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SECRETARY OF THE AIR FORCE**

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COMMAND AND CONTROL

**AFFOR STAFF OPERATIONS, READINESS
AND STRUCTURES**

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This instruction implements Air Force Policy Directive (AFPD) 13-1, *Command and Control Enterprise*; Program Action Directive (PAD) 06-09 *Chief of Staff Direction to Establish an Air Force Component Organization*; PAD 07-13 *Chief of Staff Direction to Transform and Consolidate Headquarters Management Functions* and PAD 10-02 *Chief of Staff Direction to Restructure Command and Control of Component Numbered Air Forces*. This document defines the organizational structure, processes, and functions used by the Air Force forces (AFFOR) staff. This Air Force instruction (AFI) applies to all component major commands (C-MAJCOM) and component numbered air forces (C-NAF) and gained units of the Air Force Reserve Command (AFRC) and Air National Guard (ANG). This AFI does not apply to Civil Air Patrol. Send comments and suggested improvements to this instruction on an AF Form 847, *Recommendation for Change of Publication*, through appropriate chain of command to AFI office of primary responsibility (OPR) AF/A3O-CS in accordance with (IAW) procedures in AFI 33-360, *Publications and Forms Management*, Attachment 6. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-360, Table 1.1 for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items.

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Chapter 1

POLICY AND CONCEPTS

1.1. Introduction. This AFI provides guidance on AFFOR staff organization, processes, and training to accomplish assigned missions. It describes basic and tailored organizational constructs which the commander Air Force forces (COMAFFOR) may use to accomplish his/her role as the Air Force service component commander assigned or attached to a joint force commander (JFC) at the unified combatant command, subunified command, or joint task force (JTF) level. When directed by the JFC, the Air Force service component commander and staff will be prepared to accomplish the tasks of the Combined/Joint Force Air Component Commander (C/JFACC), Joint Special Operations Air Component Commander (JSOACC), Area Air Defense Commander (AADC), Airspace Control Authority (ACA), Space Coordinating Authority (SCA), joint electronic warfare coordinator, and form the core of a Joint Task Force Headquarters (JTF HQ) IAW Joint Pub (JP) 3-33, *Joint Task Force Headquarters*. During smaller-scale contingencies or day-to-day operations, the COMAFFOR may choose not to employ some of the capabilities or teams described herein. However, if a team or process is employed then this guidance will apply with the various AFFOR staff constructs defined in this publication, unless a deviation has been granted by AF/A3O-CS or other designated authority. The function of the AFFOR staff is to support the COMAFFOR in service component functions. They assist the COMAFFOR in Theater Security Cooperation, joint and combined exercises, campaign planning, force bed-down and sustainment activities. The AFFOR staff is also responsible for operational and administrative support functions IAW PAD 06-09. The AFFOR staff consists of a command element, A-staff (A1 through A9), and a personal staff. This AFI outlines the AFFOR staff organizational structure and distinct responsibilities. Other functional and specialty processes, not provided in this AFI, may be prescribed based on combatant command (CCMD) operations and activities.

1.2. General.

1.2.1. Readiness Reporting. AFFOR staff readiness is reported IAW AFI 10-252, *Defense Readiness Reporting System (DRRS)*.

1.2.2. Higher headquarters (HHQ) inspections and staff assistance visits (SAV). HHQs inspections will be scheduled and conducted IAW AFI 90-201, *The Air Force Inspection System*, and applicable MAJCOM supplements.

1.2.3. Manning. The AFFOR staff must be properly established to support all phase 0/1 requirements in accordance with Guidance for Employment of the Force/Joint Strategic Capabilities Plan. The AFFOR staff must establish responsive active and Air Reserve Component (ARC) augmentation to provide exercise and contingency support across the full range of military operations. The Air Force Component Headquarters (AFCHQ) must be prepared to use available resources until augmentation arrives and is integrated, making maximum use of total force integration (TFI), and support relationships. Personnel should be designated and formally trained to support assigned missions.

1.3. Responsibilities. Note: Refer to the responsible, accountable, consult and inform (RACI) chart at Attachment 6 for a list of organizations that have AFFOR C2 responsibilities.

1.3.1. AF/A3O-CS

1.3.1.1. Provide oversight for this AFI, maintain Air Staff advocacy for AFFOR command and control (C2) and develop policy for the AFFOR staff.

1.3.1.2. Serves as the Headquarters Air Force (HAF) functional area manager (FAM) for AFFOR C2 and the HAF program element manager (PEM) for the AFFOR C2 PE 27441F.

1.3.1.3. Provide oversight for AFFOR staff functional areas to include organizational constructs, training, operations and maintenance funding, unit type code (UTC) development, special experience identifier (SEI) development and other related issues.

1.3.1.4. Provide oversight and advocacy as HAF sponsor for AFFOR staff training.

1.3.2. **AF/A3O-Q**

1.3.2.1. Serve as OPR for irregular warfare (IW) capabilities and capacities.

1.3.2.2. Serve as HAF OPR to institutionalize enduring IW capabilities within the Air Force by developing and implementing IW strategy, plans, policy, procedures, and operational concepts.

1.3.2.3. AF/A3O-QI is the HAF lead for information operations and provides oversight and advocacy for the planning and execution of theater information operations, military deception, military information support operations and operations security.

1.3.2.4. Serve as OPR for USAF Steady-State Campaign Support Planners' Course online. OPR responsibilities include policy, oversight and advocacy.

1.3.2.5. Develop the graduate program review document to forecast course requirements.

1.3.3. **AF/A3C/A6C**

1.3.3.1. Serve as the HAF lead for cyberspace operations, providing oversight and advocacy for the planning and execution of cyberspace operations concepts.

1.3.3.2. Institutionalize cyberspace capabilities within the Air Force by developing and implementing strategies, plans, policies, and procedures.

1.3.4. **AF/A5XW.** Serve as OPR for Contingency Wartime Planner Course (CWPC). OPR responsibilities include policy, oversight and advocacy.

1.3.5. **AF/A5XX**

1.3.5.1. Serve as OPR for USAF campaign support planning and campaign support plan (CSP).

1.3.5.2. Serve as OPR for USAF Steady-State Campaign Support Planners' Course.

1.3.6. **Headquarters Air Combat Command (HQ ACC)**

1.3.6.1. Serve as the lead MAJCOM for the AFFOR staff.

1.3.6.1.1. Support the development and publication of policy and guidance, Air Force and MAJCOM level instructions and be accountable for the management and oversight of all training for the AFFOR Staff. IAW PAD 06-09.

1.3.6.1.2. Develop standardized unit type codes (UTCs) for geographic AFFOR staff positions in coordination with MAJCOMs.

1.3.6.1.3. Develop augmentation UTCs to provide short-notice RegAF augmentation to the AFFOR staff.

1.3.6.1.4. Lead the development of AFFOR staff tactics, techniques, and procedures (TTP) and future concepts.

1.3.6.2. Serve as the lead MAJCOM subject matter expert (SME) for all AFFOR staff training.

1.3.7. ACC/A3C

1.3.7.1. Serve as OPR for AFFOR staff initial certification training (ICT), mission certification training (MCT), and continuation training (CT) in coordination with MAJCOMs, Air Force components and ACC staff offices.

1.3.7.2. Support AFCHQs in development of an ARC augmentation plan for the AFFOR staff in coordination with MAJCOMs, the National Guard Bureau (NGB)/A3Y and AFRC/A3T.

1.3.7.3. Provide MAJCOM oversight of AFFOR staff training and ensure courses are consistent with HAF guidance.

1.3.7.4. Coordinate with C-MAJCOM and C-NAF training managers for AFFOR staff training requirements and AFFOR staff training class quotas.

1.3.7.5. Develop, coordinate development of, and approve standardized (master) training.

1.3.7.6. Review and provide ACC/A3 approval recommendations for major changes to AFFOR staff training curriculums.

1.3.7.7. Lead development of computer-based training content to support AFFOR staff training.

1.3.7.8. Coordinate the development of AFFOR staff exercises with C-MAJCOMs and C-NAFs as appropriate.

1.3.7.9. Program required C-MAJCOM and C-NAF AFFOR staff training resources in the consolidated Lead MAJCOM POM.

1.3.7.10. Lead syllabus review conferences (SRC) for AFFOR staff training.

1.3.7.11. Coordinate with C-MAJCOM/C-NAF A3 staff on Service, joint and combined exercise training objectives.

1.3.8. ACC/A5C

1.3.8.1. Serve as OPR for AFFOR C2 requirements development through the Joint Capabilities Integration and Development System (JCIDS) process as required.

1.3.8.2. Serve as OPR for AFFOR C2 capability sustainment and modernization.

1.3.8.3. Serve as OPR for AFFOR C2 inputs into the Command and Control Core Function Master Plan (CFMP).

1.3.9. MAJCOMs

1.3.9.1. Develop UTC packages for geographic/functional AFFOR staff positions in coordination with Air Force Component Commander and lead or parent MAJCOM, as required.

1.3.9.2. Provide oversight and management of training programs for subordinate units.

1.3.9.3. Provide training guidance to subordinate units.

1.3.9.4. Provide training materials (as applicable) to subordinate units.

1.3.9.5. Coordinate AFFOR staff exercises with subordinate and designated AFFOR staff augmentation units.

1.3.9.6. Establish standard formats for mandatory reporting items as defined in this AFI.

1.3.9.7. Coordinate and prioritize for military personnel appropriation (MPA) and travel funding required for AFFOR staff augmentation during surge and exercise operations.

1.3.10. **Air Force Component Commander.** The commander will organize the AFFOR staff to perform AFCHQ functions.

1.3.10.1. AFCHQ AFFOR staff.

1.3.10.1.1. Size to the minimum level necessary to support combatant command requirements and provide a core capability for: Steady State (plan, assess and execute across normalized steady-state operations tempo), Wartime/Crisis Surge (surge to the most likely wartime scenario until augmentation is available), and service functions.

1.3.10.1.2. Develop UTC packages for geographic/functional AFFOR staff positions in coordination with lead and parent MAJCOM.

1.3.10.1.3. Support ACC as AFFOR staff lead command by developing Air Force Operational Tactics, Techniques, and Procedures (AFOTTP) to maximize the AFFOR staff's ability to successfully execute the AFFOR staff mission. IAW PAD 06-09.

1.3.10.1.4. Develop an ARC augmentation plan for the AFFOR staff in coordination with the lead MAJCOM, NGB/A3Y and AFRC/A3T. This plan includes a training strategy, an exercise schedule and funding plan/process to include negotiated man-days to bring in ARC personnel on the appropriate status to ensure mission success. See AFI 25-201, *Support Agreements Procedures*, AFI 10-402, *Mobilization Planning*, and AFI 10-401, *Air Force Operations Planning and Execution*, for more information.

1.3.10.1.5. Collaborate with ACC/A3C concerning AFFOR staff training, course materials, guidance and resources and with AETC/A3Q concerning AFFOR staff training for IW/BP and theater security cooperation planning and execution training, course materials, guidance and resources.

1.3.10.1.6. Coordinate training objectives with ACC/A3C to provide awareness and request for assistance.

1.3.10.1.7. Ensure, to the maximum extent possible, assigned AFFOR staff officer (ASO), AFFOR staff planner (ASP), and associated AFFOR staff augmentees are trained in AFFOR staff planning and operations.

1.3.10.1.8. Ensure specific training and certification requirements for all personnel, to include augmentation personnel and functional AFFOR staffs under their direction, are identified in supplements to this AFI.

1.3.10.2. Designate an AFFOR staff training manager (TM) (active or ARC).

1.3.10.2.1. AFFOR staff TM

1.3.10.2.2. Manage the unit AFFOR staff training program and serve as the COMAFFOR's point of contact (POC) for all applicable AFFOR staff training.

1.3.10.2.3. Provide guidance and assistance to division/team training programs.

1.3.10.2.4. Ensure the full range of AFFOR staff training is accomplished and documented IAW this AFI and approved local supplements or operating instructions.

1.3.10.2.5. Produce an annual training plan (ATP). Coordinate ATP with ARC-aligned unit to achieve maximum integrated training. ARC units accomplish CT over a two-year period.

1.3.10.2.6. Report AFFOR staff training program status, limiting factors, and recommendations to the commander or designated representative as directed.

1.3.10.2.7. Coordinate with ARC aligned units, and serve as the AFCHQ POC for all applicable AFFOR staff training items.

1.3.10.2.8. Coordinate class slots with the MAJCOM POC for AFFOR staff formal training courses.

1.3.10.2.9. Ensure the appropriate ASO/ASP SEI is awarded, IAW the Air Force Enlisted Classification Director (AFECD), Part I, II, and Air Force Officer Classification Directory (AFOCD)

1.3.10.2.10. Provide inputs to ACC/A5C or functional MAJCOM POC for annual AFFOR staff C2 requirements as required.

Note: The COMAFFOR may delegate TM duties to A3 to ensure operational requirements are adequately addressed.

1.3.11. NGB and Air Force Reserve Command (AFRC).

1.3.11.1. Ensure, to the maximum extent possible, ASO/ASP augmentees are trained in AFFOR staff planning and operations, conduct regular training, theater visits, and collaborative planning.

1.3.11.2. Provide headquarters oversight for all ARC units associated with AFFOR staff. If required, NGB and AFRC ensure specific training and certification requirements for these units are identified in supplements to this AFI.

1.3.11.3. Collaborate with ACC/A3C and other MAJCOMs concerning AFFOR staff training resources, requirements, limitations, and opportunities (formal schools).

1.3.11.4. Obtain resources (funding/man-days) for courses and exercises not funded as a requirement outlined in this document (optional classes).

1.3.11.5. Coordinate with NGB/A1U and AFRC/A3T for ARC aligned units to obtain class seat request.

1.3.11.6. Coordinate training objectives with ACC/A3C to provide awareness and request for assistance.

1.3.11.7. Ensure CT objectives are shared between ARC units to guarantee a continuity of training between augmentation units supporting AFFOR staff operations and coordinate CT objectives with ACC/A3C.

1.3.11.8. Coordinate the ARC augmentation plan with each AFCHQ, in conjunction with HAF A3O-CS and ACC/A3C for the AFFOR staff to include geographic or functional alignments to one or more AFCHQs. Identify, associate and designate selected ARC units for dedicated AFFOR staff support. These units are considered essential and first line associated forces for their respective AFFOR staffs.

1.3.12. Air Force Personnel Center (AFPC). Manage personnel processing codes (PPCs). The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See AFI 33-360, Table 1.1 for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items.

Note: AF/JAX manages judge advocate (JA) assignments and handles the AFFOR staff training requirements for JA personnel.

1.3.13. HQ Air Force Materiel Command (AFMC). Provide ACC/A3C updates/changes to agile combat support (ACS) processes to ensure AFFOR staff training and exercises reflect current practices.

1.3.14. Air Education and Training Command (AETC)

1.3.14.1. Develop AFFOR staff education courses.

1.3.14.2. Develop CWPC courseware.

1.3.14.3. Develop USAF Steady-State Campaign Support Planners’ Course

1.3.14.4. Provide oversight for joint air operations planner course (JAOPC).

1.3.15. ARC aligned Unit Commander. The authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. See AFI 33-360, Table 1.1 for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items.

1.3.15.1. Establish and maintain AFFOR staff training program IAW guidance in this AFI.

1.3.15.2. Ensure ARC unit training plan is coordinated, published, followed and documented to meet requirements of providing combat ready augmentation for aligned AFCHQ as well as world-wide deployment of personnel.

1.3.15.3. Issue AFFOR staff training program guidance and local annexes as required.

1.3.15.4. Report AFFOR staff training shortfalls, limiting factors and training status to HHQ as requested (ARC units report to parent MAJCOM via AFRC/NGB).

1.3.15.5. Ensure annual training plans include training to maintain readiness for worldwide augmentation support to AFCHQ.

