

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

**AIR FORCE INSTRUCTION 10-401**

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**Operations**

**OPERATIONS  
PLANNING AND EXECUTION**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements Air Force Policy Directive (AFPD) 10-4, *Operations Planning: Air Expeditionary Force and Global Force Management*. Air Force Instruction (AFI) 10-401 prescribes and explains how the United States Air Force (USAF) will participate in the Department of Defense (DoD) GFM Processes, Chairman of the Joint Chiefs of Staff Guide (CJCSG) 3130, *Joint Planning and Execution Overview and Policy Framework*, and Chairman of the Joint Chiefs Manual (CJCSM) 3130.06C, *Global Force Management Allocation Policies and Procedures* (located on the SIPRNET). DAFI 90-160, *Publications and Forms Management* establishes guidance for publications and forms management DAF-wide. If this publication conflicts with DoD or Joint guidance, the joint publication will take precedence. This publication applies to all civilian employees and uniformed members of the Regular Air Force, the Air Force Reserve, and the Air National Guard. This publication does not apply to the United States Space Force. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See DAFMAN 90-161, *Publishing Processes and Procedures* for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestor's commander for non-tiered compliance items. Ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, *Records Management and Information Governance Program*, and are disposed of in accordance with (IAW) the USAF Records Disposition Schedule, which is located in the USAF Records Information Management System. Refer recommended changes to this publication to office of primary responsibility (OPR), Headquarters Air Force (HAF), Director of Current

Operations, War Planning and Policy Division (AF/A3OD), on a Department of the Air Force (DAF) Form 847, *Recommendation for Change of Publication*; route DAF Form 847s from the field through the appropriate functional chain of command. Major Commands (MAJCOM), field operating agencies, and direct reporting units may supplement this instruction after review and coordination by AF/A3O. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Department of the Air Force.

### ***SUMMARY OF CHANGES***

This document has been substantially revised and needs to be completely reviewed. Major changes include incorporating guidance for the Air Force Force Generation (AFFORGEN) model to include force presentation, force generation, and force management and its integration within the Global Force Management construct; updating the contingency sourcing process for National Defense Strategy (NDS) requirements; and including Operational Contract Support (OCS) planning guidance. AFFORGEN and associated terminology is updated to reflect current doctrine, and to codify roles and responsibilities.

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## Chapter 1

### ROLES AND RESPONSIBILITIES

#### 1.1. Roles.

1.1.1. Secretary of the Air Force. The Secretary of the Air Force (SecAF) has statutory responsibility to provide trained, equipped, and ready forces to meet combatant command requirements per Title 10 United States Code (U.S.C.) Section 9013, *Secretary of the Air Force*. SecAF is required to assign specified forces to the combatant commander (CCDR) except those forces necessary to meet the statutory functions outlined in 10 U.S.C. § 162, *Combatant commands assigned forces; chain of command*.

1.1.2. Chief of Staff of the Air Force (CSAF). The CSAF performs assigned duties with the authority granted by the SecAF, presides over the Air Staff, and is the principal military advisor on USAF activities to the SecAF. The CSAF also serves as a member of the Joint Chiefs of Staff (JCS) as prescribed by 10 U.S.C. § 151, *Joint Chiefs of Staff: composition; functions* and the Armed Forces Policy Council. The CSAF is one of the military advisors to the President, the National Security Council, and the Secretary of Defense (SecDef).

1.1.3. Assistant Secretary of the Air Force for Manpower, Reserve Affairs (SAF/MR). The SAF/MR is part of the Office of the Secretary of the Air Force (Secretariat) and works with the Vice Chief of Staff of the Air Force; the Deputy Chief of Staff, Manpower, Personnel, and Services; Deputy Chief of Space Operations for Human Capital; the Surgeon General; the Director, Air National Guard; the Chief of Air Force Reserve; and other organizations per 10 U.S.C. § 9013.

#### 1.2. Headquarters Air Force Responsibilities.

1.2.1. The HAF staff assists the SecAF and the CSAF, in fulfilling the Department's functions, duties, and responsibilities set forth in 10 U.S.C. § 9013 and relevant DoD issuances. Generally, there will be no duplication of functions within Headquarters USAF organizations. However, the Secretariat will retain oversight and control of matters within their respective areas of responsibility.

1.2.2. The HAF staff develops policies, plans, and programs; establishes requirements; and provides resources to support the USAF's mission to defend the United States and protect national interests. The Headquarters USAF is an integrated staff comprised of the Office of the Secretary of the Air Force (Secretariat) and the Air Staff.

#### 1.3. Delegation of Authorities.

1.3.1. Headquarters USAF mission directives delegate or re-delegate authority and assign responsibilities from the Secretary of the Air Force to designated officials. Designated officials may re-delegate authorities and/or re-assign responsibilities to other offices or officials unless otherwise restricted by law or directive. Any re-delegating official may further restrict or limit the re-delegation authorities and document the re-delegations in writing.

1.3.2. The Air Staff furnishes professional assistance to the Secretary, the Under Secretary, and the assistant secretaries of the Air Force, and the CSAF.

1.3.3. Under the authority, direction, and control of the SecAF, the Air Staff prepares for the employment of the Air Force; recruiting, organizing, supplying, equipping (including those aspects of research and development assigned by SecAF), training, servicing, mobilizing, demobilizing, administering, and maintaining of the USAF.

#### **1.4. Organizational Responsibilities and Relationships.**

1.4.1. Deputy Chiefs of Staff, and equivalents. The Deputy Chiefs of Staff are responsible for the administration of the functional communities as prescribed by the Secretary of the Air Force, subject to the limitations set forth in 10 U.S.C. § 9035, *Deputy Chiefs of Staff and Assistant Chiefs of Staff*, through subordinate functional directors, will appoint primary and alternate subject matter experts/functional area managers (FAMs) and provide names to the Director of Current Operations, War Planning and Policy Division (AF/A3OD) to implement GFM and AFFORGEN processes within their respective functional community. Commanders at all levels (to include Deputy Chiefs of Staff, and equivalents, and functional directors) are ultimately responsible for the decisions affecting the readiness, deployment, and employment of their functional community.

1.4.1.1. HAF FAMs are the principal advisors to their respective functional director or Deputy Chiefs of Staff. They advise senior leaders on the management and oversight of all forces within a specific functional community to support operational planning and execution activities. Commanders, managers, and supervisors at all levels must ensure the right people are appointed to be FAMs based upon knowledge and experience. FAM responsibilities are outlined in [Chapter 2](#).

1.4.2. HAF, Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1) establishes policy and provides guidance for organizational structures, manpower impacts, military personnel, DAF civilians, and required manpower services to include the accountability, tracking, and reporting of regular, reserve, Department of Defense (DoD) civilians, family members of regular, reserve, and Overseas Continental United States (OCONUS) affiliated contractors IAW established guidance, to support the AFFORGEN model.

1.4.2.1. Supports and assists the HAF staff with organizing, training, and equipping personnel for all facets of force support; ensures combat support, sustainment, and readiness through the planning, programming, budgeting process; and develops written policy and guidance.

1.4.2.2. The staff integrates personnel policies and provides guidance to assist in quantifying and documenting wartime and contingency manpower requirements and organizational structures. Three field operating agencies (FOAs) report to the AF/A1: Air Force Mortuary Affairs Operations, the Air Force Personnel Center (AFPC), and the Air Force Manpower Analysis Agency (AFMAA). AF/A1 planning and execution responsibilities include:

1.4.2.2.1. Establishing policy and monitoring competitive sourcing and privatization studies to ensure they do not negatively impact the DAF's ability to execute operations and deployment requirements.

1.4.2.2.2. Establishing and integrating personnel policies and strategic objectives throughout the development and coordination of plans and programs supporting operations.

1.4.2.2.3. Establishing services support policies and procedures to fully support the AFFORGEN model.

1.4.2.2.4. Organizing, training, and equipping personnel on all facets of force support activities needed to support operational plans and annexes.

1.4.3. HAF, Directorate of Manpower, Organization and Resources (AF/A1M), develops policy and provides procedural guidance on determining total force requirements and organizational structures to support contingencies and operations. AF/A1M planning and execution responsibilities include:

1.4.3.1. Monitoring expeditionary manpower requirements through the MAJCOMs, numbered air forces (NAFs), component staffs, and other field units.

1.4.3.2. Performing analyses and assessments of wartime capabilities. This information is derived from DoD, JCS, and HAF formulated policies and programming baselines affecting military and civilian manpower end strength.

1.4.3.3. Working with AF/A3OD and designated HAF FAMs to ensure overall and functional planning guidance is consistent and sufficient for use in determining missions. Identifying the manpower required to accomplish those missions.

1.4.3.4. Developing policy to create and change permanent and provisional (expeditionary) units.

1.4.4. HAF, Directorate of Plans and Integration (AF/A1X), is the focal point for developing force support readiness policy. AF/A1X planning, and execution responsibilities include:

1.4.4.1. Serving as the OPR for the personnel functions within the Deliberate and Crisis Action Planning and Execution System (DCAPES).

1.4.4.2. Providing coordinated AF/A1 input to ensure permanent change of station and temporary duty assignment, promotion and retirement/separation policies are synchronized to the maximum extent possible with operational deployment policies.

1.4.4.3. Providing force management analysis to support the AFFORGEN model.

1.4.4.4. Developing processes and procedures for the management and accountability of contractor personnel using the Synchronized Pre-deployment and Operational Tracker Enterprise Suite (SPOT-ES).

1.4.5. Air Force Personnel Center executes Deputy Chief of Staff, Operations AF/A3 policies and priorities for AFFORGEN.

1.4.5.1. In conjunction with AF/A3OD, develops guidance and policy related to AFFORGEN and disseminates to MAJCOMs/components.

1.4.5.2. In conjunction with AF/A3OD and the Air Combat Command Chief, Operations Division (ACC/A3O), identifies and recommends force sourcing solutions for rotational force planning, contingency sourcing, and execution sourcing.

1.4.5.3. Coordinates with AF/A3OD, ACC/A3O and functional area managers, on the sourcing and management of joint individual augmentation (JIA), supplemental unit type codes (UTCs), and shortfall force requirements.



1.4.5.4. In conjunction with AF/A3OD, validates and maintains the combat service/combat service support DCAPEs UTC Availability (UTA) pre-sourcing/posturing.

1.4.5.5. In coordination with AF/A3OD and ACC/A3O, constructs force requirements for the Force Generation Planning Schedule (FGPS). Ensures FGPS meets the Joint Staff Global Force Management and Reserve Component/Air National Guard notification and mobilization timelines.

1.4.5.6. In coordination with AF/A3OD and ACC/A3O, develops FGPS timeline to inform the Air Force Global Force Management Allocation Plan (GFMAP) Conventional Forces Planning Order (PLANORD).

1.4.5.7. In coordination with AF/A3OD and MAJCOM FAMs/UTA Managers, monitors AFFORGEN Employment Force Indicator (AEFI) codes to ensure Airmen are properly distributed throughout the associated deployment eligibility periods.

1.4.5.8. Serves as AFFORGEN-IT business owner, oversees the management of AFFORGEN Connect. In coordination with AF/A3O and AF/A1, works with business analysts, developers, and platform specialists. Develops the migration plans and framework to maintain essential applications to include bringing online the Authoritative Data Source (ADS) web server subscription and development of sunset plans.

1.4.5.9. In coordination with, AF/A3OD and MAJCOM UTA managers, assists with updating and maintaining the UTA library.

1.4.5.10. Co-chairs, along with AF/A3O, AFFORGEN Steering Group. The steering group consists of O-6/GS-15s appointed by Headquarters United States Air Force staff, Major Commands (MAJCOMs), and the Air National Guard (ANG). The steering group provides a platform for reviewing and recommending policy, introducing, and evaluating new ideas and concepts, and resolving force management or generation issues inhibiting AFFORGEN execution.

1.4.6. Air Force Manpower Analysis Agency (AFMAA), Total Force Analytics Division is responsible for:

1.4.6.1. Assisting functional communities across all organizational levels in making fact-based decisions to promote the efficient and effective use of resources.

1.4.6.1.1. Managing the USAF manpower force packaging data.

1.4.6.1.2. Performing wartime manpower analysis.

1.4.6.1.3. Developing processes, procedures, and systems in support of expeditionary manpower and wartime analysis.

1.4.6.1.4. Developing policy to create and change permanent and provisional (expeditionary) units.

1.4.7. Deputy Chief of Staff, Operations (AF/A3). Serves as the focal point for the Secretary of the Air Force and CSAF for developing and integrating total force operational strategies, requirements, policies, guidance, and plans in support of CCDRs. The AF/A3 is responsible for the overall supervision of all USAF matters pertaining to defining and advancing airpower activities from concept to capability, providing coherence in operational requirements, sourcing, policies, plans, programs, and support to Airmen and the joint force. AF/A3 provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets within its area of responsibility to include:

1.4.7.1. Providing the USAF position for Joint Staff (JS) on all GFM matters.

1.4.7.2. Through ACC/A3, nominating conventional force sourcing recommendations, independent of assignment, in support of Global Campaign Plans, Regional Campaign Plans, Functional Campaign Plans, Combatant Command Campaign Plans, Integrated Contingency Plans, Global Integration Frameworks, and Joint Staff validated rotational and/or emergent requirements.

1.4.7.3. Providing assessments of the USAF's ability to support CCDR requirements.

1.4.7.4. Analyzing and providing service sourcing recommendations in support of CCDR request for forces and/or capabilities. AF/A3 is the final approval authority for official USAF responses to the JS.

1.4.7.5. Establishing and maintaining the USAF's force presentation, generation, and management construct. Develops the methodology the USAF uses to provide organized, trained, and equipped forces in support of GFM.

1.4.7.6. Managing Air Reserve Component (ARC) operational utilization requirements that is informed by Program guidance sent out annually by Air Force Deputy Chief of Staff for Plans and Programs (AF/A8).

1.4.7.7. Forecasting and programming for the use of ARC forces within the annual Presidential Budget, IAW AFI 10-301, *Managing Operational Utilization Requirements of the Air Reserve Component Forces*.

1.4.7.8. Allocating and prioritizing use of Military Personnel Appropriations to encourage optimum use of ARC resources in support of GFM and Air Force requirements.

1.4.7.9. Establishing, resourcing, and executing an organizational program for matters pertaining to defense critical infrastructure risks. Establishing annual Defense Critical Infrastructure Program training and exercise resource requirements as delegated to the Secretary of the Air Force. Department of Defense Instruction (DoDI) 3020.45, *Mission Assurance Mission Assurance Construct*, clarifies the complementary relationships between the Defense Critical Infrastructure Program and other DoD programs and efforts such as: force protection; antiterrorism; information assurance; continuity of operations; chemical, biological, radiological, nuclear, and high-explosive defense; readiness; and installation preparedness.

1.4.7.10. Implementing the joint deployment and redeployment processes and changes as delegated to the SecAF, pursuant to DoDI 5158.06, *Joint Deployment and Distribution Enterprise (JDDE) Planning and Operations*.

1.4.7.11. Managing the Defense Readiness Reporting System (DRRS) as delegated to the SecAF, pursuant to Department of Defense Directive (DoD) 7730.65, *Department of Defense Readiness Reporting System* and DoDI 7730.66, *Guidance for the Defense Readiness Reporting System (DRRS)*.

