

**BY THE ORDER OF THE
SECRETARY OF THE AIR FORCE**

**DEPARTMENT OF DEFENSE DIRECTIVE
3000.07_AIR FORCE POLICY DIRECTIVE
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Operations

IRREGULAR WARFARE

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This Supplement provides the directive requirements for the Air Force to address irregular challenges to national security. The Air Force must organize, train, and equip a force that is equally proficient and capable in irregular and conventional warfare, providing a portfolio of capabilities that reflect the high-low mix of adversaries and types of conflict that characterize today's national security environment. Original DoD text appears in regular text and added Air Force (AF) text appears in bold. Added AF text (1) prescribes and explains U.S. Air Force responsibilities and actions, and (2) provides policy for implementation and sustainment of U.S. Air Force capabilities in irregular warfare (IW). This Supplement applies to all Air Force active duty, Air Force Civilian, and Air Reserve Component (ARC) units and personnel. It implements DoD Directive (DoDD) 3000.07, *Irregular Warfare, 1 December 2008.*

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Department of Defense **DIRECTIVE**

NUMBER 3000.07
December 1, 2008

USD (P)

SUBJECT: Irregular Warfare (IW)

- References:
- (a) DoD Directive 5100.1, "Functions of the Department of Defense and Its Major Components," August 1, 2002
 - (b) DoD Directive 3000.05, "Military Support for Stability, Security, Transition, and Reconstruction (SSTR) Operations," November 28, 2005
(Added)(AF) Reissued as DoD Instruction 3000.05, "Stability Operations," September 16, 2009
 - (c) DoD Directive 1322.18, "Military Training," September 3, 2004
 - (d) DoD Directive 5160.41E, "Defense Language Program (DLP)," October 21, 2005
 - (e) DoD Directive 5144.1, "Assistant Secretary of Defense for Networks and Information Integration/DoD Chief Information Officer (ASD (NII)/DoD CIO)," May 2, 2005

1. PURPOSE. This Directive:

a. Establishes policy and assigns responsibilities for DoD conduct of IW and development of capabilities to address irregular challenges to national security in accordance with Reference (a).

b. Requires that any conflicting issuances be identified to the Under Secretary of Defense for Policy (USD (P)) and the OSD Director, Administration and Management.

2. APPLICABILITY. This Directive applies to OSD, the Military Departments, the Office of the Chairman of the Joint Chiefs of Staff and the Joint Staff, the Combatant Commands, the Office of the Inspector General of the Department of Defense, the Defense Agencies, the DoD Field Activities, and all other organizational entities within the Department of Defense (hereafter referred to collectively as the "DoD Components"). The term "Military Services," as used herein, refers to the Army, the Navy, the Air Force, and the Marine Corps.

DEFINITIONS. See Glossary.

3. POLICY. It is DoD policy to:

a. Recognize that IW is as strategically important as traditional warfare. Many of the capabilities and skills required for IW are applicable to traditional warfare, but their role in IW can be proportionally greater than in traditional warfare.

b. Improve DoD proficiency for IW, which also enhances its conduct of stability operations. Stability operations are a core U.S. military mission that the Department of Defense shall be prepared to conduct across the full range of military operations in accordance with DoD Directive 3000.05 (Reference (b)).

c. Conduct IW independently of, or in combination with, traditional warfare.

(1) IW can include a variety of steady-state and surge DoD activities and operations: counterterrorism; unconventional warfare; foreign internal defense; counterinsurgency; and stability operations that, in the context of IW, involve establishing or re-establishing order in a fragile state.

(2) While these activities may occur across the full range of military operations, the balance or primary focus of operations gives a campaign its predominant character.

d. Explicitly integrate concepts and capabilities relevant to IW across all DoD activities including doctrine, organization, training, materiel, leadership and education, personnel, and facilities (DOTMLPF); policy; analysis; exercises; experiments; and applicable strategies and plans.

e. Maintain capabilities and capacity so that the Department of Defense is as effective in IW as it is in traditional warfare in order to ensure that, when directed, the Department can:

(1) Identify and prevent or defeat irregular threats from state and non-state actors across operational areas and environments.

(2) Extend U.S. reach into denied areas and uncertain environments by operating with and through indigenous foreign forces.

(3) Train, advise, and assist foreign security forces and partners at the ministerial, service, and tactical levels to ensure security in their sovereign territory or to contribute forces to operations elsewhere.

(4) Through direct or indirect means, and on a large scale when required, support a foreign government or population threatened by irregular adversaries.

(5) Create a safe, secure environment in fragile states and, if required, provide essential governmental services, emergency infrastructure restoration, and humanitarian relief.

