

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

**AIR FORCE INSTRUCTION 51-108**

**9 OCTOBER 2014**



*Law*

**THE JUDGE ADVOCATE GENERAL'S  
CORPS STRUCTURE, DEPLOYMENT, AND  
OPERATIONAL SUPPORT**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements Air Force Policy Directive (AFPD) 51-1, *The Judge Advocate General's Department*. This Air Force Instruction (AFI) offers practical counsel to Judge Advocate (JA) personnel who support Air Force operations worldwide. This AFI also provides guidance on the meaning of legal readiness, readiness preparation, and the management of legal readiness through the Air and Space Expeditionary Force (AEF) UTC Reporting Tool (ART). This AFI complements the guidance provided in other 51-series AFIs. This AFI applies to all Regular Air Force (RegAF), Air Force Reserve (AFR), and Air National Guard (ANG) legal personnel.

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**SUMMARY OF CHANGES**

This document has been substantially revised and must be completely reviewed. Major changes include the incorporation of the tiering requirements and waiver authorities required by AFI 33-360. Chapter 5 on Capturing Lessons has been substantially changed.

<b>Chapter 1—GENERAL INFORMATION</b>	<b>4</b>
1.1. Scope and Purpose. ....	4
<b>Chapter 2—ROLES AND RESPONSIBILITIES</b>	<b>5</b>
2.1. The Office of The Judge Advocate General (AF/JA) The Judge Advocate General or his designee, holds these responsibilities and functions: .....	5
2.2. Professional Development Directorate (AF/JAX) .....	5
2.3. AF/JA FAM .....	5
2.4. Civilian Career Development, Plans, and Programs Division (AF/JAZ) .....	6
2.5. Operations and International Law Division (AF/JAO) .....	6
2.6. Senior Paralegal Manager to The Judge Advocate General (TJAG) .....	7
2.7. Air Force Legal Operations Agency (AFLOA) shall: .....	7
2.8. Major Command (MAJCOM)/Forward Operating Agency (FOA)/Direct Reporting Unit (DRU) Staff Judge Advocates (SJAs) will: .....	8
2.9. MAJCOM/FOA/DRU FAMs will: .....	9
2.10. Staff Judge Advocates (includes senior member of each JAGC activity) will: .....	9
2.11. Readiness Manager. ....	10
2.12. Component Staff Judge Advocates Air Force Forces (AFFOR SJA). ....	10
2.13. The USAF Expeditionary Center Staff Judge Advocate (EC SJA). ....	10
2.14. Individual JAGs and paralegals. ....	10
<b>Chapter 3—MISSION READINESS</b>	<b>11</b>
3.1. Mission Readiness. ....	11
3.2. Mission Requirements. ....	11
<b>Chapter 4—POSTURING AND SOURCING JAGC MEMBERS FOR DEPLOYMENT</b>	<b>14</b>

4.1.	General Management Considerations. ....	14
4.2.	Consistent with 10 USC §§ 806 and 8037, TJAG, acting through AF/JAX, is the sourcing and adjudication authority for the deployment of judge advocates and paralegals. ....	14
4.3.	Unit Type Code (UTC) Management. ....	14
4.4.	Deployment Posture. ....	16
4.5.	Selection for Deployment. ....	18
<b>Chapter 5—CAPTURING LESSONS</b>		<b>19</b>
5.1.	Lessons Learned and After Action Reports. ....	19
5.2.	JAGC AAR Database. ....	19
5.3.	JA Personnel AAR Responsibilities. ....	19
5.4.	Reporting Process. ....	20
<b>Chapter 6—AIR RESERVE COMPONENT OPERATIONAL READINESS</b>		<b>21</b>
6.1.	ARC Integration into Operational Readiness. ....	21
<b>Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION</b>		<b>23</b>

## Chapter 1

### GENERAL INFORMATION

**1.1. Scope and Purpose.** This instruction provides guidance to JA personnel who support Air Force operations worldwide by establishing the meaning of legal readiness, readiness preparation, and the management of legal readiness through ART.

1.1.1. **Air Force Legal Readiness:** All military missions require compliance with a wide variety of laws, rules and regulations. In a society built on the rule of law, a commander's ability to lead, to maintain order, and to sustain the confidence of the public requires a solid legal foundation. Accordingly, commanders depend on legal personnel for timely and accurate legal guidance throughout the full spectrum of conflict. Judge Advocates (JAGs) provide this critical support and therefore, one key to *legal readiness* is preparing members of the Judge Advocate General's Corps (JAGC) to fulfill this task *before* the crisis arises. The principal element of *Air Force Legal Readiness* is being prepared to face those challenges that arise during air missions. An overview of this role is set out in Air Force Doctrine Document (AFDD) 1-04, *Legal Support to Military Operations*.

1.1.2. **Mission Readiness.** Mission readiness is the degree to which JAGC personnel are ready to support operational requirements. Mission-ready JAGC personnel are prepared to deal with any aspect of the military legal environment at home station or in an expeditionary capacity, both in their personal and mission capacities. Mission readiness is the product of the actions taken to organize, train, and equip JAGC personnel and is achieved through advance preparation, legal and professional military education, Air Force specialty training, and a sufficient level of resources and manpower.

## Chapter 2

### ROLES AND RESPONSIBILITIES

#### **2.1. The Office of The Judge Advocate General (AF/JA) The Judge Advocate General or his designee, holds these responsibilities and functions:**

- 2.1.1. Serves as legal advisor to the Secretary of the Air Force, the Chief of Staff, and all officers and agencies of the Department of the Air Force.
- 2.1.2. Directs JAGC personnel in the performance of their duties.
- 2.1.3. Organizes, trains, and equips expeditionary and home station legal support capabilities to satisfy Air Force operational requirements.
- 2.1.4. Oversees the mission readiness of personnel and equipment within JAGC.
- 2.1.5. Establishes and oversees programs to enhance and assess the legal readiness of the Total Force.
- 2.1.6. Ensures effective force management by approving Unit Type Code (UTC) management practices that enhance the operational readiness and organizational effectiveness of JAGC activities.
- 2.1.7. Ensures all JAGC activities report their readiness status of assigned UTCs.