1.4.8. HAF, Director of Current Operations (AF/A3O) represents the USAF in the day-to-day activities of the GFM planning community by providing expertise on operational strategies on emerging threats and develops policies, plans, and guidance based on the National Military Strategy (NMS). Additional responsibilities delegated to AF/A3OD include:

1.4.8.1. Establishing and maintaining AFFORGEN methodology.

1.4.8.2. Focusing on risk to force implications, recommending improvements, and providing assistance to scheduling organizations. This includes resolving management of stressed forces, scheduling conflicts, and policy discrepancies affecting operational forces.

1.4.8.3. Developing global sourcing solutions for joint individual augmentation positions and DoD-Expeditionary Civilian support requirements.

1.4.8.4. Providing sourcing recommendations to the JS on allocation requests for conventional forces.

1.4.8.5. Overseeing the manpower and equipment force packaging responsibilities for Unit Type Code (UTC) development, (to include the creation of contractor personnel and/or their equipment UTCs for the inclusion in Time Phased Force Deployment Data (TPFDD)), registration, maintenance, and availability assessments.

1.4.8.6. Establishing, providing, and tracking training for the HAF FAMs.

1.4.8.7. Overseeing the sustainable capacity, operational preparedness, and readiness recovery of AFFORGEN capabilities postured in DCAPES UTA library.

1.4.8.8. As co-chair with the AFPC commander for the AFFORGEN Steering Group, provides a platform for reviewing and recommending policy, introducing, and evaluating new ideas and concepts, and resolving force management or generation issues inhibiting operational force employment.

1.4.9. HAF, Director of Checkmate (AF/A3K) is responsible for:

1.4.9.1. Providing timely military advice for contingency planning, day-to-day operations, and crisis response.

1.4.9.2. Representing USAF interests in the development and execution of the NMS and global integrated base plans.

1.4.9.3. Producing viable new concepts for the USAF to support the joint force.

1.4.10. HAF, Director of Training and Readiness (AF/A3T) is responsible for:

1.4.10.1. Through the Ready Airman Training Council as the Senior Readiness Authority, issuing and overseeing readiness training policy and guidance to meet Airman readiness requirements to support AFFORGEN.

1.4.10.2. As cross-functional authority for Security Force Assistance/Air Advising, serving as focal point for Air Advisors in support of CCMD requirements to develop capability and capacity for allies and partners IAW DoDI 5000.68, *Security Force Assistance (SFA)*.

1.4.10.3. Serving as the focal point for all MAJCOM SFA/Air Advisor FAMs.

1.4.11. Deputy Chief of Staff, Logistics, Engineering, and Force Protection (AF/A4). AF/A4 planning, and execution responsibilities include:

1.4.11.1. Organizing, training, and equipping personnel for all facets of logistics, engineering and force protection needed to support operational plans and annexes.

1.4.11.2. Supporting and assisting the HAF with organizing, training, and equipping personnel for all facets of logistics, engineering, and force protection. Ensuring combat support, sustainment, and readiness through the planning, programming, budgeting process and develops written policy and guidance.

1.4.11.3. Obtaining the materiel necessary to equip, operate, maintain, and support military activities (i.e., administrative or combat purposes), and nonexpendable equipment needed to outfit an individual or organization.

1.4.12. Deputy Chief of Staff, Air Force Futures (AF/A5/7). AF/A5/7 planning, and execution responsibilities include:

1.4.12.1. Publishing HAF Deployment Planning and Execution guidance in support of this publication.

1.4.12.2. Analyzing warfighter needs, refining joint requirements, and drafting capability development plans to highlight systems, platforms, and processes.

1.4.12.3. Constructing the tenets and characteristics of future force design, conducting analysis and wargames to refine design characteristics, and collaborating with AF/A8 to inform budgetary decisions and actions.

1.4.13. Deputy Chief of Staff, Plans and Programs (AF/A8). AF/A8 planning, and execution responsibilities include:

1.4.13.1. Developing and providing direction on Air Force Program Objective Memorandum (POM). Integrating, evaluating, and analyzing the Air Force Program across the Future Years Defense Plan (FYDP). Programming all Air Force appropriations and assigned funds.

1.4.13.2. Developing and managing the process for institutionalized resource allocation. Planning process culminates in an Air Force Resource Allocation Plan projecting 30 years into the future, which is used to develop Plan to Program Guidance for the next POM cycle as well as the Air Force Strategic Planning Guidance for the following planning cycle.

1.4.14. Force Providers (FPs). All MAJCOMs, forward operating agencies (FOAs), direct reporting units (DRUs) which have forces that could become available for allocation are considered force providers. Force providers will:

1.4.14.1. Designate an OPR for GFM and AFFORGEN matters (to include MAJCOM Office of FAM Oversight (OFAMO) duties), in writing, to AF/A3O. These offices will ensure appointed FAMs are capable of efficiently and effectively fulfilling their responsibilities.

1.4.14.2. Ensure forces are trained, equipped to support the AFFORGEN model.

1.4.14.3. Report readiness status of forces utilizing mandated systems of record.

1.4.14.4. Ensure forces tasked to deploy are ready for deployment and communicate availability via applicable systems of record.

1.4.14.5. Ensure capabilities within their organization are appropriately aligned in UTA. Request major changes (e.g., wing re-alignment, designation of excepted, employed-in-place, demand force teams) through AF/A3OD.

1.4.14.6. Assist FAMs in determining available forces and in-place requirements for all units and ensure they are documented in DAF contingency and manpower resource management systems.

1.4.14.7. Through Manpower Servicing Activity, analyze gaps and identify manpower mismatches between the Unit Manning Document (UMD) and the applicable deployment requirements reports in order to provide data-driven recommendations to decision makers.

1.4.15. Designated Service Force Provider (SFP). Military Department Secretaries may designate a subordinate organization as a SFP with delegated authorities to develop and provide global nominations. Components to combatant commands designated by the Unified Command Plan (UCP) as Joint Force Providers (JFPs) are also considered SFPs.

1.4.15.1. AF SFPs are Air Combat Command (ACC) (for GFM Annex A (Conventional) requirements), Air Force Special Operations Command (AFSOC) (for GFM Annex B, (Special Operations Forces) requirements), Air Mobility Command (AMC) (for GFM Annex C (Mobility) requirements), 16th Air Force, Air Forces Cyber (AFCYBER) (for GFM Annex F (Cyber) requirements), and 1st Air Force (AFSPACE) (for GFM Annex G (Space) requirements). SFPs will:

1.4.15.2. Develop and recommend global sourcing solutions and risk assessments to their respective joint force provider/joint force manager. These sourcing solutions are provided as a recommendation to the Joint Staff for SecDef approval and include capability substitution options, mobilization requirements, and an assessment of applicable military risk associated with the recommended sourcing options.

1.4.15.2.1. Submit a requirements-based estimate of ARC support to AF/A3 to inform the annual Presidential Budget.

1.4.15.2.2. Execute prepare to deploy order activations, alert level changes, and deployment notifications affecting USAF personnel.

1.4.16. Air Component Headquarters to Combatant Commands. The air component is responsible for supporting CCDR operational planning requirements across the range of military operations and at all levels of war (strategic, operational, and tactical).

1.4.16.1. Supports USAF operational planning requirements and integrates air component capabilities into the CCDRs joint force planning processes. The component staff implements and establishes service component operational planning policies and procedures (supplemental to CCDR policies and procedures) within the theater of operations.

1.4.16.2. Supports the component commander, as the senior USAF service representative to the Joint Force Commander (JFC). The component staff functions as a liaison between the Service and the CCDR and other component staffs. The component staff supports USAF sourcing processes through Joint Staff GFM sourcing activities.

1.4.16.3. Establishes processes to ensure integration with the combatant command staff, other component staffs, partner nations, and governmental and non-governmental agencies to include industry and contracted support, for all phases of military operations. Command relationships should be highlighted and clearly understood.

1.4.16.4. Plans, organizes, conducts, and assesses steady-state campaign activities in support of the CCDRs campaign plan and conducts service, joint, and multinational exercises.

1.4.16.5. Reviews Host Nation (HN) agreements and arrangements outlined in the DoD Foreign Clearance Guide (FCG) or other sources. Identifies issues that do not support the TPFDD or other planned deployments, employment, or sustainment for potential negotiation with appropriate authorities. Ensures, through the applicable Unified Command, that U.S. Embassy or U.S. Defense Representative receive a copy of the CJCS Orders to assure that U.S. Embassies have sufficient time, input, and manpower to support coordination with HN.

1.4.16.6. Ensures commercial market research and availability analysis is conducted, contract support requirements are identified per functional area, and TPFDD sourcing decisions include potential local/regional commercial support considerations.

1.4.16.7. Identifies CCDR employed-in-place operating forces within the Joint Capabilities Requirements Manager (JCRM) application.

1.4.16.8. Component planners and subject matter experts are designated personnel who are critical to the adaptive planning and execution processes, particularly in mission execution and sustainment operations. Designated personnel are responsible for advising commanders on implementing DAF policies to meet combatant command requirements and establishing force requirements within combatant command operation plans.

1.4.16.9. Component planners must ensure combatant commander rotational, emergent, JIA, and contingency force requirements are submitted according to Department of the Air Force authorized force structure. Ensures force requirements are submitted into JCRM as a standard or non-standard requirement. **Note:** Non-standard force requirements (non-standard worksheets) are submitted for a capability that is not organized as a military department/service unit of action.

1.4.16.10. The component staff must ensure Air Force unit line numbers (ULNs) are comprised of a five-character force requirement number and a two-character fragmentation code. This ensures that positions six and seven are earmarked to support the Joint Operation Planning and Execution System Reporting (JOPESREP) Fragmentation Logic within DCAPES/JOPES in support of the AFFORGEN presentation policy and the Air Force organizational structure. Intentionally building seven-character ULNs that will need to be renumbered and fraggged causes procedural problems and system degradation.

1.4.16.11. Through component staff, manpower office/servicing activity, will:

1.4.16.11.1. Ensure FAMs are provided organizational structure options while assessing the contingency requirements necessary to support the current and continuing missions within the theater.

1.4.16.11.2. Ensure organizational structure and employment requirements within the theater are documented and comply with the organization policy as outlined in AFI 38-101, *Manpower and Organization*.

1.4.16.12. Through component staff operations, Director of Current Operations will serve as the primary staff advisor to the component commander in the direction and control of USAF operational forces. Associated tasks include deliberate and crisis planning in concert with other component staffs and personnel, monitoring unit deployments to operating locations, and ensuring combat readiness. The component A3O will designate an OPR for GFM matters. The component A3O will also:

1.4.16.12.1. Translate CCDR Request for Forces (RFFs)/Request for Capabilities (RFCs) potentially sourced to the USAF into HAF approved FE and tailor as necessary to meet the required demand. This also includes creating provisional units and/or requirements to support and account for Airmen fulfilling other service component, joint task forces, and conventional forces supporting special operations requirements, joint individual augmentation requirements, and forces conducting security cooperation requirements.

1.4.17. Base Level.

1.4.17.1. Unit Commander. Conducts force management activities to support emergent and rotational force equities at the unit level. Budgets annual funding for UTC training and equipment purchases. Ensures postured UTCs are aligned within the AFFORGEN model. Identifies personnel to fill UTCs and completes UTC planning evaluations via DCAPES within the first 10 calendar days of every month. Ensures assigned personnel meet mission training requirements and prepare forces for deployment IAW AFI 10-405, *Ready Airman Training*. Advises the wing/installation commander or equivalent of resource changes which impact the unit's capabilities. Completes unit readiness assessments in the DRRS per AFI 10-201, *Force Readiness Reporting*.

1.4.17.2. Installation Deployment Officer (IDO). Responsible for day-to-day management of wing deployment functions. Installation deployment roles and responsibilities are detailed in AFI 10-403, *Deployment Planning and Execution*.

1.4.17.3. Installation Personnel Readiness (IPR) Function. Ensures accurate personnel accountability by performing updates and disseminating personnel data and information using Military Personnel Data System (MilPDS) and DCAPES application IAW established policy. Further information can be found in DAFI 36-3802, *Force Support Readiness Programs*.



## Chapter 2

### FUNCTIONAL AREA MANAGER (FAM)

#### 2.1. Functional Area Manager.

2.1.1. Functional Area Manager Overview. The FAM is the individual accountable for the management and oversight of all personnel and equipment within a specific functional area's UTCs to support operational planning and execution. Responsibilities may include developing and reviewing policy; developing, managing, and maintaining UTCs IAW DAFMAN 10-406, *Unit Type Code Management*; developing criteria for and monitoring readiness reporting; analyzing force posturing; and performing execution activities crucial to the management, and execution of our readiness programs. Component Major Commands (C-MAJCOMs) and Component Numbered Air Forces (C-NAFs) will appoint FAMs to provide guidance to address unique capabilities. C-MAJCOM and C-NAFs guidance will supplement and not conflict with HAF FAM guidance. **(T-1)**

2.1.2. FAMs play a significant part in the USAF operation planning process and their continual involvement in the war planning process is essential to accomplishing the USAF's wartime mission.

2.1.3. Managers and supervisors will ensure only the most highly knowledgeable and experienced people in the grade of E-7 and above or civilian equivalent are selected and assigned to be FAMs. **(T-3)**

2.1.3.1. Within 90 calendar days of appointment, FAMs will access and complete the training material located on the FAM Community of Practice (CoP) SharePoint website managed by AF/A3OD at <https://usaf.dps.mil/sites/13160/SitePages/Home.aspx>. The FAM CoP hosts access to training material, the FAM roster, as well as tools applicable to their duties. Functional directors must ensure the FAMs are provided the tools, time, and training required to do their job. **(T-1)**

2.1.4. In some functional areas, it may be necessary to appoint more than one FAM to effectively manage a large or complex functional area. For example, in the JFXXX UTC series (Fuels and Supply) appointment of one FAM to manage Fuels and one FAM to manage Supply may be necessary.

2.1.5. General FAM Responsibilities. FAMs at each level are concerned with the same broad planning areas; however, the specific activities accomplished at each level are unique. FAM duties and responsibilities are listed below:

2.1.5.1. Provide Functional Area Guidance. FAMs, with approval of appropriate functional director, develop guidance consistent with the primary purpose of maximizing their functional area's operational readiness and responsiveness to mission requirements in support of the AFFORGEN. When drafting functional guidance, FAMs should consider the needs of the supported commander, the availability of CCDR assigned forces, the ability of a functional area to implement the guidance, such as UTC construct and availability, the effect the guidance has on the supporting command, and the degree to which the guidance will enhance the readiness and availability of personnel and equipment.