(6) To meet Combatant Commander (CCDR) objectives, conduct other related activities abroad, including: strategic communication; information, psychological, civil-military, intelligence, and counterintelligence operations; and support to law enforcement.

f. Establish mechanisms and authorities to increase DoD effectiveness in operating with and through foreign security partners.

g. Establish and sustain manpower authorizations, personnel policies, and organizational structures to provide sufficient capacity and expertise in both the DoD civilian workforce and Military Services to conduct activities in support of IW.

h. Synchronize appropriate DoD IW-related activities with the efforts of other U.S. Government agencies, foreign security partners, and selected international organizations by supporting:

(1) Collaborative policies, plans, and procedures, including collaborative training and exercises that promote interoperability, for steady-state and surge activities.

(2) Integrated civilian-military teams for steady-state and surge activities, and lead them if civilians are unable.

(3) Information strategies and operations to neutralize adversary propaganda and promote U.S. strategic interests.

(4) Exchange programs and rotational assignments that build DoD understanding of the functions and structures of other relevant organizations.

(5) Efforts to enhance information sharing, as appropriate, to increase situational awareness of irregular challenges.

i. Develop investment strategy guidance to address capability and capacity for IW-related activities and operations.

4. RESPONSIBILITIES. See Enclosure.

5. RELEASABILITY. This Directive is approved for public release. Copies may be obtained through the Internet from the DoD Issuances Web Site at <http://www.dtic.mil/whs/directives>.

6. EFFECTIVE DATE. This Directive is effective immediately.



Gordon England
Deputy Secretary of Defense

Michael B. Donley
Secretary of the Air Force

Enclosure
Responsibilities
Glossary

ENCLOSURE
RESPONSIBILITIES

1. USD(P). The USD(P) shall:

a. In conjunction with the Chairman of the Joint Chiefs of Staff, incorporate IW-relevant concepts into strategic planning documents. Recommend to the Secretary of Defense DoD priorities for policy, concepts, analysis, capabilities, and investment strategies relevant to IW.

b. In coordination with the Under Secretary of Defense for Intelligence (USD(I)), Under Secretary of Defense for Acquisition, Technology, and Logistics (USD(AT&L)), and the Chairman of the Joint Chiefs of Staff, incorporate knowledge from social and behavioral science disciplines into the development of DoD strategies and plans.

c. Advance the development and implementation of whole-of-government strategies for both steady-state and surge activities, and oversee DoD contributions to those efforts. In coordination with the Chairman of the Joint Chiefs of Staff, CCDRs, and interagency partners, develop:

(1) Organizational concepts to employ civilian-military teams, including their command and control relationships, composition, resourcing, and interoperability for steady-state and surge activities.

(2) Policies and plans to promote a secure environment overseas and build the interoperable capacity of partners to address irregular security challenges.

d. In coordination with the Assistant Secretary of Defense for Public Affairs, the Chairman of the Joint Chiefs of Staff, CCDRs, and interagency partners, advance the development and implementation of whole-of-government global and regional information strategies to counter adversary propaganda and advance U.S. strategic interests.

e. In coordination with the Chairman of the Joint Chiefs of Staff and CCDRs, develop policy guidance and priorities for DoD capabilities and programs tailored to train, advise, and assist foreign security forces and partners at the ministerial, service, and tactical levels to ensure security in their sovereign territory or to contribute forces to operations elsewhere.

2. ASSISTANT SECRETARY OF DEFENSE FOR SPECIAL OPERATIONS/LOW-INTENSITY CONFLICT AND INTERDEPENDENT CAPABILITIES (ASD(SOLIC&IC)).

The ASD(SOLIC&IC), under the authority, direction, and control of the USD(P), shall:

a. Serve as the principal civilian advisor to the Secretary of Defense for IW and, in conjunction with the Chairman of the Joint Chiefs of Staff, provide overall policy oversight to ensure that the Department of Defense maintains capabilities and capacity so that it is as effective in IW as it is in traditional warfare.

b. In coordination with the Chairman of the Joint Chiefs of Staff and the Director, Program Analysis and Evaluation (PA&E), develop sufficiency standards for IW-related activities for the

U.S. Armed Forces and assess Military Department force planning for a range of steady-state and surge IW scenarios.

3. USD(I). The USD(I) shall:

a. Maintain standards and guide the development of capabilities and capacity for persistent intelligence, surveillance, and reconnaissance and assessment of operational areas and environments that may serve as safe havens for irregular threats.

b. Advance intelligence and information partnerships with interagency and international partners, as appropriate, to identify and prevent or defeat irregular threats from state and non-state actors across operational areas and environments.

c. In accordance with strategic guidance documents, improve all-source collection to identify irregular threats from state and non-state actors. Ensure timely information dissemination from the strategic to the tactical level, recognizing that IW places particular reliance on releasable products to facilitate working with foreign security partners.

d. Manage the development of appropriate analytical intelligence models, tools, and data to provide intelligence support to U.S. Armed Forces for IW.

e. Incorporate into intelligence products information derived from social and behavioral science sources in the public and private sectors.

f. Project activity patterns on a regional and global scale for analyzing both friendly and adversary human networks through modeling and simulation capabilities.

g. In conjunction with the CCDRs, prioritize capabilities to identify, locate, track, and target adversary networks, cells, and individuals in order to neutralize their influence and operational capacity.

h. Promote intelligence and counterintelligence career paths that attract and retain the quantity and quality of personnel with IW-relevant skills, in coordination with the Secretaries of the Military Departments and the Under Secretary of Defense for Personnel and Readiness (USD(P&R)).