Chapter 2

AIR FORCE COMPONENT HEADQUARTERS ORGANIZATION

2.1. Introduction. The Air Force component is responsible for supporting combatant commander requirements across the range of military operations and at all levels of war (strategic, operational and tactical). A C-MAJCOM or C-NAF will be the Air Force component to each unified combatant command. Organizational variances in Figure 1 should be specified in a unit supplement to this AFI.

2.1.1. C-MAJCOM. The C-MAJCOM is the AFCHQ (Table 1). A C-MAJCOM will normally be organized and function similar to one of the examples listed below.

2.1.1.1. Case 1. The C-MAJCOM is the senior AFCHQ and is commanded by the COMAFFOR. The C-MAJCOM includes the supporting staff (C-MAJCOM staff), one or more C-NAFs (with an AOC or applicable operations center (OC) and AFFOR staff) and all assigned and attached forces. The C-MAJCOM staff supports the AF component commander at the strategic level in developing policy, formulating strategic level guidance, conducting administrative management functions, and executing (through the C-NAF where applicable) combatant commander (CCDR) Title 10 responsibilities to organize and train assigned and attached forces to accomplish CCDR assigned missions. The C-MAJCOM will integrate, at the strategic level, component activities across all phases of conflict, with a primary focus on phases 0 (shape) and 1 (deter). The C-MAJCOM will minimize its role in managing Service Secretary assigned Title 10 functions (e.g., organize, train, equip, etc.) as necessary when these roles do not directly contribute to the C-MAJCOM's ability to support phase 0/1 operational mission requirements or impact the AFCHQ staff's ability to support the combatant commanders. The C-MAJCOM staff should not duplicate the functions of the C-NAF AFFOR staff or AOC. When the C-NAF is part of the C-MAJCOM, the C-NAF, with its AOC/OC and AFFOR staff, is the primary operational level headquarters element designed to support the AF component commander through the range of military operations. The C-NAF commander will be prepared to provide command and control of those forces in contingency operations as a COMAFFOR, JFACC and/or JTF/CC as required.

Note: Some MAJCOMs are both C-MAJCOMs and Lead MAJCOMs and must support both CCDR and SECAF functions respectively.

2.1.1.2. Case 1a. The C-MAJCOM is a matrixed staff (C-MAJCOM personnel are trained and capable of conducting Title 10 duties and AFFOR duties), includes one C-NAF (with and AOC) and all assigned and attached forces and supports two combatant commanders.

2.1.1.3. Case 2. The C-MAJCOM is the sole AFCHQ and accomplishes required AFCHQ functions. The C-MAJCOM will include a C-MAJCOM staff, an AFFOR staff, and an AOC (or applicable OC). C-MAJCOM Commanders may elect to combine C-MAJCOM and C-NAF functions within one headquarters to achieve enhanced efficiency, effectiveness or responsiveness to Combatant Commands.

Note: While most CCMDs only have one C-MAJCOM assigned as the AF component (only one COMAFFOR at the AF component level), USSTRATCOM has two AF components (two

COMAFFORs); AFGSC and AFSPC. Although this violates the doctrinal principle of a single COMAFFOR for each JFC, unity of command is preserved by mission area deconfliction. AFGSC is the AF component for global strike and AFSPC is the AF component for space and cyber. AFSPC/CC is the COMAFFOR for assigned or attached AF space and cyber forces, while AFGSC/CC is the COMAFFOR for assigned or attached strike forces. Further, a subunified command has been established under USSTRATCOM, United States Cyber Command (USCYBERCOM). AFCYBER (24 AF) is the Air Force component to USCYBERCOM and AFCYBER/CC is the COMAFFOR for Air Force forces under the operational control of USCYBERCOM. It is the responsibility of each COMAFFOR to ensure sufficient integration and no unnecessary duplication of effort between the multiple AFFOR staffs.

2.1.2. C-NAF. The C-NAF is the AF component to specific combatant commands that supports the MAJCOM/C-MAJCOM as the AF component (Table 1).

2.1.2.1. Case 3. When the C-NAF is the component to the unified combatant command (Table 1, case 3), the C-NAF commander is the COMAFFOR, and provides all component support across the range of military operations at the strategic, operational and tactical levels as described above for the C-MAJCOM and C-NAF.

Note: Refer to AFFOR C2 Enabling Concept for more discussion on Case 1, Case 2, and Case 3.

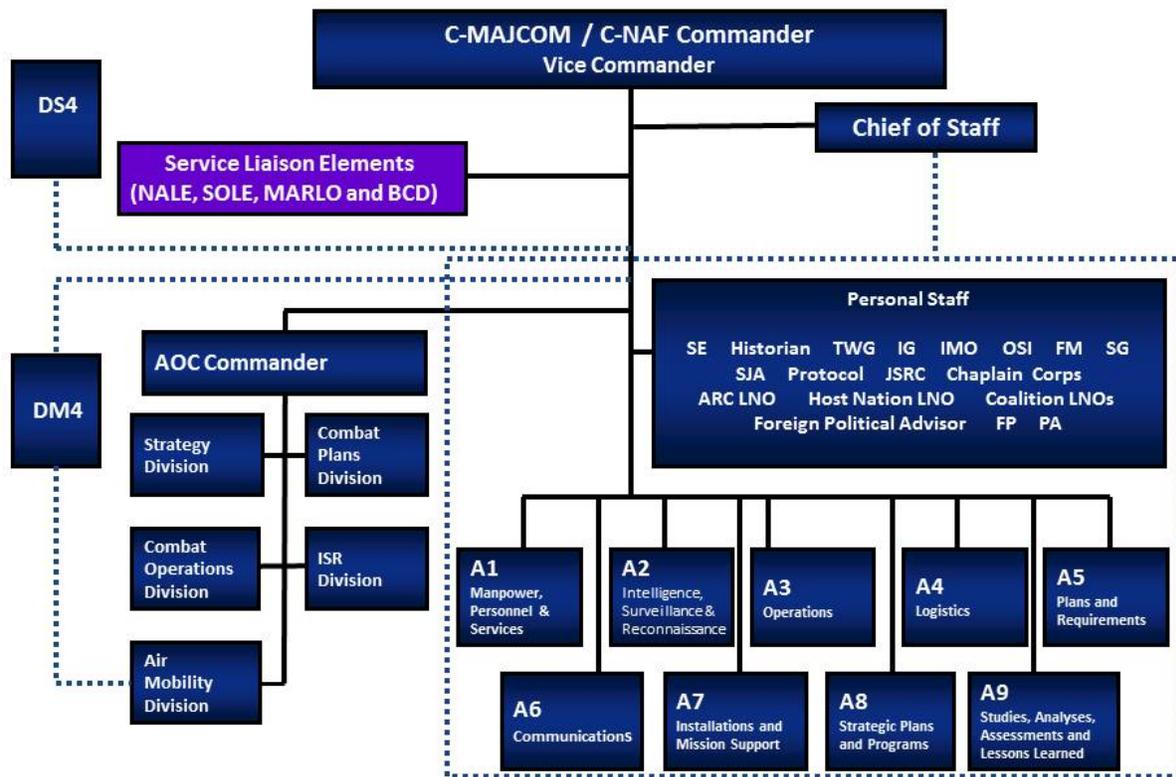
Table 1. AF Component Headquarters.

Combatant Command	C-MAJCOM	C-NAF(s)
USAFRICOM	AFAFRICA****	17 EAF
USCENTCOM	N/A	USAFCENT * (Case 3)
USEUCOM	USAFE-AFAFRICA	3AF (USAFE) (Case 1a)
USNORTHCOM	N/A	1AF (AFNORTH) (Case 3)
USFK	N/A	7AF (AFKOR)** (Case 3)
USPACOM	PACAF	(Case 2)
USSOCOM	AFSOC	None (Case 2)
USSOUTHCOM	N/A	12AF (AFSOUTH) (Case 3)
USSTRATCOM	AFGSC	8AF (AFSTRAT) (Case 1)
	AFSPC	20AF (AFSTRAT) 14AF (AFSTRAT) (Case 1)
USTRANSCOM	AMC	18AF (AFTRANS) (Case 1)
USCYBERCOM	N/A	24AF(AFCYBER)*** (Case 3)
ALCOM	N/A	11AF** (Case 3)
<p>* Although USAFCENT is not a C-NAF, it serves as the USAF Component to USCENTCOM. USAFCENT staff organizes, trains, and equips its attached forces as well as develops and implements strategy and policy.</p> <p>** C-NAF functioning as component to subordinate unified command.</p> <p>*** 24AF has the 624 OC.</p> <p>**** USAFE-AFAFRICA is the C-MAJCOM supporting both USEUCOM as</p>		

USAFE and USAFRICOM as AFAFRICA and supports both combatant commanders for phase 0/1 operations.

2.2. AFFOR Staff. The AFFOR staff comprises assigned and attached personnel tailored to the specific needs of the COMAFFOR. A command section, personal staff, A-staff and a variety of cross-functional teams may be used to support the COMAFFOR. The AFFOR staff coordinates across the C-MAJCOM/C-NAF, AOC/OC when assigned, and with the CCMD staff as required, to help fulfill the COMAFFOR’s full range of responsibilities and to synchronize overall Service component staff efforts within the COMAFFOR’s battle rhythm. Depending upon level/type of mission, configure each AFFOR staff appropriately and integrate various disciplines in a cross-functional team approach for planning and execution.

Figure 1. C-MAJCOM/C-NAF Headquarters Organization.



Note: AMC, AFSPC, AFGSC, USAFE-AFAFRICA, and PACAF have their AFFOR staff embedded in the MAJCOM staff.

2.2.1. Command Section. The command section is comprised of the chief of staff (CS) and command chief master sergeant. A commander support staff (CSS) may be established under the supervision of the CS. See Chapter 3 of this document for a list of command section staff responsibilities.

2.2.2. **The Personal staff and A-staff.** (Figure 1) The AFFOR staff is organized to assist the COMAFFOR in service component functions. The dotted lines in Figure 1 indicate coordination relationships. See Chapter 3 of this document for a list of personal staff and A-staff responsibilities.

2.2.3. The AFFOR staff requires highly qualified and experienced leadership in its key positions. Experience and grade requirements should apply as follows:

2.2.3.1. The AFFOR staff chief of staff should be a general officer or of the rank commensurate to command responsibility.

2.2.3.2. A-staff director positions should be an experience level commensurate to the scope of the position. Hiring authorities can consider graduated group or wing commanders depending on the scope of mission and responsibility.

Chapter 3

AFFOR STAFF RESPONSIBILITIES

3.1. Introduction. Air Force component tasks and responsibilities may include command section support, public affairs office, protocol office, legal section, strategic level theater security cooperation planners, and base operating support liaisons (as required to ensure the component receives the required support). The AFFOR staff must establish processes to ensure integration with the CCMD staff, other service component staffs, the C-MAJCOM, the C-NAF, partner nations, governmental and non-governmental agencies for all phases of military operations. Command relationships should be highlighted. Perhaps the greatest single challenge for the AFCHQs is the transition to contingency/combat ops. Establishing a sound transition plan to include command structures prior to a crisis scenario is essential to continuity of operations. As an example, the formation/reception of new units (coalition, joint, service) within a theater and the ability to effectively command and control those units is an essential element of planning. The AFFOR staff's primary function is to support the COMAFFOR at the operational level as the Air Force service component to a JFC.

3.2. AFFOR Staff. The AFFOR staff, in coordination with the AOC/OC, supports USAF requirements and integrates air component capabilities into the CDR's joint force planning. The AFFOR staff implements and establishes COMAFFOR policies and procedures (supplemental to CDR policies and procedures) within the theater of operations. The AFFOR staff also plans, organizes, conducts and assesses steady-state campaign activities in support of the CDR's campaign plan and conducts service, joint and multinational exercises. Refer to members designated to perform these functions as ASO or ASP.

Command Section

3.2.1. The Chief of Staff (CS). The CS is a member of the C-MAJCOM or C-NAF, AFFOR staff, command section and coordinates, prioritizes and promulgates the COMAFFOR direction for the daily activities of the AFFOR staff. The CS responsibilities include:

- 3.2.1.1. Approve actions, orders, and plans, as authorized by the COMAFFOR.
- 3.2.1.2. Ensure COMAFFOR decisions and concepts are implemented by directing and assigning staff responsibilities.
- 3.2.1.3. Formulate staff policies, review staff actions for adequacy and proper coordination, and ensure required liaison is established with the JFC, host nations, supporting agencies and commands, as well as the other components.
- 3.2.1.4. Act as COMAFFOR's commander's critical information requirements (CCIR) process manager.
- 3.2.1.5. Coordinate between the AFFOR staff and AOC to de-conflict HHQ taskings (MAJCOM, Air Staff and CDR staff).
- 3.2.1.6. Approve COMAFFOR daily operations cycle or battle rhythm.
- 3.2.1.7. Provide support and guidance toward synchronizing and integrating operational planning processes.

3.2.1.8. Manage Air Force component Knowledge Operations Management (KOM) processes and appoint a knowledge management officer (KMO).

Note: The Joint Enabling Command (JECC) KOM TTP appendix E contains a KMO qualifications checklist (located on the AFFOR community of practice [CoP]). This TTP suggests the KMO be an O-4 equivalent staff officer, with operations, planning, and intelligence experience/background.

3.2.1.8.1. **Knowledge Management Officer.** The KMO coordinates processes between staffs and ensures accurate and focused information is delivered in a timely manner. The KMO coordinates actions and processes to satisfy essential information needs. Under the direction of the CS, the KMO works closely with higher HQ KMOs to ensure required reports are up-channeled and consistent with the COMAFFOR battle rhythm. The KMO leads the knowledge management staff to perform the below functions:

3.2.1.8.2. The KMO functions as the Air Force component chief KMO.

3.2.1.8.3. Develop the Knowledge Management Plan (KMP) to support activities and processes as part of daily mission execution.

3.2.1.8.4. The KMP guides day-to-day operations and should be modified as appropriate for use during exercises and contingencies and provide functional oversight and support to the KMO for the Air Force component to include the AOC.

3.2.1.8.5. Use commander's CCIRs, request for information (RFI) procedures and collaborative planning tools to ensure information is translated into focused knowledge that facilitates decision making.

3.2.1.8.6. Coordinate with the JTF KMO, joint knowledge management board, and other component KMOs, as well as publish the COMAFFOR's KMP.

3.2.1.8.7. Serve as the focal point for COMAFFOR KOM issues with other component commander staffs.

3.2.1.8.8. Work closely with command administrative staffs and C2 elements of all subordinate units in order to define reporting requirements.

3.2.1.8.9. Work with the AOC/OC communications personnel and the AFFOR staff A6 to facilitate information exchange. The COMAFFOR's KOM working group acts as the focal point for coordinating KOM activities and led by the KMO.

3.2.1.8.10. Develop AT/FP contributions in coordination with Air Force Office of Special Investigations (AFOSI), A2, antiterrorism officer (ATO), and security forces (force protection) to the commander's CCIRs/priority intelligence requirements (PIRs).

3.2.1.8.11. Support plans development as member of the Operations Planning Group (OPG) and Long Range Planning Group (LRPG) as required to include: operations plans (OPLANs), contingency plans (CONPLANs), warning orders (WARNORDs), planning orders (PLANORDs), alert orders (ALERTORDs), deployment orders (DEPORDs), execute orders (EXORDs), operational orders (OPORDs), prepare to

deploy orders (PTDOs), fragmentary order (FRAGORD) and request for forces (RFFs).

3.2.1.8.12. Coordinate and oversee organizational KOM training for AFFOR staff and augmentees.

3.2.1.9. Approve and enforce the KOM plan, strategy, initiatives, and key performance indicators.

3.2.2. Command Chief Master Sergeant. The principal advisor to the COMAFFOR on all matters impacting the health, welfare, morale, effective utilization, education, and progress of the command's military and civilian personnel as well as their families. The command chief master sergeant responsibilities are:

3.2.2.1. Serve as a liaison between the commander, the enlisted force, and key staff to ensure COMAFFOR policies are known and understood.