#### **2.2. Professional Development Directorate (AF/JAX)**

- 2.2.1. Establishes policy, standards, procedures, guidelines, and training objectives related to the professional development of judge advocates and civilian personnel.
- 2.2.2. Manages continuing legal education and training programs. Establishes formal training policies and procedures to assist staff judge advocates and ensure personnel who are most likely to deploy receive the proper training.
- 2.2.3. Provides guidance, as necessary, for the overall management of security access requirements for all JAGC manpower authorizations. For Individual Mobilization Augmentee (IMA) positions, these requirements require validation by Regular Air Force/Major Command (RegAF/MAJCOM)/A1. For unit positions, Air Force Reserve Command (AFRC) sets the requirements. For Air National Guard, the National Guard Bureau (NGB) sets the requirements.
- 2.2.4. Includes the AF/JA Functional Area Manager (FAM).

#### **2.3. AF/JA FAM**

- 2.3.1. Appointed in accordance with AFI 10-401, *Air Force Operations Planning and Execution*, develops and monitors UTC posturing, coding, and JAGC deployment guidance. Resolves inconsistencies between JA practices, and ensures compliance with Air Force and joint guidance, as required.
- 2.3.2. Serves as principal advisor to AF/JA on the configuration, operational readiness, and employment of Air Force legal support capabilities.

2.3.3. Reviews requests for forces and requests for capabilities and provides JAGC's ability to supply the requested force or capability.

2.3.4. Recommends individual sourcing solutions for judge advocate and paralegal deployments for AF/JA's approval.

2.3.5. Serves as AF/JA's designated coordinating authority with other functional areas for all operational legal support matters. Coordinates all policy, force availability, and readiness matters with appropriate AF/JA and MAJCOM, Field Operating Agency (FOA), Direct Reporting Unit (DRU) offices, Air Force Personnel Center Directorate of AEF Operations (AFPC/DPW), the AEF Center, and component commands.

2.3.6. Serves as AF/JA focal point for JAGC requirements, guidance, and plans necessary to support Air Force operations worldwide.

2.3.7. Recommends courses of action to facilitate and enhance legal support to expeditionary operations.

2.3.8. Issues operational readiness guidance regarding all facets of JAGC UTC management and develops general guidelines for assigning and managing available UTCs within the AEF construct.

2.3.9. Publishes JAGC planning guidance in the USAF War and Mobilization Plan (WMP) Volume 1. Acts as central coordinator of force management activities to ensure JAGC capabilities are properly postured, assigned, disseminated, managed, and utilized within the AEF construct.

2.3.10. Assesses the overall readiness of the JAGC to meet its operational requirements. Reports the readiness status of legal capabilities to AF/JA and determines if JAGC activities can accomplish assigned missions. Monitors UTC readiness through ART and other sources. Evaluates JAGC UTC problem areas for overall mission impact, and assists in asset reprioritization based on each JAGC activity's readiness level. Monitors JAGC shortfalls and deficiencies and ensures MAJCOM FAMs take actions to minimize adverse mission impact.

#### **2.4. Civilian Career Development, Plans, and Programs Division (AF/JAZ)**

2.4.1. Plans, programs, budgets, and executes manpower and budgetary resources for operations law support by HQ USAF/JA and AFLOA, including Overseas Contingency Operations funding, central funding for training, and funding for master of law degree programs in international and space law.

2.4.2. As career field manager for JAG Corps legal civilians, manages civilian career development and issues guidance pertaining to the deployment of civilians.

#### **2.5. Operations and International Law Division (AF/JAO)**

2.5.1. Provides legal expertise and establishes standards, procedures, guidelines, and training objectives related to operations and international law and the operational employment of Air Force legal support forces.

2.5.2. Provides oversight and support to current operations, legal support to the Air Force Operations Group, and emergency preparedness policies.

2.5.3. Provides expertise to all Air Force legal activities, including the Air Force Judge Advocate General's School (AFJAGS), with regard to all efforts to organize, train, and equip attorneys and paralegals in operations law.

2.5.4. Consolidates the best practices from the legal support of Air Force operations.

2.5.5. Provides subject matter experts and serves as AF/JA's primary resource for operations and international legal issues.

2.5.6. Supports the mission of the AF/JA Emergency Planning Coordinator as described in AFI 10-208, *Air Force Continuity of Operations (COOP) Program*.

2.5.7. Supports legal readiness initiatives and assists in developing related policy and guidance.

2.5.8. Represents AF/JA on the Department of Defense (DoD) Law of War Working Group.

2.5.9. Supports the Air Force Joint Action Coordination Office.

2.5.10. Represents AF/JA at the Air Force Doctrine Working Group.

## **2.6. Senior Paralegal Manager to The Judge Advocate General (TJAG)**

2.6.1. Advises TJAG on paralegal professional development and utilization. Ensures paralegal training supports both home station and expeditionary mission requirements.

2.6.2. Establishes training policy, standards, procedures, guidelines, and training objectives to maximize the operational readiness of Air Force paralegals.

2.6.3. Assists in the development of operational readiness policy for Air Force paralegals, and provides guidance on manpower availability, utilization, and training requirements.

2.6.4. Develops and implements enlisted deployment training guidance and objectives that fully support the core deployment tasks of supported air components.

## **2.7. Air Force Legal Operations Agency (AFLOA) shall:** Support Air Force operational requirements directly and indirectly through a broad spectrum of roles. (T-1).

2.7.1. **AFLOA Commander.** Responsible for organizing, training, and equipping expeditionary, home station, and reachback legal capabilities. The AFLOA Commander will:

2.7.1.1. Maximize the operational readiness of personnel and equipment assigned to AFLOA. (T-1).

2.7.1.2. Organize, train, and equip expeditionary trial judiciary capabilities. (T-1).

### **2.7.2. Legal Information Services Directorate (AFLOA/JAS) will:**

2.7.2.1. Support home station and forward-deployed JAGC activities through software development, legal research, web hosting, and other essential legal information services. (T-2).

2.7.2.2. Support home station and forward deployed JAGC activities by providing guidance and technical support for JAGC-owned or operated video-conferencing equipment. (T-3).

2.7.2.3. Recommend to TJAG legal information services and software to facilitate and enhance legal support to forward deployed operations. (T-3).

2.7.2.4. Assist in the development and maintenance of Computer Based Training modules designed to prepare judge advocates and paralegals to effectively utilize technology in support of operations at home station and while deployed. (T-3).

2.7.2.5. Maintain deployed personnel data within the TJAG Personnel Roster application. (T-3).

**2.7.3. The Community Legal Services Division (AFLOA/CLS) will:**

2.7.3.1. Develop guidance and training to promote personal legal readiness of AF personnel. (T-2).

2.7.3.1.1. Centrally manage the worldwide legal assistance and preventive law programs. (T-3).

2.7.3.1.2. Ensure legal assistance and preventive law instructions, programs, policies, and guidance address personal legal readiness requirements and concepts and support JAGC operational readiness requirements. (T-3).