- 2.1.5.1.1. Provide oversight for UTC management. Validate new, changed, and cancelled UTCs in their assigned functional areas. Conduct reviews to ensure each UTC represents a single capability. **(T-1)**
- 2.1.5.1.2. Ensure the development of those UTCs necessary to support capabilities-based deployment as outlined in force elements (FEs). Accordingly, submits minor UTC changes annually and major UTC changes biennial. As part of the biennial review process, FAMs will evaluate and standardize UTCs with similar manpower and equipment requirements for consistency across MAJCOMs. **(T-1)**
- 2.1.5.2. Interpret, and apply Joint, USAF, MAJCOM, or USAF component operational/exercise/operational plan (OPLAN)/operational order (OPORD) planning and execution policies. **(T-1)**
- 2.1.5.3. Understand USAF doctrine and policies regarding USAF force presentation and the planning policies, processes and systems used to support the joint planning process.
- 2.1.5.4. Will use DCAPES for all facets of USAF war planning and execution. **(T-1)**
- 2.1.5.5. Will use Total Integration Mobilization Execution System (TIMES) as required for all facets of ARC utilization. **(T-1)** See AFI 10-301 for detailed guidance.
- 2.1.5.6. Stay fully engaged and involved with end-to-end TPFDD management processes to establish proper integration and harmonization at all functional levels, to include actual responsibilities to perform tasks and ensure proper actions. **(T-1)**
- 2.1.5.7. Will ensure they routinely check applicable newsgroups to stay engaged in execution actions relative to their functional community, specifically, the sourcing, verification, and validation of functional requirements. **(T-1)**
- 2.1.5.8. Will perform UTC development, management, and maintenance activities IAW DAFMAN 10-406. **(T-1)**
- 2.1.5.9. Must ensure the TPFDD accurately reflects and is consistent with resources that actual units will deploy or be employed. **(T-1)**
- 2.1.5.10. When acting as force providers, will use DCAPES to support sourcing and tasking notification processes for their responsible forces, and ensure planning and execution timelines are met. **(T-1)**
- 2.1.5.11. Will create and manage, as required, contractor personnel/equipment UTCs associated with functional area capabilities to ensure full scope of capability is captured. For contractor personnel/equipment UTC creation guidance, see DAFMAN 10-406 and CJCSM 3150.24E, *Type Unit Characteristics Report (TUCHAREP)*.
- 2.1.5.12. Will often be the initial responders when the crisis action team is activated.

## **2.2. Office of FAM Oversight (OFAMO).**

- 2.2.1. AF/A3OD is designated the Air Force Office of FAM Oversight responsible for coordination or interceding when problems arise between HAF FAMs and MAJCOM, Component MAJCOMs, FOA, DRUs, and all other agencies.

2.2.2. Below the Air Staff, the MAJCOM OFAMO, along with the office responsible for UTC management, i.e., Manpower and Equipment Force Packaging System (MEFPAK) Responsible Agency OPR, should be in the same directorate. Whenever there is MAJCOM staff disagreement on FAM responsibilities, the OFAMO will be the final arbitrator and decision authority (per MAJCOM/CD authority) as to which Directorate or Agency in the MAJCOM will be the OPR for any UTC or UTC series.

2.2.3. The OFAMO will assist in scheduling FAM training requirements, determining additional training requirements, and tracking appointment status of all FAMs in the command or agency. **(T-1)**

2.2.4. The OFAMO, working with their MAJCOM or equivalent OPRs, will ensure all FAMs have access to systems and tools required to perform their duties. **(T-1)**

2.2.5. At a minimum, the OFAMO will hold quarterly FAM meetings to discuss FAM issues, disseminate policy and guidance, and/or conduct MAJCOM specific training. **(T-1)**. Issues that cannot be resolved at the MAJCOM level will be forwarded to AF/A3OD for review and action as necessary. The OFAMO will act as the facilitator for cross-functional UTC matters (e.g., 9AAX HQ UTCs). **(T-1)**

2.2.6. The OFAMO will maintain a current roster of FAMs for their organization and upload to the FAM CoP website. The current roster will be based upon directorate FAM appointment letters that will be maintained by the OFAMO. The directorate FAM appointment letter will mandate FAMs to attend meetings and conferences scheduled by the OFAMO. **(T-1)**

2.2.7. The OFAMO will maintain a database of current FAMs to determine formal and informal training. The OFAMO will provide new FAMs an in-processing checklist. **(T-1)**

2.2.8. The OFAMO initiates action with the respective manpower function to ensure the UMD positions of assigned FAMs are coded to reflect the R-prefix. **(T-1)**

2.2.9. The OFAMO serves as the critical interface between FAMs and the other staff readiness support offices. Readiness support offices are defined as those traditional "X" functions (operations, logistics, manpower, and personnel) and readiness program OPRs such as readiness reporting, MEFPAK, or Reserve management. The OFAMO:

2.2.9.1. Intercedes to address problems between FAMs and program OPRs.

2.2.9.2. Develops command supplemental policies to ensure the smooth application of this instruction with command-unique requirements.

2.2.9.3. Establishes and directs protocols for ensuring readiness support offices and FAMs fulfill their responsibilities as efficiently as possible.

## Chapter 3

### FORCE STRUCTURE

**3.1. Force Structure Overview.** Force structure is the composition of DoD organizations, both military and civilian, which comprise, and support defense forces as specified by the national defense authorization acts and defines the organizational hierarchy through which leadership authorities are exercised. Force structure includes JCS Unit Descriptor Code (UDC), Force and Infrastructure Categories (F&IC), and Program Element Code (PEC).

3.1.1. JCS UDC Code. The JCS UDC is the mechanism for differentiating between organizations fulfilling Title 10 USC responsibilities and those designated for Title 10 USC combatant commander warfighting support will be the JCS UDC. Every organization (defined by a Personnel Accounting Symbol (PAS)) is described by a JCS UDC as combat, combat support, combat service support, or “Other.” The JCS UDC applies to the entire unit, not the Air Force specialty code (AFSC) or the authorization/personnel assigned to the organization.

3.1.1.1. Organizations will have only one UDC, and manpower agencies should select the UDC that most closely describes the organization’s primary mission. **(T-0)** If a MAJCOM determines that an organization can be “Other” or one of the “combat” categories, the MAJCOM should select the combat category that most closely describes the organization’s primary mission. The codes, and descriptions outlined in **Table 3.1** will be used to identify Air Force organizations. **(T-0)** For a complete list of JCS UDC codes used throughout the Services, refer to CJCSM 3150.02B, *Global Status of Resources and Training System (GSORTS)*.

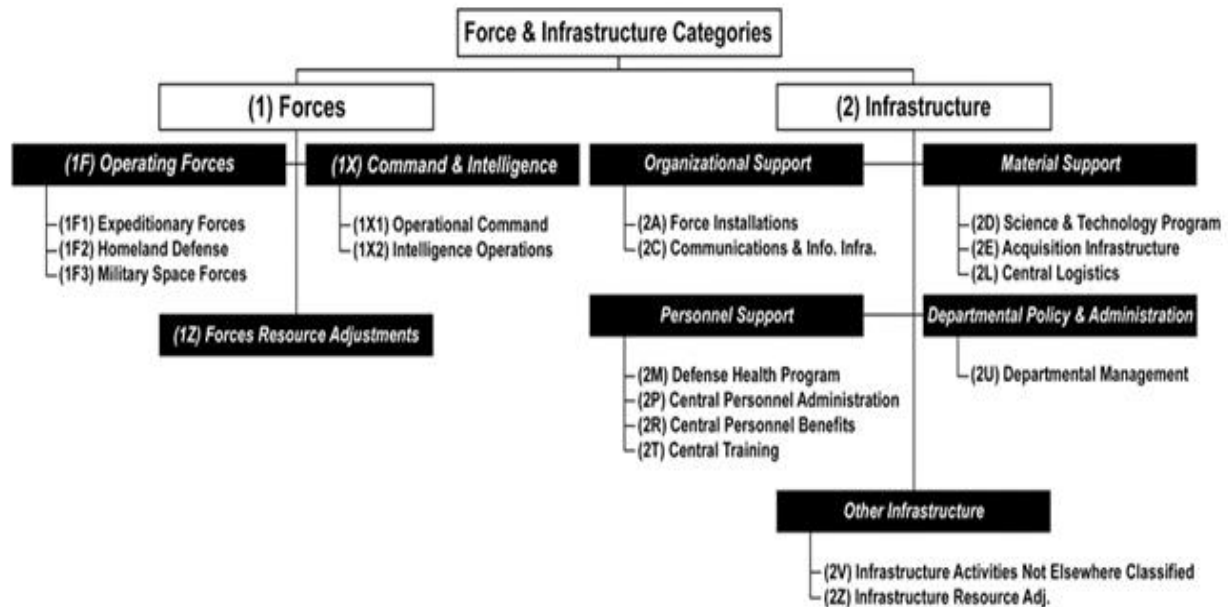
3.1.1.2. Organizations identified as combat, combat support, or combat service support in the JCS UDC field in the PAS file are considered warfighting organizations and will posture UTCs IAW **Table 3.1** below. Units with a UDC of “Other” (X, Q, 9 or 0) are Institutional Forces and will not posture UTCs. **(T-0)**

3.1.2. Forces and Infrastructure Categories (F&IC).

3.1.2.1. The Department of Defense established the force and infrastructure framework for senior decision-makers to organize and display every dollar, person, and piece of equipment using the Future Years Defense Program (FYDP). The framework uses two types of organizational categories: forces and infrastructure. See **Figure 3.1**.

3.1.2.2. The accuracy of the F&ICs requires the accurate alignment of program element codes which can found on UMD and assigned to the appropriate category. Each program element is aligned to only one category and no program element is split across multiple categories. For this reason, understanding the conceptual model behind the display is crucial to correct program element alignment.

3.1.2.3. Force organizations contain the FE available for employment by the CCDRs. Infrastructure is the set of activities needed to create and sustain those forces. Infrastructure organizations are the laboratories, depots, test ranges, schools, and hospitals assigned exclusively to the Military Departments as well as minimum base support activities.

**Figure 3.1. Force and Infrastructure Categories (F&ICs).**

3.1.2.4. **Figure 3.1** groups F&IC-1 forces, as the warfighting tools of the CCDRs, into broad operationally employable categories according to their intended use—to defend the homeland, or to fight overseas. These categories recognize the increased role of DoD’s intelligence operations, along with such non-traditional activities as security cooperation and nuclear threat-reduction programs. All of these, taken together, are the department’s means for achieving essential national security goals.

3.1.2.5. F&IC-2 infrastructure activities recruit, train, assign, and administer people. Infrastructure activities develop, procure, distribute, sustain materiel, houses military forces, and helps them communicate. Infrastructure represents the support functions organized apart from operational forces and assigned exclusively to the Military Departments by the Goldwater-Nichols Department of Defense Reorganization Act of 1986.

### 3.2. Program Element Code (PEC) Guidance and F&IC.

3.2.1. The DoD force structure framework enables senior decision-makers to organize and display programming of personnel and equipment using the FYDP.

3.2.1.1. To align within this framework, the AF synchronizes the posturing of its capabilities based on the AFFORGEN model with the Global Force Management-Data Initiative (GFM-DI). The GFM-DI directs the alignment of appropriate ADS and the operational FE planning constructs to comply with Joint Staff mandates to provide global visibility and force structure. The PEC and its association to the F&IC data elements provide a common department-wide visualization of force structure.

3.2.2. F&IC displays the department’s forces and infrastructure framework in their administrative relationship with their supporting infrastructure. Each PEC has an affiliated F&IC.

3.2.2.1. F&IC-1, Forces – Specific FEs within operating forces and command and intelligence structure that are assigned or allocated to the CCDRs. Manpower authorizations with this F&IC are the Services deployable forces. Employed-in-Place (EIP) forces will also be aligned to F&IC-1. **(T-0)**

3.2.2.2. F&IC-2, Infrastructure – Means for creating and sustaining (manning, training and equipping) DoD forces. Posturing FIC-2 positions in UTA deviates from the AFFORGEN construct and will only be allowed with AF/A3OD approval. **(T-1)**

**Table 3.1. UDC, PEC, F&IC and UTC Posturing.**

If UDC is	and PEC is affiliated with	and first digit of F&IC begins with	Posture (Y/N)
A, D, T, G, L, J, 1, 2, 3, 4, 5, 6	Weapon System	“1”	Y
	Non-Weapon System	“1”	Y
		“2”	N
X, Q, 9, 0	Any PEC	Any F&IC	N

**Note:** For further guidance, refer to *Office of the SecDef (OSD) FYDP Structure Handbook* or the *PEC and DoD Force & Infrastructure Categories (F&IC) Handbook* which are located on the OSD Cost Assessment and Program Evaluation (CAPE) website.

### 3.3. Building Capabilities.

3.3.1. UTCs compose the basic building blocks for the force packaging methodology. UTCs may contain both manpower (military, civilian, and /or contractor) and equipment details, manpower FE, and/or required equipment only. USAF planners use UTCs to document total manpower and logistics requirements (including contractor personnel and equipment) needed to support operational planning and execution activities. See DAFMAN 10-406 for further guidance.

3.3.2. Manpower is a critical resource that enables a combat capable and ready force to accomplish NDS objectives. These objectives are accomplished with efficient allocation of manpower resources organized and employed to provide required effectiveness and combat power to successfully execute the unit’s mission. Accordingly, risk mitigation takes precedence over cost savings when necessary to maintain appropriate control of government operations and missions.

3.3.3. Authorizations are funded requirements identified on the UMD as a result of a manpower study or negotiated at the establishment of an association. Some of the key data elements provided on the unit manning document are the UDCs, F&ICs and the associated PECs. The Manpower Programming and Execution System (MPES) is the authoritative data source for force structure and unit manning documents. Manpower requirements are determined from the results of manpower studies and assessments of operational and support capabilities. Additional guidance can be found in AFI 38-101. The UMD is the authoritative reference for identifying funded authorizations by PEC. Manpower servicing activities will assist in identifying which funded authorizations will be postured into standard UTCs. **(T-1)**

### 3.4. Forces.

3.4.1. Specific units within the operating forces or command and intelligence structure are assigned to the CCDRs by the Service secretaries. The Forces For Unified Commands Memorandum (commonly referred to as the “*Forces For*”) captures the existing forces, their equipment, and their organic support. The SecDef-signed “Forces For” represents the formal assignment, or Service retention, of units.

3.4.2. The assigned units’ activities cover a range of combat and organic support activities. They include the organic activities with which the warfighting echelons are designed to operate. Examples of tactical organic activities include logistics units that support manpower and equipment, communications and intelligence units, and the operational Headquarters USAF that directs the forces.

3.4.3. These resources encompass the range of activities designed to operate under the operational command of the CCDRs. Taken together, these warfighting FE and their organic support constitute the vast bulk of the military force structure.

3.4.4. The primary warfighting capabilities are contained within the readily available forces, assigned forces, and/or the employed-in-place forces. These forces are postured in UTA to support rotational and emergent allocation requirements. Force providers, in coordination with the designated Service force providers, provide their FE to the Joint Staff for allocation **(T-1)** and if the phrase GFM policies is needed, recommend specifying which policies need to be followed.

3.4.5. DCAPE’s UTA contains all the FEs aligned to the AFFORGEN phases and projected across the FYDP timeframe. The FEs within the library are available for sourcing to meet requirements across the range of military operations.

3.4.6. The UTA will be used as the authoritative source for determining a unit’s ability to support CCDR needs, both deployable and in-place. The units will procure items, obtain training, report UTC planning evaluation, etc. to provide fully capable forces.