3.2.2.2. Communicate with the commander on problems, concerns, and morale. Assess factors impacting morale/well-being of the enlisted force and provide recommendations.

3.2.2.3. Provide guidance/mentorship to subordinate wing chief master sergeants and maintain liaison with component and multinational senior enlisted leaders as required.

Personal Staff

3.2.3. Protocol. Separate from the host installation protocol office and staff, the AFFOR staff protocol office advises and coordinates activities that support distinguished visitors, ceremonies, conferences, official meetings and military social events. The protocol office and staff responsibilities include:

3.2.3.1. Provide distinguished visitor notification and tracking, lodging, transportation, flight line protocol, food service, itineraries and support taskings.

3.2.3.2. Ensure the commander and staff observes all pertinent host nation customs and courtesies as appropriate.

3.2.3.3. Maintain special morale and welfare funds and official representation funds and manage mementos and special stock as required.

3.2.4. Foreign Policy Advisor. The foreign policy advisor provides analysis and advice to the COMAFFOR on political perspectives and foreign policy positions on political-military and diplomatic issues. The foreign policy advisor responsibilities include:

3.2.4.1. Serve as the focal point for providing resolution options of political-military and diplomatic issues impacting air operations.

3.2.4.2. Report directly to the COMAFFOR and work closely with the COMAFFOR's staff, bureaus, boards, centers, cells and working groups as required; other theater foreign policy advisors and U.S. country teams; interagency departments; and applicable non-governmental organizations (NGOs).

3.2.5. Judge Advocate (JA). The JA provides legal counsel to the COMAFFOR, combined/joint force air component commander (C/JFACC) and staff as required. The JA responsibilities are:

3.2.5.1. Oversee the administration of military justice and assist the COMAFFOR in the maintenance of good order and discipline among all Airmen assigned or attached to the Air Force component.

3.2.5.2. Provide expertise and advice on issues such as host-nation support, acquisition and cross-servicing agreements, international agreements, status of forces agreements, legal basis for operations, proper legal authorities for theater security cooperation activities, command structure, claims, support to civilian agencies, contract law, fiscal law, ethics, legal assistance, civil law issues, law of war, rules of engagement and rules for the use of force.

3.2.6. **Public Affairs (PA).** The mission of Public Affairs is to plan, coordinate, and synchronize U.S. military public information activities and resources to support the commander's intent and concept of operations. The chief of PA advises the COMAFFOR on the integrated and synchronized planning, execution and assessment of communication operations within Air Force, joint and interagency communication framework. The chief of PA functions include:

3.2.6.1. Provide guidance and direction to prioritize and direct the public information and visual information activities of subordinate communication elements.

3.2.6.2. Provide the AOC/OC staff a PA capability to conduct operationally integrated planning and assessment, monitor current operations, and develop and coordinate information on emerging communication events including counterpropaganda. In some theaters, PA augments the AOC/OC during crisis/exercise situations and when this occurs may lead the combat information cell.

3.2.6.3. Provide the AFFOR staff a PA capability to assist in developing a communication synchronization plan for theater security cooperation activities and to assist in executing the resulting plan.

3.2.6.4. Act as the public affairs subject matter expert/OPR and provide PA planning and communication synchronization expertise on OPGs and L RPGs.

3.2.6.5. Develop public affairs strategy for incorporation within deliberate plans. These activities should include, but are not limited to, engagements, speeches, visits, exercises, and the synchronization/timing of those events. Coordinate those actions or activities with CCMD staff for deconfliction/synchronization purposes, as required. Provide political/military support for contingencies and real-world events (e.g., non-combatant evacuation operations, etc.).

3.2.6.6. Maintain liaison and communication with Secretary of the Air Force (SAF)/PA, the SAF/PAR FAM and each location where Air Force PA personnel are deployed.

3.2.6.7. Request and manage PA personnel within the theater of operations to support mission requirements. For known requirements, request PA support at least 120 days from the expected required delivery date; during crisis action planning, request support as soon as the need is identified. Coordinate surge requirements with deployed leadership and the SAF/PAR FAM.

3.2.6.8. Review command Remarks codes and recommend changes as needed; review unit line number (ULN) line remarks to ensure pre-deployment training and reporting instructions are updated to meet supported commander requirements.

3.2.6.9. Provide oversight of Air Force Combat Camera units and plan for their use during operations as required. Coordinate support requests through the appropriate CCMD.

3.2.6.10. Provide guidance and direction for visual documentation in the area of responsibility (AOR) and imagery collection and distribution.

3.2.7. **Historian (HO).** The historian advises and assists the COMAFFOR on the implementation of the COMAFFOR's history program. The historian responsibilities include:

3.2.7.1. Evaluate, collect, organize, safeguard, and preserve historically significant documents.

3.2.7.2. Write periodic contingency reports covering major events, plans, decisions, operations, and the decision making process in accordance with AFI 84-101, *Historical Products, Services, and Requirements* and AFI 84-102, *Historical Operations in Contingencies and War*.

3.2.7.3. Conduct oral research interviews, research and write special studies and other historical products, and provide research and reference services to meet the needs of senior leaders.

3.2.7.4. Provide guidance to historical property custodians concerning control and care for all historical property on loan from the National Museum of the United States Air Force in accordance with AFI 84-103, *U.S. Air Force Heritage Program*.

3.2.7.5. Act as the organizational advisor in matters related to requirements and documentation for organizational lineage and honors, heraldry, and emblems in accordance with AFI 84-105, *Organizational Lineage, Honors, and Heraldry*.

3.2.8. **Chaplain Corps (HC).** Chaplain Corps personnel serves as principle advisor to the COMAFFOR on the religious, spiritual, moral, and ethical needs and the morale of personnel assigned. The chaplain responsibilities include:

3.2.8.1. Serves as principle adviser to the Air Force component commander and facilitates religious support to all assigned military personnel.

3.2.8.2. Develops all inter-service and inter-departmental support agreements supporting joint force plans and memorandums of understanding. These agreements provide for chaplain corps support by the component command to organizations outside of the command.

3.2.8.3. Maintains liaison with CCMD and service component command chaplains.

3.2.8.4. Maintains liaison and communications with USAF/HC, USAF/HCP Functional Area Manager (FAM), Chaplain Corps Consolidated Readiness FAM (CRF) / Scheduler and each duty location.

- 3.2.8.5. Coordinates high demand/low supply (HD/LS) chaplain seasonal support with deployed leadership and the USAF/HCP FAM.
- 3.2.8.6. For known requirements, request HD/LS chaplain support at least 120 days from the expected required delivery date (RDD); otherwise during crisis action planning, request support when need is identified.
- 3.2.8.7. Requests and manages chaplain corps personnel within the theater of operations to support mission requirements.
- 3.2.8.8. Maintains liaison and communications with AFPC/DPW Chaplain Corps Scheduler, Component Command A1 Staff and deployed personnel functions for basic maintenance of Area of Responsibility (AOR) requirements.
- 3.2.8.9. Reviews ULNs to mitigate gaps or unnecessary overlap between rotations and realign dates if needed and reporting instructions are updated to meet supported commander requirements.
- 3.2.8.10. Reviews command remarks codes and recommends changes as needed.
- 3.2.8.11. Reviews UTCs and ULNs to ensure requirements are identified correctly (e.g., joint expeditionary tasking (JET), individual augmentee (IA), Air Force), and religious support teams are utilized in accordance with force provider agreements and joint business rules.
- 3.2.8.12. Provides to CRF the location, dates and estimated tour length (ETL) for each HD/LS seasonal requirement in order to build temporary taskings.
- 3.2.8.13. Reviews authorization change request (ACRs) to ensure correct formatting and timely processing of requests.
- 3.2.8.14. Reviews lessons learned in the joint lessons learned information system (JLLIS).
- 3.2.8.15. Air Force Component Chaplain Assistant Functional Manager.
- 3.2.8.16. Responsible for establishing AF component chaplain corps' office, C4, logistical, and personnel requirements.
- 3.2.8.17. Maintains liaison with CCMD and Service component command chaplain functions.

Note: The AF chaplain corps FAM fills the AFNORTH/HC position at incident reference start time.

3.2.9. **Safety (SE).** The chief of safety is the principal advisor to the COMAFFOR and AFFOR staff on risk management, mishap prevention and nuclear surety issues. AFFOR/SE responsibilities are detailed in AFI 91-202 and include:

- 3.2.9.1. At the direction of the COMAFFOR, develop and implement the COMAFFOR's mishap prevention program and oversee daily functional management of flight, space, ground, and weapons safety issues throughout the AOR. This includes but is not limited to risk management; education, training and awareness, evaluations, assessments and inspections; investigations; review of theater explosives beddown and aircraft parking plans; and trend analysis.

3.2.9.2. Determine requirements for deployed safety offices and ensure adequate manning.

3.2.9.3. Support theater operations with partner nations in the AOR through the medium of safety programs and practices.

3.2.10. **Surgeon (SG).** The SG and support staffs are the principal advisors to the COMAFFOR on operational health service support, medical adaptive planning, expeditionary medical logistics, medical theater security cooperation, aeromedical evacuation clinical considerations, and force health protection requirements. The SG functions include:

3.2.10.1. Coordinate contingency health and environmental threat surveillance and report significant trends and risks to the COMAFFOR.

3.2.10.2. Recommend medical programs and policies for air and space operations and medically-related course of action plans.

3.2.10.3. Advise the COMAFFOR on the implications of any health-related collateral damage and support the AOC/OC as required.

3.2.10.4. Coordinate with Theater Patient Movement Requirements Center to develop aeromedical evacuation support plans for theater operations as required.

3.2.10.5. Assist geographic combatant commander (GCC)/surgeon with global patient movement requirements, theater patient movement requirements and the AOC air mobility division on health and disease status of assigned/attached forces. In addition, provide assistance on environmental threats, reporting to the COMAFFOR any significant disease and/or injury trends and recommended changes to course of action (COA).

3.2.10.6. Assist AFFOR staff personnel in incorporating medical processes and initiatives in applicable theater security cooperation activities.

3.2.11. **Inspector General (IG).** The IG informs the commander of matters that are indicative of systemic, morale, or other matters that impede efficiency and mission effectiveness. The IG responsibilities include:

3.2.11.1. Establish and implement policy to execute the complaints and fraud, waste and abuse programs IAW AFI 90-301, *Inspector General Complaints Resolution*.

3.2.11.2. Act as functional manager for deployed IGs and liaison IGs and ensure high level inquiries are processed IAW AFI 90-301, and AFI 90-401, *Air Force Relations with Congress*.

Note: MAJCOM IGs establish inspection programs consistent with mission requirements and inspection program guidelines outlined in AFI 90-201. Conduct independent inspections to assess unit efficiency, effectiveness, combat readiness, as well as nuclear surety and report results of such inspections. The C-NAF IG does not maintain an inspection function.

3.2.12. **Force Protection (FP).** The unified command plan assigns the GCC the responsibility for maintaining security and carrying out force protection responsibilities for the command. In order to execute that task, some COMAFFORs form a FP office on the personal staff for daily and/or contingency operations (USAFCENT and AFSOUTH are examples). In these cases, the senior security forces officer or civilian security specialist on

the staff assumes the role of chief of FP, serving as the primary advisor to the COMAFFOR for all FP matters and integration. Responsibilities of the chief of FP include:

- 3.2.12.1. In coordination with other staff agencies integrate disciplines that contribute to FP in order to provide the COMAFFOR with coherent and cohesive plans, programs, policy, and guidance in order to implement COMAFFOR FP guidance.
- 3.2.12.2. Coordinate with the GCC FP staff offices.
- 3.2.12.3. Chair the antiterrorism working group for the COMAFFOR.
- 3.2.12.4. Participate as a primary member in the threat working group (TWG).
- 3.2.12.5. As the senior security forces representative on the AFFOR staff, the chief, FP retains responsibility for all security forces related issues that directly contribute to FP in order to execute COMAFFOR guidance. Responsibilities include establishing requirements and policy guidance for integrated defense, law and order, weapon system security, integrated base defense security systems, antiterrorism, military working dog, combat arms training and maintenance, installation access control, and investigations.

Note: Where this FP organizational construct is not used, this responsibility belongs to the AFFOR staff A7S.

- 3.2.12.6. Manage the antiterrorism program as COMAFFOR's antiterrorism officer.

3.2.13. Financial Manager/Comptroller (FM). The FM provides the COMAFFOR comprehensive advice on all aspects of financial management. The FM responsibilities include:

- 3.2.13.1. Act as the Service component liaison with the combatant command FM on joint-related issues and with the MAJCOM FM for Air Force-specific capabilities.
- 3.2.13.2. Assist the COMAFFOR in administering Air Force appropriated funds (and non-appropriated funds as applicable) and serve as a strategic advisor in carrying out financial management responsibilities.
- 3.2.13.3. Advise the COMAFFOR on the implications of unique financial obligations incurred and the impacts to pay and financial services during contingencies, foreign disaster relief operations, interagency operations, and other non-combat missions.

3.2.14. Information Protection (IP). The director of IP is the principal advisor to the COMAFFOR and AFFOR staff on IP issues. Ensuring compliance with AFI 31-401, *Information Security Program Management* responsibilities include:

- 3.2.14.1. Develop policies and guidance to ensure a secure environment for protecting sensitive information assets.
- 3.2.14.2. Formulate and coordinate enterprise guidance and define procedures that must be carried out across the enterprise.
- 3.2.14.3. Integrate IS integrity into mission environment by focusing on personnel and physical security, information technology, and policy.
- 3.2.14.4. Identify risks and establish a common framework of interdependencies to operate and develop process solutions.

3.2.14.5. Provide leadership with guidance on IS integration, requirements, programmatic, and prioritization for operational and technical feasibility.

Functional Advisors

3.2.15. **Director of Space Forces (DIRSPACEFOR).** The DIRSPACEFOR is a senior Air Force officer with broad space expertise and theater familiarity. AFSPC ensures DIRSPACEFORs are qualified to support the COMAFFOR with theater-specific information and orientation. The DIRSPACEFOR facilitates coordination, planning, execution, and assessment of Air Force space operations for the COMAFFOR to include providing support for joint space operations to the space coordinating authority (SCA). The COMAFFOR can also direct the DIRSPACEFOR to support the commander granted SCA with advice on Air Force space forces. When the COMAFFOR serves as the C/JFACC and is designated the SCA, the DIRSPACEFOR typically is the day-to-day conductor of activities required by the SCA. (Refer to Air Force Doctrine Document (AFDD) 2-2, *Space Operations*, and Joint Publication (JP) 3-14, *Space Operations*, for further discussion.)

3.2.16. **Director of Mobility Forces (DIRMOBFOR).** The DIRMOBFOR is the COMAFFOR's designated coordinating authority for air mobility with all commands and agencies both internal and external to the JTF and serves as the primary interface for other air mobility operations occurring in theater. To ensure close coordination with the overall theater air effort, the DIRMOBFOR should establish direct liaison authority (DIRLAUTH) with USTRANSCOM, GCC/J4, and other elements of the joint deployment and distribution enterprise. The DIRMOBFOR coordinates with the AOC's air mobility division (AMD) for mobility issues. The DIRMOBFOR may be sourced by the theater Air Force component commander or nominated by the AMC commander. The DIRMOBFOR may also assist the A4 staff's logistic planning group (Refer to Air Force Doctrine Document (AFDD) 3-17, *Air Mobility Operations*, for further discussion.)

3.2.17. **Air Force Reserve (AFR) and ANG advisors.** The COMAFFOR may assign AFR and ANG advisors to support ARC issues.

Note: Functional Air Force components perform A-Staff responsibilities as required.