**2.7.4. The Judge Advocate General's School (AFJAGS) will:**

2.7.4.1. Ensure JAGC training programs, exercises, references, and instructional materials address the knowledge JAGC personnel require to become mission ready. (T-1).

2.7.4.2. In coordination with AFLOA/CLS, develop training to promote legal readiness of JAGC and AF personnel. Provides resident or coordinates for provision of non-resident subject matter experts for legal training to both legally trained and lay audiences. (T-3).

2.7.4.3. Publish *Air Force Operations and the Law: A Guide for Air, Space and Cyber Forces*. Assist JAO and other responsible offices in providing legal reachback support. (T-3).

**2.7.5. Environmental Law and Litigation Division (AFLOA/JACE) will:**

2.7.5.1. Provide legal expertise and support, to include training, related to environmental compliance, restoration, planning, and pollution prevention requirements for installations, activities, and personnel located in areas outside the United States (US) and US territories (i.e. foreign countries and global commons). (T-2). This applies for enduring as well as contingency and other deployed operations.

2.7.5.2. Provide expertise, support, and training to all Air Force legal units, including AF/JAO and AFJAGS, with regards to environmental requirements and issues for USAF installations, activities, and operations in foreign countries. (T-3).

2.7.5.3. When appropriate, coordinate with AF/JAO and relevant command (e.g. United States Forces Japan, United States Air Forces in Europe) legal offices on advice involving interpretation of treaties and international agreements. (T-3).

**2.8. Major Command (MAJCOM)/Forward Operating Agency (FOA)/Direct Reporting Unit (DRU) Staff Judge Advocates (SJAs) will:**

2.8.1. Organize, train, and equip expeditionary and home station legal capabilities within their respective organizations. (T-1).

2.8.2. Evaluate the mission readiness of legal support forces and the personal legal readiness of the commands' supported populations. (T-1).

2.8.3. Maximize the availability of JA personnel through the proper use of UTCs. (T-1).

2.8.4. Oversee subordinate JAGC activities and their preparations to support operational requirements; monitor reporting of legal readiness status in accordance with this Instruction; AFI 10-244, *Reporting Status Of Aerospace Expeditionary Forces*; and AFI 10-201, *Status of Resources and Training System*. (T-1).

2.8.5. Ensure subordinate activities document legal support requirements in their home station or expeditionary site plans in accordance with AFI 10-404, *Base Support and Expeditionary (BaS&E) Site Planning*. (T-1).

2.8.6. Ensure that subordinate legal offices have a practical, active program for providing legal assistance to deploying personnel (see AFI 51-504, *Legal Assistance, Notary, and Preventive Law Programs*). At a minimum, the Chief of Legal Assistance must coordinate with base-level, or unit level if office is in a tenant unit, Personnel Readiness Units, Unit Deployment Managers (UDMs), and equivalents to satisfy all legal readiness demands for deploying personnel. (T-1).

## **2.9. MAJCOM/FOA/DRU FAMs will:**

2.9.1. Assist both higher and lower commands with legal readiness issues. (T-1).

2.9.2. Ensure JAGC UTCs, if applicable, are equitably aligned according to JAGC Functional Area Prioritization and Sequencing Guidance. (T-1).

2.9.3. Manage intra-command planning activities, coordinate responses to Air Staff taskings, implement Air Staff policies and guidance, and relay taskings to subordinate JAGC activities. Evaluate, track, and report the overall readiness status and training of the command's legal capabilities. (T-1).

2.9.4. Coordinate with other FAMs on deployment matters that affect their functional areas.

2.9.5. Validate legal support requirements for deliberate plans. (T-1).

2.9.6. Educate subordinate JAGC activities on their role/obligations under deliberate plans and are operating within the AEF construct. (T-1).

## **2.10. Staff Judge Advocates (includes senior member of each JAGC activity) will:**

2.10.1. Manage and prepare personnel and equipment required to support home station operations, including operations law support. Each SJA is responsible for tailoring the operations law support provided by the legal staff to satisfy the particular legal needs of supported home station units. The practice of operations law varies between legal offices due to the variety of activities and missions performed by different supported units. (T-1).

2.10.2. Provide expeditionary legal services and UTC management support. (T-1).

2.10.3. Develop, implement, and evaluate the personal legal readiness program that tailors available legal services to meet the requirements of the supported population. (T-1).

2.10.4. Responsible for associating, tracking, and managing personnel aligned within the AEF construct and those tasked to support a deliberate plan. (T-1).

2.10.5. Advise local chain of command and MAJCOM FAMS when resource changes may adversely impact, restrict, or delay operations from either home station or deployed locations.

2.10.6. Appoint a Readiness Manager in writing. See para. 2.11. (T-1).

2.10.7. Identify any necessary ARC augmentation requirements, and when warranted, submit a request for home station support to the MAJCOM senior IMA or Mobilization Assistant (MA), the ARC Home Station Support Coordinator at Air Force Reserve Directorate (AF/JAR), and AFRC/JA (A complete guide is available from the Home Station Support Coordinator at AF/JAR). (T-1).

2.10.8. Ensure that all plans, policies, procedures and operations within their area of responsibility are consistent with the domestic and international legal obligations of the United States. (T-1).

2.10.9. Ensure (through engagement with exercise planners) that local exercises involve legal personnel and have relevant inputs to facilitate play that meets legal training objectives. (T-1)

**2.11. Readiness Manager.** Facilitates readiness reporting requirements and works closely with the Installation Deployment Officers and UDMs whenever a legal office receives a deployment tasking.

**2.12. Component Staff Judge Advocates Air Force Forces (AFFOR SJA).** When established, AFFOR SJAs will determine the level of and specific requirements (e.g., position description, rank, training needed, and clearance) for component legal support needed to carry out AF missions and request personnel as needed and request the forces through appropriate channels. (T-1).

**2.13. The USAF Expeditionary Center Staff Judge Advocate (EC SJA).** The EC SJA develops training programs on the legal aspect of contingency operations for both JA personnel and for the wider AF community.

**2.14. Individual JAGs and paralegals.** All JAGC members should maintain the highest levels of readiness at all times and seek out opportunities to further their training, education, and fitness for performing their duties.