### 3.5. Expeditionary Manpower Planning Functions.

3.5.1. USAF expeditionary manpower management will follow the following processes:

3.5.1.1. Use operational plans, planning scenarios, or other force lists comprising the NMS, as a tool to conduct manpower assessments identifying required manpower. **(T-0)**

3.5.1.2. Determine and package manpower requirements to accomplish specific and functionally oriented workload associated with employed-in-place or deploying forces. This is accomplished in the form of UTCs contained in the manpower force packaging system. Manpower requirements for infrastructure of institutional forces are not usually identified in a UTC.

3.5.1.3. Ensure accurate use of manpower when developing force packages to satisfy force employment requirements. **(T-1)**

3.5.1.4. Ensure the force employment requirements needed to accomplish assigned operational tasks, and associated theater in-place requirements, are documented in the appropriate operational plan TPFDD (applicable to level 3T/4 plans only). **(T-1)**

- 3.5.1.5. Ensure the force requirements will be identified as positions on a Deployment Requirements Manning Document (DRMD) under an operational plan force requirement number UTC. **(T-1)**
- 3.5.1.6. Ensure all force requirements will be created and managed by expeditionary manpower processes and procedures at different organizational levels. **(T-1)**
- 3.5.1.7. Ensure each position in a DRMD will have a tasking type made up of the deployment type and the supported organization. **(T-1)**
- 3.5.1.8. Document unavailable/shortfall manpower force package employment requirements associated with the operational plan TPFDD. **(T-1)**
- 3.5.1.9. Manage the manpower requirements of installation-level plans which contain the installation-level requirements and taskings associated with operational plans. **(T-1)**
- 3.5.1.10. Inform the FYDP planning process and annual Presidential Budgets to ensure adequate funding for ARC sourcing solutions. **(T-1)**
- 3.5.2. Expeditionary manpower management responsibilities at all levels of command are based on the need to prepare and maintain our forces so they are ready to perform their missions. All MAJCOMs/FOAs/DRUs (or equivalent) manpower servicing activities will:
  - 3.5.2.1. Advise commanders of options to resolve discrepancies between the total UTC/in-place requirement needs and available UMD authorizations. Provide unit readiness monitors with the unit authorization information to include deployment and in-place requirements data and requirements-to-resources analysis using applicable MPES data elements. **(T-3)** Additional guidance can be found in AFI 38-101.
  - 3.5.2.2. Upon request, the manpower section will provide requirement information to the augmentation review board and assist them by identifying those requirements critical to the augmentation scenario as well as augmentation scenario-unique requirements. **(T-3)** The manpower section assists the augmentation review board and FAMs in validating the necessary requirements and identifying those available for augmentation. See Air Force Pamphlet (AFPAM) 10-243, *Augmentation Duty*, for further details.
  - 3.5.2.3. Provide MPES authorization information to the augmentation review board. **(T-1)**
  - 3.5.2.4. Provide the augmentation review board a listing of currently planned deployment requirements using DCAPES. **(T-1)**
- 3.5.3. All manpower staffs/offices/flights/elements will:
  - 3.5.3.1. Provide commanders, functional managers (FMs), and appropriate decision makers at all levels with agile, timely, and relevant manpower information that underpins DAF strategies in line with AFI 38-101, *Manpower and Organization*.
  - 3.5.3.2. Provide MPES information to FAMs for possible tasked units. **(T-1)**
  - 3.5.3.3. Analyze MPES AFSC level detail information against the requirements identified in the postured UTCs. **(T-1)**
  - 3.5.3.4. Ensure the unit's postured UTCs do not exceed UMD authorizations. **(T-1)**



3.5.3.5. Ensure unit Deployment Indicator (DEPID)-9 UTCs in the USAF PAS are correctly aligned to unit mission types in coordination with MAJCOM FAM.

3.5.3.6. Air Force units are required to ensure the data contained in the unit master file is accurate per DoDI 7730.64, *Automated Extracts of Manpower and Unit Organizational Element Files*. **(T-0)** Specifically, managing organizations need to ensure the correct unit identification code for the organization with operational control is identified in the correct data field. **(T-1)** Unit master file data elements are updated on a quarterly basis or when the information changes.

## Chapter 4

### FORCE PRESENTATION

#### 4.1. AFFORGEN Force Presentation Construct.

4.1.1. Force Presentation Overview. AFFORGEN is the Air Force's sustainable, capacity-driven model for presenting forces to JFCs. AFFORGEN's intent is to enable operational preparedness and readiness recovery to compete with peer competitors, while clearly focusing USAF efforts on a predictable and sustainable force offering. All MAJCOMs will align their forces into the AFFORGEN model. **(T-1)**

4.1.2. Operating forces by themselves are not discrete, employable entities. Operational forces may deploy and attach to the existing USAF component organizational construct or attach to an air expeditionary task force (AETF) provisional organizational construct for operational employment.

4.1.3. The Air Force's force presentation construct effectively presents and reports readiness of forces and capabilities to support NDS and NMS and enhances how the Service presents operational capabilities to JFCs.

4.1.4. The USAF offers major operational AFFORGEN FEs to the JFC and the Service components to establish an AETF. IAW AF Doctrine Publication (AFDP) 3-30, *Command and Control*, an AETF is task-organized at time of execution based on the operational mission requirements. The AETF is a provisional organizational construct established for a temporary period to perform a specified mission. Additional guidance can be found in AFDP 3-30 and AFI 38-101.

4.1.5. AF/A3 implements SecAF guidance to align force readiness reporting and force generation mechanisms to build AFFORGEN FE capabilities for major combat operations (MCOs). These FE are presented to the Joint Force under the AFFORGEN model and represent the primary portfolio of operational capabilities the USAF provides for the Nation's defense.

4.1.6. An AFFORGEN FE is a specific unit of measure the USAF uses to offer forces to the JFC. It is a composition of multiple UTCs that represents an operational capability and should not be disaggregated into individual UTCs.

4.1.7. The AFFORGEN model provides capabilities in a provisional organizational construct to preserve USAF unity of command and unity of effort. An organizational construct can be tailored in size and composition as appropriate for the mission. USAF operational planning efforts must focus on the ability of the AETF construct to integrate and sustain command and control (C2) during mission execution. **(T-1)**

4.1.8. Enabled by force generation, force employment is how the Air Force applies the desired effects or influences the strategic and operational environment (e.g., via Dynamic Force Employment (DFE), Agile Combat Employment (ACE) rotational requirements or crisis planning). Force employment involves planning, force management, and decision making. The USAF contributes to a joint combined arms approach in its plans to apply a global perspective to strategy, campaigning, and operations across all domains in multiple regions.

## 4.2. Defining Capabilities.

4.2.1. There are many contingency planning scenarios, and each are based on specific threats, mission requirements and/or assumptions relying on guidance contained in the NMS and other supporting documents. These documents direct the preparation of a wide range of plans to meet the SecDef or CJCS contingency planning requirements or orders. These plans focus on specific, anticipated threats and current force structure from a force employment perspective within a given theater of operations. The plans also identify the total (not just in-theater) force structure requirements, from a force provider perspective, to respond to the threats specified in the NMS.

4.2.2. AFFORGEN enables risk articulation to the joint force, aligns readiness reporting and force generation processes with emphasis on the high-end fight.

4.2.3. The AFFORGEN force elements are a method of packaging command and control, operational forces, and combat support forces for presentation to a combatant command through the service component commander. These FEs were developed to provide a standardized template to optimize initial planning through rapid requirements generation.

4.2.4. FEs expedite the adaptive planning process. The FEs are linked together and uniquely identified so that they may be extracted from or adjusted as an entity within DCAPES to enhance flexibility and usefulness of the operations planning and execution process.

4.2.5. The AFFORGEN FEs are Open the Airbase (OTB), Command and Control, Establish the Airbase, Mission Generation, Operate the Airbase and Robust the Airbase. See [Figure 4.1](#). The planning factors for the FEs are at [Attachment 2](#).

**Figure 4.1. AFFORGEN Force Presentation.**



4.2.5.1. When utilized in concert, the scalable FE provide capabilities required to open, establish, and operate an air expeditionary wing (AEW) or air expeditionary group (AEG). AEGs are normally formed utilizing the Mission Generation (MG) FE as tenant organizations at a USAF, joint, or coalition operating location if the Service/nation responsible for providing base operating support can provide sufficient support capabilities for the AEG to establish adequate C2 over assigned/allocated forces.

4.2.6. Each element is built on capabilities required to accomplish specific processes necessary to achieve desired effects. The capabilities contained within each FE are designed to work synergistically. Component Headquarters USAF may tailor the capabilities within the FE based upon the situation and mission requirements. The FE are all built on basic planning assumptions ([Attachment 2](#)). These planning assumptions are maintained by AF/A3OD and will be reviewed annually. (T-1)

4.2.7. Open the Airbase FE provides the capabilities to open an airbase, regardless of the follow-on mission. Open the Airbase forces will normally arrive first and assess the airbase for establishment of minimum airfield operating parameters. Airfield seizure or occupation will be conducted by other forces from the U.S. Army, Marine Corps, or special operations forces (SOFs).

4.2.7.1. The Open the Airbase FE provides the initial capabilities for command and control, force protection, cargo and passenger handling, logistics, airfield operations, force accountability, finance and contracting. In addition, the Open the Airbase also provides host-nation support capabilities, reception and beddown of follow-on elements. The Open the Airbase FE may support any Service or nation and provides capabilities to transition responsibilities to the follow-on forces.

4.2.7.2. The capabilities contained within the FE should rapidly establish an Initial Operating Capability (IOC) in approximately 24 hours from the arrival of forces. If extensive runway preparation is required, then the IOC for this module is approximately 36 hours. The OPR for the Open the Airbase FE is AMC/A3/10.

4.2.7.3. The Open the Airbase FE is designed to operate for up to 60 days. After 60 days, Open forces need to be replaced with elements of follow-on FE C2 and Establish the Airbase.

4.2.8. Command and Control (C2) FE provides the capabilities to establish an air expeditionary wing C2 structure to include initial wing, operations, maintenance, mission support and medical group staffs. Additionally, this FE can be tailored to complete the appropriate command structure.

4.2.8.1. The capabilities contained within the C2 FE should be operational in approximately 16 hours from arrival at destination.

4.2.8.2. This FE arrives on or after C-0 to assume C2 responsibilities from the Open the Airbase. This FE will integrate with the Establish the Air Base (EAB) and Operate the Airbase (OAB) FEs upon arrival. **(T-1)**

4.2.9. Establish the Airbase (EAB). FE provides sufficient forces to bring the airbase to IOC status within 4 days from arrival. This FE contains capabilities designed to support most missions or weapon systems and will integrate with the Open the Airbase and C2 elements. This FE will provide the airfield's earliest capability to execute MG.

4.2.9.1. This FE arrives on or after C-0 to assume tasks from the Open the Airbase FE.

4.2.10. The Operate the Airbase FE provides combat support and combat service support capabilities to enhance force protection, communications, cargo handling, personnel force support, medical, and quality of life activities. This module brings the airbase into full operating capability.

4.2.10.1. The FE is estimated to be operational in approximately 7 days from arrival at destination.

4.2.10.2. The combination of the OAB and EAB can support up to four MG FEs indefinitely.

4.2.11. Expeditionary Airbase (XAB). XAB is the GFM-recognized term for the integration of the Command and Control (C2), Establish the Airbase (EAB) and Operate the Airbase (OAB).

4.2.12. MG FEs provide mission specific capabilities which provide direct aviation support, combat support, and combat service support. The UTCs are primarily those that are specifically identified on the aviation UTC's mission capability (MISCAP) statement, as well as applicable Combat Support (CS)/Combat Service Support (CSS) standard UTCs. AF/A3OD is the OPR for the approved MG FE.

4.2.13. The MG FE is estimated to be operational in approximately 4 days from arrival at the deployed location. However, planners must ensure the flow of the MG FE does not outpace the flow of critical support elements in the C2 and EAB FE. **(T-1)**

4.2.13.1. The MG FEs are able to be requested by a JFC and operate independent of an XAB. However, when a JFC requests an XAB and one or more MG FE, the MG FE will be sourced from the XAB FE to the maximum extent possible. **(T-1)**

4.2.13.2. The Robust the Airbase (RAB) FE provides additional combat support and combat service support forces to robust the capabilities already in place from the previous elements. This FE contains those support forces that would typically not arrive until 30 days after an operating location is established.

#### **4.3. Guidelines for using and maintaining the AFFORGEN FEs.**

4.3.1. The AFFORGEN FE are designed to have limited tailoring (removal of entire UTCs or portions of a UTC) because they are built to lowest common denominator. If a location already has a capability covered or designated to support less than a population of 3,000 personnel, then planners will tailor the FE. **(T-0)**

4.3.2. AF/A3OD will establish a schedule for USAF subject matter experts and designated USAF force provider lead agencies to periodically review the FE. **(T-1)** For out-of-cycle maintenance due to repackaging of capabilities, or if functional areas determine that certain capability is over or understated in the current FE, the USAF FAM and/or designated FE lead agency will contact AF/A3OD to propose modification.

4.3.3. Demand Force Teams (DFTs). DFTs are additional AFFORGEN capabilities that augment the AFFORGEN FE construct.

4.3.3.1. DFTs are composed primarily of units or capabilities that operate independently and include unique, highly specific combat, combat support or combat service support capabilities. Example DFT capabilities include but are not limited to the Expeditionary Medical Support System (EMEDS), RED HORSE, and Tactical Air Control Party (TACP). AF/A3 reviews and determines the DFTs for each GFMAP cycle annually, incorporating inputs from MAJCOMs and functional area managers. Capabilities are placed into DFTs based on the following criteria:

4.3.3.1.1. The capacity of DFT capabilities is limited and cannot be distributed across the number of postured XABs, or the capability is only resident at very few home station locations.

4.3.3.1.2. The capability is unique in a way that calls for its employment only in circumstances that are not common to most expeditionary airbases.

4.3.3.1.3. The capability is designed to be a theater asset that supports the entire region (e.g., AFFOR).

4.3.3.2. Prior to the start of each GFM cycle, AF/A3OD will review and validate the capabilities designated as EIP and DFTs. **(T-1)**

4.3.3.3. Utilization of DFTs may be considered as a mitigation strategy to sourcing from an alternate pool or “reaching deeper;” however, use of DFTs must be approved by AF/A3O. **(T-1)**

**4.4. Employed-in-Place (EIP).** EIP capabilities are capabilities that perform a specific operational mission supporting combatant commands from home station. Forces permanently stationed and/or assigned to a combatant command’s area of responsibility (AOR) by the applicable FY Forces For assignment tables, which will only be deployed within their assigned AOR may also be considered as EIP.

4.4.1. EIP forces are those capabilities committed to perform a 24/7 combatant command mission. (e.g., Security Force teams securing missile silos, aerial port personnel at en-route transportation locations). A unit may have both EIP capabilities and forces available to support deployments.

4.4.2. The deployable forces will be aligned to Supplemental UTC’s and AFFORGEN phases. **(T-1)**

4.4.3. AF/A3OD is the approval authority for units to be designated as EIP. EIP units are designated in the DCAPES UTA application with a force category of “employed in-place” and assigned Airmen will be given an AEFI of “EP” in MilPDS, only if the entire unit is designated EIP.