A-STAFF

3.2.18. **Air Force Component A-Staff.** The A-staff, with augmentation from other components, services, and multinational members, are responsible for developing or contributing to the COMAFFOR theater strategy, OPLANS, CONPLANS, OPORDs, campaign support plans, and country plans. The A-staff supports operational plan development discussed in chapter 4 and should be certified to perform this function. Certified AFFOR staff as designated on the UMD should be awarded SEI in accordance with the AFOCD and AFECD. The AFFOR staff A-staff functions may be combined (e.g. A4/7, A3/5, etc.) as the COMAFFOR deems appropriate.

Note: C-MAJCOM A-staff and the C-NAF A-staff should not duplicate functions. When there is both a C-MAJCOM and C-NAF assigned as part of the Air Force components, the primary AFFOR staff functions may be imbedded in the C-NAF. But C-MAJCOMs may accomplish (but not duplicate) C-NAF functions as a shared staff depending on specific resource and organizational constraints.

3.2.18.1. **A1 Manpower, Personnel, and Services.** The director of manpower, personnel, and services is the principal advisor to the COMAFFOR for organizational actions, deployed manpower requirements, personnel policy, and procedures. The A1 provides assistance in the establishment and documentation of manning levels and organizational structures for forces assigned and attached to the COMAFFOR. The A1 is also the principal advisor for the seven force support functions (leadership, manpower, personnel, services, education and training, equal opportunity (EO), airman and family readiness), and fourteen force support capabilities (EO/human relations education (HRE), protocol, sexual assault prevention and response (SAPR), mortuary affairs, manpower management, total force accountability, personnel program operations, casualty reporting, food operations, fitness operations, lodgment of forces, recreation and resale operations, developing Airmen education and training, airman and family readiness). The force support functions are key to combat support planning, COA development and selection. The geographic AFFOR staff A1 responsibilities include:

3.2.18.1.1. Principal advisor to the commander for total force accountability, including Contractors Authorized to Accompany the Force (CAAF) as defined in JP 4-10, *Operational Contract Support (OCS)*. Monitors assigned/attached Air Force unit strengths, including CAAF, by means of daily personnel status reports and advises the COMAFFOR and staff on unit replacement plans and status.

3.2.18.1.2. Calculate requirements to provide food service support to personnel, including CAAF when authorized, deployed to the theater. This includes calculation requirements for operational and fresh ration support, war reserve materiel (WRM) requirements facilities and equipment, and developing plans to ensure ration support is programmed and budgeted to meet OPLAN requirements and support existing operations.

3.2.18.1.3. Develop, maintain and execute plans to provide mortuary support for operations. This includes coordinating with the command CCJ4 joint mortuary affairs office (JMAO) to establish mortuary affairs processing procedures, determining equipment and facility requirements, and drafting guidance for operational forces.

3.2.18.1.4. Serve as Service component lead, when designated, for joint task force joint manning document (JMD) development and coordinate with sister services for JMD sourcing.

3.2.18.1.5. Draft, codify, and execute a program to provide beddown support to personnel, including CAAF when authorized, deployed to the theater. This includes calculating requirements (e.g., beddown facilities, cots/beds, linens, etc.) and determining WRM requirements for facilities and equipment. Planning enables requirements to be programmed and budgeted to ensure OPLAN requirements are met and existing operations can be supported.

3.2.18.1.6. Build and refine requirements to provide fitness programs to support personnel, including CAAF when authorized, deployed to the theater. This includes calculating for requirements for equipment and facilities.

3.2.18.1.7. Develop a sustainable architecture to provide morale, welfare and recreation (MWR) programs to support personnel, including CAAF when authorized, deployed to the theater. This includes calculating requirements for equipment and facilities, and developing executable and sustainable budgets to ensure MWR support meets commander requirements.

3.2.18.1.8. Establish a structure for the generation and expenditure of non-appropriated funds (NAFs) to support personnel deployed to the theater. NAFs are critical to enhancing MWR programs and supports NAF resale operations which provide the initial resale capability at bare base locations. Responsibilities include developing a funds management and distribution architecture to support the establishment of NAF instructions, as well plans to support NAF accounting, budgeting, distribution and control. Planning requirements for equipment and facilities and developing plans to ensure NAF support is programmed and budgeted to meet OPLAN requirements and support existing operations.

3.2.18.1.9. Serve as the key focal point for Army and Air Force Exchange Service and Armed Forces Entertainment planning within theater. As such, planning efforts must ensure support for these programs is calculated, coordinated, planned, and budgeted to support these capabilities within the AOR.

3.2.18.1.10. Develop, maintain, and execute plans to provide library and education programs to support personnel deployed to the theater. This includes calculating requirements for equipment and facilities, and developing plans to ensure library and education support is programmed and budgeted to meet requirements and support existing operations.

3.2.18.1.11. Advise and assists the COMAFFOR with contingency policy, procedures, and programs to include but not limited to staff augmentation, performance reporting, and awards/decorations. Operates and maintains contingency manpower and personnel management systems.

3.2.18.1.12. Ensures personnel support for contingency operations (PERSCO) teams comply with casualty reporting procedures outlined in AFI 36-3002, *Casualty Services*.

3.2.18.1.13. Advise and assist the commander in determining manpower and organization requirements, including, structure of organizations, documenting manpower requirements, and identifying available assigned/attached manpower resources. Participate in the development of the air expeditionary task force (AETF) structure and ensure the development of organizational and commander orders.

3.2.18.1.14. Support the operational planning process by codifying requirements in annexes to OPLANs, CONPLANs, campaign support plans, expeditionary support plans, noncombatant evacuation plans, etc. Process includes developing plans and budgets to support planned-for and emerging beddown requirements, as well as calculating and identifying requirements for WRM facilities and equipment.

3.2.18.1.15. Not serve as the AFFOR staff HQ CSS if it precludes the performance of AFFOR staff A1 duties identified in this document. IAW appropriate manpower standards, the AF component is assigned a CSS to perform unit-level

commander/senior rater support functions. The COMAFFOR may provide additional manpower to the AFFOR staff A1 to perform these duties or assign CSS personnel to the AFFOR staff A1 for supervisory purposes to perform unit-level commander/senior rater support functions. The CSS function supports the AFFOR staff and AOC/OC staff if the CSS capability is included in the aforementioned staff UTCs or other functional UTCs.

3.2.18.1.16. Support plans development as member of the OPG and LRPG as required.

3.2.18.1.17. When a shared AFFOR staff construct is used, A1 establishes written guidance for coordination between the Air Force components, AOC/OC and the CCMD for operational requirements and support. Mission Directives should be revised to reflect staff assignments.

3.2.18.2. **A2 Intelligence, Surveillance, and Reconnaissance (ISR).** The director of ISR is the Air Force component's senior intelligence officer (SIO) and serves as the principal advisor to the COMAFFOR and staff on all ISR (to include air, space, cyber, and national) planning and direction, collection, processing and exploitation, analysis and production, and dissemination and integration capabilities and limitations. The director is the overall SIO in the Air Force component and has responsibility for overall priorities, guidance and intelligence security matters IAW appropriate policy and guidance and this AFI. If there is a C-MAJCOM, the C-MAJCOM A2 is the SIO. If there is no C-MAJCOM, then the C-NAF A2 is the SIO. The A2 is responsible for ISR strategy and plans, ISR operational planning, intelligence analysis in support of the COMAFFOR, ISR force management, and sensitive compartmented information (SCI) management. The A2 also recommends policy and guidance for USAF ISR operational architectures, personnel, systems and training. The A2 responsibilities include:

3.2.18.2.1. Apprise the COMAFFOR of foreign developments, both in theater and globally, that may affect friendly planning and operations. Provide current intelligence briefings, focused-intelligence studies and assessments, and informational background papers and analytic products to the COMAFFOR and staff.

3.2.18.2.2. Lead A2 support to and fully integrate into any AFFOR staff established threat working group or antiterrorism/force protection working group. Support COMAFFOR force protection in accordance with AFI 14-119.

3.2.18.2.3. Develop and manage COMAFFOR PIRs, in accordance with Service and joint guidance, while also coordinating efforts across directorates to define and submit A2 contributions to the commander's CCIRs.

3.2.18.2.4. Oversee and co-lead with A3 any theater-specific tactics analysis and reporting program effort as defined in AFI 14-120, *Tactics Analysis and Reporting Program*.

3.2.18.2.5. Serve as the Air Force's Defense Human Intelligence (HUMINT) Executor, at the component level, and as such review/approve all required HUMINT activities.

3.2.18.2.6. Carryout component level functional area manager duties for A2 in accordance with AFI 10-401 and global force management processes to include identification and submission of air component, theater-based requirements in support of combatant command operations and missions.

3.2.18.2.7. Provide requirements and support to develop and establish functioning tasking, collection, processing, exploitation, and dissemination architectures for ISR sensors and assets under the operational control of the COMAFFOR.

3.2.18.2.8. Lead component A2 planning and programming efforts related to established ISR capabilities, quick reaction capabilities, emergent requirements, and interim solutions and initiatives.

3.2.18.2.9. Provide unit support functions for assigned/attached ISR units in areas of manning, intelligence and information systems that contribute to the sustained operations of ISR forward elements.

3.2.18.2.10. Manage and administer the SCI information security, personnel security, physical security, information assurance, and computer security programs per established Service and Department of Defense (DoD) guidance and instruction.

3.2.18.2.11. Oversee SCI security functions of subordinate SCI facilities through special security representatives and information assurance officers on behalf of the cognizant SIO.

3.2.18.2.12. Ensure integration of ISR and conduct ISR specific planning for joint and Service exercises on behalf of the air component.

3.2.18.2.13. Coordinate ISR inputs and responses to OPG and LRPG efforts to include: OPLANs, CONPLANs, WARNORDs, PLANORDs, ALERTORDs, DEPORDs, EXORDs, OPORDs, PTDOs, FRAGORD and RFFs. Provide ISR input to CCMD and component strategy development.

3.2.18.2.14. Develop plans for and execute ISR-focused theater engagement activities in coordination with A5 and combatant command counterparts.

3.2.18.2.15. Manage Defense Intelligence Agency (DIA) approved systems as required. Identify and coordinate unique system, network, and personnel requirements with A2 and A6 functional POCs at MAJCOM, component, and local wing level for common-user computer systems support, particularly NIPRNet and SIPRNet. The A6 in conjunction with air communications squadron (ACOMS) provide and maintain all infrastructure and circuits for USAF AOC approved systems, applications and software connectivity IAW AOC change control board.

3.2.18.2.16. Manage AFFOR staff intelligence RFI process. Push staff intelligence RFIs to AOC/OC ISR division and ISR operations team. Coordinate with the ISR operations team regarding staff intelligence collection and production requirements.

3.2.18.2.17. In coordination with the AOC/OC ISR division, publish a theater intelligence reporting directive (TIRD).

3.2.18.2.18. Coordinate with A6 to formulate COAs for countering emerging cyber threats to information flow and communications support.

3.2.18.2.19. Develop and manage, in coordination with AFFOR TM and HQ ACC/A3, an ISR-specific training and certification program.

3.2.18.2.20. Serve as a member of the OPG/LRPG.

3.2.18.3. **A3 Operations.** The director of operations serves as the primary staff advisor to the COMAFFOR in direction and control of US Air Force forces. When USAF forces are formally assigned and/or attached to the C-NAF/C-MAJCOM/CC, the A3 ensures AETF units, as well as those permanently assigned, are capable of performing operational missions to achieve effects as tasked by the AOC/OC. This includes deliberate and crisis action planning in concert with other AFFOR staff and AOC/OC personnel, monitoring unit deployments and beddown locations and ensuring combat readiness. In addition, the A3 executes the COMAFFOR's Campaign Support Plan. The A3 responsibilities include:

3.2.18.3.1. Following hand-off of the COMAFFOR CSP from the A5, issue/update OPORDs, FRAGORDs, and EXORDs as necessary to execute COMAFFOR steady-state activities in support of COMAFFOR theater/functional objectives.

3.2.18.3.2. Serve as the primary focal point for planning, organizing and executing the COMAFFOR's Service, joint and combined exercise program.

3.2.18.3.3. Establish and lead, if required, a cross-functional OPG, similar to the LRPG (see paragraph 4.2.1. and 4.2.2.) to help crisis action planning and another to execute COMAFFOR tasks.

3.2.18.3.4. Coordinate planning, execution, and assessment guidance to supporting functional AF components and related other government agencies, on a continuing basis for integration and execution of cyberspace defense, offense, and exploitation capabilities.

3.2.18.3.5. Work with appropriate staff entities, especially PA, A5 and AOC/OC, to plan and execute theater information operations and information related capabilities. Develop and coordinate all planned verbal, visual, and symbolic activities which may be employed at the operational and tactical levels, especially activities in relation to host nation or civil authorities to convey themes, intentions, and messages. These activities should include, but are not limited to, engagements, speeches, visits, exercises, and the synchronization/timing of those events. Coordinate those actions or activities with CCMD staff for deconfliction/synchronization purposes, as required. Provide political/military support for contingencies and real-world events (e.g., non-combatant evacuation operations). Coordinates operations planning for all special access programs (SAPs) and advocates operational requirements for SAPs IAW AFD 16-7, *Special Access Programs*.

3.2.18.3.6. In conjunction with the A2, plan and oversee the deployment of ISR assets into theater in support of combatant commander ISR requirements.

3.2.18.3.7. Co-lead with A2 any theater-specific tactics analysis and reporting program effort as defined in AFI 14-120.

- 3.2.18.3.8. Assist with the development and management of COMAFFOR friendly force information requirements (FFIRs), in accordance with Service and joint guidance.
- 3.2.18.3.9. Manage AFFOR staff RFI process.
- 3.2.18.3.10. Collate the current operations status for the COMAFFOR.
- 3.2.18.3.11. Serve as the COMAFFOR's lead directorate for the command and control of air force forces and operations falling outside the responsibility of the AOC.
- 3.2.18.4. **A4 Logistics.** The director of logistics is the primary advisor to the COMAFFOR for logistics and sustainment support. The A4 staff is a broad, multi-disciplined organization, generally comprised of logistics plans, munitions, fuels, vehicle management, materiel management, maintenance, host nation support, distribution and combat logistics support. The A4 responsibilities include:
- 3.2.18.4.1. Provide oversight, integration and operational-level planning for and management of logistics capabilities for assigned/deploying units and the AOC. Exercise FAM responsibilities for logistics UTCs and provide oversight of WRM. Assist in the execution of Time-Phased-Force and Deployment Data.
- 3.2.18.4.2. Plan, monitor, assess, and execute theater resources (aircraft, munitions, equipment, etc.) for COA nomination and integrates all logistics activities in support of the COMAFFOR's LRPG, OPG and AOC short and long-range goals.
- 3.2.18.4.3. Develop contingency and crisis action logistics concept of operations (CONOPS) and develop requisite planning documents (e.g., annexes, appendices, OPORDs, etc.).
- 3.2.18.4.4. Support personnel recovery. Monitor and assist units with reachback, expedited delivery, and redistribution to establish a logistics network that responds to the needs of rescue assets.
- 3.2.18.4.5. Support the AOC/OC as combat support team (CST) lead.
- 3.2.18.4.6. Supports the AFFOR staff A3 with approval/validation of AFFOR staff movement requirements and coordinates with the JFC movement requirements and control authority (e.g., Joint Movement Center [JMC] or Joint Deployment, Distribution Operations Center [JDDOC]) for movement execution. If the COMAFFOR has not made all intra-theater airlift assets available for JFC tasking as common-user airlift, then approved/validated AFFOR movement requirements can be forwarded directly to the AOC/OC AMD for execution using the assets retained for AFFOR staff support.
- 3.2.18.4.7. Carryout component level functional area manager duties in accordance with AFI 10-401 and global force management processes.
- 3.2.18.4.8. Review and provide guidance to warranted contracting officers on the execution of contracts against contracting support plans, host-nation support agreements, and acquisition cross-servicing agreements or similar international agreement.