4. USD(P&R). The USD(P&R) shall:

a. Establish policies to enable DoD-wide tracking of military and civilian personnel with skills and experience relevant to IW, including foreign language, regional expertise, and experience or expertise in training, advising, and assisting foreign security forces and institutions.

b. Establish policies for joint and combined training and exercises that meet CCDR IW-related requirements and promote interoperability with relevant U.S. departments and agencies and multinational civilian and military organizations in accordance with DoD Directive 1322.18 (Reference (c)).

c. In conjunction with the Chairman of the Joint Chiefs of Staff and the Secretaries of the

Military Departments, annually assess the sufficiency and readiness of civilian and uniformed personnel to meet CCDR IW-related requirements.

d. In conjunction with the Secretaries of the Military Departments, recommend incentive programs such as focused recruitment, bonuses, specialty pays, promotion incentives, and quality of life programs to attract and retain personnel with IW-related skills.

e. In conjunction with the USD(P), Chairman of the Joint Chiefs of Staff, and the Secretaries of the Military Departments, coordinate opportunities for DoD military and civilian personnel to contribute or develop knowledge, skills, and experience relevant to IW by undertaking rotational assignments or exchange tours of duty with U.S. Government agencies, foreign security partners, and selected international organizations, and by participating in non-DoD education and training programs.

f. In coordination with USD(I) and the Secretaries of the Military Departments, create opportunities for DoD personnel to develop foreign language proficiency and cultural knowledge commensurate with the Intelligence Community's assessment of current and emerging threats to national security in accordance with DoD Directive 5160.41E (Reference (d)).

5. USD(AT&L). The USD(AT&L) shall work with the Secretaries of the Military Departments and other DoD Components to include validated IW-related requirements in the acquisition programs of record and rapid acquisition efforts.

6. ASSISTANT SECRETARY OF DEFENSE FOR NETWORKS AND INFORMATION INTEGRATION/DoD CHIEF INFORMATION OFFICER (ASD(NII)/DoD CIO). The ASD(NII)/DoD CIO shall, in coordination with the Chairman of the Joint Chiefs of Staff and CCDRs, annually set priorities for enhancing command and control and communication architectures to support steady-state and surge IW-related activities, and facilitate interoperability with interagency and indigenous partners in accordance with DoD Directive 5144.1 (Reference (e)).

7. DIRECTOR, PA&E. The Director, PA&E, shall:

a. Annually assess, track, and make recommendations to the Secretary of Defense regarding the distribution of risk among program elements that support activities and missions related to traditional and irregular warfare, based on priorities established in strategic guidance documents.

b. With the Chairman of the Joint Chiefs of Staff and in coordination with DoD Components, manage the development and use of appropriate analytical models, tools, and data to support the analysis of the U.S. Armed Forces for IW.

8. SECRETARIES OF THE MILITARY DEPARTMENTS. The Secretaries of the Military Departments shall:

a. Maintain military capabilities and track the capacity and proficiency of the Military Services to meet CCDR IW-related requirements in accordance with strategic guidance documents.

(1) (Added)(AF) **The Deputy Chief of Staff for Operations, Plans, and Requirements (AF/A3/5) shall ensure the U.S. Air Force (AF) shall continue to develop and maintain kinetic and non-kinetic, flexible capabilities, organizational structures, and processes to allow for rapid fielding and adaptability of systems and trained personnel to meet validated AF, U.S., and international partners' IW-related requirements. IW favors *indirect* and asymmetric approaches. Where insurgencies or other threats have been allowed to mature and our partners can no longer contend with them alone, *Global Vigilance, Global Reach, and Global Power* provide the necessary options to defend U.S. interests in *direct* methods. The AF/A3/5 shall prepare for such *direct* and *indirect* employment of the AF.**

(2) (Added)(AF) **The direct application of air, space and cyber capabilities to IW requires evolution of operating concepts; tactics, techniques, and procedures; and command and control structures. It also requires the addition of new material capabilities for the USAF toolkit, especially capabilities that can be effectively shared with partner nations. The long timelines for weapons development and the fielding of advanced capabilities must be significantly shortened. The Air Force must adapt more quickly than the enemy. Therefore, the AF/A3/5 must enhance the adaptive nature of Air Force capabilities while creating additional capabilities for the *indirect approach*. The AF/A3/5 must strike the right balance between conflict prevention via the *indirect approach* and costly reactive intervention, primarily through the *direct* approach. Further, AF/A3/5 shall investigate and include joint and industry solutions to ensure training capacity is available to support weapon system procurement in accordance with legally established authority.**

