their strengths and points of vulnerability, called centers of gravity, or COGs. Finally, the planner must develop an operational concept, which describes the sequence of actions and the application of forces and capabilities necessary to neutralize or destroy the enemy’s COGs.

Joint Air Estimate

We’ve discussed joint operations planning in a very general sense, but how does the JFACC fulfill his specific responsibility to develop the air and space portion of the JFC’s campaign plan?

The Joint Air Estimate Process is a six-phase process that culminates with the production of the Joint Air and Space Operations Plan, or JAOP. The JAOP is the JFACC's plan for integrating and coordinating joint air and space operations. It guides the employment of air and space capabilities and forces from joint force components to accomplish the missions assigned by the JFC. A Joint Air Estimate Process may be employed during deliberate planning to produce JAOPs that support OPLANs or CONPLANs. It may also be used during crisis action planning in concert with other theater operations planning.

Joint Air Estimate Process

While the phases of the Joint Air Estimate process are presented in sequential order, work on them can be either concurrent or sequential. The phases are integrated and the products of each phase are checked and verified for coherence.

The Process begins with Mission Analysis. This first phase incorporates: an initial intelligence preparation of the battlespace, or IPB; an analysis of the higher headquarters mission; and the guidance provided by the JFC with a focus upon determining the specified, implied, and essential tasks in order to develop a concise mission statement. During the second phase, Situation and COA Development, the IPB is refined and the identification and refinement of friendly and enemy COGs assist in the preparation and analysis of potential friendly COAs and risk analysis. The advantages and disadvantages of each COA are identified in the third phase, COA Analysis. The fourth phase, COA Comparison, involves the comparison of the COAs against predetermined criteria, providing an analytical method to identify the best employment options. During the fifth phase, COA Selection, the staff presents the recommended COA usually in the form of a briefing for approval or further guidance. The final task is to develop the Joint Air and Space Operations Plan. JAOP development is a collaborative effort of the JFACC staff, the JFC staff, and the component staffs.

Roll your cursor over the phases to see additional information. Click on the link to Joint Pub 3-30 for a detailed look at each phase.

Summary

This lesson has provided you with an overview of joint operations planning. We discussed who is involved in joint operations planning, what systems impact its development, and the types of joint operations planning. In peacetime, the process is highly structured to develop fully coordinated, complex planning for possible contingencies. In crisis, the process is adapted to emphasize flexibility and rapid response. Though these processes are very different, they are interrelated.

Essentially, joint operations planning provides the link between strategic objectives and the tactical operations needed to achieve those objectives. The theater commander imparts his vision of how to arrange related operations to attain national strategic objectives to his component commanders who, in turn, develop plans to support the national strategy by integrating the assets under their command. Through the Joint Air Estimate process, the JFACC staff, the JFC staff, and the component staffs develop the

JAOP, which guides the employment of air and space capabilities and forces from joint force components to accomplish the missions assigned by the JFC.

As you've seen, joint operations planning is essential to supporting our national security strategy. As a member of the AFFOR staff, and the JPEC, your support in the development and execution of these plans is vital to ensure that air and space capabilities and forces are properly employed in support of national objectives.

Evolving Concepts

Introduction

Joint Vision 2020 called for a transformation of military forces to achieve full spectrum dominance. The Air Force responded with a vision of Global Vigilance, Reach & Power. The transformation of the military began with the ending of the Cold War but has accelerated dramatically with the global war on terrorism. Technology has also affected the transformation with capabilities that were only concepts during DESERT STORM becoming commonplace today. The transformation is far from complete and you, as an AFFOR staffer, may very well have a role in guiding and implementing that transformation. You will participate in a variety of operations, exercises, and experiments that will validate new technologies and operational concepts and shape future endeavors in the employment of air and space power at the strategic, operational, and tactical levels of war. This lesson serves as an introduction to some of the evolving concepts that will likely transform today's Air Force. Your understanding of these issues will greatly assist you in meeting the challenge of being an effective and efficient staff member.

Lesson Objective

The objective of this lesson is for you to comprehend selected evolving concepts and how they affect the COMAFFOR and the AFFOR staff in their warfighting roles. At the end of the lesson you should be able to explain key features of the Standing Joint Force Headquarters concept. You should be able to describe the Joint Staff framework of operating, functional, and enabling concepts. Finally, you should understand and be able to describe the key aspects of several important Air Force Concepts.