3.2.18.4.9. In coordination with A7 establish and lead (if required) a combat support group designed to integrate mission support activities across the ROMO. The group monitors, assesses, and plans for the theater resources (aircraft, munitions, equipment, etc.) required to support the COMAFFOR and develops COAs based on LRPG, OPG, and AOC/OC objectives.

3.2.18.5. **A5 Plans and Requirements.** The director of plans and requirements is the primary staff advisor to the COMAFFOR for development of contingency and steady-state campaign plans, the commands' theater engagement activities, and point of contact for evolving strategic policy and doctrine to include the development of force flow, Service branch and sequel plans, and security cooperation activities. The A5 works in close coordination with appropriate staff entities to ensure comprehensive movement and execution planning during all phases of the contingency campaign including refinement of the force flow, beddown, and redeployment of assigned/attached AF forces. The A5 director is also the primary advisor to the COMAFFOR for requirements identification and prioritization. Variances in staff composition exist in some agencies and lead for plans and requirements may be delegated to A3 in certain Air Force components. Case 3 C-NAF new capability requirements should typically be identified and prioritized by A8 or A5 if no A8 exists. The A5 roles and responsibilities include:

3.2.18.5.1. Prepare and refine the planned force flow, beddown, and redeployment in the TPFDD through coordination with their assigned CCDR's planning staff for deliberate plans.

3.2.18.5.2. Gather various inputs, plan annexes, and perspectives from functional members throughout the AFFOR staff and manage the process that translates these into coherent and executable plans.

3.2.18.5.3. Develop and coordinate the component campaign support plan, USAF country support plans (regional AFFOR staff only). Functional AFFOR staffs should work closely with the applicable regional AFFOR staff to ensure desired engagement activities are addressed in the USAF country support plans. Ensure these activities support the CCDR campaign plan, engagement strategies and the guidance for employment of the force end states. Work with CCDR staff and country teams to incorporate applicable aviation enterprise-related initiatives in the CCDR theater campaign plan and individual country support plans.

3.2.18.5.4. Incorporate Information Operations subject matter expert developed verbal, visual, and symbolic activities into OPLANs and CONPLANS provided by A3 information operations into theater campaign plans and OPLANs.

3.2.18.5.5. Support the A3 during the execution of the Campaign Support Plan.

3.2.18.5.6. Provide reachback support to deployed teams conducting security cooperation activities.

3.2.18.5.7. Maintain air domain awareness of all theater security cooperation activities that involve the area of operations, to include security assistance and special operations activities, in order to achieve unity of effort and avoid duplication.

- 3.2.18.5.8. Provide planning, policy, guidance and staff support for ballistic missile defense issues.
- 3.2.18.5.9. Coordinate with A3 and A9 to assess the component campaign support plan in support of both Service and CDR security cooperation objectives; support senior leader foreign contacts; and evaluate the capability/capacity of partners/emerging partners.
- 3.2.18.5.10. Establish and lead (if required) a standing, cross-functional LRPG to help integrate complex steady-state campaign and deliberate plan elements. Individuals from across the staff are detailed, not assigned, to support the LRPG and should have the skills necessary to help the A5 refine the commander's estimate, develop COAs, and recommend forces for execution of the COAs.
- 3.2.18.5.11. Lead component CSP development in coordination with internal and external organizations. Develop OPOD derived from the CSP that specifies component activities.
- 3.2.18.5.12. Serve as member of the OPG.
- 3.2.18.5.13. Perform duties as operational planner and meet the AF and joint planning and execution community's needs.
- 3.2.18.5.14. Incorporate ISR-focused theater engagement activities into campaign support plans and supporting country plans in coordination with A2 and combatant command counterparts.
- 3.2.18.5.15. Manage commands' doctrine development/review program, strategic policy review and experimentation process for cross-command functional involvement. Assist the command in development of the command strategy (sometimes known as a flight plan).
- 3.2.18.6. **A6 Communications.** The director of communications is the COMAFFOR's primary staff advisor for monitoring, protecting, integrating and managing communication and cyberspace requirements and the AF portion of the CCMD's theater information grid. The A6 responsibilities include:
- 3.2.18.6.1. Facilitate coordination with theater, defense-wide, commercial, and multinational communications system activities and functions. Formulate COAs for the COMAFFOR and C/JFACC to consider for countering emerging threats to information flow and communications support.
- 3.2.18.6.2. Maintain authority over functional reporting, deployment and maintenance of communications and network systems and associated infrastructure to ensure cohesive and clear lines of authority over network systems.
- 3.2.18.6.3. Coordinate with the A2 to formulate COAs for the COMAFFOR and C/JFACC to consider for countering emerging cyber threats to information flow and communications support.
- 3.2.18.6.4. Provide planning, tasking and coordination of communications resources and postal planning support for deployed units.

3.2.18.6.5. Provide oversight, integration, operational-level planning, tasking and management of communications capabilities for assigned/deploying units supporting security cooperation efforts.

3.2.18.6.6. Provide functional oversight to communications squadrons and combat communications squadrons, other communications units, and units with embedded communications functions assigned to the COMAFFOR, to ensure seamless communications in support of COMAFFOR objectives.

3.2.18.6.7. Coordinate with ACOMS (if required) to ensure wartime readiness.

3.2.18.6.8. Coordinate with A-Staff directors to identify and support steady-state, deployment-related, and exercise communications requirements.

3.2.18.6.9. Support plans development as member of the OPG and LRPG as required.

3.2.18.6.10. As the senior Cyberspace Operations officer establish and lead a standing, cross-functional Cyberspace Effects Planning Team in support of OPG and LRPG if required. The Cyberspace Effects Planning Team will fully integrate cyberspace actions and operational capabilities (Offensive Cyberspace Operations, Defensive Cyberspace Operations, DoD Information Network Operations) into the AOC/OC planning cycle.

3.2.18.6.11. Plan, monitor, and report for assigned and attached communications systems across the full range of military operations. The Air Force component A6 staff conducts planning for theater-level crisis action, adaptive, and exercise communications requirements.

3.2.18.6.12. Review and validate all communications requirements to ensure a standard and correctly proportioned solution is implemented.

3.2.18.6.13. Identify and coordinate unique system, network, and personnel requirements with A2 and A6 functional POCs at MAJCOM, component, and local wing level for communications and computer system support. Provide and maintain all AOC infrastructure and circuits in conjunction with ACOMS and A6, for USAF approved systems, applications and software connectivity IAW AOC change control board.

3.2.18.7. A7 Installations and Mission Support. The director of installations and mission support is the primary advisor to the COMAFFOR for security and civil engineering, fire emergency services, explosive ordnance disposal (EOD), emergency management (EM), agile combat support, contracting, antiterrorism, and force protection. The A7 roles and responsibilities include:

3.2.18.7.1. In coordination with A4 establish and lead (if required) a combat support group designed to integrate mission support activities across the ROMO. The group monitors, assesses, and plans for the theater resources (aircraft, munitions, equipment, etc.) required to support the COMAFFOR and develops COAs based on LRPG, OPG and AOC/OC objectives.

3.2.18.7.2. Oversee focused installation and mission support; operational-level planning and policy for CCMD-assigned, attached joint and combined forces; and

serve as the coordinating authority for related issues with other US government agencies.

3.2.18.7.3. Develop and maintain sustainment bases in the joint operations area (JOA).

3.2.18.7.4. Plan, assess, and oversee the maintenance and execution of robust capabilities to establish operating locations; protect forces and support the mission, forces and infrastructure; protect deployed teams performing security cooperation engagements; and serve as chemical, biological, radiological, or nuclear (CBRN)/EM SME and provide tactical, operational, and strategic inputs and recommendations on policy, guidance and procedures for CBRN and EM functions.

3.2.18.7.5. Serve as the interface for other Service regional wartime construction management support, contracting support and real estate activities for lease/use of host nation facilities and basing.

3.2.18.7.6. Contracting (Note: Component A7Ks provide contracting staff support for C-NAFs, and Air Force Installation Contracting Agency (AFICA) provides contracting staff support for C-MAJCOMs). SAF/AQC and/or AFICA/CC are responsible for designating the Senior Contracting Official (SCO) responsible for overseeing component contracting support/actions. The contracting staff responsibilities include:

3.2.18.7.6.1. Oversee contracting functions, as delegated by the senior contracting official, and serve as the business advisor for purchasing, leasing, renting and otherwise obtaining supplies, equipment, services, and construction.

3.2.18.7.6.2. Integrate, advise, and support the OPG and LRPG short and long-range goals with responsive contracting support and compliant sourcing solutions.

3.2.18.7.6.3. Provide theater support contracts, coordinate both theater and external support contract efforts and provide updates as requested by COMAFFOR.

3.2.18.7.6.4. In a contingency environment, the senior contracting member should provide oversight of contracting officer actions as delegated by the SCO.

3.2.18.7.6.5. Plan for and implement contracting activities.

3.2.18.7.6.6. Advise the SCO/head of the contracting activity on the development, implementation of policy, procedures, and standards for contracting forces.

3.2.18.7.6.7. Coordinate with and advise A4/A5 on additional planning elements, such as the use of international agreements /mutual logistics support agreements, acquisition and cross-servicing agreements, and their impact on operation plans.

3.2.18.7.6.8. Support/advise requiring activity Contracting Officer Representative (COR) in monitoring and documenting contract performance, to include cost and schedule updates.

3.2.18.7.6.9. Identify local requirements that would impede contingency contracting and coordinate procedures (within authority) to relax those

requirements.

3.2.18.7.6.10. Establish a referral/reachback system to fill requirements that cannot be fulfilled from the local market.

3.2.18.7.6.11. Issue contracting officer warrants as delegated by the SCO.

3.2.18.7.6.12. Oversee the government-wide purchase card program.

3.2.18.7.6.13. Present the forces, source and control of contracting activities.

3.2.18.7.7. Security Forces (SF) Oversee security forces functions. Responsibilities include integrating all FP policies and establishing requirements and policy guidance for integrated defense, law and order, weapon system security, integrated base defense security systems, antiterrorism, military working dog, combat arms training and maintenance, installation access control, and investigations.

3.2.18.7.7.1. Ensure AT programs are established while capabilities and resources supporting the AT program are thoroughly incorporated within appropriate aspects of air, space and information operations, plans, and requirements.

3.2.18.7.7.2. Ensure appropriate capabilities of the AT program are integrated with the emergency management program as defined in AFD 10-25, *Emergency Management*.

3.2.18.7.7.3. Maintain tactical control for force protection of AF forces in the AOR to the AF Service component commanders, except as noted in GCC or DoD guidance.

3.2.18.7.8. Civil Engineers (CE) Oversee engineer functions, to include civil engineering, fire and emergency services (FES), EM, and EOD. Responsibilities include:

3.2.18.7.8.1. CE support to operational planning in support of war plans, contingencies, operations and humanitarian assistance/disaster relief and exercises to include FES, EM, and EOD.

3.2.18.7.8.2. Validate, develop, and advocate for expeditionary requirements to include manpower, equipment, resources, and construction at contingency locations.

3.2.18.7.8.3. Provide installations and mission support master planning, programming, and construction oversight at contingency locations in support of the Global Defense Posture and strategic guidance.

3.2.18.7.8.4. Provide oversight of the employment of integrated ACS forces in support of operations and exercises.

3.2.18.7.8.5. At contingency locations, provide operations support and future plans support for installations and mission support functions.

3.2.18.7.8.6. Monitor military construction and local contingency construction requirements.

3.2.18.7.8.7. Interface with AFFOR staff, other components and joint staff on EOD requirements.

3.2.18.7.8.8. Execute EOD planning, integration, coordination, and tasking functions.

3.2.18.7.8.9. Provide EOD mission capability status per location.

3.2.18.7.8.10. Manage AFFOR contingency FES assets and interface with other agencies.

3.2.18.7.8.11. Interface with AFFOR staff, host nation, other components, and joint staff on fire protection support agreements, requirements, and events.

3.2.18.7.9. Emergency Management (EM) Oversee emergency management functions, to include developing policy and guidance using an all-hazards approach for preparation, response, recovery, and mitigation of major accidents, natural disasters, and incidents resulting from hostile actions such as CBRN.

3.2.18.7.9.1. Manage AFFOR emergency management program, to include providing situational awareness, in coordination with MAJCOM EM functionals, on impact of major accidents, natural disasters, and incidents resulting from hostile actions such as or CBRN on operating locations or assigned forces.

3.2.18.7.9.2. Provide operational inputs on policy and guidance on preparation, response, recovery, and mitigation measures for major accidents, natural disasters, and incidents resulting from hostile actions such as or CBRN.

3.2.18.7.9.3. Provide operational inputs to contingency and supporting plans, and operational orders on EM and CBRN activities and operations.

3.2.18.7.9.4. Determine EM manning and equipment requirements for deployed and operating locations within the AOR.

3.2.18.7.9.5. Coordinate with A7S to ensure integration of appropriate capabilities of the emergency management program with the AT program as defined in AFPD 10-25.

3.2.18.7.9.6. Establish and chair the emergency management working group.

3.2.18.8. **A8 Strategic Plans and Programs.** The director of strategic plans and programs is responsible to the COMAFFOR for developing strategic plans and programs, and supporting the development and execution of the Theater Campaign Plan and OPLANS/OPORDS. A8 should identify and prioritize capability gaps and advocate for DOTMLPF solutions to fulfill operational requirements. Case 3 C-NAF new capability requirements typically should be identified and prioritized by A8 or A5 if no A8 exists. The A8 responsibilities include:

3.2.18.8.1. Assist the CCDR and Air Force commanders in the identification of relevant emerging technology through the joint capabilities technology demonstration program.

3.2.18.8.2. Conduct planning and coordination of actions required for fielding new capabilities for the AFFOR staff, AOC/OC and other subordinate units that support CCMD mission areas.

3.2.18.8.3. Translate operational requirements into programmatic terms to support CCMD integrated priority list and Service POM processes and document shortfalls where funding cannot be sourced.

3.2.18.8.4. Serve as member of the OPG and LRPG.

3.2.18.9. **A9 Studies, Analyses, Assessments and Lessons Learned.** The director of studies, analyses, assessments and lessons learned provides leadership with an integrated analysis and assessment of air, space and cyberspace operations across the AOC/OC and AFFOR staff. The A9 staff responsibilities include:

3.2.18.9.1. Assess the results of effects-based operations and make recommendations to the COMAFFOR.

3.2.18.9.2. Assist in mission rehearsal; conduct red teaming and COA analysis.

3.2.18.9.3. Improve AFFOR staff operations by identifying tools or processes that are broken or missing, and work with OPR to fix or create workarounds.

3.2.18.9.4. Serve as member of the OPG and LRPG.

3.2.18.9.5. Develop assessment criteria for security cooperation activities and periodically conduct security cooperation assessments.

3.2.18.9.6. Develop assessment criteria/methodology for the COMAFFOR's CSP as part of the COMAFFOR decision cycle.

3.2.18.9.7. Support the operational assessment team within the AOC/OC strategy division.

3.2.18.9.8. Serve as the focal point for reachback efforts to the AF analytic community.

3.2.18.9.9. Manage critical information necessary to analyze, assess, and document the air, space and IO conducted and document and disseminate lessons learned from these operations. Perform these and other lessons learned-related functions IAW the Air Force lessons learned program as specified in AFI 90-1601, *Air Force Lessons Learned Program*.

3.2.18.9.10. Develop quantitative and qualitative analytic tools to enhance COMAFFOR and/or C/JFACC insight and to enable rapid and well-informed decision making.

3.2.18.9.11. Distribute lessons observed and learned to inform and guide planning and execution functions. Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3150.25D, codifies the joint lessons learned information system (JLLIS) as the DoD system of record for the joint lessons learned program (JLLP). JLLIS provides a Web-enabled knowledge management system to meet the JLLP's operational needs. The JLLP provides for the transfer of knowledge within the DoD and United States Government (USG) organizations that are involved in joint operations or supported

by military operations. This is done by the rapid distribution of observations and recommendations, after action reports, TTPs, topic papers, briefings, and interviews. The JLLIS Web site can be found at: <https://www.jllis.mil> or <http://www.jllis.smil.mil>.