#### **4.5. Organizational Responsibilities.**

4.5.1. AF/A3OD will:

4.5.1.1. Oversee maintenance of the AFFORGEN FE, DFTs, EIP capabilities; adding and deleting UTCs as necessary and revising processes to keep pace with current weapon systems and employment strategies. **(T-1)**

4.5.1.2. Ensure current and future execution systems are designed and built to accommodate Force Modules (FMs). **(T-1)**

4.5.1.3. Manage the list of approved DFTs and EIPs, which is in the UTA module library in the USAF’s DCAPES application. **(T-1)**

4.5.1.4. Manage AFFORGEN Support Plan.

4.5.2. AF/A4 will provide base support planning expertise in the maintenance of the AFFORGEN FE. **(T-1)**

4.5.3. USAF FAMS will:

4.5.3.1. Ensure the development of those UTCs necessary to support capabilities-based deployment as outlined in AFFORGEN FE. **(T-1)**

4.5.3.2. Maintain and update functional UTCs found within the FE as changes occur.

4.5.3.3. Build and manage UTCs consistent with FE policies. **(T-1)**

4.5.3.4. Coordinate any new UTCs developed in support of meeting the AFFORGEN with applicable MAJCOM and Reserve Component FAMs. (T-1)

4.5.4. Air Component Headquarters will:

4.5.4.1. Use AFFORGEN FE and DFT structure as the initial and primary concept for TPFDD development, rotational planning, and request for forces. (T-1)

4.5.4.2. Ensure component planners include AFFORGEN FE UTC lists into the TPFDD elements within the JOPES to support an operation plan, concept plan, or an operations order. (T-1)

#### **4.6. Operational Organizational Design.**

4.6.1. The service component commander is the senior USAF warfighter who exercises the appropriate degree of control over the forces assigned or attached to the CCDR and is designated as the commander, Air Force Forces (COMAFFOR). The COMAFFOR exercises administrative Control over all USAF assigned and attached forces and task-organizes forces under an AETF.

4.6.2. The designated AETF commander may exercise authorities delegated by the air component commander or the CCDR through a subordinate JFC. Within the joint force, these degrees of control are formally expressed as operational control, tactical control, or support.

4.6.3. Within the service chain of command lines, the AETF commander may exercise specified elements of administrative control over assigned and attached forces as delegated by the Service component commander.

4.6.4. The AETF construct provides a task-organized framework and integrates FE with the appropriate balance of force, sustainment, control, and force protection. The AETF construct may be as small as an air expeditionary group or as large as a numbered expeditionary air force consisting of multiple wings. The appropriate organizational construct contains the necessary command elements to provide reasonable spans of internal control and to maintain unit cohesion. See AFDP 3-30, for details on the AETF construct.

4.6.5. If augmentation is needed, or if in-theater forces are not available, the AETF construct will likely draw as needed from the available forces currently on a force rotation. These forces, whether in-theater or deployed from out of theater, should be fully supported with the requisite maintenance, logistical, health services, and administrative elements.

## Chapter 5

### FORCE GENERATION

**5.1. Force Generation Overview.** Force Generation is the military operation that develops and provides forces for projection and employment to enable military effects across the operating environments.

5.1.1. Force employment is enabled by both Force Generation and Force Projection. Force Employment is how a military force is used to achieve the desired effects or influence on the Operating Environment (e.g., DFE, ACE, rotational or crisis).

5.1.2. Force Projection is how a military force is moved from where it is generated to where it will be employed. A military force does this by moving its forces from those positions (e.g., forward-deployed, staging bases, ports, and installations) it has established to project and rapidly employ the forces.

5.1.3. Finally, Force Generation is a military force that is created from available resources and personnel to be projected and employed. A military force does this by providing the forces it has developed according to the military strategies and operational requirements that describe and direct the desired military effects and influence in the operating environment.

**5.2. AFFORGEN Model.** The AFFORGEN model supports the GFM processes as well as enabling high-end readiness. The model provides available and ready FEs for force presentation. Additionally, AFFORGEN ensures operational forces are properly organized, trained, equipped, and ready to respond to emerging crises and sustained operations. Service force providers, in coordination with HAF, develop an optimized AFFORGEN schedule to support their operating forces.

5.2.1. The AFFORGEN model provides clear articulation of what the USAF can provide in terms of combat capability, while providing the time and training needed to rebuild readiness for the high-end fight. With AFFORGEN, senior leaders will be able to articulate risk-to-force if requested to exceed our sustainable force offering.

5.2.2. With AFFORGEN, most USAF forces operate within a single battle rhythm. Deviations to this battle rhythm must be approved through AF/A3O.



Figure 5.1. AFFORGEN Phases.



5.3. Phases. AFFORGEN is a 4-phase model (Figure 5.1) that enables a 1:3 Deploy-to-Dwell (D2D) and 1:5 Mobilization-to-Dwell (M2D). Each phase is 6-months within a 24-month cycle. The 4-phases are Reset, Prepare, Certify and Available-to-Commit with applicable AFFORGEN FE embedded within each phase.

5.3.1. D2D ratio for Active Component (AC) is the ratio of time a unit, detachment, or individual is deployed to the ratio of time the unit, detachment, or individual is in dwell. M2D ratio for Reserve Component is measured IAW DoDI 1235.12, *Accessing the Reserve Components (RC)* as well as the Global Force Management Implementation Guidance (GFMIG) and the Defense Planning Guidance (DPG). The mobilization period is calculated from the date of mobilization to the date of demobilization. The SecDef’s deploy-to-dwell and M2D goal and redline are provided in strategic documents such as NDS, NMS, Contingency Planning Guidance (CPG), and/or GFMIG. IAW OSD guidance, only the SecDef may waive an individual’s or unit’s dwell redline. SecDef’s deploy-to-dwell redline for AC is 1:2 or less. SecDef’s M2D redline is 1:4 or less.

5.4. AFFORGEN Phases.

5.4.1. Reset – Accounts for reintegration and reconstitution. Readiness levels for the FE may be reduced during this phase to build personnel and hardware resiliency and rebuild proficiency. A focus of this phase is to unify and align the unit for the remainder of the AFFORGEN cycle.

5.4.2. Prepare – Focuses on training toward peak readiness. Single mission and multi mission training events and capstone certification exercises are conducted during this phase.

5.4.3. Certify – Focuses on certification events to enable deployment during the subsequent Available to Commit phase. Unit should sustain peak readiness levels and may be required for operation plan (OPLAN) taskings.

5.4.4. Available to Commit –Unit is available for rotational operations, DFE, Immediate Response Force (IRF), emergent crisis response or residual force deployment.

**5.5. Force Elements.** FEs are postured against a specific 6-month window within a 2-year cycle. These deployment eligibility windows are ALPHA, BRAVO, CHARLIE, DELTA and will be associated with the current and upcoming fiscal year. AF/A3O will promulgate an annual letter of instruction (LOI) for the current and subsequent fiscal years.

5.5.1. ALPHA = 1 October to 31 March.

5.5.2. BRAVO = 1 April to 30 September.

5.5.3. CHARLIE = 1 October to 31 March.

5.5.4. DELTA = 1 April to 30 September.

**5.6. Unit Type Code (UTC) Availability (UTA) Change Requests.**

5.6.1. Primary and Alternate UTA change facilitators will be appointed in writing by their MAJCOM as the only facilitator for UTA changes for their assigned MAJCOM/Agency. These individuals will comply with the policies set forth in AFI 10-401 and provide guidance to NAF/MAJCOM/DRU/FOA and Component FAMs within their functional area(s). **(T-1)**

5.6.1.1. UTA change facilitator appointment letters are tracked on the master roster located on AF/A3OD's FAM CoP.

5.6.1.2. UTA change facilitators must have an active DCAPEs account to make changes approved by AF/A3OD. **(T-1)** Prior to making substantive UTA updates (e.g., new entries, deletions, phase changes) point of contact (POC) will route change requests to AF/A3OD for review and approval. Change requests must be submitted using the UTA change request form and emailed on SIPR to the AF/A3OD UTC Management organizational account: [usaf.pentagon.usaf-hq.mbx.afa3od-utc-management@mail.smil.mil](mailto:usaf.pentagon.usaf-hq.mbx.afa3od-utc-management@mail.smil.mil). **(T-1)**

5.6.1.3. Facilitators will act on behalf of their MAJCOM to ensure available forces are postured in FEs. **(T-1)**

5.6.1.4. AF/A3OD will review UTA change requests and notify the POC(s) if the identified changes can be implemented. **(T-1)**

5.6.1.5. Employed in Place (EIP) and Demand Force Team (DFT) designations are approved by AF/A3O. UTA Managers will not designate UTCs as EIP or DFT unless they have received approval from AF/A3O.

5.6.1.6. Excepted Forces are approved by Director of Current Operations, AF/A3O. Excepted forces are assets that cannot be equally phased in the AFFORGEN 24-month rotational cycle with 6-month phases. For additional information see [Chapter 6](#).

## Chapter 6

### FORCE MANAGEMENT

**6.1. AFFORGEN Force Management.** The third component of the AFFORGEN model is force management which encompasses aligning the various instances of each AFFORGEN FE across the four phases. It is imperative that each phase contains, to the greatest extent possible, equitable capacity to ensure consistent support to the Joint community and is the basis for the annual force offering for the GFMAP.

6.1.1. Mission Generation (MG) Alignment. HAF, in coordination with applicable Service force providers, will ensure equitable distribution of force packages for each MG FE. Alignment to a specific phase should remain constant and only shift under extreme circumstances (e.g., force structure changes, re-alignment driven by surge deployments, etc.).

6.1.2. Command and Control and Establish the Airbase (C2/EAB) Alignment. The C2 and EAB FE make up the core of an XAB and will predominantly be filled from a single installation. This wing will be the primary wing for the XAB. The primary wings are pre-identified and where practical are aligned in the same phase as one of the MG force packages from their installation.

6.1.3. Open the Airbase Alignment. Provides capabilities to open an airbase, regardless of follow-on mission. It will arrive first and assess an airbase for establishment of minimum airfield operating parameters. It consists of the initial capabilities for command and control (C2), force protection, cargo and passenger handling, logistics, airfield operations, force accountability, finance and contracting, host nation support, reception, and bed-down of follow-on forces.

6.1.4. Operate the Airbase (OAB) Alignment. Enhances combat support and combat service support capabilities beyond what the EAB FE provides and brings an airbase to full operating capability. OAB enhances force protection, communications, cargo handling, and quality of life activities such as Chaplain Corps, services, health care, and reach-back capabilities.

6.1.5. Robust the Airbase (RAB) Alignment. It supports multiple MG FEs through additive capability. This FE is intended to enable the largest scale enduring expeditionary operating locations.

**6.2. Demand Force Team (DFT) Alignment.** DFTs will be distributed across the four phases where feasible. However, due to the high demand/low density (HD/LD) nature of many DFTs, alignment of these capabilities will be managed on a case-by-case basis and included in the annual DFT validation list. Although ARC units perform the missions of DFTs, Title 10 USC statutes and SecDef policy must be considered when sourced.

**6.3. Employed-in-Place (EIP) Alignment.** Validated EIP capabilities will not be aligned to a specific phase. EIP capabilities will be designated in “P” phase to indicate they are employed-in-place.

**6.4. Excepted Forces.** Excepted Forces are approved by Director of Current Operations, AF/A3O. Excepted Forces are assets that cannot be equally phased in the AFFORGEN 24-month rotational cycle with 6-month phases. Amplifying guidance for Excepted Forces can be found in the AFFORGEN Support Plan.

**6.5. Supplemental UTCs.** Supplemental UTCs are residual capabilities that exceed the standard AFFORGEN FE or DFT presentation composition. Supplemental UTCs are to be postured in one of the four force presentation phases in the same manner as FE aligned UTCs.

**6.6. Postured Forces.** Postured forces maintain the capability to rapidly transition from normal day-to-day operations to crisis response operations. Operational forces are aligned within FE and postured within a sustainable force. The AFFORGEN Employment Force Indicator (AEFI) indicates the alignment of FEs to AFFORGEN phases. Force providers determine how their forces are aligned within the AFFORGEN model. Air Force Reserve Command (AFRC) and ANG units remain in an established cyclic manner consistent with DoD Directive 1200.17, *Managing the Reserve Components as an Operational Force*.

**6.7. Reserve Component (RC) Alignment.** The RC will align in eight Reserve Component periods (RCPs) that enables a 1:7 deploy-to-dwell which supports the SecDef goal of a 1:5 mobilization-to-dwell. The 8-RCP construct supports AFFORGEN with a 48-month cycle with two RCPs associated with a specific phase (MA and NA align with ALPHA phase, MB and NB align with BRAVO, MC and NC align with CHARLIE, and MD and ND align with DELTA). An alternate RC construct with eight 3-month deployments is used for RC Mission Generation Force Elements (MGFEs). The alternate construct aligns 1A and 2A with ALPHA, 1B and 2B with BRAVO, 1C and 2C with CHARLIE, and 1D and 2D with DELTA.

6.7.1. Commanders of Active Associate (AA) and Classic Associate (CA) units, in coordination with their respective MAJCOMs, will determine which UTCs each unit will contribute on a sustainable basis to each MG FE. **(T-1)** The combination of the UTCs from both units will comprise a complete MG FE for each Available to Commit phase. The host MAJCOM/A3 will then update the UTA accordingly to reflect the planned composition of each MG FE during each available phase. **(T-1)**

6.7.1.1. If a MG FE comprised of UTCs provided by associated units is sourced to fulfill a CCDR requirement, the sourcing nomination will include two force tracking number (FTN) line numbers, one for the host unit's contribution and one for the associate unit's contribution.

6.7.1.2. The host unit should provide a majority of the UTCs, and the associate unit should provide augmentation on a sustainable basis.

6.7.1.3. RC CA units may provide UTCs to a MG FE during all or some of AC host unit's Available to Commit phases.

6.7.1.3.1. If a RC CA unit provides all of its UTCs to a MG FE, the RC CA unit may only provide UTCs during every other AC unit Available to Commit phase in order to maintain the SecDef goal of a 1:5 M2D ratio. In this case, all UTCs in the RC CA unit would be in the same RCP. Example: The RC CA unit would provide all of its UTCs in RCP 1 and no UTCs in RCP 5, and the AC unit would be required to provide all UTCs for the MG FE during every other ALPHA Phase.

6.7.1.3.2. If a RC CA unit provides some of its UTCs to a MG FE every time the AC unit is in the Available to Commit phase, the RC CA unit will alternate the UTCs it provides in order to maintain the SecDef goal of a 1:5 M2D ratio for the personnel assigned to those UTCs. **(T-1)** In this case, the UTCs in the RC CA unit would be spread across different RCPs to support a designated AC unit Available to Commit

phase. Example: A RC CA unit would provide a portion of its UTCs in RCP 1 and a portion its UTCs in RCP 5 to provide some UTCs for the MG FE during every ALPHA Phase.

**6.8. Individual Alignment.** All F&IC-1 positions will be aligned against a MG, C2/EAB/OAB, RAB, DFT, EIP, or supplemental UTC and aligned to a specific deployment eligibility window. Alignment for individual Airmen, to include those against F&IC-2 positions, is outlined in [Chapter 11](#).