Overview

The lesson begins by looking at the importance of evolving concepts and the role these concepts are playing in the transformation of US military forces. The concept of the Standing Joint Force Headquarters, which affects the Air Force as part of the joint warfighting team, is presented. We then look at the formal framework for concept development developed by the Joint Staff and presented in *Joint Operations Concepts*. This document guides the development of joint operating, functional, and enabling concepts. This is followed by a discussion of the Air Force Concepts construct before briefly looking at several evolving Concepts.

Importance of Evolving Concepts

Today's technological advances continue to drive the evolution of air and space power employment. Space systems, stealthy bombers and fighters, all-weather precision-guided munitions, and unmanned aerial vehicles allow us to negate or marginalize the advanced defensive systems and networks already available to potential adversaries. Even greater advances in information technologies are enabling new dimensions of command and control by allowing horizontal integration of air and space intelligence, surveillance, and reconnaissance platforms. With valuable lessons learned from recent conflicts, these technologies are providing the means to master persistent difficulties

that continue to plague air and space power at the operational and tactical levels. But technology alone will not solve issues like time-critical targeting, all-weather precision strike, restrictive rules of engagement, collateral-damage control, and access denial. The effective leverage of our technology requires an evolution of our methods of command and control and new concepts of operations that can deliver the correct capabilities to produce the desired effects in any conflict.

Motivation for SJFHQ

The 2001 Quadrennial Defense Review or QDR was undertaken at a critical time in the military's transition to a new era. Even before the attacks of September 11, 2001, the senior leaders of the Defense Department set out to establish a new American defense strategy that would embrace uncertainty and contend with surprise. This new strategy is premised on the idea that to be effective abroad, America must be safe at home. The QDR outlined a defense strategy based upon numerous "strategic tenets." Among these tenets was a "capabilities based approach." This means strategy should be based more upon *how* an adversary might fight rather than *who* the adversary might be or *where* the conflict might occur. According to the QDR, a transformation of the armed forces is required that reorients the U.S. military global posture, and creates the military of the 21st century. One of the steps cited in creating the 21st century military is the strengthening of joint operations and specifically the creation of a standing joint force headquarters.

Features of SJFHQ

One step in strengthening joint operations is to establish a SJFHQ in each of the regional combatant commands. These headquarters will provide uniform, standard operating procedures, tactics, techniques, and technical system requirements. This will allow expertise to be shifted among commands. The SJFHQ will have a standardized joint C4ISR architecture providing a common relevant operational picture of the battlespace to include adversary and friendly forces. Mechanisms will be provided for a responsive integrated logistics system to support warfighters. SJFHQs will also utilize adaptive mission planning tools that allow U.S. forces to operate within the adversary's decision cycle and respond to changing battlespace conditions.

Role of SJFHQ

The SJFHQ is not a standing joint task force in and of itself. The intent is to be a standing element that focuses on a combatant commander's operational trouble spots. It will provide each geographic combatant commander with an informed and in-place command and control capability. It will reduce the "ad hoc" nature of today's joint task force headquarters, which are usually established only after crisis erupts. The SJFHQ architecture facilitates relationships with the interagency community to maintain an ongoing situational awareness for the focus areas directed by combatant commanders. This enhances pre-crisis planning and the ability to conduct preemptive actions with a wider variety of national tools. Should hostilities erupt, the SJFHQ can ensure a seamless transition to military operations by serving as a core element either within or in support of a full-up joint task force. With the end of hostilities, the SJFHQ provides the needed continuity to manage follow-on end state operations.

Joint Operations Concepts

Following up on the QDR's call for a capabilities-based transformation of America's military, the SECDEF has recently signed *Joint Operations Concepts*, or JOpsC. The transformation of US military forces is being driven not only by advancing technologies but by a fundamental change in the threats facing America. To deal with uncertain future threats, JOpsC replaces threat-based, requirements-driven force development with capabilities-based, concepts-driven force planning. It describes how the Joint Force will operate within the next 15 to 20 years. It guides concept development and experimentation at the joint, Service, combatant command, and combat support defense agency levels. JOpsC envisions development of new capabilities not only through the acquisition of new materiel, but also through changes in doctrine, organization, training, leadership and education, personnel, and facilities. The goal is to develop a Joint Force that is fully integrated, expeditionary, networked, decentralized, adaptable, lethal and has decision superiority. An explanation of the Joint Force's attributes is available by rolling your cursor over them.