## Chapter 3

### MISSION READINESS

**3.1. Mission Readiness.** To achieve mission readiness, SJAs: (1) support Air Force operations controlled, supported, or executed from Air Force installations under their responsibility; (2) prepare expeditionary legal support personnel and capabilities under their responsibility; and (3) determine essential level of services and conduct Contingency Mitigation Planning, to include planning for JAGC ARC augmentation. Additionally, outside the continental United States (OCONUS) and select continental United States (CONUS) legal offices provide a broad and diverse range of international law services and advice.

**3.2. Mission Requirements.** Mission requirements determine the scope and types of legal support appropriate for each operational location. This section details operational law focus areas and will guide SJAs in planning support to operational missions. Because legal support to operational missions forms a critical component of the overall readiness of any legal office, these areas will be assessed through the Judge Advocate General's Article 6 Inspection Program.

#### 3.2.1. Home Station Focus Areas for SJAs. The SJA will:

3.2.1.1. Review and be prepared to support any operational plans (OPLANs) and concept plans (CONPLANs) applicable to assigned forces. (T-1).

3.2.1.2. Identify and be prepared to support mission essential tasks in the installation's Base Support Plan or Expeditionary Site Plan. (T-1). For specific guidance on supporting BaS&E Planning development, refer to AFI 10-404, in particular Attachment 40.

3.2.1.3. Be prepared to support home station activities and operations, including identifying legal issues that impede or restrict operations (e.g., range access, encroachment, bandwidth de-confliction, or noise abatement). (T-1). Ensure the legal office is prepared to support the commander during emergencies. (T-1).

3.2.1.4. Support deployment planning and execution, the personnel readiness function, and the deployment control center (DCC), in accordance with AFI 10-403, *Deployment Planning and Execution*. (T-1).

3.2.1.5. Provide support to operations centers or other entities assembled to respond to wartime requirements and peacetime emergencies (e.g., the Command Post, Emergency Operations Center, Battle Staff, or Crisis Action Team). (T-1).

3.2.1.6. Ensure mission-essential JA tasks will continue in the event of war, emergency, or natural disaster. For specific guidance on continuity of operations, refer to AFI 10-208, and coordinate with the Command Post and Wing Plans officials regarding guidance tailored to local conditions. (T-1).

3.2.1.7. Ensure all legal personnel maintain a high state of personal legal readiness, particularly those who may deploy in support of ongoing and future operations. (T-1).

#### 3.2.2. International Law Focus Areas.

3.2.2.1. Overseas missions often depend on foreign institutions and international agreements. Supporting JAs will need to coordinate their advice with the MAJCOM

SJA's office or higher authorities in order to prevent serious missteps. (T-1). Reference AFI 51-701, *Negotiating, Concluding, Reporting, and Maintaining International Agreements*, and Department of Defense Directive (DoDD) 5530.3, *International Agreements*, which provide detailed procedural guidance.

3.2.2.1.1. It is critically important to be familiar with and either maintain copies or ensure access to applicable international agreements and all supplemental and implementing agreements.

3.2.2.1.2. Legal offices should maintain ready access to host nation laws and regulations affecting Status of Forces Agreement (SOFA) obligations.

3.2.2.1.3. Where appropriate, ensure there is sufficient classified storage capacity to enable ready access to applicable agreements.

3.2.2.1.4. SJAs must ensure new commanders and other key personnel are briefed about key host nation laws, agreements of significance to operations, and the legal limitations on negotiating international agreements without a properly established delegated authority to negotiate. (T-1).

3.2.2.2. Overseas operations often involve questions of criminal jurisdiction over Service Members, Contractors and Foreign Nationals. It is essential that JAs become familiar with the governing laws and regulations and procedures which apply to misconduct and crime. See, Air Force Joint Instruction (AFJI) 51-706, *Status of Forces Policies, Procedures, and Information*. (T-0).

3.2.2.2.1. SOFA rights vary widely from country to country. It is vitally important that JA's inform deploying personnel about their rights and obligations under international agreements, treaties, or unique host nation laws.

3.2.2.2.2. JAs *should* reach out to senior commanders and embassy personnel to plan a real-time response to these highly politicized situations. Being proactive is vital to shaping an appropriate response to an international criminal incident. If possible, the JA should build relationships with host nation authorities, local legal officials, and municipal leaders.

3.2.2.3. Report all foreign litigation to AFLOA/JACC who will consult with HQ USAF/JAO prior to coordinating the request with the Department of Justice as directed in AFI 51-301, *Civil Litigation*.

3.2.2.3.1. Ensure all units supported by the legal office have been instructed to immediately forward any foreign service of process to the office for return to the issuing authority or for other appropriate action.

3.2.2.3.2. Promptly inform commanders, contract officials, and other appropriate personnel of threatened civil litigation, and ensure local processes are in place to ensure base officials and contracting officers understand the importance of promptly reporting these cases to legal personnel.

3.2.2.3.3. Coordinate and liaise with other appropriate in-country agencies (e.g., Embassy, Sending State Office, Office of Defense Cooperation, or other Services) to ensure a coordinated approach to threatened litigation.

3.2.2.4. Ensure requests for asylum and temporary refuge are handled in accordance with AFI 51-704, *Handling Requests for Asylum and Temporary Refuge*. (T-0). Additional guidance may be found in DoD Instruction (DoDI) 2000.11, *Procedures for Handling Requests for Asylum and Temporary Refuge*.

## Chapter 4

### POSTURING AND SOURCING JAGC MEMBERS FOR DEPLOYMENT

**4.1. General Management Considerations.** The Air and Space Expeditionary Force is the Air Force's methodology for organizing, training, equipping, and sustaining rapidly responsive air and space forces to meet defense strategy requirements. Members of the JAGC deploy as part of and in support of the AEF construct, and as individual augmentees to the Joint Force.

4.1.1. As a part of the AEF Teaming Construct, members of the JAGC may also deploy as part of a Demand Force Team (DFT), consisting of JAGs and paralegals.

**4.2. Consistent with 10 USC §§ 806 and 8037, TJAG, acting through AF/JAX, is the sourcing and adjudication authority for the deployment of judge advocates and paralegals.**

4.2.1. Subordinate JA FAMs represent TJAG and AF/JAX at their respective commands and execute TJAG and AF/JAX direction.

**4.3. Unit Type Code (UTC) Management.** For legal personnel, this guidance supplements AFI 10-244. A description of the 'posture codes' for units may be found in AFI 10-401. Three important codes are DP, DX and DW.

4.3.1. All AF/JA activities, except as noted below, should posture the maximum number of standard deployable UTCs and equitably align them across the AEF libraries.

4.3.2. All JAGC UTCs are placed in ART and are coded to indicate their availability to support military operations. Expeditionary legal capabilities may be tasked independently or as part of a combined, cross-functional capability to support deliberate plans, contingencies, or steady state operations.