3.2.18.9.12. Facilitate after action reviews and development of remediation plans.

3.2.18.9.13. Provide risk assessments of OPLANS/CONPLANS/CSPs and near-term operational scenarios.

Chapter 4

AFFOR STAFF OPERATIONS

4.1. Overview. The AFFOR staff uses tools, systems and processes to ensure complete integration with theater capability providers to assist the COMAFFOR in exercising C2 of Air Force forces. This chapter prescribes AFFOR staff processes that support operational level C2.

4.2. Operational Planning. The COMAFFOR uses the Joint Operation Planning Process for Air (JOPPA) found in AFDD 3-0, *Operations and Planning* and JP 3-30, *Command and Control of Joint Air Operations* to assist the CDR in developing OPLANs/CONPLANs/campaign plans to guide forces made available to accomplish missions assigned by the JFC. For crisis action planning or execution, the COMAFFOR relies on the OPG (figure 2) to explore the full range of adversary and friendly options and to analyze and compare friendly air, space and cyberspace capabilities. Both the OPG and LRPG must occur in a collaborative manner with the AOC/OC and other components. Team composition (e.g., numbers, specialties, and skill levels) is tailored to unique mission demands for geographic and functional CCMD's.

4.2.1. **OPG.** The OPG is typically led by the A3 or the division with the expertise on the subject/situation being discussed/analyzed and is responsible for translating strategic direction into operational requirements and tactical action. Smaller planning teams (e.g., operational planning team [OPT], battle staff, etc.) may be formed to support operations (e.g., crisis/contingency response, forward deployed C2 operations, etc.). Operational planning applies Air Force resources with joint/multinational/interagency effort for current and iterative action to achieve the desired end state. The OPG develops and/or executes deliberate and crisis action plans to provide planning estimates for combat support and calculate force deployment data.

4.2.1.1. The OPG is formed to provide the COMAFFOR with operationally relevant planning information.

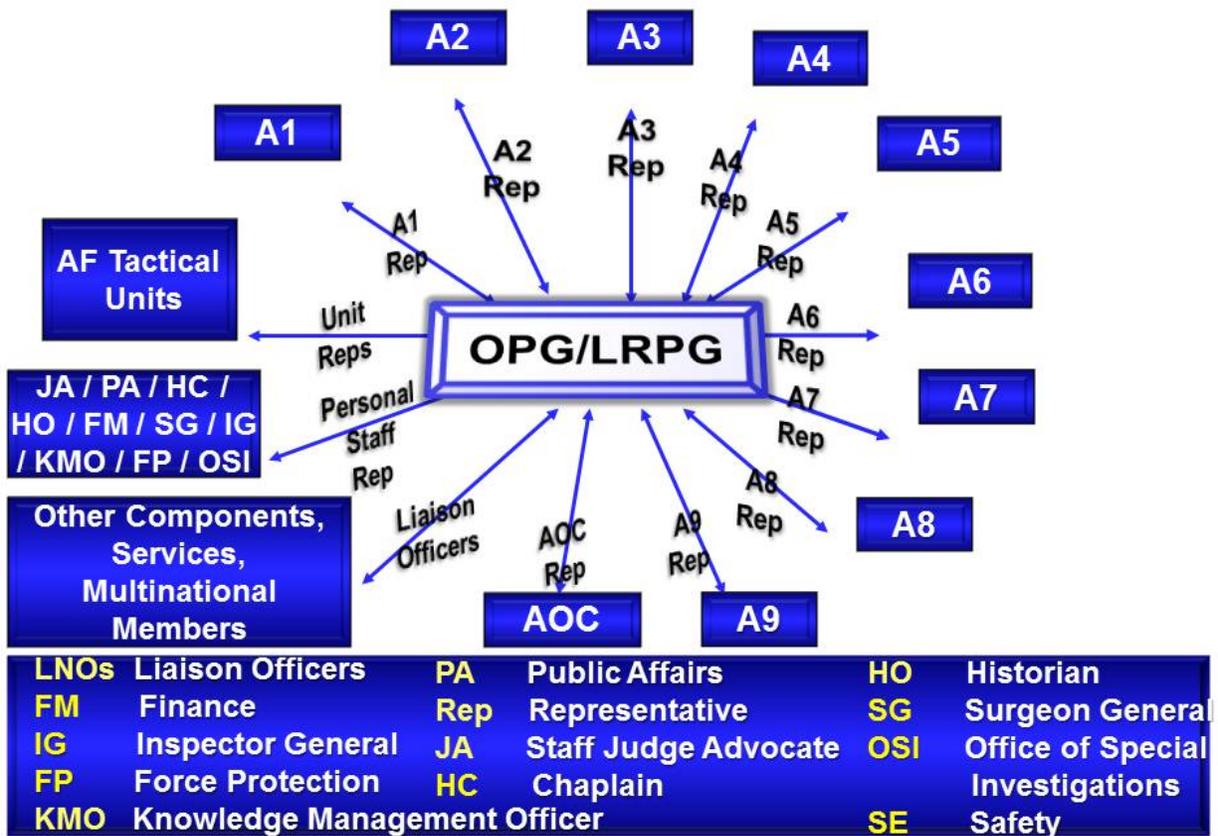
4.2.1.2. The OPG recommends force application and movement, maintains situational awareness, and develops responsive COAs and adaptive plans in support of C2 of Air Force assets.

4.2.2. **LRPG.** The LRPG is led by the A5 and consists of a cross-functional team established to help integrate complex contingency and steady state plan elements. Individuals from the staff are detailed, not assigned, to support the LRPG and should have the skills necessary to help the A5 refine the commander's estimate, develop COAs, and recommend forces for execution of the COAs.

Note: Some planning functions do not apply to functional CCMD's component staff. For example, AMC may not write OPLANs/CONPLANs as a component of USTRANSCOM. However, AMC may write annexes or support plans to the CDR's plans.

4.2.3. The AFFOR Staff OPG/LRPG provides support as required to the AOC strategy division to develop the joint air operations plan (JAOP). The AFFOR staff develops Air Force component OPLANs, OPORDs, and other plans and orders.

Figure 2. OPG/LRPG Composition.



4.2.4. **Campaign Planning.** The AFFOR staff will develop a COMAFFOR campaign support plan and individual USAF country support plans to support CCDR theater campaign plans and will include the enterprise related activities in these plans that are required to achieve theater and individual country objectives.

4.3. Operations. The Air Force component commander, as COMAFFOR, C/JFACC or (if designated) air-centric JTF/CC, executes C2 of assigned/attached forces across the full ROMO (table 2). Responsibilities include:

- 4.3.1. Manage USAF requirements for the CCDR’s execution of force flow.
- 4.3.2. Provide timely total force accountability and force closure visibility at the tactical and operational level for all AFFOR theater force beddown locations.
- 4.3.3. Ensure readiness of assigned/attached forces through exercises and assessments.
- 4.3.4. Provide oversight and guidance on the sustainment and resupply of assigned and attached forces.
- 4.3.5. Interface with USAF commands as necessary to ensure assigned/attached forces are trained, organized and equipped to conduct theater operations.

4.3.6. Develop integrated programs, policies and guidance to execute CCDR force protection guidance.

Table 2. Activities Across the ROMO.

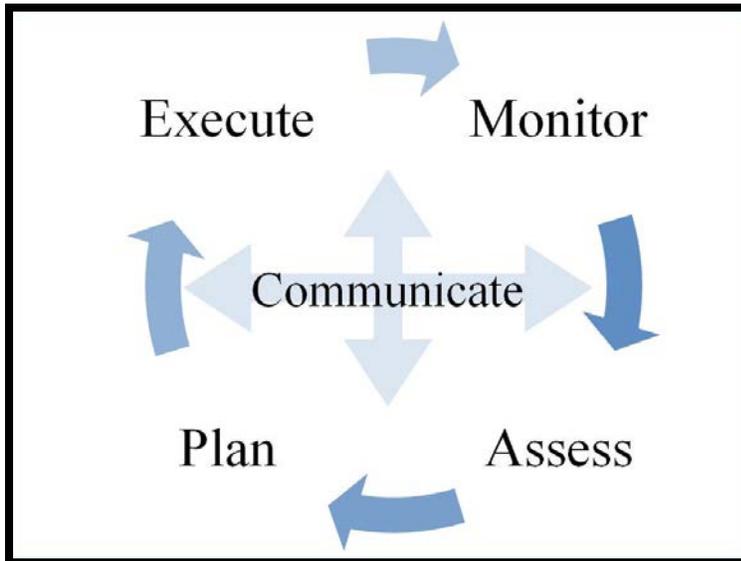
Military Engagement, Security Cooperation, and Deterrence	Crisis Response and Limited Contingency Operations	Major Operations and Campaigns
Homeland Defense Protection of U.S. Economic Interests Enforcement of Maritime Treaties Support of Foreign Policy Support of Military (Theater) Strategy Support of Peace Operations Build Partner Capacity of Partner Nations Provide Access, Basing, And Infrastructure	Support of Counterinsurgency Support of Counterterrorism Humanitarian Assistance/Disaster Response Civil Support	Regional War Global War

4.3.7. Provide reachback support to deployed teams conducting security cooperation activities.

4.4. Command and Control (C2). The COMAFFOR will always retain the AFFOR staff C2 capability. The AFFOR staff supports the COMAFFOR with uninterrupted collection, integration, synchronization, and fusion of operational data. The Air Force component C2 processes are executed through an arrangement of personnel, telecommunications and computing technology, facilities, systems, and procedures employed by the COMAFFOR through planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission.

4.4.1. COMAFFOR’s Decision Cycle. The AFFOR staff contributes to the COMAFFOR’s decision cycle by participating in activities directed in AFPD 13-1, *Command and Control Enterprise* depicted in figure 3 and defined in JP 3-33, *Joint Task Force Headquarters*.

Figure 3. COMAFFOR's Decision Cycle.



4.4.1.1. **Monitor.** The AFFOR staff monitors ongoing activities that may impact the operational area or future operations. The current plan or plans is/are the standard for measuring ongoing activities. Although staff members monitor their individual staff functions to maintain current staff estimates, the preponderance of inputs come from the AOC/OC, logistical support representatives, DoD agencies, and host-nation representatives. Outputs of monitoring provide inputs for the assessment process. These outputs are communicated throughout this cycle, within the C-MAJCOM/C-NAF and with higher, lateral, and subordinate commands. Individual functional monitoring is merged into a common operational picture to enable the Commander to assess and determine new efforts or to prioritize ongoing efforts. The AFFOR staff typically monitors:

- 4.4.1.1.1. CCIRs and RFIs.
- 4.4.1.1.2. Operational situation.
- 4.4.1.1.3. Critical subordinate unit actions.
- 4.4.1.1.4. Critical supporting force actions.
- 4.4.1.1.5. Protection information throughout the force (threat levels and threat warnings).
- 4.4.1.1.6. Unit strength, current and projected.
- 4.4.1.1.7. Adversary actions and reactions.
- 4.4.1.1.8. Logistics status.
- 4.4.1.1.9. Status of national, theater, and organic intelligence and intelligence-related assets.
- 4.4.1.1.10. ACS capability thresholds.

4.4.1.1.11. Status of communications systems (confidentiality, integrity, and availability).

4.4.1.2. **Assess.** The AFFOR staff judges progress in designated mission areas as measured against the plan to assess impact of events as they relate to overall mission accomplishment. These judgments allow the COMAFFOR and the AFFOR staff to determine where adjustments must be made to operations and serve as a catalyst for planning. Key tenets of the assessment process are:

4.4.1.2.1. Measuring the overall effectiveness of forces and capabilities during military operations, using measures of performance (MOPs) and measures of effectiveness (MOEs).

4.4.1.2.2. Assessing the progress toward accomplishing a task, creating an effect, or achieving an objective, using MOPs and MOEs.

4.4.1.2.3. Analyzing the security, effectiveness, and potential of an existing or planned intelligence activity.

4.4.1.2.4. Judging the motives, qualifications, and characteristics of present or prospective enemy forces.

4.4.1.3. **Plan.** During planning, the commander and staff make adjustments to the current plan or develop new plans with the purpose of successful completion of the broader mission. Commander's planning guidance normally follows mission analysis and sets the conditions for successful COA development. It provides the staff insight into how the commander wants to plan and conduct operations. As the staff continues to plan, the commander provides additional guidance such as refining COAs, identifying items requiring further analysis, or modifying parts of the draft OPORD. For more information on planning, refer to JP 5-0, *Joint Operations Planning*.

4.4.1.3.1. The AFFOR staff supports the AOC/OC strategy plans team during strategy development and other planning processes.

4.4.1.3.2. The AFFOR staff assesses potential impacts to beddown decisions, impacts of TPFDD, feasibility, and force closure estimates.

4.4.1.4. **Execute.** The execution process converts the commander's decisions into effective action by subordinate organizations. Execute functions may occur independently or in parallel with AOC/OC operations (e.g., execute plans such as force beddown). This direction is done with the broader purpose of achieving the overall mission. The outputs of the execution process allow the COMAFFOR to direct actions to ensure that current orders and directives are completed as intended. The AFFOR staff supports operational missions by:

4.4.1.4.1. Guiding the AFFOR toward mission accomplishment.

4.4.1.4.2. Making recommendations to assign missions.

4.4.1.4.3. Making COA recommendations defined during planning (COMAFFOR's battle rhythm and decision cycle).

4.4.1.4.4. Prioritizing and allocating resources.

4.4.1.4.5. Assessing and mitigating risks.

4.4.1.4.6. Assessing the situation and deciding when and how to make adjustments.

4.4.1.4.7. Synchronizing out-of-theater support to the joint AOC's or OC's intelligence efforts.

4.4.1.4.8. Making recommendations to organize assigned and/or allocated/attached forces.

4.4.1.4.9. Making recommendations to synchronize/de-conflict the actions of subordinate commanders.

4.4.2. COMAFFOR's Battle Rhythm. The method to setting an operations tempo is referred to as battle rhythm. The JTF headquarters establishes a battle rhythm and, within this, the COMAFFOR and subordinate commanders nest their battle rhythm. The battle rhythm is regulated by the flow and sharing of information that support the commander's decision cycle. The COMAFFOR's battle rhythm consists of the scheduling of a series of meetings, report due times, and other activities. The AOC/OC director and A-staff chief/director of staff collaborates to develop a synchronized battle rhythm to provide the commander a timeline for receiving critical information and establish set decision points on which to operate. The chief/director of staff is the OPR for managing battle rhythm.

4.4.2.1. The AFFOR staff supports the COMAFFOR's battle rhythm by requesting information updates and providing data to:

4.4.2.1.1. Plan the most effective use of assigned, attached and supporting forces to achieve the JFC's strategic, operational, and tactical objectives.

4.4.2.1.2. Deploy, beddown, and sustain forces when and wherever needed to conduct the full range of military operations.

4.4.2.1.3. Disengage, redeploy, and reconstitute forces as needed.

4.4.2.1.4. Submit reports based on situations and as required by Air Force directives.

4.4.2.1.5. Develop strategy and planning documents from phase 0 through phase 5 that meet COMAFFOR objectives and guidance.

4.4.2.1.6. Conduct operational-level assessments to determine mission and overall effectiveness as required by the JFC to support the theater assessment.

4.4.2.1.7. Develop COA alternatives for the COMAFFOR.

4.4.2.1.8. Communicate capabilities to fully integrate strategic and operational planning and execution processes to ensure consistency between intent and effect.

4.5. Air Force Component Reporting. The C-MAJCOM and C-NAF staffs processes and creates various reports that are essential for effective C2 of air and space forces. AFI 10-206, *Operational Reporting*, provides guidance on operational reporting.