Joint Concepts Framework

As noted on the previous screen, JOpsC provides guidance for the development of subordinate concepts. JOpsC describes three types of concepts: operating, functional, and enabling. Joint operating concepts integrate functional and enabling concepts to describe how a JFC will plan, prepare, deploy, employ and sustain a joint force given a specific operation or combination of operations. Four initial joint operating concepts are under development. Joint functional concepts amplify particular military functions across the range of military operations. Functional concepts derive their operational context from the joint operating concepts. Individual functional concepts outline desired joint capabilities. Five initial functional concepts are under development. Enabling concepts are the most specific of the military concepts. They describe how particular tasks or procedures are performed within the context of broader functional areas. While the more specific concepts derive their context from the broader concepts, you should not think of the framework as describing any form of hierarchy. Indeed, the three enabling concepts chosen for initial development cross-cut all of the broader concepts.

Air Force Concepts

The Air Force has led the joint world in developing concepts to guide its transformation into a 21st century air force. Air Force concepts describe ways in which we employ military capabilities to accomplish desired effects. A concept starts with a problem definition. In the simplest view, these problems are missions the Air Force must be able to accomplish in the 21st Century. Each concept describes the effects the Air Force can contribute to solving the problems within the context of joint operations. It then outlines the capabilities required to achieve those effects. By focusing on these required *capabilities*, instead of particular *programs* or *weapons systems*, the intent is to transform the Air Force planning, programming, requirements and acquisition processes from a program centric perspective to a capabilities-based process. We'll look at six concepts in terms of the mission-based capabilities they provide. These capabilities can be packaged into an AETF to provide a JFC global vigilance, reach, and power.

Problem: Anti-Access

Potential adversaries, having witnessed US dominance in operations like DESERT STORM, have become increasingly reluctant to oppose the US military toe-to-toe. One strategy to avoid US strength is called anti-access. Traditionally, US military operations have relied on the ability to deploy superior power into a theater in a time-consuming build-up phase before beginning operations. Recognizing this as a vulnerability, potential adversaries are taking steps to deny the US the time and access needed to conduct this build-up. Anti-access strategies are often two-dimensional, having an element of physical threat but also one of political uncertainty. The physical threat, often employed asymmetrically, tries to make the price of conducting operations in a theater greater than the American interests there. The Argentinean sinking of the *Sheffield* nearly had such an effect on the British during the Falklands War. Additionally, enemy propaganda and outright coercion against its neighbors can cause potential allies to deny overflight authority and basing of US forces within the AOR. With large scale forward basing of US forces no longer an option, a counter to potential adversaries' anti-access strategies must be found.

Problem: Emergent Targets

US adversaries are taking additional steps to avoid force-on-force encounters that enhance or supplement their anti-access strategies. Critical systems are being dispersed to sensitive areas with high collateral damage potential, often in deeply buried bunkers or tunnels. They seek to employ asymmetric offensive capabilities such as terrorist acts, network attacks or subversive media campaigns that undermine coalitions and sway international opinion. Consequently, US planners face a target array that has shifted from a fixed, fielded force to a series of fleeting and emergent targets.

Global Strike Concept

The Global Strike Concept is the first of a one-two punch the Air Force will use to counter adversary anti-access systems and provide for persistent follow-on operations. Prior to conflict, the Global Strike Concept employs persistent, all-weather intelligence, surveillance and reconnaissance elements to monitor adversary actions; identify, locate and track targets and threats; and develop and update plans for countering adversary anti-access strategies and capabilities. In the initial hours of a developing conflict, the Global Strike Concept employs a relatively small number of low-observable and stand-off systems such as B-2s, F-22s, and cruise missiles to "kick down the door" into denied battlespaces. Supported by a focused electronic and information attack, these systems rapidly degrade, and then defeat selected enemy anti-access capabilities and associated systems. Follow-on forces are then able to defeat the enemy and thwart his objectives. Capitalizing on the Air Force's unique capabilities to precisely employ massive firepower at global ranges, the Global Strike Concept also provides the capability to attack high-value fleeting and emerging targets.