(3) (Added)(AF) **The Deputy Chief of Staff for Manpower, Personnel and Services (AF/A1), in coordination with the Assistant Secretary of the Air Force, Manpower and Reserve Affairs (SAF/MR), shall track AF personnel capacity and proficiency in IW-related requirements, including foreign language, regional expertise, experience/expertise in assessing, training, advising, and assisting foreign security forces, and experience as part of OCONUS, forward-based general purpose forces (GPF). As Executive Agent, the AF/A1, in coordination with the Assistant Secretary of the Air Force, Manpower and Reserve Affairs (SAF/MR), shall maintain sufficient English language training capacity for partner nation personnel to support Geographic Combatant Command (GCC) Theater Campaign Plan (TCP) requirements. Additionally, AF/A1 will ensure key overseas positions are manned within embassy country teams and GCC staff.**

b. Maintain scalable organizations to train and advise foreign security forces and security institutions (unilaterally or as part of civilian-military teams) in permissive and uncertain environments.

(1) (Added)(AF) **U.S. strategy primarily employs an *indirect approach* through continued development and sustainment of relationships with partner nations (PNs) and strengthening coalitions. The AF shall continue to develop, sustain, and expand**

relationships with partner nations. By capitalizing on the global community of like-minded and similarly trained and equipped airmen, the AF shall strive for regional solutions and strengthen relationships with partner Air Forces in order to build stronger coalitions that can stand against those state and non-state actors who strive to disrupt global security. This includes traditional partners and developing nations which may have no air force, but aspire to or share U.S. values and interests. Building the security capabilities and capacity of PN security forces and institutions focuses on preventing/deterring conflict by working *with and through* allied and coalition partners, and by better integration with civilian agencies and organizations. By assisting foreign air forces in developing their organic airpower and support capabilities, Airmen can create an environment where mutual benefit and security can exist. The broad capabilities supporting this *indirect approach* fall within the Building Partnerships (BP) Joint Capability Area and its component, Building Partner Capacity (BPC). While relevant across the full range of military operations, BP and BPC are especially crucial in IW. BP and BPC efforts shall develop capabilities with and through those nations which do not have those skills and capacity or in which the basic capability exists but requires enhancements and/or depth.

(2) (Added)(AF) The AF/A3/5 shall ensure the AF maintains sufficient personnel and force structure in scalable organizations for presentation in Component Major Commands (C-MAJCOMs) and Component Numbered Air Forces (C-NAFs) to support GCC BP and BPC requirements. These organizations shall sustain permanent GPF combat and advisory capabilities to meet steady-state, protracted requirements for permissive and uncertain IW environments and have the required capability and capacity to assess, train, advise, assist, and equip PN air forces. These GPF capabilities complement existing special operations forces (SOF) advisory capabilities and enhance AF overall capabilities within the BP Joint Capability Area. These AF GPF shall possess the ability to provide *indirect means* involving assessing, training, educating, advising and assisting foreign security forces, when authorized by law, within existing forward-based OCONUS and contingency response forces. GPF must be prepared to participate in long term activities and post conflict stability operations necessary to build partner capacity and shape the environment. To meet these full spectrum advisory requirements the AF/A3/5 shall evaluate and leverage the capabilities resident in overseas-based GPF, the Total Force, and the National Guard Bureau's State Partnership Plan (SPP).

(3) (Added)(AF) AF/A3/5 formulates policy supporting IW. AF/A3/5 determines operational requirements, capabilities and training necessary to support national security objectives and military strategy relevant to IW. The AF/A3/5 shall be responsible for:

(a) (Added)(AF) The *Air Force IW Strategy* and ensuring its agreement with the *Air Force Global Partnership Strategy*.

(b) (Added)(AF) Defining AF organizational, training, and material requirements relevant to the IW environment, especially those Title 10 United States Code (USC) activities providing direct support involving combat.

(c) (Added)(AF) Providing the representative to the BP Joint Functional Capabilities Board (FCB) (IAW CJCSI 3137.01D).

(d) (Added)(AF) Ensuring IW-relevant planning is included within the AF Campaign Support Plan, the global posture, operations-to-operations/airman-to-airman talks programs, unified command plan reviews, and bilateral and multilateral exercises.

(4) (Added)(AF) The Deputy Under Secretary of the Air Force, International Affairs (SAF/IA), in coordination with AF/A3/5, shall periodically review and adjust personnel training processes, procedures, and methodologies to optimize existing AF capacity to train international partners, as authorized by applicable statutes.