4.5.1. The Air Force operational reporting system (AFOREPS) provides AF and intermediate commands with information necessary to make timely operational decisions. Within AFOREPS, operational report type-3 (OPREP-3) is used to immediately notify

commanders of any significant event or incident that should rise to the attention of MAJCOM, HQ USAF, or DoD.

4.5.2. A commander's situation report (SITREP) is used to send information in one direction to enable senior echelons to directly support forces, enable service management during adverse situations, and enable HHQs to advocate solutions. The tactical/operational situation dictates the level of Air Force component staff participation in formulating the SITREP.

4.6. COMAFFOR Support Capabilities.

4.6.1. **Agile Combat Support (ACS).** The AFFOR staff utilizes tools, systems and processes to manage theater-wide apportionment, allocation and distribution of resources in support of operational requirements. ACS provides capabilities to support operational missions at the C-MAJCOM and C-NAF. At the tactical level, commanders and their staffs forecast the consumption of resources associated with conducting operations over extended distance and time. Refer to attachment 4 for a link to the AFFOR C2 Toolkit which includes ACS systems utilized by the AFFOR staff. ACS systems support phase 0 through phase 5 operations and provide a key component of AFFOR staff support. If required, the COMAFFOR should identify an organization on the Air Force component to lead ACS integration and synchronization.

Chapter 5

AFFOR STAFF READINESS AND TRAINING

5.1. Introduction. This chapter provides guidance for Air Force component and designated ARC AFFOR staff training programs. It establishes training policy, management criteria, and administrative practices required for personnel to achieve and maintain ASO and ASP certifications. For the purposes of training, the AFFOR staff is not considered a weapons system.

5.1.1. **AFFOR Staff Officer.** The ASO is responsible for mission planning, monitoring, execution, and assessment on behalf of the COMAFFOR through an arrangement of personnel, telecommunications and computing technology, facilities, systems, and procedures. The ASO should be trained and certified to develop COMAFFOR strategy, conduct operational planning, develop campaign plans, and execute operations.

5.1.2. **AFFOR Staff Planner.** The ASP is responsible for translating strategic direction into operational requirements and tactical action; applying AF resources and then synchronizing with the joint/coalition/interagency effort through concurrent and iterative action to achieve the desired end state. The ASP must be knowledgeable in major aspects of Air Force, or Air Force portions of joint war, mobilization, and contingency plans. The ASP should be trained and certified to develop and/or execute campaign/contingency plans to achieve strategic objectives within theaters or other operational areas.

5.1.3. The AF component OPR approves unit training objectives for AFFOR staff training (AFGSC/A3O; AFSPC/A3O; AFSOC/A3O; AMC/A3C; PACAF/A3O; USAFE-AFAFRICA/A3C; 1 AF (AFNORTH)/A3T; 7 AF (AFKOR)/A3T; 12 AF (AFSOUTH)/A3C and USAFCENT/A3T in coordination with HQ ACC/A3C. NGB/A3YH is the OPR for ANG training and AFRC/A3T is OPR for AFRES training. ARC training requirements should be based on the gaining Air Force component training programs.

Note: Due to the nature of their organizational structure and differing processes, functional Air Force component staff training program requirements should be addressed in functional MAJCOM/unit supplements.

5.2. Individual Training Waivers. AF/A3O delegates individual training waiver authority to AFGSC/A3; AFSOC/A3; AFSPC/A3; AMC/A3; PACAF/A3O; USAFE-AFAFRICA/A3; and ACC/A3. ARC aligned units submit individual training waivers through NGB/A3Y or AFRC/A3T.

5.3. AFFOR Staff Training. The AFFOR staff training program is a sequential phased program required to attain and maintain certification status. Training may involve online courses, MTTs, on-the-job training with applicable SMEs, classroom academics, or self-study. Training phases are ICT, MCT, and CT.

5.3.1. **AFFOR Staff Directors.** AFFOR staff directors (A1-9), deputy directors, chiefs of staff, command chiefs, senior level personal staff will complete training at first opportunity, preferably before assignment but NLT 6 months after assignment to Air Force component.

5.3.2. Designated A5 or A8 personnel should attend JCIDS training provided by the Defense Acquisition University (DAU).

5.3.3. Initial Certification Training.

5.3.3.1. Definition. ICT is the first phase of the AFFOR staff training program designed to provide baseline knowledge on operational level planning and AFFOR staff functions.

5.3.3.2. Purpose. ICT provides minimal baseline training of newly assigned AFFOR staff by presenting foundational knowledge in order to provide the COMAFFOR with specialized expertise to support Air Force operational missions and activities.

5.3.3.3. ICT Methodology. ICT requirements are met once the trainee completes the on-line AFFOR staff training or modules 1-4 of the USAF Steady-State Campaign Support Planners' Course.

Note: Members are not eligible for ASO/ASP designations until after ICT requirements have been completed.

5.3.3.3.1. For ASP (A3, A5 and A8) personnel assigned to a security cooperation, and/or steady-state campaign support planning billet, the complete USAF Steady-State Campaign Support Planners' Course is required to meet ICT requirements. Air Force component OPRs will designate personnel for training.

5.3.3.3.2. ICT is required for personnel identified on the UMD to ensure only trained personnel are matched to those positions.

5.3.3.3.3. ICT is required for ARC aligned personnel to ensure units are trained to support augmentation in an AF component if required.

5.3.3.4. ICT Timeline. ICT should be complete not later than (NLT) 45 days from date assigned to ASO or ASP position. ICT must be completed within 120 days of entry into training for active duty personnel and 12 months for ARC personnel.

5.3.3.5. Certification.

5.3.3.5.1. Certify ICT complete for ASO at the completion of initial training.

5.3.3.5.2. Certify ICT complete for ASP at the completion of USAF Steady-State Campaign Support Planners' Course.

5.3.4. Mission Certification Training.

5.3.4.1. Definition. MCT is theater-specific training or functional training designed to prepare the AFFOR staff to accomplish Air Force component assigned missions. In addition, MCT provides training in those processes and functions identified in chapter 4 of this AFI. Air Force component OPRs (AFGSC/A3O; AFSPC/A3O; AFSOC/A3O; AMC/A3C; PACAF/A3O; USAFE-AFAFRICA/A3C; 1AF (AFNORTH)/A3T; 7AF (AFKOR)/A3T; 12AF (AFSOUTH)/A3C and USAFCENT/A3T) are responsible for the C-MAJCOM/C-NAF MCT program. NGB/A3YH and AFRC/A3T are OPRs for ARC training.

5.3.4.2. Purpose. MCT provides the training necessary to certify or recertify AFFOR staff for ASO/ASP positions. Completion of MCT is a prerequisite for either the ASO or ASP SEI.

5.3.4.3. Methodology. During MCT, ASO and ASP personnel receive certifications and designations. MCT may involve tailored training and on-the-job training with applicable SMEs, classroom academics, self-study, and practice as necessary.

5.3.4.4. MCT Timeline.

5.3.4.4.1. AFFOR Staff Officer. AFFOR staff identified for ASO may be certified MCT complete after completing Air Force component theater specific or functional component training programs.

5.3.4.4.2. AFFOR Staff Planner. ASP may be certified MCT complete after completing courses identified in paragraph 5.3.4.5.3.

5.3.4.4.3. Start MCT for regular Air Force (RegAF) NLT 45 days from ICT completion. MCT must be complete within 180 days of start of MCT.

5.3.4.4.4. Start MCT for ARC NLT 90 days after ICT and must be completed NLT 365 days after training start.

5.3.4.4.5. MCT is complete when all unit training requirements are met.

5.3.4.5. **SEI Award.**

5.3.4.5.1. ASO (AO1) SEI Award. ASO personnel may be awarded SEI (AO1) upon completion of MCT training.

5.3.4.5.2. ASP Planner (AP1) SEI Award. AFFOR staff planner certification is mandatory for A5 and designated A2 and A3 personnel. Certified/SEI designated planners provide the COMAFFOR flexibility in developing strategy, long range plans and operational plans for Air Force operations and activities.

5.3.4.5.3. AP1 SEI Award. ASP personnel may be awarded SEI (AP1) upon completion of ICT, MCT and the additional courses listed below. Awarding of the SEI will be accomplished by respective MAJCOM A1s IAW this AFI or applicable directives.

5.3.4.5.3.1. CWPC for A-Staff A5 and designated A2 and A3 personnel (recommended for all other A-Staff)

5.3.4.5.3.2. JAOPC for A-Staff A5 and designated A2 and A3 personnel (recommended for all other A-Staff)

5.3.4.5.3.3. Joint Operations Planning and Execution (JOPES) Support Planner Course (JSPC)

5.3.5. **Continuation Training (CT).**

5.3.5.1. Definition. CT provides ASO and ASP with the mix of training necessary to maintain proficiency in assigned staff positions. CT begins after the member is certified ASO/ASP.

5.3.5.2. Purpose. CT accomplishes two purposes: maintaining ASO/ASP certification (MCT status) and expanding operational level knowledge and C2 skills. CT is the COMAFFOR's tool to ensure that ASO and ASP members are prepared to support CCDR and COMAFFOR as required at all times.

5.3.5.3. Methodology. Annual exercise participation is required for ASO/ASP and mission certified ARC personnel. This requirement may be met by participating in a real world planning event as ASO/ASP. Units may supplement this CT requirement.

5.3.5.4. CT Timeline.

5.3.5.4.1. CT requirements begin NLT 30 days after the individual is certified ASO/ASP.

5.3.5.4.2. CT requirements specific to functional AFFOR staff is addressed in unit/MAJCOM supplement.

5.3.5.4.3. ARC units accomplish CT training over a one-year period.

5.3.6. Training Exceptions.

5.3.6.1. Training Extension. Parent MAJCOMs approve individual training extensions (IAW paragraph 5.2). An O-6 or equivalent may grant a one-time 30-day extension (180 days for ARC units) for the extension. If the unit level extension lapses, the commander or designated representative has three options: Re-enter the individual into training (restart the clock), re-assign the member to a non-operational level staff function, or allow the individual to continue duties for 180 days and complete training requirements with a waiver requested through Air Force component OPR for AFFOR staff training. All options are mandatory reporting items to the AF component OPR.

5.3.6.2. Extension Methodology. Based upon recommendation of the training manager and supervisor, the commander or designated representative may grant a one-time training extension (30 AC/180 ARC), allow the individual to continue duties with a waiver IAW waiver limits established in 5.3.6.1., or take appropriate action to remove the individual from ASO/ASP duties. Maintain all waivers in the individual's training record. If no waiver is granted, the Air Force component/CC or designated representative may take appropriate action to remove the individual from the ASO/ASP position. Individuals with waivers subsequently assigned to other Air Force components should be reevaluated for reentry into training or extension of that waiver within 30 days of arrival. The commander or designated representative may direct a downgrade of an AFFOR staff member's training status if he/she deems circumstances warrant it. The individual should then re-enter the directed level of training with the same time requirements from that downgrade date. Removal from ASO/ASP duties may include coordinating reassignment within the Air Force component to another duty position.

5.4. Training Documentation.

5.4.1. ASO/ASP Documentation. Document all training and maintain training records to include the following milestones: date assigned station, training start dates, ICT and MCT training dates, ICT graduation/completion date, MCT training completion date, deployment dates and CT, and any other significant training dates. For example, AF Form 4141 or 4142 may be used to annotate training milestones.

5.4.1.1. ARC aligned units maintain their own records.

5.4.2. Maintain a copy of all waivers in an individual's training records.

5.4.3. Use the official memorandum format established in Air Force Handbook 33-337, *Tongue and Quill* for mandatory reporting.

5.5. Reportable Items to MAJCOM OPR.

5.5.1. ICT timeline exceeded (including extensions). Training managers report actions taken quarterly.

5.5.2. MCT failure to progress. Training managers report action taken quarterly.

5.5.3. Training limiting factors (LIMFACS) and shortfalls to include CT: Training managers report LIMFACS and shortfalls annually.

Chapter 6

AFFOR STAFF OPERATIONS, READINESS, AND STRUCTURES SUPPLEMENT

6.1. General. This chapter is reserved for units with assigned or aligned AFFOR staffs, to publish a supplement or field instruction to this publication. C-MAJCOMs and C-NAFs that support functional AOC/OC are encouraged to publish supplements and/or field instructions to this publication to be included in this chapter. Forward copies to respective MAJCOM/A3 and ACC/A3C for review and approval. Differences identified in a supplement or field instruction will only apply to that AFFOR staff and any aligned ARC AFFOR staff unit. Publish in accordance with AFI 33-360.

6.1.1. Procedures in the field instruction or supplement will not be less restrictive than those contained elsewhere in this instruction. The field instruction must contain a statement in the opening paragraph advising the reader that it further implements and is incomplete without AFI 13-103, *AFFOR Staff Operations, Readiness and Structures*. The field instruction is not intended to be a single-source document for procedures contained in other official publications, directives, or regulations. Avoid unnecessary repetition of guidance provided in other official publications; however, reference to those publications is acceptable when it serves to facilitate location of information necessary for local operating procedures. Follow instructions on page 1 of this AFI for approval/distribution of field instruction.

6.2. Organization. The sample outline below should be used to develop C-MAJCOM or C-NAF supplements to this AFI:

- 6.2.1. Introduction
- 6.2.2. General Policy
- 6.2.3. Unit Mission
- 6.2.4. Unit Peacetime Organization
- 6.2.5. Theater C2 Processes
- 6.2.6. Associate/Gained Unit Organization and Mission

BURTON M. FIELD, Lt Gen, USAF
DCS, Operations, Plans and Requirements

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

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AF Form 4141

AF Form 4142

Abbreviations and Acronyms

505 CCW—505th Command and Control Wing

AADC—Area Air Defense Commander

ACC—Air Combat Command

ACOMS—air communications squadron

ACS—agile combat support

AECT—aeromedical evacuation control team

AEF—air expeditionary force

AETF—air expeditionary task force

AETC—Air Education and Training Command

AFCENT—Air Forces Central

AFCHQ—Air Force component headquarters

AFDD—Air Force doctrine document

AFECD—Air Force enlisted classification directory

AFFOR—Air Force forces

AFGSC—Air Force Global Strike Command

AFI—Air Force instruction

AFMAN—Air Force manual

AFMC—Air Force Materiel Command
AFOCD—Air Force officer classification directory
AFOREPS—Air Force Operational Reporting System
AFOSI—Air Force Office of Special Investigations
AFPC—Air Force Personnel Center
AFPC/DPW—personnel center directorate of AEF operations
AFPD—Air Force policy directive
AFR—Air Force Reserve
AFRC—Air Force Reserve Command
AFRIMS—Air Force Records Information Management System
AFSOC—Air Force Special Operations Command
AFSOUTH—Air Forces Southern
AFSPC—Air Force Space Command
AFTRANS—Air Forces Transportation
AFUTL—Air Force Universal Task List
ALERTORD—alert order
AMC—Air Mobility Command
AMD—air mobility division
ANG—Air National Guard
AO1—AFFOR staff officer SEI
AOC—air operations center
AOR—area of responsibility
AP1—AFFOR staff planner SEI
ARC—Air Reserve Component (Air Force Reserve and Air National Guard)
ASO—AFFOR staff officer
ASP—AFFOR staff planner
AT/FP—anti-terrorism/force protection
ATP—annual training plan
ATWG—anti-terrorism working group
BCD—battlefield coordination detachment
BP—building partnership
C2—command and control