## Chapter 7

### FORCE READINESS

#### 7.1. Force Readiness.

7.1.1. Force/activity designators (FADs) define the relative importance of a force, unit, activity, project, program, or foreign country to accomplish DoD objectives. In an environment of scarce supply resources, an organization's relative priority is critical to its ability to secure commodity needs. CJCSI 4110.01F, *Joint Materiel Priorities and Allocation*, outlines the purpose of force/activity designators. DAFPD 10-11, *Priorities for Resource Management*, implements Department of the Air Force policy governing the assignment of FAD ratings for prioritization of Department of the Air Force units, activities, projects, and programs.

7.1.2. The DoD leverages the reporting of near real-time readiness data based on mission assessment and complementary resource information within DRRS for decision-making purposes.

7.1.2.1. Air Force readiness reporting in the Defense Readiness Reporting System Strategic is comprised of several types of reporting to include the following: unit resource readiness, unit capability readiness, installation capability readiness, FE readiness, and FE availability.

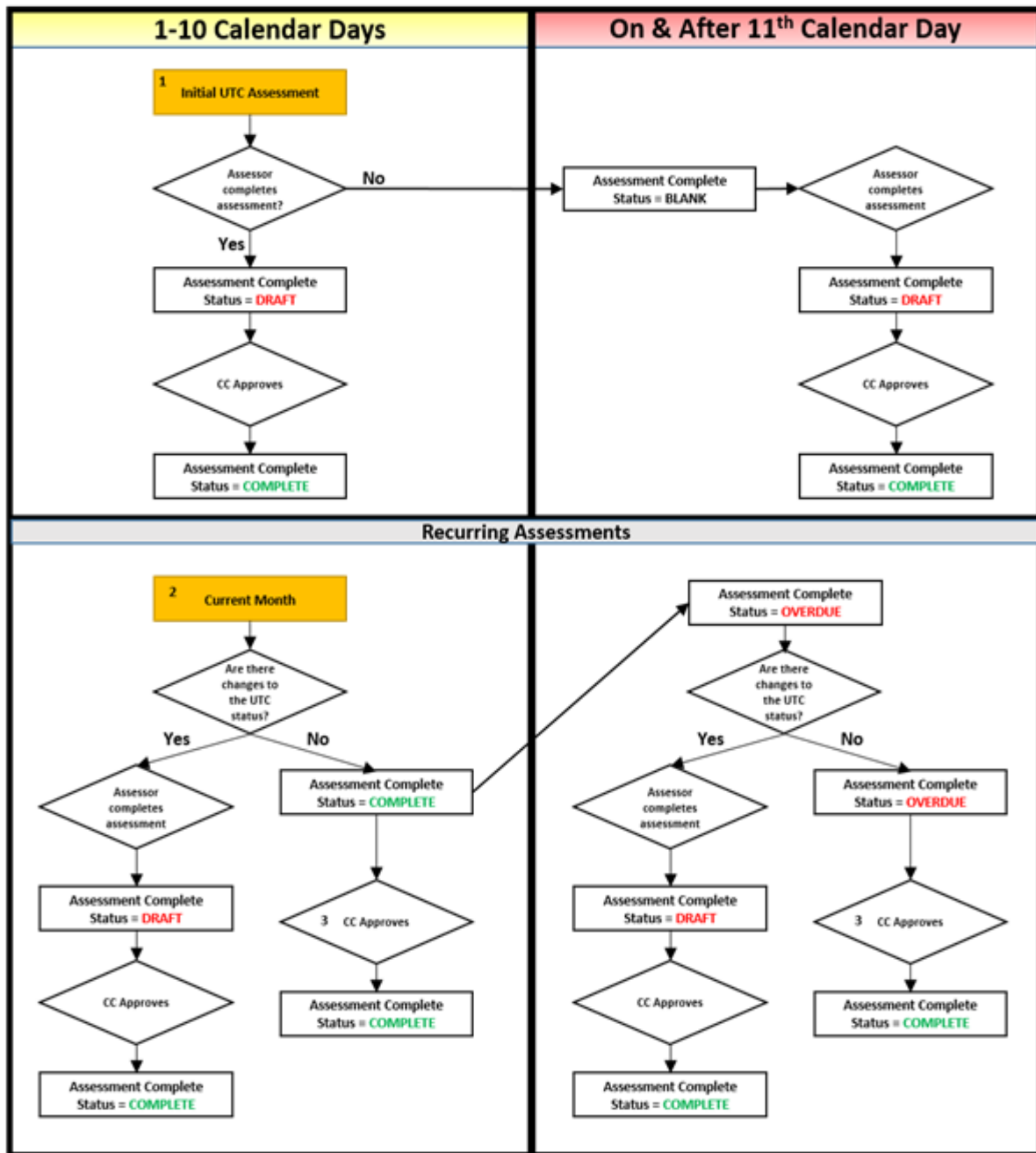
7.1.2.1.1. Resource Readiness Assessment. This report measures the effectiveness of the Air Force in meeting Title 10 or 32 (as applicable), USC responsibilities to organize, train, and equip forces for combatant commands. It is also a measured unit commander's objective assessment of the unit's ability to provide operational equipment and trained personnel to execute the full spectrum mission(s) for which the unit was organized.

7.1.2.1.2. Capability Readiness Assessment. This report is a commander's subjective assessment of the unit's ability to accomplish its designed mission essential tasks (METs) as required by its core mission, as well as any assigned named operation or level IV plan. Commanders must ensure the capability can be accomplished to the appropriate level (i.e., capacity). **(T-1)** For specific readiness reporting information, reference AFI 10-201.

7.1.3. UTC planning evaluations provide USAF units a mechanism to assess their postured UTC's ability to fulfill its mission capability statement across the full range of military operations, to include emergent and rotational operations, and identifying shortfalls/aids in resource allocation.

7.1.3.1. USAF units at all levels, including Reserve Components, with UTCs postured in the UTA are required to assess their UTCs within the first 10 calendar days of every month. **(T-1)** Assessment and approval process is identified in **Figure 7.1**. Specific instructions are codified in the published UTA user guide within DCAPEs. Total Force Integration (TFI) units are critical to USAF operations that are functionally integrated from Active Component, ANG, and AFRC forces. Although the host unit has the ultimate responsibility to ensure the assessment is accomplished, each unit in the association (host and associate) will independently assess their portion of the UTCs.

Figure 7.1. UTC planning evaluation Process Flow.



NOTES:

1. Initial Assessment must be completed at beginning of each new fiscal year and when a new UTC is postured to a unit.
2. UTC Assessment will need to be validated between the 1<sup>st</sup>-10<sup>th</sup> day of every month regardless if an out of cycle assessment was done.
3. CC Approve can complete the Assessment cycle with a previously COMPLETE assessment.

7.1.3.2. AF/A3OD is the OPR for the overall UTC planning evaluation reporting program. The OPR may delegate reporting authority to another organization to manage the enterprise reporting.

7.1.3.3. HAF FAMs. The HAF FAM acts as a central coordinator of the actions of their MAJCOM, FOA or direct reporting unit (DRU) counterparts to ensure their applicable functional area UTCs are being properly assigned to the force presentation construct. HAF FAMs must monitor MAJCOM UTC planning evaluation reporting to identify trends and elevate UTC shortfalls and deficiencies for resolution to maximize deployable resources. **(T-1)**

7.1.3.4. MAJCOM, NAF, wing/base and squadron commanders or equivalents will appoint an approver and/or assessor in writing. Designation will include name(s), rank(s), unit and Defense Switched Network (DSN) telephone number. **(T-1)** Continuity and consistency in both positions is critical and therefore should be for a minimum of 18 months. Approvers and assessors will log into their DCAPEs account and review UTC planning evaluation familiarization within 30 days of appointment. **(T-1)**

7.1.3.5. The commander or civilian equivalent is the authority for reporting the status of a unit's UTC(s). They review unit posturing to ensure that UTC(s) are postured IAW this instruction and responsible for associating, tracking, and managing personnel and equipment in UTCs. Commanders should consider known issues that impact the UTC (e.g., pending retirements/permanent change of station). Specifically, to:

7.1.3.5.1. Ensure UTC planning evaluations are accurate, meet the established timelines and are complete.

7.1.3.5.2. Monitor for late or unreported UTCs on a weekly basis and research/rectify incorrectly postured UTCs prior to the next month's reporting cycle.

7.1.3.5.3. Review discrepancies noted in previous reports and actions being taken to correct them.

7.1.3.5.4. Remarks should include known issues that impact the UTC and any necessary remarks to properly assess the UTC's ability to fulfill its MISCAP statement. Remarks will not include information that would violate Health Insurance Portability and Accountability Act (HIPAA) or Personally Identifiable Information (PII). Remarks that are acceptable but not limited to are deficiency details (e.g., vacant, equip is broken, etc.), Duty Availability (DAV) codes, and get-well dates. **(T-1)**

7.1.3.6. Unit Deployment Managers (UDMs). Unit Deployment Managers provide the unit commander the recommended UTC assessment rating of availability line numbers (ALNs) within their responsibility.

7.1.3.6.1. UDMs will posture personnel assigned to positions within their Unit Manpower Document as reflected on the Unit Personnel Manning Roster to Manpower Force Element positions within the UTC Assessments module of DCAPEs.

7.1.3.6.2. UDMs will perform an assessment to meet the postured capability with the current available resources assigned to their unit.

7.1.3.6.3. Capabilities that do not have the required manpower or equipment to meet the UTC's mission capability statement will mark the ALN with one of the following indicators as applicable:

7.1.3.6.3.1. Y: Unit can fulfill Mission Capability statement with assigned Resources.



7.1.3.6.3.2. NP: Unit cannot fulfill Mission Capability statement due to manpower or personnel conditions.

7.1.3.6.3.3. NE: Unit cannot fulfill mission capability statement due to lack or condition of currently assigned personnel.

7.1.3.6.3.4. NPE: Unit cannot fulfill mission capability due to manpower and logistics conditions.

7.1.3.6.4. UDMs will assign personnel to postured Manpower Force Element detail within UTA to the max extent and as early as possible within the AFFORGEN cycle. Postured personnel assignments will be reviewed during the monthly UTA reporting period and updated as necessary to ensure eligible deployers are identified prior to the Certify and Available to commit phases.

7.1.3.7. AF/A3 has the classification authority to extend or accelerate downgrading of DCAPES UTC planning evaluations or DRRS data following an initial determination by the Chairman of the Joint Chiefs.

## Chapter 8

### GLOBAL FORCE MANAGEMENT

**8.1. Global Force Management.** GFM is a Joint process aligning force assignment, allocation and apportionment methodologies in support of the NDS and joint force availability requirements. GFM procedures allow proactive, resource and risk informed planning assumptions, estimates and execution decision making regarding U.S. military forces. The Global Force Management Implementation Guidance and CJCSM 3130.06C, outline the roles and responsibilities for the joint force. The AFFORGEN model is the USAF's methodology of supporting GFM.

**8.2. Force Assignment.** Force assignment fulfills the military department's 10 USC § 162 responsibilities to assign responsibilities to assign specified forces as directed by SecDef to unified and specified combatant commands or to the United States element of the North American Aerospace Defense Command (NORAD) to perform missions assigned to those commands.

8.2.1. Assigned force demand tracks the use of CCMD assigned forces to conduct operational missions within the combatant command area of responsibility within the GFM process.

8.2.2. Only the SecDef may transfer operating forces assigned to a functional/geographic CCMD, or to the United States element of the NORAD, to another command. This is managed by the allocation process.

**8.3. Allocation.** The GFM allocation process is the Department's mechanism used to adjust the global allocation of forces and to conduct global force strategic planning. Through the Joint Staff-led GFM processes, the USAF attempts to optimize force readiness for operations against peer competitors, fulfill current CDR requirements, and maintain respective organize, train, and equip responsibilities.

8.3.1. As part of the annual GFMAP process, the Joint Staff hosts a series of Global Force Management Boards (GFMBs). The GFMB is a general/flag officer level body organized by the Joint Staff and chaired by the Director, Joint Staff (DJS) to provide senior DoD leadership the means to assess the effect of force management decisions and provide guidance for planning and execution.

8.3.1.1. At the GFMB, AF/A3 provides an assessment of force availability and capacity, presents an overview of the USAF AFFORGEN model and applicable fiscal year's force offering, provides the Airman's perspective on the optimal use of Airpower (e.g., leveraging DFE), and outlines risks-to-force for sourcing which exceeds the annual force offering.

8.3.2. The SecDef's decision to allocate forces involves weighing the force providers' risks of sourcing (risk-to-force) with operational risks to both current operations (risk-to-mission) and potential future contingencies (risk-to-strategy). The SecDef orders force transfers via the GFMAP process through the force provider's chain of command to the unit or individual. The force provider conducts deployment planning and documents the TPFDD with deployment and movement criteria.

8.3.3. Under current policies, allocated forces may be provided through one of two specific global force management allocation supporting processes: Rotational force allocation in support of CCDR annual force needs, and emergent force allocation in support of CCDR emerging or crisis-based requests for capabilities and forces.

#### **8.4. Global Force Management Systems.**

8.4.1. This chapter provides basic information on Global Force Management information technology (IT) systems used by the USAF during deployment planning and execution activities. It provides an overview of IT management and administration, including information on system access and training.

**8.5. Functional Communities.** The responsible functional communities for the War Planning and Execution Systems that are depicted in this chapter are primarily AF/A3OD - War Planning & Policy (Chair), AF/A4LR – Logistics Readiness Division, AF/A1XO – Career Field Management and Readiness Division, and AF/A1MR – Requirements Division.

**8.6. Joint Operation Planning and Execution System (JOPES).** JOPES is the DoD directed single, integrated joint C2 system for conventional operation planning and execution (to include theater-level nuclear and chemical plans). JOPES is supported by a networked suite of Automated Data Processing (ADP) applications, tools, and databases, which reside on the Global C2 System (GCCS). JOPES ADP systems include the mechanisms to create and maintain TPFDD, and to submit CCDR movement requirements to United States Transportation Command (USTRANSCOM).

8.6.1. JOPES is currently navigating modernization to the Joint Planning and Execution Services (JPES) environment which is a browser based joint C2 system used to support military operations monitoring for all GFM planning and execution activities.

**8.7. Joint Capabilities Requirements Manager (JCRM).** JCRM is a web-enabled tool which facilitates GFM policy, processes and tools. JCRM supports automatic requirements generation, validation, force presentation, assignment, sourcing, and orders writing processes in both planning and execution environments.

8.7.1. Key elements of the tool are in direct support of JOPES and complement the Adaptive Planning and Execution process.

8.7.2. The primary functions of JCRM are to (1) account for forces and capabilities committed to ongoing operations and constantly changing unit availability (2) create added value during CCDRs decision-making (3) identify the most appropriate and responsive force or capability that best meets the CCDR requirement.

**8.8. Defense Readiness Reporting System (DRRS).** DRRS provides a means to manage and report the unit readiness of the DoD and its subordinate components to execute the NMS. Enterprise-wide readiness and unit readiness reports enable commanders at multiple levels to use quantitative and qualitative analysis to assess risk and inform resource prioritization decisions within the corporate structure. For specific readiness reporting information, reference AFI 10-201.