(5) (Added)(AF) SAF/IA, in coordination with the GCCs with and through their C-MAJCOMS and C-NAFs and with the Service Core Function Lead Integrators, shall provide oversight and guidance on building international relationships, partner capacity, and interoperable capabilities that facilitate the successful employment of our joint and coalition expeditionary air, space, and cyberspace forces conducting global operations. SAF/IA also provides oversight and guidance for international policy and programs supporting national security objectives through politico-military affairs, security assistance programs, technology and information disclosure, education and training, cooperative research and development, and attaché affairs. SAF/IA shall be responsible for:

(a) (Added)(AF) The overall strategy of building partnerships as expressed in the *Air Force Global Partnership Strategy* and ensuring its congruence with the *AF IW Strategy*.

(b) (Added)(AF) Overall advocacy—as the Building Partnerships Joint Capability Area Portfolio Manager—for all Building Partnerships capabilities to support Unified CCDRs’ activities in all operating environments to include IW.

(c) (Added)(AF) All equipping activities for foreign nations.

(d) (Added)(AF) International participation in AF Exercises (excluding Component Command/component exercises).

(6) (Added)(AF) Air Combat Command (ACC) in conjunction with the C-MAJCOMS and C-NAFs, Air Mobility Command (AMC), and Air Education and Training Command (AETC), in coordination with SAF/IA and AF/A3/5, shall create an air advisor institutional capability within the GPF, which will preserve the experience derived from efforts to stand up PN air forces. The air advisor capability shall provide education and training to GPF air advisors and maintain a curriculum to develop air advisor expertise for forces across combatant commands. This GPF advisory capability shall include education and training programs for the employment of advisors to assess, train/educate, advise, and assist partners in the development and application of their aviation resources and meet their needs in foreign internal defense (FID), security force assistance (SFA), counterinsurgency (COIN), global health engagement, stability, or counter-terrorism operations.

(7) (Added)(AF) Forward-based forces overseas within C-MAJCOMS and C-NAFs shall perform their day-to-day BP mission and follow the guidance of their CCDR.

c. Maintain expeditionary units organized, trained, and equipped that, when directed, are able to provide civil security, restore essential government function, repair key infrastructure necessary to government function and to sustain human life, and reform or rebuild indigenous

security institutions until indigenous, international, or U.S. civilian personnel can do so.

(1) (Added)(AF) Integrated air, space, and cyberspace capabilities contribute critical support to PN and coalition ground forces to provide civil security, restore essential government function, repair key infrastructure necessary to government function and sustainment of human life, and reform or rebuild indigenous security institutions. AF contributions to the joint, interagency, and coalition team include, but are not limited to: mobility, ISR, theater command and control, precision strike, close air support, information operations (particularly, electronic warfare and military information support to operations), electronic warfare, agile combat support (ACS), show of force, aeromedical evacuation, military information support operations, airbase construction and opening, computer network defense, computer network attack, precision navigation, and strategic communication. The AF/A3/5 shall ensure the AF maintains units organized, trained and equipped to present these capabilities as part of properly trained, forward-based OCONUS GPF units, contingency response forces (CRFs), air expeditionary GPF units, or in the NGB's SPP unit forces, scaled or task-organized to meet CCDRs' requests for forces. The AF/A3/5 shall confirm the AF provides these capabilities through continuous planning, preparation, execution, and assessment for IW within AF joint or coalition components.

(2) (Added)(AF) The Deputy Chief of Staff for Logistics, Installations & Mission Support (AF/A4/7) shall ensure Airmen leverage the ACS skill set to provide linguistic support, regional and cultural expertise, education, medical support, legal advice, civil engineering, public affairs, political-military support, and security training.

(3) (Added)(AF) AETC and AMC shall ensure CRFs are trained to conduct ACS BP activities. While the primary missions of CRF are airbase opening and USTRANSCOM's Joint Task Force-Port Opening, the BP mission shall have distinct but complementary objectives. The CRF BP mission set shall build habitual relationships with PNs. Aligning CRF geographically will allow units to build an enduring relationship while growing in the cultures and languages of its region. As with all their GPF units, PACAF and USAFE CRFs are geographically aligned for BP missions to their respective theaters. AMC Contingency Response Wings (CRWs) shall meet regional objectives and be aligned with USSOUTHCOM and USAFRICOM. Even though geographically aligned, CRWs shall maintain transferrable BP skills in order to support GCC or C-MAJCOMs and C-NAFs, as necessary. Air National Guard CRFs are aligned in accordance with their state's alignment under the NGB's SPP. The ANG shall have primary responsibility to integrate AF efforts into the NGB SPP. Once tasked to fill a BP requirement, CRF shall coordinate directly with the C-MAJCOM or C-NAF leading the BP activity and ensure BP activities are carried out consistent with the law.

d. Ensure curricula in individual and unit training programs and Military Department schools prepare personnel for IW. Ensure all Service schools develop appropriate education and training programs and courses, reflecting joint and Military Department IW-relevant doctrine.