C4—command, control, communications, computers
CCIR—commander critical information requirement
CBRN—chemical, biological, radiological and nuclear
CCDR—combatant commander
CCMD—combatant command
CCW—command and control wing
CE—civil engineer
CJCSI—Chairman Joint Chiefs of Staff instruction
C/JFACC—combined/joint force air component commander
C/JTF CC—combined/joint task force commander
C-MAJCOM—component major command
C-NAF—component numbered air force or component named air force
COA—course of action
COMAFFOR—commander, Air Force forces
CONOPS—concept of operations
CONPLAN—contingency plan
CoP—community of practice
CRF—consolidated readiness FAM
CS—chief of staff
CSAF—chief of staff of the U.S. Air Force
CSP—campaign support plan
CSS—commander support staff
CST—combat support team
CT—continuation training
CWPC—Contingency Wartime Planning Course
DEPORD—deployment order
DIRLAUTH—direct liaison authorized
DIRMOBFOR—director of mobility forces
DIRSPACEFOR—director of space forces
DMO—distributed mission operations
DoD—Department of Defense
DoDIIS—DoD Intelligence Information Systems

DRRS—Defense Readiness Reporting System
DRU—direct reporting unit
EO—equal opportunity
EOD—explosive ordnance disposal
ES—experience set
EXORD—execute order
FAM—functional area manager
FFIR—friendly force information requirement
FM—financial management
FOA—field operating agency
FP—force protection
GCC—geographic combatant commander
HC—Chaplain Corps
HD/LS—high demand/low supply
HHQ—higher headquarters
HQ—headquarters
HO—history office
HRE—human relations education
HUMINT—human intelligence
IA—information assurance or individual augmentee
IAW—in accordance with
IC—intelligence community
ICT—initial certification training
IG—inspector general
IS—information security
ISR—intelligence, surveillance, and reconnaissance
IW—irregular warfare
JA—judge advocate
JAG—Judge Advocate General
JACCE—joint air component coordination element
JAOP—joint air operation plan
JAOPC—Joint Air Operations Planner Course

JCIDS—Joint Capabilities Integration and Development System

JDDOC—joint deployment distribution operations center

JET—joint expeditionary tasking

JFACC—joint forces air component commander

JFC—joint force commander

JLLIS—Joint Lessons Learned Information System

JLLP—joint lessons learned program

JMAO—joint mortuary affairs office

JMC—joint movement center

JOA—joint operations area

JOPES—Joint Operation Planning and Execution System

JOPP—joint operation planning process

JP—joint publication

JSPC—JOPES Support Personnel Course

JTF—joint task force

KM—knowledge management

KMO—knowledge management officer

KMP—knowledge management plan

LIMFAC—limiting factor

LRPG—long range planning group

MAJCOM—major command

MARLO—marine liaison officer

MCT—mission certification training

MOE—measures of effectiveness

MOP—measures of performance

MPA—military personnel appropriation

MWR—morale welfare recreation

NAF—numbered air force or non-appropriated funds (A1)

NALE—navy liaison element

NGB—National Guard Bureau

NGO—nongovernmental organization

NLT—not later than

OC—operations center
OPG—operations planning group
OPLAN—operation plan
OPORD—operations order
OPR—office of primary responsibility
OPREP—operations report
OPT—operational planning team
OSC—operational support center
OT—observer trainers
PA—public affairs
PACAF—Pacific Air Forces
PAD—program action directive
PEM—program element monitor
PERSCO—personnel support for contingency operations
PIR—priority intelligence requirements
PLANORD—planning order
POC—point of contact
POM—program objective memorandum
PPC—personnel processing code
PTDO—prepare to deploy order
RDD—required delivery date
RDS—records disposition schedule
RegAF—regular air force
RFF—request for forces
RFI—request for information or request for intelligence (A2)
ROMO—range of military operations
RST—religious support team
SAPR—sexual assault prevention and response
SAV—staff assistance visit
SCA—space coordinating authority
SCI—sensitive compartmented information
SCO—senior contracting official

SE—safety
SEI—special experience identifier
SF—security forces
SG—Surgeon General
SIO—senior intelligence officer
SITREP—situation report
SOLE—special operations liaison element
SRC—syllabus review conference
SME—subject matter expert
TFI—total force integration
TIRD—theater intelligence reporting directive
TM—training manager
TPFDD—time-phased force and deployment data
TSC—theater security cooperation
TTL—training task list
TTP—tactics, techniques, and procedures
TWG—threat working group
UJTL—Universal Joint Task List
ULN—unit line numbers
UMD—unit manpower document
USAF—United States Air Force
USAFCENT—United States Air Forces Central
USAFE—AFAFRICA—United States Air Forces in Europe-Air Forces Africa
USAFRICOM—United States Africa Command
USAFWC—United States Air Force Warfare Center
USCENTCOM—United States Central Command
USEUCOM—United States European Command
USFK—United States Forces Korea
USNORTHCOM—United States Northern Command
USPACOM—United States Pacific Command
USSOCOM—United States Special Operations Command
USSOUTHCOM—United States Southern Command

USSTRATCOM—United States Strategic Command

USTRANSCOM—United States Transportation Command

UTC—unit type code

WARNORD—warning orders

WRM—war reserve materiel

Attachment 2

AFFOR STAFF EDUCATION AND TRAINING COURSES

AFFOR staff education and training are designed to prepare AFFOR staff for ASO/ASP and senior leader's roles and responsibilities as indicated.

ASO	ASP	DESCRIPTION
X	X	AFFOR Staff Training. AFFOR Staff training will consist of education and training online courses, MTTs, tailored training and on-the-job training with applicable SMEs, classroom academics, self-study, and practice as necessary.
	X	Contingency Wartime Planning Course (CWPC). CWPC is a two-week planning course that trains individuals in the art and science of contingency war planning. The course provides a macro view of the contingency and crisis-action planning processes from both the joint and USAF perspectives.
	X	Joint Air Operations Planning Course (JAOPC). JAOPC is designed to educate Airmen from joint, multinational or supporting air component commands in the fundamental concepts, principles and doctrine required to develop the air portion of a joint/combined campaign plan or,
	X	JOPES Support Personnel Course (JSPC). JSPC is a course designed for JOPES support personnel who use JOPES information technology applications in support of the joint planning and execution process. Students are taught to build, modify, and delete TPFDD requirements, and participate in TPFDD validation. JSPC includes considerable hands-on practical exercises and reinforcement questions that provide the students with the opportunity to learn how JOPES applications and procedures are used in response to a crisis or,
X	X	USAF Steady-State Campaign Support Planners' Course. This 5-day introductory course trains C-NAF and C-MAJCOM AFFOR staff personnel to develop theater strategy, and design, plan, prepare, execute, and assess steady-state campaigns in support of the COMAFFOR and CCMDs. This is an introductory course with an emphasis on planning, applicable to both functional and regional AFFOR staffs. The course also addresses security cooperation planning, execution, and assessment as a subset of the steady-state campaign. <i>Modules 1-4 only for ASO ICT</i>
X		(USAFE-AFAFRICA Staff Only) The USAFE-AFAFRICA AFFOR Staff Course. Provides a training program for USAFE-AFAFRICA staff members with responsibilities in the European and African theaters. The focus of this course is to train C-NAF and MAJCOM AFFOR staff personnel conducting and supporting operational-level planning and execution. The USAFE-AFAFRICA AFFOR Staff course is a prerequisite to an advanced operational planning team (OPT) course which further builds staff expertise for supporting a joint task force (JTF).
X		(USAFE-AFAFRICA Staff Only) The USAFE-AFAFRICA Operations Planning Team (OPT) Course. Provides a training program for Air Force component staff members with responsibilities in the European and African theaters. This course is a hands-on, instructor facilitated, OPT exercise. Students are presented with a crisis situation and guided through all steps of the

		joint operation planning process to take a theater scenario through a mission analysis to develop and compare COA, and then present the COA to a senior staff member.
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Attachment 3**AIR FORCE COMPONENT (AFFOR STAFF) MISSION ESSENTIAL TASK
(MET)/MISSION ESSENTIAL TASK LIST (METL)**

The consolidated UJTL/AFUTL contains the mission essential tasks for the AFFOR staff. The UJTL/AFUTL is maintained on AF Portal and is accessible via AFFOR Sharepoint:
<https://cs3.eis.af.mil/sites/21408/default.aspx>

OPR: ACC/A3C

Attachment 4

GLOSSARY OF LINKS

AFFOR SharePoint provides a forum for all AFFOR staff to gather and receive information. The Sharepoint also provides a link to the AFFOR Activity Decomposition Listing.

POC: ACC/A3CO

Site: <https://cs3.eis.af.mil/sites/21408/default.aspx>

705 TRS Portal Page:

POC: ACC/A3CO

Site: [https://www.my.af.mil/gcss-](https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC13374A0FB5E044080020E329A9)

[af/USAF/ep/globalTab.do?channelPageId=s6925EC13374A0FB5E044080020E329A9](https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC13374A0FB5E044080020E329A9)

Joint Enabling Command Capability Knowledge Management SOP & TTP in the C2 KO folder on the AFFOR SharePoint

POC: ACC/A5CA

Site: <https://cs3.eis.af.mil/sites/21408/default.aspx>

Attachment 5**AFFOR SYSTEMS/APPLICATIONS LIST**

AFFOR Staff Toolkit:

The AFFOR staff C2 Toolkit consists of systems/applications identified by the AFFOR staffs required to support the COMAFFOR in exercising C2 of assigned and attached forces. Additionally there are tailored breakouts by: individual staff areas (e.g., AFNORTH/A1 Toolkit), C-MAJCOM/C-NAF (e.g., AFNORTH Toolkit), an overall staff area (e.g., A1 Toolkit), or by functional category (e.g., Munitions - Management). ACC/A5C maintains version control of the toolkit and facilitates the annual validation by the AFFOR staff. AFCHQ (C-MAJCOM/C-NAFs) staff areas (A1-A9 and PS) are responsible for coordinating updates or changes in tool usage with ACC/A5C. For further information and to access the AFFOR staff C2 toolkit and tailored breakouts, select the link below to the AFFOR SharePoint and open the Toolkit workbook. Start with the "Summary - Read This First" tab.

OPR: ACC/A5C

Site: <https://cs3.eis.af.mil/sites/21408/AFFOR%20Toolkit/Forms/AllItems.aspx>

Attachment 6

RESPONSIBLE ACCOUNTABLE CONSULTED INFORMED (RACI) MATRIX

The Responsible, Accountable, Consulted, Informed (RACI) matrix identifies major stakeholders for providing DOTMLPF-P solutions to the AFFOR C2 program. This is a high-level matrix; a more detailed RACI matrix may be needed to breakdown tasks/functions within a particular organization.

AFFOR C2 Sustainment and Modernization Responsibility Assignment Matrix										
Task/Function	MAJCOM						HAF			Other Orgs Lemay Center for Doctrine Developme nt Notes 1,5
	ACC/ A5C Notes 2,3,4, 7	ACC/ A3CF Notes 1,2	ACC/ A5C A3O X (ULC 2)	ACC/A5C ACC/A3C (AOC) Notes 1,2	AFRC/ ANG Note 8	MAJCOM A1 Note 2	A3O-CS A5X Notes 1,2	A1 Note 2	A7	
Develop and Publish Doctrine [D]	C	C			C		C			A/R
Determine Organization Construct [O]	C	I	I	C	C	C	A/R	C		
Determine and Schedule Training [T]	I	A/R			A/R		I			
Determine and Manage Materiel [M] Solution Lifecycle Requirements	A/R	C	C/I	C/I	C		C			
Determine and Schedule Leadership and Education [L]					A/R	R	A/R			
Determine and Provide for Personnel Requirements [P]	C	R		C	R	R	R	A/R		
Determine and Provide for Facilities [F] Requirements	C			C	A/R		R		A/R	
Determine and Publish Policy - [P]	C	C			C		A/R	C		
Prepare AFFOR PE POM Submission	A/R	R			R	C	C	C		
Determine Required Capability Documents (ICD, CDD, etc.)	A/R	C	C/I	C/I	C		C			

Legend for key responsibilities:

Responsible [R]: Those who complete the task and are responsible for action / implementation.

Accountable [A] (Approver or final Approving Authority): The agency ultimately answerable for the correct and thorough completion of the deliverable or task, and the one from whom “responsible” is delegated the work. In other words, an “accountable” must sign off (approve) on work that “responsible” provides. This includes “yes” or “no” authority and veto power.

There must be only one “accountable” specified for each task or deliverable.

Consulted [C] (sometimes “counsel”): They are to be consulted prior to a final decision or action. Input from the designated position is required.

Informed [I]: Those who are kept up-to-date on progress, often only on completion of the task or deliverable; and with whom there is just one-way communication. The one who needs information after a decision or action is taken.

Note 1: AFFOR C2 Enabling Concept Change 2

Note 2: PAD 06-09

Note 3: AFC2IC PGL-31 May 2010

Note 4: Special Order GB-40 9 Feb 11

Note 5: AFDD 6-0

Note 6: PAD 10-02

Note 7: AFFOR C2 PE27741F: No PEO, No SAF PEM; in the future may require consult with other agencies, i.e. SAF/AQ, ESC, AF/A5R, Joint C2 agencies, etc.

Note 8: Accountable/Responsible for tasks relating to the AFRC/ANG only

References, Authoritative Sources & Applicable Documents:

DOTMLPF stands for (please note that while not specifically defined in CJCSI 3180.1, these terms are defined elsewhere in other military lexicon and are fairly well accepted in context of DOTMLPF.)

Doctrine: the way we fight, e.g., emphasizing maneuver warfare combined air-ground campaigns. A fuller definition is as follows: Fundamental principles by which the military forces or elements thereof guide their actions in support of national objectives. It is authoritative but requires judgment in application.

Organization: how we organize to fight; divisions, air wings, etc.

Training: how we prepare to fight tactically; basic training to advanced individual training, various types of unit training, joint exercises, etc.

Materiel: all the "stuff" necessary to equip our forces, that is, weapons, spares, etc. so they can do operate effectively.

Leadership and education: how we prepare leaders to lead the fight from squad leader to 4-star general/admiral; professional development.

Personnel: availability of qualified people for peacetime, wartime, and various contingency operations.

Facilities: real property; installations and industrial facilities (e.g. government owned ammunition production facilities) that support our forces.

Reference: CJCSI 3170.01E and CJCSM 3170.01B.

Attachment 7

AFFOR STAFF SPECIAL EXPERIENCE IDENTIFIER (SEI) REQUIREMENTS

AFFOR staff officer (AO1) and AFFOR staff planner (AP1) special experience identifier (SEI) award requirements.

Authorized Personnel	SEI Award Requirements
AFFOR Staff Directors / Deputies SEI AO1	Completion of MCT is required for award of SEI AO1. ICT is preferred prior to assignment selection to AFCHQs, however, when this is not possible, completion of ICT is required NLT 6 months after assignment to AFCHQs. Waivers are processed IAW paragraph 5.2. (See note 1)
AFFOR Staff Officer SEI AO1	Completion of ICT is required for award of SEI AO1. (See note 2)
AFFOR Staff Planner SEI AP1	Completion of ICT and Mission Certification Training (MCT) is required for award of SEI AP1 (R-Prefix). Award of this SEI requires completion of USAF Steady-State Campaign Support Planners' Course and Contingency Wartime Planner Course (CWPC). Note: Member is also eligible for R-Prefix IAW Officer Classification Directory 31 Oct 06 AFI 36-2101, 14 Jun 10
USAF Operations Staff Planner Authorized for use with AFSCs: 11XX, 12XX, 13BX, 13SX, and 17XX.	Completion of Contingency Wartime Planner Course (CWPC), Joint Air Operations Planning Course (JAOPC), and JOPES – Joint Action Officer Course (JAOC) IAW Air Force Officer Classification Directory. (See note 3)
<p>Note 1: AFFOR directors/deputies assigned to AFCHQs positions may receive ICT credit for completing online training.</p> <p>Note 2: A3/A5 personnel assigned to security cooperation and/or steady-state campaign support positions must also complete the USAF Steady-State Campaign Support Planners' Course in order for SEI award.</p> <p>Note 3: Other AFSCs attempting to obtain SEI PL should submit a waiver to AF/A5XW.</p>	