Global Persistent Attack

Global Persistent Attack, or GPA, provides the follow-up punch to Global Strike. Once access to the battlespace is secured, follow-on forces will conduct persistent and

sustained operations. With access to the AO, additional sensors will be available to refine, enhance, and extend the state of information dominance that was available during global strike operations. GPA operations will sustain air, space, and information superiority to provide follow-on forces the freedom to maneuver. GPA will exploit this freedom with persistent force application to counter adversary ground, maritime, and air operations. The effects of persistent shock and disruption, rather than reliance on annihilation and attrition, will neutralize adversary combat effectiveness to achieve campaign objectives with minimal losses.

Homeland Security Concept

With its large perimeter, porous borders, and societal emphasis on freedom of travel, the US remains vulnerable to asymmetric attack. The Air Force must be prepared to contribute to Homeland Security across the spectrum of potential attacks. The Homeland Security Concept integrates Air Force capabilities into joint and interagency efforts. The Concept identifies Air Force capabilities for preventing terrorist attacks within the United States, protecting against threats by reducing America's vulnerability to terrorism, and responding to attacks that do occur to minimize damage and facilitate recovery.

Problem: Support of Contingencies

The problems for mobility operations presented by reduced overseas basing and increasing ops tempo after the end of the Cold War are no doubt familiar to you. The problems are compounded by adversary anti-access strategies and a shift to fleeting and emergent targets. Mobility operations are all too often a lengthy precursor to combat operations and are critical for their sustainment. The deliberate planning cycles for our standing OPLANs are measured in years and DESERT STORM required a 6-month lodgment phase. Until forces are actually available to employ, a combatant commander's courses of action are extremely limited. To provide commanders the flexibility and responsiveness envisioned by the other Concepts, mobility operations will have to be transformed.

Global Mobility Concept

The Global Mobility Concept presents capabilities designed to meet the growing challenges of rapidly deploying, employing, sustaining and redeploying U.S. military power. The capabilities are designed to achieve three primary effects. First is to minimize the time lapse between initiation of crisis action planning and the projection and application of joint U.S. military power. Second is to create an assured ability to establish air operations from a spectrum of airfields—austere base, cold base, warm base and hot base. Base opening is a key element of the Concept and may require seamless integration with other Service forces, especially Army, Marine Corps, and special operations. Finally, the Concept will achieve seamless integration and effective conduct of air mobility operations with all phases of theater operations. The Global Mobility Concept embodies the Air Force's unique capabilities to support power projection and the deployment of forces across the full spectrum of political and military operations under a variety of environments.

Nuclear Response Concept

While the Cold War may be over, the threat posed by nuclear weapons remains. This threat may multiply with several countries possessing or attempting to possess the technology and materials to join the “nuclear club.” The Nuclear Response Concept identifies nuclear warfighting effects and the capabilities needed to provide nuclear response options to theater commanders across the entire spectrum of conflict. The Concept provides the deterrent umbrella under which conventional forces operate, deters adversaries from employing nuclear threats, and should deterrence fail, executes response options to defeat the enemy and reestablish deterrence upon conflict termination.

Problem: Increased C4ISR Demands

The end of the Cold War, and more recently the Global War on Terrorism, has greatly complicated the command, control, communications, computers, intelligence, surveillance, and reconnaissance, or C4ISR, mission. The changing nature of warfare demands a global, highly flexible, real-time, *integrated* C4ISR system. Challenges include the proliferation of chemical, biological, radiological, nuclear and enhanced conventional weapons, and the trend for smaller, highly mobile and dispersed enemy formations, including terrorist cells. Additionally, anti-access weapons and political considerations tend to increase the distance at which atmospheric platforms must operate. Integration of C4ISR capabilities are hampered by the Cold War structure of multiple entities operating similar capabilities in compartments separated both by security and budgets. These “stovepipes” can slow and even break the “Kill Chain” envisioned in many of the Concepts. Indeed, all of the Concepts introduced so far make heavy reliance on C4ISR capabilities.