(1) (Added)(AF) AETC, AMC, and ACC in conjunction with the C-MAJCOMs and C-NAFs, shall train Airmen to operate in the irregular environment and ensure professional military education curricula at all levels includes AF contributions, lessons learned, and best practices in IW. AETC shall ensure curricula in individual and unit training programs prepare Airmen for IW and schools develop appropriate education and

training programs and courses in accordance with joint and AF IW doctrine, and educate AF operational planners to best apply air, space, and cyberspace power across the full range of military operations including IW.

(2) (Added)(AF) SAF/IA shall ensure the preparation of AF personnel assigned to U.S. embassy country teams, Combatant Commands, and other security cooperation-related positions meet the needs identified in Combatant Commands and their AF Components.

(3) (Added)(AF) The LeMay Center for Doctrine Development and Education shall evaluate and update IW-related doctrine.

e. Establish through designation at the Military Department and/or Service level, as appropriate, a representative accountable for discharging the responsibilities delineated in this Directive.

(1) (Added)(AF) AF/A3/5 is specifically responsible for providing policy, guidance and oversight for Air, Space, and Cyber operations, training, and sourcing of all AF capabilities and personnel to support joint operations. AF/A3/5 represents AF operations to DoD and other government agencies and is, thereby, designated the AF representative responsible for discharging the responsibilities delineated in this Directive.

(2) (Added)(AF) SAF/IA has overall responsibility for international activities, including BP and BPC, for the AF. Specifically, SAF/IA develops, disseminates, and implements the *Air Force Global Partnership Strategy (GPS)* and other policy guidance, coordinates development and oversees its execution with HAF organizations, MAJCOMs, and the Air Reserve Component, and acts as the AF Capability Portfolio Manager for the BP Joint Capability Area.

(3) (Added)(AF) AF/A9 shall manage the development and use of appropriate analytical models, tools, and data to support the analysis of US Air Forces in IW.

(4) (Added)(AF) Forward -based C-MAJCOMs/C-NAFs shall conduct air, space, and cyberspace power assessments as required to support GCC campaign plan development and execution.

9. CHAIRMAN OF THE JOINT CHIEFS OF STAFF. The Chairman of the Joint Chiefs of Staff shall:

a. Serve as the principal military advisor to the Secretary of Defense for IW and, in conjunction with the ASD(SO/LI&IC), provide oversight to ensure that the U.S. Armed Forces maintain the capabilities and capacity so that they are as effective in IW as they are in traditional warfare.

b. Direct joint education and annual training, exercises, concept development, and experimentation to ensure the U.S. Armed Forces are prepared to plan, conduct, and sustain campaigns involving IW-related activities and operations, including:

(1) Counterterrorism operations, foreign internal defense, unconventional warfare, counterinsurgency, and stability operations.

(2) Strategic communication; information, psychological, civil-military, intelligence, and counterintelligence operations; and support to law enforcement.

(3) Sustained operational and intelligence preparation of the environment.

(4) The integrated operations of interagency and multinational civilian and military organizations to support a foreign government or population threatened by irregular adversaries.

(5) Operations with and through foreign security forces to achieve objectives through IW-related activities.

c. Identify and validate DOTMLPF capability gaps with IW applications and coordinate with appropriate capability developers to mitigate shortfalls.

d. In conjunction with CCDRs and the Secretaries of the Military Departments, maintain universal joint tasks for mission-essential tasks that support IW-related activities and operations.

e. Incorporate IW-related concepts into joint doctrine in coordination with the CCDRs and the Secretaries of the Military Departments.

f. Annually assess proficiency and readiness of the U.S. Armed Forces to conduct activities necessary to implement CCDR campaign and contingency plans related to IW. Incorporate the assessment into the annual risk assessment.

10. COMMANDERS OF THE COMBATANT COMMANDS. The Combatant Commanders shall:

a. Identify IW-related requirements for steady-state and surge campaigns.

b. Incorporate IW-related concepts into military training, exercises, and planning.

c. Advise ASD(SO/LIC&IC) and the Chairman of the Joint Chiefs of Staff on capacity and capability requirements to implement theater campaign and contingency plans relevant to IW.

d. Recommend DOTMLPF changes to the Chairman of the Joint Chiefs of Staff, Commander, U.S. Joint Forces Command (CDRUSJFCOM), Commander, U.S. Special Operations Command (CDRUSSOCOM), and the Secretaries of the Military Departments to implement best practices across the U.S. Armed Forces.

11. CDRUSSOCOM. In addition to the responsibilities listed in section 10, the CDRUSSOCOM shall:

a. Assist the Chairman of the Joint Chiefs of Staff by coordinating the development of those aspects of special operations forces (SOF) doctrine relevant to IW. Contribute to the integration of SOF-general purpose forces (GPF) IW-relevant doctrine with CDRUSJFCOM, the Chairman of the Joint Chiefs of Staff, and the Secretaries of the Military Departments.

b. Lead the development of SOF IW-relevant training and education standards for individuals and units with USD(P&R), the Chairman of the Joint Chiefs of Staff, and the Secretaries of the Military Departments.