4.3.3. Due to their inherent flexibility to fill many roles, JAGs and paralegals are postured against two UTCs:

4.3.3.1. XFFJJ - Combat Support JAG (1 pax). The primary UTC providing JAG legal services capability that enables The Judge Advocate General to fulfill his specific responsibilities listed in USAF War and Mobilization Plan (WMP)-1, Annexes P and R. Assists and advises Commander Air Force Forces (COMAFFOR) in carrying out obligations and responsibilities under international and domestic law and policy. This UTC is used to support any force module, to augment existing legal support forces, or to independently support operations. The capability should be sourced to fulfill Air & Space Expeditionary Task Force (AETF) or joint legal support requirements, including sustainment. This UTC is used for RegAF, guard, and reserve personnel.

4.3.3.2. XFFJP - Combat Support Paralegal (1 pax). The primary UTC providing paralegal services capability that enables The Judge Advocate General to fulfill his specific responsibilities listed in USAF WMP-1, Annexes P and R. Assists judge advocates and COMAFFOR in carrying out their obligations and responsibilities under international and domestic law and policy. This UTC is used to support any force module, to augment existing legal support forces, or to independently support operations. The capability should be sourced to fulfill any AETF or joint legal support requirement, including sustainment. This UTC is be used for RegAF, guard, and reserve personnel.

4.3.4. **Cross-Functional UTCs.** If cross-functional UTCs include a requirement for legal support, the UTC manager contacts the AF/JA FAM to request a JA asset. The AF/JA FAM will source a member to the UTC subject to the approval of AF/JA.

4.3.5. SJAs (and equivalents) are in the best position to assess an individual's deployment readiness. Using the color coding guidance in AFI 10-244, with the exceptions noted below regarding skill level, SJAs should exercise their judgment when deciding how to code a judge advocate or paralegal UTC in ART.

4.3.5.1. SJAs should make every effort to ensure staff members are current in their annual total force and expeditionary training requirements. However, a training deficiency can typically be corrected within a short time when an individual is tasked to deploy. For example, a judge advocate or paralegal should not be coded as yellow or red just because they are overdue for Self Aid Buddy Care, firearm qualifications, or chemical, biological, radiological, nuclear, and high-yield explosives (CBRNE) training.

4.3.5.2. Even if an individual may have a duty limiting condition or a medical profile that limits physical activity, the member should be coded green if medically worldwide qualified (WWQ). The WWQ status is controlling. In accordance with AFI 10-403, individuals should be coded red if they have a deployment availability code that indicates they are ineligible to deploy.

4.3.6. Members of the JAGC are coded in ART following the guidance in AFI 10-244 subject to the following guidelines which are necessary due to the individual nature of deployment requirements for JAGs and paralegals. UTCs coded yellow may deploy with the approval of AF/JA.

4.3.6.1. **Judge Advocate Readiness Coding Based on Experience.** Every deployment tasking is given individual consideration to match capabilities to requirements.

4.3.6.1.1. **Green:** A judge advocate with a year or more of JAG experience since completing the Judge Advocate Staff Officer Course (JASOC) should be coded green.

4.3.6.1.2. **Yellow:** A judge advocate who has less than one year of JAG experience since completing JASOC should be coded yellow.

4.3.6.1.3. **Red:** A judge advocate who has not completed JASOC is coded red.

4.3.6.2. **Paralegal Readiness Coding Based on Experience.** Every deployment is given individual consideration to match capabilities to requirements.

4.3.6.2.1. **Green:** A paralegal with a 5-skill level or higher should be coded green.

4.3.6.2.2. **Red:** A paralegal with a 3-skill level is coded red.

4.3.7. **Use of Commander's Remark Block in ART.** Not all deployment taskings require the same level of training and experience. For AF/JAX to match individual capabilities to requirements for deployments, additional information on each individual is entered as part of ART reporting.

4.3.7.1. SJAs should enter the following information in the Commander's Remarks block:

4.3.7.1.1. Name and rank associated with the UTC

- 4.3.7.1.2. Current security clearance
- 4.3.7.1.3. Skill level (for paralegals)
- 4.3.7.1.4. Trial certification status (for JAGs)
- 4.3.7.1.5. Deployment history (including deployed location and dates of deployments)
- 4.3.7.1.6. Any applicable deployment availability code; and
- 4.3.7.1.7. Any reason for being either yellow or red as well as a “get well” date.

4.3.7.2. Within AFRC, the ART is usually maintained by the Logistics Readiness Squadron. HQ AFRC/AEF cell determined that the information provided through paragraph 4.3.7.1. was functional data that did not belong in the Commander’s Remarks and that the input was not required. AFRC units follow the guidance in 4.3.7.1 to the extent permitted by AFRC policy. ANG units follow the guidance in 4.3.7.1 to the extent permitted by NGB policy.

**4.4. Deployment Posture.** All Judge Advocate General Corps personnel are deployable, and each is specifically slotted, or ‘postured’ against a particular UTC. Specifically, there are those personnel that constitute a minimum essential force for the home-station mission (DX); those that are the minimum essential for the currently assigned missions (DP); and those that are part the full strength of the unit. Subtracting DX and DP from the overall strength leaves DW and this is the maximum *deployable* strength of the unit. These numbers support deployment planning in the AEF. Further discussion of this term may be found in AFI 10-401.

4.4.1. **Air Combat Command.** All JAGC members, including members of the Air Warfare Center, will be postured against UTCs as rotationally available and coded DW. Headquarters (HQ) staff members will be postured as part of the institutional force in Military Personnel Data System (MilPDS).

4.4.2. **Air Mobility Command.** All JAGC members, excluding members of the Expeditionary Center, the 615th Contingency Response Wing, and the 621st Contingency Response Wing, will be postured as rotationally available and coded DW. The excluded entities may be postured against UTCs but will be coded DX. HQ staff members will be postured as part of the institutional force in MilPDS.

4.4.3. **Pacific Air Forces.** All JAGC members, excluding members of the 613th Air and Space Operations Center and members of US Forces Korea will be postured as rotationally available and coded DW. The excluded entities may be postured against UTCs, but will be coded DP. HQ staff members will be postured as part of the institutional force in MilPDS.

4.4.4. **US Air Forces in Europe.** All JAGC members, excluding members assigned to legal offices with two or fewer personnel, will be postured against UTCs and coded DW. Those assigned to offices with two or fewer personnel may be postured against UTCs, but will be coded DX. HQ staff members will be postured as part of the institutional force in MilPDS.