**8.9. ORION.** ORION is a Joint Staff technology-enabled decision support platform that consolidates authoritative data from each of the services, provides global visualization of the forces and munitions in motion, and allows course of action (COA) experimentation for users to provide validated best military advice to senior-level decision-makers.

8.9.1. ORION's Joint Force Capability Catalog is a DFE decision support tool that provides Capabilities, Readiness, Availability, and Employment/Location (CRAE) data from Service and DoD ADS to provide a common view of joint force assignment and allocation.

8.9.2. ORION provides a consolidated platform, enabled by intuitive application interfaces optimized for efficiency, that allows users to make timely and critical decisions, better informs key enterprise stakeholders, and evaluates GFM-specific risks inherited by the allocation and assignment of forces across the globe.

**8.10. Automated GFM Tool (AGT).** Currently, this tool is focused on the DoD's requirement to coordinate and staff the "Forces For" product in support of the GFMIG, Section II. With the ability to see the forces (unit to billet) that are assigned and apportioned to CDRs, and Service retained, the planner will be able to make "planning" decisions in the development of their plans. In addition, the tool allows the user a view of the DoD Authorized Force Structure through its link with the Service Organizational Force Structure Construct (OFSC) servers which will be discussed later.

**8.11. Collaborative Issue Resolution Tool (CIRT).** CIRT is a tool used to adjudicate issues and change requests in AGT. Service and CCMD users can request changes, while the Joint Staff provides adjudication and confirmation of changes.

**8.12. Deliberate and Crisis Action Planning and Execution Segments (DCAPES).** DCAPES is the Air Force's war planning and execution system that directly interfaces with JOPES via near real time automated data exchange services. The objective of DCAPES is to enable improved and streamlined operations planning and execution processes which include associated policy and procedures, along with organizational and technology improvements. DCAPES provides standard data formats, application programs, and management procedures that are USAF unique, joint guidance compliant, and used primarily for force planning, sourcing equipment and personnel requirements, and transportation feasibility estimation.

8.12.1. DCAPES supports all phases of operations planning and execution at the HAF, major command, component, and wing/squadron level. It provides data manipulation capability to USAF planners to perform mobilization, deployment, sustainment, redeployment, demobilization, reconstitution, and accounting of forces.

8.12.2. DCAPES is CJCSM 3150.16G (*JOPESREP* (located on the SIPRNET)) compliant and supports JOPES by establishing a standard USAF support system for joint operation planning and execution. DCAPES and JOPES share common business rules and automated data exchange processes and policies to plan and execute joint military operations. USAF planners at all levels will use DCAPES to support the CDRs selected COA in a timely manner. DCAPES supports sourcing and tailoring of lower levels of detail beyond the JOPES level of detail.

**8.13. JOPES Sub Functional Managers.** MAJCOM, component Headquarters USAF, and Reserve Component will designate no more than three JOPES Sub Functional Managers (Sub-FM)/DCAPES super user to manage allocated "08" series Plan IDs (PIDs) and respective user accounts. (T-1)

**8.14. Air Force/Space Force Organizational Server (AFOS/SFOS).** As part of the initial task to support the Joint Staff led effort, GFM-DI and IAW DoDI 8260.03, each Service, OSD, JS and Undersecretary of Defense for Intelligence (USD(I)) was tasked to develop a capability to document their OFSC.

8.14.1. The AFOS/SFOS documents electronically the force structure authorization data (consistent with and as limited by law, policy, or security classification) and implement procedures to publish hierarchical relationships and force management identifiers (FMIDS) assignments in the Global Force Management Information Exchange Data Model (GFMIEDM) format.

8.14.2. The AFOS/SFOS stores and maintains force structure authorization data in organization servers.

8.14.3. The AFOS/SFOS Program Manager will:

8.14.3.1. Develop and implement a process for assigning FMIDS to all GFMIEDM data within the organization server (OS). **(T-1)**

8.14.3.2. Make the organization server data visible, so that authorized users and applications can discover the existence of this data through search services. **(T-1)**

8.14.3.3. Allow read-only access to the organization server. Access rules will follow DoD/Chief, Information Office (CIO) Network Core Enterprise Services implementation. **(T-1)**

8.14.3.4. Ensure only force structure data authorized under this instruction is used for any force structure representation in other automated systems. **(T-1)**

8.14.3.5. Apply the OFSC to identify doctrinal, crew and billet organizations and associated authorization data for materiel and manpower. **(T-1)**

8.14.3.6. Maintain a separate organizational server for classified and unclassified environments. All data within the unclassified OS will be replicated in the classified OS. **(T-1)**

## Chapter 9

### CCDR REQUIREMENTS/SOURCING

#### *Section 9A—Contingency Planning*

#### **9.1. Contingency Planning.**

9.1.1. Contingency sourcing supports development and assessment phases of planning in three general categories: Combatant command requests to support plan development/refinement, CJCS-directed exercises with contingency sourcing requirements, and Joint Combat Capability Assessment Plan Assessments (JCCA-PA). Contingency sourced forces are specific forces that meet the planning requirement at a specified point in time identified by the JFC in coordination with the Services and by the JFPs in coordination with their assigned Service components.

9.1.2. The JS/J5, Strategy, Plans and Policy provides specific guidance through a list of sourcing assumptions and planning factors contained in the contingency sourcing message. JS/J35, Regional Operations as the Joint Force Coordinator (JFC), is responsible for developing conventional sourcing solutions IAW the Services and consolidated with the sourcing solutions provided by the SOF and Mobility Forces JFPs.

9.1.3. Global Force Management Board (GFMB). The GFMB reviews and approves contingency sourcing efforts and is the arbiter of all sourcing requests. The GFMB also endorses the schedule and the SecDef orders the JFPs to contingency source specific plans per the schedule. CCDRs may request contingency sourcing of specific plans. These requests are evaluated by the JS/J5, and a contingency sourcing schedule is presented to the GFMB.

#### **9.2. Contingency Plans.**

9.2.1. Contingency plans are developed in anticipation of a potential crisis. There are four levels of planning detail for contingency plans, with an associated planning product for each level.

9.2.1.1. Level 1 Planning Detail—Commander's Estimate. This level of planning has the least detail. It produces multiple COAs to address contingencies. The product for this level can be a COA briefing, command directive, commander's estimate, or a memorandum with a proposed force list. The commander's estimate provides SecDef with military COAs to meet a potential contingency. The estimate reflects the commander's analysis of the various COAs and recommends a COA.

9.2.1.2. Level 2 Planning Detail—Base Plan (BPLAN). A BPLAN describes the Concept of Operations (CONOPS), major forces, concepts of support, and anticipated timelines for completing the mission. It normally does not include annexes. A BPLAN may contain alternatives, including Flexible Deterrent Options and Flexible Response Options, to provide multiple options to address contingencies as they develop or to shape the developing situation.

9.2.1.3. Level 3 Planning Detail—Concept Plan (CONPLAN). A CONPLAN is an OPLAN in an abbreviated format. It may require considerable expansion or alteration to be converted into a complete and detailed level 4 OPLAN or an OPORD. It includes a plan summary; a BPLAN; and usually includes the following annexes: A (Task Organization), B (Intelligence), C (Operations), D (Logistics), J (Command Relationships), K (Command, Control, Communications, and Computer Systems), S (Special Technical Operations), V (Interagency-Interorganizational Coordination), and Z (Distribution). If the development of time-phased force and deployment data (TPFDD) is directed for the CONPLAN, the planning level is designated as 3T and requires consideration of intelligence community assessed contested environment impacts on deployment and distribution operations. A combatant command may request a national intelligence support plan (NISP) be developed for level 3T contingency plans. A troop list and TPFDD also require an annex E (Personnel) and annex W (Operational Contract Support).

9.2.1.4. Level 4 Planning Detail—OPLAN. An OPLAN is a complete and detailed plan. The OPLAN identifies the force requirements, functional support, and resources to execute the plan. It contains a full description of the CONOPS, all applicable annexes, a time-phased force and deployment list (TPFDL) and a transportation-feasible notional TPFDD, as well as analysis of the impact of a potentially contested environment on the joint deployment and distribution enterprise (JDDE). A TPFDD phases unit requirements into the theater of operations to support the CONOPS and provide closure estimates. A CCMD may request a NISP be developed for level 4 OPLANS.

9.2.2. Combatant command planners use the preferred forces process as part of the planning assumption necessary to continue planning efforts and assess the feasibility of a plan. The number of identified preferred forces should be within the apportioned force quantity. Preferred forces are planning assumptions only and do not indicate the specific forces are available for contingency or execution sourcing. The operational feasibility of the plan improves by using accurate planning assumptions when identifying preferred forces for mission execution.

9.2.3. The contingency sourcing process uses specific planning assumptions and is a part of the plan assessment process. JFC/JFPs use the contingency sourcing process to identify forces at a specified point in time to support the CCDRs planning requirements. The sourced plans provide a snapshot of the associated forces and transportation feasibility to inform senior leadership decisions.

9.2.3.1. There are two contingency sourcing options for a plan assessment. The option used during contingency sourcing is largely dependent on the level of planning detail. Contingency Sourcing Options A and B provide different levels of fidelity. JIA requirements are not contingency sourced in either Option A or B. Results of Option A and B are normally provided inputs for transportation feasibility assessment.

9.2.4. AFFORGEN FEs are created in the UTA module of DCAPES application to support MCOs for both planning and execution activities. The FE is also populated in the Joint apportionment and assignment applications that assist in the development of CCMD OPLAN/CONPLAN TPFDD.

9.2.5. To ensure successful implementation of the AFFORGEN model, Air Force components will initiate the transformation of current USAF requirements in their respective CCMD TPFDDs. **(T-1)** This activity will take place starting in FY23 when the Joint Staff and their CCMD schedule TPFDD maintenance events occur. **(T-1)**

9.2.6. To ensure successful implementation of AFFORGEN, Air Force components will initiate the transformation of current requirements in their respective TPFDDs to standard UTCs identified within FEs (MG, XAB, and DFTs). **(T-1)**

9.2.6.1. Option “A” sourcing includes “above the line” unit availability and readiness. Above the line forces are major combat power units (squadron) apportioned for planning in the GFMIG. Option “A” sourcing may also include an assessment of critical support forces identified as part of the contingency sourcing message. Option “A” sourcing will reflect substitutions for above the line forces, impact on limited supply/high demand assets, a transportation feasibility estimate and Reserve Component implications.

9.2.6.2. Option “B” sourcing results in a fully sourced TPFDD containing Type Unit Characteristics (TUCHA) data. It includes substitutions and mitigation factors and includes a full transportation feasibility estimate. Option “B” sourcing is conducted at a lower-level of fidelity than execution level sourcing (i.e., sourcing is not identified below UTC level) and does not result in notification to units or placement of units in a prepare-to-deploy status. Option “B” contingency sourcing represents a “snapshot in time” of readiness and availability to assess feasibility and risk for senior leadership, eases the transition to execution sourcing during a crisis, provides near execution-level fidelity (human in the loop) and gives critical feedback to combatant command planners.

9.2.7. Types of Force Sourcing. CJCSM 3130.06C identifies three types of force and capability sourcing: preferred force sourcing, contingency sourcing, and execution sourcing. **Note:** Only contingency sourcing is used within the JCCA-PA structure. In some cases, combatant commands may use their execution sourcing data (EXORD forces) in TPFDD development.

9.2.7.1. Contingency Sourced Forces (plan assessment). Usually begun during the plan assessment stage of deliberate planning, the CJCS may direct the JFPs to contingency source a plan. Contingency sourced forces are specific forces identified by actual unit name and unit identification code (UIC) by the JFPs, assisted by their Service components and parent Services that meet the planning requirement at a specified point in time. Because these forces are identified based on planning assumptions and planning guidance provided for the sourcing effort, the forces sourced via contingency sourcing may not be the actual forces sourced during execution sourcing.

9.2.7.1.1. The CCDRs propose plans to be contingency sourced to Joint Staff (normally top-priority plans). Joint Staff recommends a schedule to contingency source selected plans for the GFMB to endorse and the CJCS to direct contingency sourcing efforts.



- 9.2.7.1.2. The frequency of contingency sourcing actions is, in part, dependent on the capacity of the JFPs and their assigned Service components. The Joint Staff provides specific guidance through a list of sourcing assumptions and planning factors contained in the contingency sourcing message or memorandum and other business rules agreed upon by the Joint Staff, the JFPs, supported CCDRs and the Services.
- 9.2.7.1.3. The JFPs have final approval of the total sourcing solution and provide the approved solution back to the supported CCMD in the CCDRs requested format. In contingency sourcing, the JFP approves the sourcing solutions.
- 9.2.7.2. Execution Sourced Forces (allocation). Specific forces recommended and identified by JFPs, assisted by their Service components (who are responsible to coordinate with their Services, as required).
- 9.2.7.2.1. The recommended sourcing solution is reviewed through the GFM allocation process. The Joint Staff will provide specific guidance for the selection of forces in the execution sourcing message, to include JOPES procedures for unit reporting. **(T-0)**
- 9.2.7.2.2. Execution sourcing of forces may result in a Prepare to Deploy Order (PTDO), deployment order (DEPOD) or execution order (EXORD).
- 9.2.7.2.3. The GFMAP is a consolidated deployment order and more details on this type of sourcing can be found in CJCSM 3130.06C, Annex C of the GFMIG (located on the SIPRNET), and this instruction.

### **9.3. Plan identification/TPFDD Actions.**

- 9.3.1. For deliberate planning, the Joint Strategic Campaign Plan (JSCP) identifies the plan identification (PID) associated with a specific operation. The TPFDD will correlate to this PID and the written plan. **(T-0)** Variations of the master TPFDD (e.g., USAF-only requirements) may be in separate TPFDDs known as a Service slice.
- 9.3.2. The goal is 100 percent sourcing. JFPs will identify each force or capability by UIC via UTC. Each UIC will be accompanied by level 4 TUCHA data. **(T-1)**
- 9.3.3. Sourcing and Apportionment. Apportioned forces represent capabilities provided to CCDRs for planning purposes. Although apportioned forces are considered “available forces for planning,” CCDRs must refer to the current GFMAP and all available readiness data to make a “best” assessment of what forces can reasonably be assessed to meet CCDRs requirements for a contingency. **(T-1)** Apportioned forces sourced during contingency sourcing conferences, however, are not tied to any plan and may not be the actual forces which would be allocated when a contingency plan transitions to execution.
- 9.3.4. The CPG and JSCP provides functional CCDRs and Services with global prioritization guidance for resources. Global Combatant Commanders will find resourcing priorities in the regional guidance section of the Guidance for Employment of the Force (GEF). Development of campaign plans should be informed by this allocation and resourcing guidance and associated processing, exploitation, and dissemination.
- 9.3.5. GFM is supported by the contingency sourcing process, which will inform senior leaders about risk to the execution of selected plans and to the NDS.