(1) (Added)(AF) AFSOC, as AF lead for aviation foreign internal defense (AvFID), shall be responsible for collaboration in the development of SOF IW-relevant training and education standards for AF SOF units and personnel.

c. Develop SOF capabilities for extending U.S. reach into denied areas and uncertain environments by operating with and through indigenous foreign forces or by conducting low-visibility operations.

(1) (Added)(AF) AFSOC shall plan, program, and operate AF SOF capabilities to provide timely support to USSOCOM in this range of operations.

d. Submit an annual assessment of SOF proficiency and readiness for IW to the Chairman of the Joint Chiefs of Staff.

(1) (Added)(AF) AFSOC shall provide an AF annual assessment, fully coordinated with AF/A3/5, of AF SOF proficiency and readiness for IW to USSOCOM.

12. CDRUSJFCOM. In addition to the responsibilities listed in section 10, the CDRUSJFCOM shall:

a. In coordination with CDRUSSOCOM and the Secretaries of the Military Departments:

(1) Assist the Chairman of the Joint Chiefs of Staff by leading the collaborative development of joint IW-relevant doctrine.

(2) As part of the joint concept development and experimentation program, explore new concepts and capabilities so that the U.S. Armed Forces are as effective in IW as they are in traditional warfare.

(3) Recommend mechanisms and capabilities for increasing interoperability and integration of SOF and GPF in IW-related activities.

(a) (Added)(AF) SAF/CIO A6 shall lead AF interoperability and integration of SOF and GPF in IW-related activities in coordination with AFSOC and AF/A3/5.

b. Lead the collaborative development of joint standards for GPF IW-relevant training and readiness for individuals and units with USD (P&R), the Chairman of the Joint Chiefs of Staff, and the Secretaries of the Military Departments.

(1) (Added)(AF) AF/A3/5 shall be responsible for collaboration in the development of IW-relevant AF GPF training and readiness standards for individuals and units.

(2) (Added)(AF) Training requirements for GPF and CRF personnel performing a BPC or SFA mission shall be determined by the applicable C-MAJCOM or C-NAF and AF/A3/5, and shall be executed by AETC, AMC, and ACC as appropriate. Readiness of the individual CRF capabilities shall be determined by the responsible MAJCOM, who will ensure units are in compliance with AF and joint standards. The USAF Expeditionary Center (EC) shall offer and advocate leveraging its expeditionary combat support and mobility training capabilities to meet IW-relevant training and readiness

standards.

(3) (Added)(AF) AFSOC, as AF lead for the development of SOF IW-relevant training and readiness standards, shall collaborate on GPF IW-relevant training and readiness for individuals and units.

c. Assist USD (P&R) in identifying tracking requirements for critical skills and experiences relevant to IW.

(1) (Added)(AF) AF/A1 shall initiate and coordinate tracking requirements for critical skills and experiences relevant to IW with USJFCOM. Data from this tracking shall be provided to AF/A3O to facilitate its annual assessment of GPF proficiency and readiness relevant to IW.

d. With CCDRs and the Secretaries of the Military Departments, lead the identification of joint IW-relevant capabilities and recommend priorities for capability development to ASD(SOLIC&IC) and the Chairman of the Joint Chiefs of Staff.

e. In conjunction with the Secretaries of the Military Departments, submit an annual assessment of U.S. Armed Forces' GPF proficiency and readiness for IW to the Chairman of the Joint Chiefs of Staff.

(1) (Added)(AF) AF/A3/5 shall lead the annual assessment of GPF proficiency and readiness for the AF input to the USJFCOM report.

GLOSSARY

DEFINITIONS

Unless otherwise noted, these terms and their definitions are for the purposes of this Directive.

Airman. (Added)(AF) The term Airman has historically been associated with uniformed members of the US Air Force (officer or enlisted; regular, reserve, or guard) regardless of rank, component, or specialty. Today, Department of the Air Force civilians are incorporated within the broader meaning of the term when there is a need to communicate to a larger audience within the Service, either for force development purposes or for clarity and inclusiveness by senior leaders when addressing a larger body of personnel. All Airmen, military and civilian, support and defend the Constitution of the United States and live by the Air Force core values. (AFDD 1-1)

air advisor. (Added)(AF) An Airman specially trained and educated to apply aviation expertise to assess, train/educate, advise, and assist foreign personnel in the development and application of their aviation resources to meet their national needs, in support of US interests.

building partnerships (BP). (Added)(AF) BP Joint Capability Area (JCA). The ability to set the conditions for interaction with partner, competitor or adversary leaders, military forces, or relevant populations by developing and presenting information and conducting activities to affect their perceptions, will, behavior, and capabilities. (Quadrennial Roles and Missions Review Report, Jan 2009)

building partner/partnership capacity (BPC). (Added)(AF) Targeted efforts to improve the collective capabilities and performance of the Department of Defense and its partners. (QDR Execution Roadmap Building Partnership Capacity, 22 May 2006)

civilian-military teams. Temporary organizations of civilian and military personnel specifically task-organized to provide an optimal mix of capabilities and expertise to accomplish specific operational and planning tasks, or to achieve objectives at the strategic, operational, or tactical levels. Civilian-military teams may conduct both overt and clandestine operations.