4.4.5. **Air Force Space Command.** The command has a significant committed-in-place mission, and AF/JA will ensure deployments do not compromise the ability to provide adequate legal support for that mission. All JAGC members will therefore be postured

against UTCs and coded DW. HQ staff members will be postured as part of the institutional force in MilPDS.

4.4.6. **Air Force Global Strike Command.** The command has a significant committed-in-place mission, and AF/JA will ensure deployments do not compromise the ability to provide adequate legal support for that mission. All JAGC members will therefore be postured against UTCs and coded DW. HQ staff members will be postured as part of the institutional force in MilPDS.

4.4.7. **Air Education and Training Command (AETC).** Though the command has an inherent institutional force mission, judge advocates and paralegals in AETC perform the same functions as their counterparts in other commands. AF/JA will ensure deployments do not compromise the ability to provide adequate legal support for the command's mission. All JAGC members will therefore be postured against UTCs and coded DW. HQ staff members will be postured as part of the institutional force in MilPDS.

4.4.8. **Air Force Materiel Command (AFMC).** Though the command has an inherent institutional force mission, judge advocates and paralegals in AFMC perform many of the same functions as their counterparts in other commands and provide critical procurement skills necessary in the deployed environment. AF/JA will ensure deployments do not compromise the ability to provide adequate legal support for the command's mission. All JAGC members will therefore be postured against UTCs and coded DW. HQ staff members will be postured as part of the institutional force in MilPDS.

4.4.9. **Air Force District of Washington (AFDW).** Though the command has an inherent institutional force mission, judge advocates and paralegals in AFDW perform many of the same functions as their counterparts in other commands. AF/JA will ensure deployments do not compromise the ability to provide adequate legal support for the command's mission. All JAGC members will therefore be postured against UTCs and coded DW.

4.4.10. **US Air Force Academy (USAFA).** Though the command has an inherent institutional force mission, judge advocates and paralegals in USAFA perform many of the same functions as their counterparts in other commands. AF/JA will ensure deployments do not compromise the ability to provide adequate legal support for the command's mission. All JAGC members will therefore be postured against UTCs and coded DW. HQ staff members and military faculty members will be postured as part of the institutional force in MilPDS.

4.4.11. **Air Force Legal Operations Agency.** AFLOA is a unique organization with diverse missions. Many of the skills practiced within the command are critical in the deployed environment, and those JAGs and paralegals are made available to deploy at a rate commensurate with the rest of the JAGC. Other AFLOA elements provide critical home station support and should only deploy as a last resort. All JAGC AFLOA members will therefore be postured as rotationally available in the same manner as the commands above, except for the following personnel who will be coded DX:

4.4.11.1. Area Defense Counsel

4.4.11.2. Defense Paralegals

4.4.11.3. Senior Defense Counsel

4.4.11.4. Senior Trial Counsel

4.4.11.5. Enlisted Court Reporters

4.4.11.6. Medical Law Consultants

4.4.11.7. Regional Environmental Attorneys and MAJCOM Environmental Liaison Officers

4.4.11.8. Department of Justice Liaison Attorneys

4.4.11.9. Special Victims' Counsel

4.4.11.10. Special Victims' Paralegals

4.4.12. **Air Force Special Operations Command (AFSOC).** All JAGC members, excluding members assigned to offices with two or fewer personnel, will be postured against UTCs and coded DW. Those assigned to offices with two or fewer personnel may be postured against UTCs, but will be coded DP or DX. HQ staff members will be postured as part of the institutional force in MilPDS. In coordination with AFSOC/JA, judge advocates and paralegals assigned to AFSOC will be selected to deploy by AF/JA acting through AF/JAX.

4.4.13. **Institutional Force.** The institutional force is composed of any unit or organization with an organize, train, and equip mission. Noting the exceptions listed above, members of the JAGC in institutional force organizations (Headquarters Air Force, MAJCOM staffs, and some NAFs) will be managed with AEF Indicators (AEFIs) in MilPDS at the AF's standard deploy-to-dwell rate for the institutional force and may deploy with the approval of AF/JA.

4.4.14. **Joint Commands.** Members of the JAGC assigned to joint commands will not be postured to deploy. They may deploy to fill AF requirements only with the consent of the joint command and the approval of AF/JA.

4.4.15. **Reserve Components.** Judge advocate and paralegal members of the reserve components will be postured to deploy consistent with current AEF guidance for those components. They may only deploy upon the approval of AF/JA. Per current AFI 10-401 guidance, IMAs are managed with AEFIs. JA IMA AEFIs will be managed by the AFRC JA FAM under the supervision of the AF/JA FAM. ANG AEFIs will be managed by the ANG JA FAM in coordination with the AF/JA FAM.

**4.5. Selection for Deployment.** The Judge Advocate General selects members of the JAGC for deployment consistent with the parameters established in AFI 10-401 and AFI 10-403, inasmuch as those Instructions do not infringe upon 10 U.S.C. §§ 806 and 8037.

4.5.1. Members are selected to deploy based primarily on their ability to meet the requirements for the deployed position. Other considerations include, but are not limited to:

4.5.1.1. The relative personnel strength of offices that can provide the requirement needed.

4.5.1.2. How recent a member being considered for deployment previously deployed.

4.5.2. Deployment of civilians follow the guidance in Department of Defense Civilian Expeditionary Workforce directives and instructions, as well as applicable Air Force instructions.

## Chapter 5

### CAPTURING LESSONS

**5.1. Lessons Learned and After Action Reports.** The Air Force Lessons Learned Program exists to enhance readiness and improve combat capability by capitalizing on the experiences of Airmen. A Lesson Learned is an insight gained that, when validated and resolved, results in an improvement in military operations or activities at the strategic, operational, or tactical level and results in long-term, internalized change to an individual or an organization. An After Action Report (AAR) is a report that includes observations which result in improvements in military operations. AAR observations should describe how the mission could be/was improved, potential risks to mission degradation and how to mitigate those risks. The Lessons Learned and After Action Reporting process is governed by AFI 90-1601, *Air Force Lessons Learned Program*, and assists senior leaders in programming, budgeting and allocating resources as well as making changes to doctrine, organization, training, materiel, leadership & education, personnel, facilities, and policy. Judge Advocates and paralegals play a critical role in supporting this program through the submission of carefully articulated, considered reports on important legal and operations issues, in accordance with AFI 90-1601.