Space & C4ISR Concept

The objective of the Space and C4ISR Concept is to define and identify required C4ISR capabilities so the Air Force can achieve the right mix of assets to orchestrate the execution of campaign plans at all levels of conflict and in all operational environments. A deployable C4ISR capability that can detect, track, identify, and assess all targets in a given theater will, in and of itself, dissuade many adversaries. If deterrence fails, the Concept provides the advanced C2 battle management, ISR, and C4I capabilities to support the other Concepts by reducing the “kill chain” in the dynamic execution of air and space forces. Ultimately, this Concept requires the evolution of strategic, operational, and tactical C4ISR capabilities that result in globally responsive and persistent forces, including joint command and control architectures.

Integration Concept

The Concepts are not meant to be stand-alone or self-contained capabilities. They are meant to be a “toolbox” of capabilities that ultimately gets integrated when the Air Force forms a tailored Air and Space Expeditionary Task Force to meet a JFC’s particular requirements. One of the driving considerations for developing the Concepts is to focus our research, development, and acquisition processes on a capabilities-based approach. Many of the Concepts present requirements for overlapping capabilities. Some of the identified capabilities exist today. Other capabilities could be realized if

processes and procedures were changed. Some capabilities just don't exist at all. A process is needed for identifying overlaps and shortfalls and developing a prioritized plan for procuring needed capabilities. This process is the mission of the Integration Concept. The process essentially racks and stacks the capabilities based on their contributions to the various Concepts and the risk taken on by not having a given capability. The results of the process are presented to Air Force leadership through the Integrated Capability Review and Risk Assessment to influence Air Force investment strategy. *Note:* The Integration Concept may change its name in the near future, but you can rest assured that the *process* it provides will continue.

Summary

During this lesson, we discussed several key evolving concepts that are shaping the transformation of US military forces. The Standing Joint Force Headquarters provides the combatant commanders a standing tool to better manage conflicts from pre-hostilities to post-hostilities. With a greater emphasis on pre-hostility predictive battlespace awareness, actions may be taken to avoid hostilities. Should hostilities erupt, the SJFHQ allows for a more efficient transition to military operations than the current "ad hoc" JTFs.

To aid the transformation of the Joint Force into a force for full spectrum dominance, Joint Operations Concepts establishes a framework for concept development. Concepts provide a methodology for proposing, developing, testing, and validating capabilities for addressing the threats of an uncertain future.

We also discussed Air Force concepts. Concepts do several things for our Service. First, as the Chief of Staff said, they make warfighting effects, and the capabilities needed to achieve them, the drivers for everything we do. They also lay the foundation for our continuing transformation to a capabilities-based Air and Space Expeditionary Force. By integrating the capabilities of the Concepts into tailored Air and Space Expeditionary Task Forces, the Air Force can fulfill its vision of global vigilance, reach, and power for employment by Joint Force Commanders. As a member of the AFFOR staff, you serve at an exciting time, for you will almost certainly be involved in the evolution of the issues we've covered in this lesson.

Total Force Issues

Introduction

Desert Storm, Bosnia, Southern Watch, Enduring Freedom, Iraqi Freedom...ALL of these operations were supported by the Reserve Component – the Air National Guard and Air Force Reserve. The contributions of the reserve components to the Air Force's Total Force are a key element in our nation's joint warfighting capability. No longer just "weekend warriors", the reserve components are fully integrated into the Air Force's Air and Space Expeditionary Force Concept. As such, Air Reserve and Air National Guard units and personnel *will be* part of the forces under the COMAFFOR's command. As a staff member, it is vital that you understand the mission, organization, and capabilities of the reserve components and how their forces are made available through the mobilization process.

Lesson Objective

The objective of this lesson is for you to comprehend the organization of the Air Force Reserve and the Air National Guard and how they are mobilized. By the end of the lesson, you'll understand the missions of the Air Force Reserve and Air National Guard and how they organize to accomplish them. You'll be able to describe the major equipment operated by the reserve components. Finally, you'll understand issues concerning the mobilization of the reserve components.

Overview

This lesson provides information on the Air Force's two reserve components – the Air National Guard and the Air Force Reserve. We'll look at the mission, organizational structure, and equipment of each. We'll finish with a look at the mobilization process.