counterinsurgency. Those military, paramilitary, political, economic, psychological, and civic actions taken by a government to defeat insurgency.

counterterrorism. Actions taken directly against terrorist networks and indirectly to influence and render global and regional environments inhospitable to terrorist networks.

direct means. Meeting security objectives through the U.S.-led application of military power.

foreign internal defense. Participation by civilian and military agencies of a government in any of the action programs taken by another government or other designated organization to free and

protect its society from subversion, lawlessness, and insurgency.

global health engagement. (Added)(AF) Global health engagement (GHE) is one of the means used to partner with other nations to achieve health security cooperation, building partnerships and partner capacity objectives through health-related activities and exchanges. GHE activities allows the military health services and partner nation armed forces, or foreign civilian authorities or agencies to build trust and confidence, share information, coordinate mutual activities, and maintain influence and achieve interoperability. GHE uses the full spectrum of health capabilities and disciplines in Mil-Mil, Mil-Civ and multilateral activities to build partner capacity, support security cooperation, and achieve CCDR objectives. (AFMS GHS CONOPS, 2010)

indirect means. Meeting security objectives by working with and through foreign partners.

indirect approach (or means). (Added)(AF) The term “indirect approach” has three distinct meanings within the context of IW: (1) Unbalance and dislocate adversaries by attacking them physically and psychologically where they are most vulnerable and unsuspecting, rather than where they are strongest or in the manner they expect to be attacked. (2) Empower, enable, and leverage interagency and multinational strategic partners to attack adversaries militarily or non-militarily, rather than relying on direct and unilateral military confrontation by US joint forces. (3) Take actions with or against other states or armed groups in order to influence adversaries, rather than taking actions to influence adversaries directly. (*Irregular Warfare Joint Operating Concept*, 11 Sep 2007).

irregular warfare. A violent struggle among state and non-state actors for legitimacy and influence over the relevant population(s). Irregular warfare favors indirect and asymmetric approaches, though it may employ the full range of military and other capacities, in order to erode an adversary’s power, influence, and will.

security force assistance. (Added)(AF) The Department of Defense activities that contribute to unified action by the US Government to support the development of the capacity and capability of foreign security forces and their supporting institutions. Also called SFA. (JP 3-22, *Foreign Internal Defense*, 12 July 2010).

security forces. Duly constituted military, paramilitary, police, and constabulary forces of a state.

stability operations. An overarching term encompassing various military missions, tasks, and activities conducted outside the United States in coordination with other instruments of national power to maintain or reestablish a safe and secure environment, provide essential governmental services, emergency infrastructure reconstruction, and humanitarian relief.

traditional warfare. A form of warfare between the regulated militaries of states, or alliances of states, in which the objective is to defeat an adversary’s armed forces, destroy an adversary’s

war-making capacity, or seize or retain territory in order to force a change in an adversary's government or policies.

unconventional warfare. A broad spectrum of military and paramilitary operations, normally of long duration, predominantly conducted through, with, or by indigenous or surrogate forces who are organized, trained, equipped, supported, and directed in varying degrees by an external source. It includes, but is not limited to, guerrilla warfare, subversion, sabotage, intelligence activities, and unconventional assisted recovery.

(AF)(Added) ACRONYMS

AA	air advisor
AETC	Air Education and Training Command
AF	U.S. Air Force
ACC	Air Combat Command
ACS	agile combat support
AFMC	Air Force Materiel Command
AFSOC	Air Force Special Operations Command
AMC	Air Mobility Command
AvFID	aviation foreign internal defense
BP	building partnerships
BPC	building partner capacity
C-MAJCOM	component major command
C-NAF	component numbered air force
CONOPS	concept of operations
CRG	contingency response group
CRF	contingency response forces
CRW	contingency response wing
CSAF	Chief of Staff of the Air Force
DOC	designed operational capability
DoDD	Department of Defense Directive
DSCA	defense support to civil authorities
EC	Expeditionary Center
FID	foreign internal defense
GCC	geographical combatant command
GPF	general purpose forces
IA	Interagency
IW	irregular warfare
JTF-PO	Joint Task Force-Port Opening
NAF	numbered air force
OCONUS	outside the continental United States
PACAF	Pacific Air Forces
PN	partner nation
QDR	quadrennial defense review
RAS/PAS	regional affairs strategist/pol-mil affairs strategist
RFF	request for forces
SECAF	Secretary of the Air Force
SFA	Security Force Assistance
SPP	State Partnership Program
USAFE	U.S. Air Forces Europe