**5.2. JAGC AAR Database.** The JAGC maintains an internal JAGC process for submitting best legal practices, addressing sensitive legal matters, and practical tips for the benefit of deploying judge advocates and paralegals. The JAGC employs an internal process called the After Action Reporting System to capture this information on federal legal information through electronics (FLITE).

5.2.1. The current AAR database in FLITE contains reports only from July 2011. AF/JAO, AFJAGS Operations and International Law Division and AF/JAX have the only access to reports between July 2011 and May 2013.

5.2.2. Since May 2013, all AARs entered in the system are available for review by any JAG Corps military member. This allows military personnel deploying in the future to research the database on their own.

**5.3. JA Personnel AAR Responsibilities.** Each JAGC member must submit an AAR within 30 days of returning from a deployment. (T-2).

5.3.1. In order to maintain an accurate and complete AAR database, the AAR must detail unclassified information addressing the deployer's duties and experiences. (T-2).

5.3.2. After JAGC Member submission, SJAs review the AAR and then forward it to AF/JAO with a recommendation to publish it or not. If the SJA finds reason to recommend not publishing, the SJA must return the AAR to the member and give the member an opportunity to address those concerns. The goal is to include as many AARs in the database as possible, so SJAs are encouraged to work with the member to alleviate any concerns, keeping in mind that the AAR must capture the deploying member's experiences and be as accurate and detailed as possible. (T-2).

5.3.3. AF/JAO, on behalf of AF/JA, makes the final decision whether an AAR gets included in the public database or not.

5.3.4. Any information classified Secret or Confidential must be transmitted to AF/JAO directly using the Secure Internet Protocol Router Network (SIPRNet). (T-2). Email to SIPR workflow: [usaf.pentagon.af-ja.mbx.af-jao-operations-law-mbx@mail.smil.mil](mailto:usaf.pentagon.af-ja.mbx.af-jao-operations-law-mbx@mail.smil.mil).

**5.4. Reporting Process.** The Air Force Judge Advocate General's School analyzes all individual AARs and submits quarterly summaries to AF/JA through AF/JAO. AF/JAO will also analyze the submissions and publish a synopsis of best practices and practical guidance for the entire JAG Corps at least annually. This process has proven invaluable in the past and will continue to form an important readiness component supporting future JAGC deployments.

## Chapter 6

### AIR RESERVE COMPONENT OPERATIONAL READINESS

**6.1. ARC Integration into Operational Readiness.** ARC judge advocates and paralegals are integral to the Total Force, performing vital Home Station Support (HSS) duties and deploying on critical operational taskings. This section provides information on how ARC personnel integrate into operational readiness.

**6.1.1. Augmentation for HSS.** The ARC HSS Coordinator at AF/JAR has oversight of the entire HSS program, will notify all ARC JA personnel of any unfilled augmentation requests, and will monitor and report on the status of augmentation requests to the MA to TJAG and the ANG Asst to TJAG.

6.1.1.1. SJAs of units of the Regular Air Force or their local reserve coordinators (RC) should simultaneously submit a request for HSS to the MAJCOM senior IMA or MA, the ARC HSS Coordinator at AF/JAR (who coordinates with the ANG HSS Liaison), and AFRC/JAR.

6.1.1.2. SJAs of AFRC or ANG units tasked for deployment should notify their commands of HSS support needs and simultaneously coordinate with the ANG Asst to TJAG (or his/her designee), the ARC HSS Liaison, the ARC HSS Coordinator at AF/JAR and AFRC/JAR. ARC legal assets may be made available to augment activated AFRC and ANG units.

6.1.1.3. RCs and SJAs of units of the Regular Air Force must notify the MAJCOM senior IMA or MA of any HSS request within their command and provide updates on any changes in circumstances that could affect the need for reserve support. (T-1).

6.1.1.4. RCs of units of the Regular Air Force ordinarily schedule support from assigned ARC JAs to fill requests, making maximum use of Inactive Duty Training Days and Annual Tours. Support may also be obtained through quadrennial tours for Reserve and ANG members not assigned to the units of the Regular Air Force, which includes pay, allowances, travel, and per diem. There may be other special training tours that also include pay, allowances, travel and per diem (e.g., Seasoning Training Program tours or special remotely piloted aircraft tours). Otherwise, travel costs and per diem are funded by the requesting unit. SJAs and RCs should carefully monitor expense and funding requirements.

**6.1.2. IMA Operational Readiness.** SJAs of RegAF units with assigned IMAs monitor pre-deployment training for assigned IMAs identified for deployment. SJAs are responsible for planning, scheduling, and funding required training, and may utilize available and appropriate funding sources for the deployment. Each time an IMA is tasked to deploy, the SJA will complete a Statement of Understanding, acknowledging the responsibility to train and equip the IMA per applicable guidance and deployment reporting instructions. (T-1).

6.1.3. **UTC Allocations.** ARC judge advocates and paralegals assigned to AFRC or ANG units are allocated to UTCs as directed by their respective AFRC and ANG commanders. They are fully trained along with other ARC members in their respective units of assignment.

CHRISTOPHER F. BURNE  
Lieutenant General, USAF  
The Judge Advocate General

## Attachment 1

## GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

**References**

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**Adopted Forms:**

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*Abbreviations and Acronyms*