Reserve Component Missions

The Air Force Reserve and Air National Guard are two of the seven reserve components of the United States armed forces that augment the active components in the performance of their missions. The Air Force Reserve mission is to support the active duty Air Force's mission of defending the United States through control and exploitation of air and space by supporting Global Engagement. The AFRC plays a part in the day-to-day Air Force mission and is not a force held in reserve for possible war or contingency operations. The Air National Guard has both a federal and state mission. The dual mission results in each guardsman holding membership in the National Guard of his or her state and in the National Guard of the United States. Its federal mission is to provide trained units available for active duty in the armed forces of the United States. When a Guard unit is not mobilized or under federal control, it reports to its state's governor. The Guard's state mission can be reviewed by placing your cursor over the link.

Air Force Reserve Organization

The Office of the Air Force Reserve, located in the Pentagon, is headed by the Chief of Air Force Reserve. The chief is a senior member of the Air Staff and the principal

adviser to the Chief of Staff of the Air Force for all Reserve matters. Consistent with Air Force policy, the Chief of Air Force Reserve establishes Reserve policy and initiates plans and programs. The Chief of Air Force Reserve is also commander of the Air Force Reserve Command, or AFRC, one of nine USAF MAJCOMs. Headquarters AFRC, at Robins AFB, supervises and reviews unit training and provides logistics support to ensure the combat readiness of its three subordinate numbered air forces. Headquarters AFRC also oversees the Air Reserve Personnel Center, which handles personnel actions for all Reservists and Guardsmen not on extended active duty. The center also manages the individual mobilization augmentee, or IMA, program.

ANG Organization

Reflecting its dual mission, the Air National Guard responds to two lines of authority. On the federal side, the Air National Guard is administered by the National Guard Bureau, a joint bureau of the departments of the Army and Air Force, located in the Pentagon. Under the state organization, the Governor through the state's adjutant general directs and commands both the Army National Guard and the Air National Guard for that particular state.

AFRC/ANG Capabilities

Members of the reserve components represent about a third of the Air Force's total end strength. In some cases, the reserve components provide 100% of the Air Force's total capability in a given mission area, such as homeland air defense. The reserve components provide a significant fraction of the Air Force's capability in many other mission areas. An example of the integration of the reserve component with the active duty component is the associate unit. In an associate unit, one component owns the equipment, but it is operated by a combination of active duty and Reserve crews.

AFRC Resources

The AFRC has 35 flying wings equipped with their own aircraft and nine associate units that share aircraft with an active-duty unit. Four space operations squadrons share satellite control missions with the active force. There are also more than 620 mission support units in the AFRC, equipped and trained to provide a wide range of services, including medical, aeromedical evacuation, aerial port, civil engineer, security force, intelligence, communications, mobility support, logistics and transportation operations among others. The AFRC has over 400 aircraft assigned. The inventory includes the latest, most capable models of the F-16 Fighting Falcon, O/A-10 Thunderbolt II, C-5 Galaxy, C-141 Starlifter, C-130 Hercules, MC-130 Combat Talon I, HC-130, WC-130, KC-135 Stratotanker, B-52 Stratofortress and HH-60 Pave Hawk helicopter.

Air National Guard Resources

Besides providing 100 percent of the United States' air defense interceptor force, the Air National Guard performs many other Air Force-related roles and missions. Air National Guard support units include air control units; combat communications squadrons; civil engineering, engineering installation and heavy repair squadrons, as well as a range control squadron and an electronic security unit. Guard flying operations include strategic and tactical airlift, air refueling, general-purpose fighters, rescue and recovery

capability, tactical air support, weather flights, and special operations capability. Eleven aeromedical evacuation units augment the Air Force. The Air National Guard's airlift capability includes one C-5 Galaxy and two C-141 Starlifter units. Air refueling units, flying KC-135 Stratotankers, provide air-to-air refueling for strategic and tactical aircraft. The Air National Guard has three rescue and recovery squadrons that fly HH-60 helicopters and HC-130 aircraft. These units provide important lifesaving capabilities and services to civilian and military agencies. Units flying OA-10s provide forward air control support for close-air support missions. The general-purpose Guard fighter force is equipped with F-15, F-16, and A-10 aircraft.

Personnel Categories

To understand the mobilization process, one must first understand the different personnel categories that reservists can fall into. The rules for mobilization apply differently to people in different categories. The three major categories are Ready Reserve, Standby Reserve and Retired Reserve. The ready reserve is ready—trained and ready to mobilize. It consists of the selected reserve and the individual ready reserve. Members of the selected reserve attend regular paid training. The selected reserve includes selected reserve component units, individual mobilization augmentees, as well as active Guardsmen and Reservists. The Individual Ready Reserve consists of individuals who don't attend paid training but are subject to mobilization. The Standby Reserve includes reservists whose civilian jobs are considered key to national defense, or who have temporary disability or personal hardship. Most Standby reservists do not train and are not assigned to units. The Retired Reserve is made up of officers and enlisted personnel who receive pay after retiring from active duty or from the Reserve, or are reservists awaiting retirement pay at age 60. More details about the categories are available in the pop-up boxes.

Mobilization Authorities

Members of the reserve components can be activated under the authority of a variety of US laws. We will look at the four that you would be most likely to encounter as a COMAFFOR staff member. Statutes provide for full or partial mobilization or a more limited Presidential Reserve Call-Up. A law also allows the use of reserve component volunteers. These authorities are valid only under certain conditions, may affect only certain portions of the reserve, and may have force level and time duration limits. We'll look at each in more detail.

Full Mobilization

Full mobilization requires a Declaration of War or National Emergency by Congress. All categories of reservists are subject to activation for the duration of the war or emergency plus 6 months. Inactive and retired members will be called only when the numbers available in the active Reserves and Guard are inadequate.

Partial Mobilization

The threshold for partial mobilization is lower than for full mobilization— a declaration of national emergency by the President is sufficient. Forces affected include all members in the Ready Reserve category. Up to one million troops can be activated for two years. This authority was used on Jan 18th 1991 to support Desert Storm and again on September 14th 2001 in response to the terrorist attacks of 9/11.

Presidential Reserve Call-Up

During a Presidential Reserve Call – Up, the President must notify Congress of his use of this authority. Designed to deliver a strong message to potential aggressors, this tool does not require a declaration of a national emergency. The Guard and Reserves are still managed by their respective command structures, but OPCON is given to the gaining MAJCOM. Presidential Reserve Call-Ups supported DESERT SHIELD in 1990, operations in Haiti in September 1994, Bosnia in December 1995, and NATO actions in and around the former Yugoslavia in April 1999. This authority was not used after 9/11 because those attacks were deemed manmade and not within the definition of weapons of mass destruction.

Reserve Component Volunteers

Members of the reserve components can volunteer to support operational requirements and military missions. The member must consent to be a volunteer and for National Guard members, the governor of the state involved must consent to National Guard activation. The statute does not specify any force level or time limits for volunteers. This authority was used by all services in mid-August 1990 to support the initial U.S. response to the Iraqi invasion of Kuwait.

USERRA

The Uniformed Services Employment and Reemployment Rights Act, or USERRA, enacted in 1994, replaced the Veterans' Reemployment Rights law. This is an important law for all service members, but it is of particular interest to reservists. USERRA provides numerous protections allowing service members to retain civilian jobs upon return from military service. The purpose of USERRA is to foster non-career service without penalty; to provide minimal disruption to all parties concerned; and to prohibit discrimination because of service in the uniformed services and acts of reprisal against service members who file USERRA complaints.

USERRA, cont.

The law provides several important provisions for all non-career service members: First, it requires all civilian employers to provide reemployment. Second, USERRA provides protection to the service member in all forms of duty performed. Lastly, USERRA protections apply equally to involuntary *and* voluntary tours. Service members frequently misunderstand this point. While these are the basics, more detailed information on USERRA can be obtained from legal affairs and the links shown below.

Summary

The reserve components—the Air National Guard and Air Force Reserve, are an integral part of the Total Force package presented by the United States Air Force and a key element in our nation's joint warfighting structure. This lesson looked at the missions, organizational structures, and the equipment and resources of the reserve components. The lesson concluded with a look at reservist personnel categories and the authorities under which reserve forces can be mobilized. They've always been part of contingency operations but more and more they're part of our day-to-day operations. Reservists and Guardsmen—part of the Air Force team.