**AAR**—After Action Report

**AEF**—Air & Space Expeditionary Force

**AEFI**—Air & Space Expeditionary Force Indicators

**AETC**—Air Education and Training Command

**AETF**—Air & Space Expeditionary Task Force

**AF**—Air Force

**AFDW**—Air Force District of Washington

**AFI**—Air Force Instruction

**AFJI**—Air Force Joint Instruction

**AFJAGS**—Air Force Judge Advocate General's School

**AF/JA**—The Office of The Judge Advocate General

**AF/JAO**—Operations and International Law Directorate

**AF/JAR**—Reserve Directorate

**AF/JAX**—Professional Development Directorate

**AFFOR**—Air Force Forces

**AFLOA**—Air Force Legal Operations Agency

**AFLOA/CLS**—Community Legal Services Division

**AFLOA/JACC**—Claims and Tort Litigation Division

**AFLOA/JACE**—Environmental Law and Litigation Division

**AFLOA/JAS**—Legal Information Services Directorate

**AFMAN**—Air Force Manual

**AFMC**—Air Force Materiel Command

**AFPC/DPW**—AFPC Directorate of AEF Operations

**AFDD**—Air Force Doctrine Document

**AFPD**—Air Force Policy Directive

**AFRC**—Air Force Reserve Command

**AFSOC**—Air Force Special Operations Command

**ANG**—Air National Guard

**ARC**—Air Reserve Component

**ART**—AEF UTC Reporting Tool

**BaS&E**—Base Support & Expeditionary Site Planning

**CBRNE**—chemical, biological, radiological, nuclear, and high-yield explosives

**COMAFFOR**—Commander Air Force Forces

**CONPLAN**—Concept Plan

**CONUS**—Continental United States

**COOP**—Continuity of Operations

**DCC**—Deployment Control Center

**DFT**—Demand Force Team

**DoD**—Department of Defense

**DoDD**—Department Of Defense Directive

**DoDI**—Department Of Defense Instruction

**DRU**—Direct Reporting Unit

**EC**—Expeditionary Center

**FLITE**— Federal Legal Information Through Electronics

**FAM**—Functional Area Manager

**FOA**—Field Operating Agency

**HSS**—Home Station Support

**HQ**—Headquarters

**IMA**—Individual Mobilization Augmentee

**JA**—Judge Advocate

**JAG**—Judge Advocate General

**JAGC**—Judge Advocate General's Corps

**JASOC**—Judge Advocate Staff Officer Course

**MA**—Mobilization Assistant

**MAJCOM**—Major Command

**MilPDS**—Military Personnel Data System

**NGB**— National Guard Bureau

**NIPRNET**—Nonsecure Internet Protocol Router Network

**OCONUS**—Outside the Continental United States

**OPLAN**—Operation Plan

**OPR**—Office of Primary Responsibility

**PA**—Privacy Act

**RC**—Reserve Coordinator

**RegAF**—Regular Air Force  
**SIPRNET**—Secret Internet Protocol Router Network  
**SJA**—Staff Judge Advocate  
**SOFA**—Status of Forces Agreement  
**TJAG**—The Judge Advocate General  
**UDM**—Unit Deployment Manager  
**US**—United States  
**USAF**—United States Air Force  
**USAFA**—United States Air Force Academy  
**USAFR**—United States Air Force Reserve  
**USC**—United States Code  
**UTC**—Unit Type Code  
**WMP**—USAF War and Mobilization Plan  
**WWQ**—Worldwide Qualified

### *Terms*

**Base Support and Expeditionary (BaS&E) Site Planning Tool**—A NIPRNET/SIPRNET-based suite of standard systems tools that enables automated, employment-driven, agile combat support planning. BaS&E supports the expeditionary site planning process by accurately and rapidly identifying resources and combat support requirements at potential employment locations, providing bed-down capability analysis and limiting factor identification, and facilitating force tailoring decisions to reduce the overall deployment footprint. BaS&E consists of three components that are mandated for use when they are available at all levels of command.

**Concept Plan (CONPLAN)**—In the context of joint operation planning level 3 planning detail, an operation plan in an abbreviated format that may require considerable expansion or alteration to convert it into a complete operation plan or operation order.

**Continuity of Operations (COOP)**—An internal effort within individual components of the Executive, Legislative, and Judicial Branches of Government assuring the capability exists to continue uninterrupted essential component functions across a wide range of potential emergencies, including local or regional natural disasters, health-related emergencies, accidents, and technological and/or attack-related emergencies. COOP involves plans and capabilities covering the same functional objectives of Continuity of Government, must be maintained at a high level of readiness, and be capable of implementation both with and without warning. COOP is not only an integral part of Continuity of Government and Enduring Constitutional Government (ECG), but is simply "good business practice" -- part of the Department of Defense's fundamental mission as a responsible and reliable public institution.

**Deployment Control Center (DCC)**—The installation focal point for deployment operations. The DCC is responsible for all command and control requirements.

**DP**—A specific posturing code (P-Code) that represents the minimum number of UTCs required to accomplish the assigned/committed missions (to include those that may deploy to meet assigned/committed missions). Assigned/committed missions include combatant commander missions as well as those of external organizations/agencies that the unit must accomplish; failure to accomplish these assigned/committed missions is not within the authority of the unit, but would require approval/coordination with the impacted agency. AFI 10-401, paragraph 7.15.1.

**DW**—A specific P-Code that indicates a deployable capability for planning purposes. The aggregate of DW UTC records represents the maximum simultaneous deployment capability of the unit. For execution, the maximum simultaneously deployable capability of the unit is determined by subtracting both the capability required for the in-place AF missions (DX) and the assigned/committed missions (DP) from the assigned capability. AFI 10-401, paragraph 7.15.2.

**DX**—A specific P-Code that represents the minimum number of UTC requirements to support critical home station operations. AFI 10-401, paragraph 7.15.3.

**Expeditionary Site Plans**—ESPs are chiefly associated with locations without a permanent Air Force presence and may contain only the minimum data necessary to make initial bed-down decisions. ESPs may be developed in short time frames to meet contingency needs without full staffing or coordination. It is the installation level or site plan to support unified and specified command wartime operations plans, as well as MAJCOM supporting plans. It cuts across all functional support areas in a consolidated view of installation missions, requirements, capabilities, and limitations to plan for actions and resources supporting war or contingency operations, including deployment, post-deployment, and employment activities (as appropriate).

**Host Nation**—A nation which receives the forces and/or supplies of allied nations and/or North Atlantic Treaty Organization to be located on, to operate in, or to transit through its territory.

**Installation Deployment Officer**—The host unit officer who maintains base deployment guidance and directs and coordinates base deployments under the direction of the installation commander.

**Operations Law**—The domestic, foreign, and international law associated with the planning and execution of military operations in peacetime or hostilities. It includes, but is not limited to, the Law of Armed Conflict, the law relating to security assistance, training, mobilization, pre-deployment preparation, deployment, overseas procurement, the conduct of military combat operations, counter-terrorist activities, status of forces agreements, operations against hostile forces, and rule of law operations. Operations law is the application of law to a specific mission of the supported Air Force unit.

**Operation Plan (OPLAN)**— A plan for one or more operations that deployed units carry out simultaneously or in a series of connected stages. Higher authorities normally issue OPLANs as directives based on stated assumptions to allow subordinate officers to prepare supporting plans and orders.

**Status of Forces Agreement**—An agreement that defines the legal position of a visiting military force deployed in the territory of a friendly state.

**Unit Deployment Manager (UDM)**—The Unit Deployment Manager is a member assigned to a unit that manages all deployment readiness and training aspects for all deployable personnel and

equipment within their unit to ensure they are deployment ready. In addition, UDMs support redeployed personnel in the Redeployment Support Process with commanders of their units.

**Unit Type Code (UTC)**—A five-character, alphanumeric designator uniquely identifying each type unit in the Armed Forces.