9.3.6. Resource-Informed Planning. The concept of resource-informed planning requires the development of plans based on the near-term availability and readiness of the force (combat, CS, and CSS), the capacity and capability of the logistics and transportation systems, preferred munitions availability, identification and consideration of leveraging non-DoD capabilities and the level of commercial support required and available to offset the known shortfall or provide redundancy for a military capability. Commanders should produce a “fight tonight” plan based on resources that could reasonably be made available as articulated in the GFMIG apportionment tables, current or expedient contracted capabilities, and the JSCP Logistics Annex.

9.3.7. Sourcing Shortfalls. The Services must support the war planning community through a contingency sourcing process and accurate planning efforts by identifying shortfalls in resources and readiness. **(T-0)** The lack of forces, equipment, personnel, materiel, or capability reflected as the difference between the resources identified as a plan requirement [or Service asset] and those apportioned to a CCMD [or assigned to the Service] for planning will adversely affect the command’s ability to accomplish its mission.

9.3.7.1. Where combat, CS, and CSS forces availability are insufficient or unavailable to meet combatant command plan requirements, USAF planners must ensure all OPLAN UTCs are properly postured in UTA, ordered in systems of record (Expeditionary Supply System) with the consideration given to alternatives accounting for the increased risk to the support shortfalls. **(T-1)** Current events add the lesson that the ability to adapt forces quickly is the best strategy for planning and managing uncertainty.

9.3.7.2. Commanders must ensure that forces not only can conduct the operations they regularly plan for, such as those comprising the NMS, but they must also respond to severe and unanticipated crises. **(T-1)**

9.3.8. DRRS contains applications that support contingency sourcing. These provide planners a nascent ability to find forces and manpower to meet CCDR-specified requirements or plans. Units are considered mission ready when the commander assesses the unit is able to perform its assigned mission-essential tasks to prescribed performance standards under specified conditions.

#### **9.4. Contingency Sourcing Process.**

9.4.1. The complete contingency sourcing process is governed by the appendices to enclosure J of CJCSM 3130.06C. For this instruction, the process is defined in four phases, combatant command contingency sourcing request and GFMB approval development of the contingency sourcing guidance message, TPFDD refinement, and contingency sourcing.

9.4.1.1. Combatant command contingency sourcing request. This phase begins when a combatant command submits a request to have one of their plans contingency sourced and includes the primary purpose (e.g., plan refinement or JCCA-PA). The Joint Staff develops a draft schedule on a quarterly basis and coordinates with the Services, JFC, and JFPs.

9.4.1.2. Contingency Sourcing Guidance Message. HAF will staff the TPFDD with ACC for conventional forces, AFSOC for special operations forces (SOF), and AMC for mobility forces. **(T-1)** ACC will obtain input from AFPC before responding. **(T-1)** AFSOC and AMC may also be tasked to respond through their respective JFPs. Once the Joint Staff has obtained coordination with the Services, JFC, and JFPs, they will coordinate schedule approval first through the Joint Combat Capability Assessment Group (JCCAG) and then through the GFMB. **(T-0)**

9.4.1.2.1. The JS/J5 issues a guidance message for each contingency sourcing event that specifies the purpose of the contingency sourcing event (e.g., to support a JCCA-PA, an adaptive planning force flow conference, to support a Ccdrs plan development and refinement). The guidance message provides sourcing assumptions, sourcing priorities, direction for TPFDD development and release, identifies deliverables and timelines and assigns tasks to specific commands. The JFC issues an additional message that provides presentation formats for submitting the sourcing solution. For conventional forces, ACC will use this message as a baseline to develop more specific USAF guidance, deliverable format, and timelines for AFPC to accomplish combat support sourcing, if required. **(T-1)**

9.4.2. TPFDD Refinement. Prior to the contingency sourcing process, the supported CCMD builds or refines the operation's TPFDD for use during the contingency sourcing event.

9.4.2.1. The supported air component command ensures the accuracy of relevant data such as ULN, UTC, Ccdr Required Delivery Date (CRD), Required Delivery Date (RDD), Port of Debarkation (POD), and destination to facilitate sourcing by the force providers. The air component will also review readiness and accuracy of all assigned or currently allocated forces requirements spread throughout the Reset, Prepare, and Certify phases of the AFFORGEN cycle. included in the TPFDD. Data on assigned forces that are not available, or not certified, will be, will be removed from the TPFDD. Likewise, data on unassigned, unallocated, or Service-retained forces will be removed from the TPFDD so that the FP will have a "clean" PID from which to begin sourcing. **(T-1)**

9.4.2.2. The JS/J5 with inputs from Joint Staff, JFP/JFCs, CCMDs and Services drafts the contingency guidance Message, provides contingency sourcing assumptions, guidance and direction for notional TPFDD development. The message identifies deliverables, timelines, and assigns tasks to specific commands. The message specifies the purpose of the contingency sourcing event.

9.4.2.2.1. Once the TPFDD is released for contingency sourcing, CCMD changes to requirements are not authorized unless coordinated with the relevant force provider and approved by the Joint Staff.

9.4.2.3. The air component will also review the TPFDD for equipment and materiel that could potentially be sourced via the commercial marketplace thereby reducing reliance on organic support options and freeing up strategic lift. **(T-1)**

9.4.3. Contingency Sourcing. The goal of a contingency sourcing solution is to develop the most ready, relevant, and available forces based on the sourcing guidance and assumptions provided in the Joint Staff guidance message.

9.4.4. Readiness. A readiness date is established in the JS/J5 Guidance Message, and this normally coincides with the established C-Day. The JS/J5 Guidance Message also establishes minimum readiness ratings. Normally, this is C-3 or above. When a C-3 unit is used, the FP must identify the reason for the degradation and any mitigation. When considering a C-3 unit, the unit's overall assessment for capability readiness should be a "Qualified Yes." Sourcing of a C-3 unit does NOT require preapproval or concurrence of the supported CCMD. The sourcing of units with a C-4 rating is discouraged but an FP can recommend using a C-4 unit if that unit can accomplish the mission to which it will be assigned or that mitigation options are available to improve a unit's readiness before deployment. **(T-1)** All sourcing of C-4 units is subject to preapproval by the supported combatant command but failure to approve use of a C-4 unit may result in a sourcing shortfall.

9.4.5. Non-Standard or Outdated Requirements. USAF sourcing agencies will not be expected to routinely source non-standard requirements or outdated UTCs as part of a contingency sourcing event. However, Service force providers should review any non-standard or outdated UTCs and provide any recommended changes or substitutions to improve future CCMD planning. Sourcing agencies may also recommend options for any shortfalls to the CCMD.

9.4.6. TPFDD Update. USAF sourcing agencies will update the TPFDD with the UIC, unit name, and Available to Load Date for all contingency sourced units. **(T-1)**

9.4.7. Risk Assessment. The designated JFP will, in coordination with USAF sourcing agencies, include a force provider risk assessment as part of their contingency sourcing solution. This risk assessment will consider five categories: dwell time, unit readiness, organizational suitability and deployment timeline, current resource availability, and capability sustainment. Each category will be rated as low, moderate, significant, or high with specific rationale for anything above low. **(T-1)**

9.4.8. Sourcing Summary. USAF sourcing agencies will provide their final sourcing solution and risk assessment IAW the formats and timelines identified in the JFC/JFP and ACC/A30 guidance message. **(T-1)**

9.4.9. Shortfall Mitigation. All forces and capabilities that cannot be sourced will be reported to the Joint Staff. **(T-0)** The Joint Staff may coordinate a virtual contingency sourcing secure video teleconference (SVTC) with each force provider to address and resolve the shortfalls and develop a mitigation strategy. One example of a shortfall mitigation strategy is the sourcing of a unit with a C-4 or worse readiness rating. A JFC/JFP may recommend to the supported CCDR a unit with a readiness of C-4 if that unit can accomplish the CCDR's mission, can quickly be modified for the CCDR's mission, or can quickly be modified to C-2 or better prior to the Ready to Load date (RLD) in the TPFDD.

9.4.10. JFC/JFP Information Brief. A contingency sourcing event normally concludes with a JFC/JFP information brief to the JCCAG and the supported CCDR prior to final submission to the JS/J5. At a minimum, the JFC/JFP information brief contains the approving authority of the force requirements, CCMD assigned forces, PTDO forces, forces sourced (filled) against the requirements, the readiness levels of the contingency sourced forces, shortfalls and the reason for the shortfall, actions taken to mitigate shortfalls, and the JFC/JFP's sourcing risk. If a particular contingency sourcing event is to become a JCCA-PA, then the results of JFC/JFP information brief will be embedded into the overall CCMD JCCA-PA brief.

## 9.5. Responsibilities.

9.5.1. Air Component Headquarters. C-MAJCOMs and C-NAFs will make the USAF portion of their respective combatant command OPLAN TPFDD available to HAF, USAF force provider, AFPC Requirements Managers and sourcing agencies in support of contingency sourcing events. **(T-1)**

9.5.1.1. Component Headquarters USAF planners will first use the assigned forces when building OPLAN/CONPLAN TPFDDs. **(T-1)** Therefore, the requirements determination and sourcing of aviation combat forces are accomplished concurrently. When conducting contingency sourcing, replacement units will be identified for those units deployed in support of other contingencies. **(T-1)** Other MG forces available for planning are listed in GFMIG apportionment tables and Service documents.

9.5.1.2. Coordinate identification of operational requirements, commercial sourcing options, and functional responsibilities for contract support integration and contractor management with the A4 and/or the Senior Contracting Official (SCO) at the Air Force Installation Contracting Center (AFICC) operating location (OL) aligned to the C-MAJCOM/C-NAF to include readiness reporting.

9.5.1.3. Build CS requirements utilizing the AFFORGEN FE to determine the mix of UTCs required at each destination.

9.5.2. HAF Responsibilities. HAF will:

9.5.2.1. Provide oversight and strategic guidance in support of the contingency sourcing process through adaptive planning. **(T-1)**

9.5.2.2. Consider location, availability, and mission readiness assessments when contingency sourcing to evaluate whether sufficient forces are available to meet the stated requirements of a plan. **(T-1)**

9.5.2.3. Responsibilities of AF/A3OD.

9.5.2.3.1. AF/A3OD will ensure that the UTA is current and updated. **(T-1)**

9.5.2.3.2. Provide oversight of contingency sourcing actions. **(T-1)**

9.5.3. MAJCOM/FOA/DRU Responsibilities. MAJCOM/FOA/DRUs will:

9.5.3.1. ACC, when directed by the HAF, will contingency source conventional aviation and associated direct aviation support, plus command-and-control elements for designated plans and identify shortfalls, capability substitutions IAW sourcing guidance and policy issues and determine institutional/joint force risks associated with filling shortfalls. ACC will consider location, availability and readiness when contingency sourcing to evaluate whether sufficient forces are available to meet the stated requirements of a plan. **(T-1)**

9.5.3.2. AFSOC, when directed by USSOCOM as the SOF JFP, will contingency source Special Operations Forces for designated plans and identify shortfalls, capability substitutions IAW sourcing guidance and policy issues and determine institutional/joint force risks associated with filling shortfalls. **(T-1)**

9.5.3.3. AMC, when directed by USTRANSCOM as the mobility forces JFP, will contingency source mobility forces for designated plans and identify shortfalls, capability substitutions IAW sourcing guidance and policy issues and determine institutional/joint force risks associated with filling shortfalls. **(T-0)** AMC will take into account location, availability and readiness when contingency sourcing to evaluate whether sufficient forces are available to meet the stated requirements of a plan. **(T-1)**

9.5.3.4. AFPC, in coordination with the applicable Service force provider, will contingency source conventional support forces from the postured available capability contained within Unit Type Code Availability, for designated plans and identify shortfalls, capability substitutions IAW sourcing guidance and policy issues and determine institutional/joint force risks associated with filling shortfalls. AFPC will consider location, availability, and readiness when contingency sourcing to evaluate whether sufficient forces are available to meet the stated requirements of a plan. **(T-2)**

9.5.3.5. C-MAJCOMs/C-NAFs, when directed by their respective CCDR, will contingency source aviation and associated direct aviation support, plus command-and-control elements for designated plans and identify shortfalls, capability substitutions IAW sourcing guidance and policy issues and determine institutional/joint force risks associated with filling shortfalls. Will consider location, availability, and readiness when contingency sourcing to evaluate whether sufficient forces are available to meet the stated requirements of a plan. **(T-2)**.

9.5.4. The Joint Staff provides specific guidance for the selection of forces, to include unit-reporting requirements, in the execution-sourcing message. Execution sourced forces are considered allocated forces and are unavailable for use in other plans/operations unless reallocated by the SecDef.

9.5.4.1. The JFC uses the joint requirements code in JCRM aggregate operational capabilities in order to identify and staff global joint sourcing solutions. Although the joint requirements codes are like the USAF functional area codes, there is not a direct one-to-one correlation. The joint requirements codes provide combatant command planners, the Joint Staff, and the JFC/JFP the ability to easily track aggregated sourcing information on functional requirements.

9.5.4.2. CCDRs report the requirements for their assigned force in the JCRM and assign each requirement a force tracking number, just as they would when requesting a force to be allocated in either the annual or emergent process. Although these are not captured in the GFMAP, this provides visibility of the operational force demand, and assists with evaluating risk in the allocation decisions. Force tracking numbers improve the sourcing and tracking of the request for forces and rotational force requirements throughout the deployment process and enhances force-closure reporting.

9.5.4.3. During execution, the CCDR tasks their assigned forces first. These operational requirements constitute the assigned force demand. If additional forces are required, the supported CCDR requests those forces through the global force management allocation process for consideration by the SecDef.

9.5.5. Postured operational forces are required to maintain the capability to rapidly transition from normal day-to-day operations to crisis response operations. A unit's AFFORGEN posture will increase based on the issuance and receipt of a Chairman of the Joint Chiefs warning, planning, alert, deployment order, and/or prepare to deploy order. **Note:** AFRC and ANG units will not be postured in a "prepare to deploy" status unless activated. **(T-1)**

9.5.6. AF/A3OD is responsible for coordinating sourcing feasibility solutions with the appropriate Headquarters USAF FAM.

9.5.6.1. The HAF FAMs are required to review active joint individual augmentee requirements for accuracy and resubmit sourcing feasibilities to AF/A3OD during the GFMAP fiscal year requirements review. During the annual global force management sourcing process, the Headquarters USAF FAMs will work with the component staffs and AFPC to correct any inconsistencies. **(T-1)**

9.5.7. Service component planners will use standard tailored UTCs to the maximum extent possible for combatant command JIA requirements. Requested capabilities that do not fit within the scope of a standard UTC, the component planner will utilize non-standard (\*\*Z99) UTCs. **(T-1)**

9.5.8. The supported component planners are required to use the Air Expeditionary Task Force Force Modules to identify operational forces. **(T-1)**

9.5.9. Force sourcing is the identification of the FEs, the UTCs comprising the FE, and movement characteristics, to include their point of origin and ports of embarkation, to satisfy the time-phased force movement requirements of a supported commander.

9.5.10. The baseline estimated tour length for deployments is six months. The Air Force recognizes there may be circumstances when extended estimated tour lengths are warranted. However, such tour lengths deviate from the operational force employment policy and must be approved by the Deputy Chief of Staff for Operations (AF/A3). **(T-1)** Requests to extend and/or generate "key and critical" positions beyond 6-month tour lengths must meet one or more of the following criteria for approval:

9.5.10.1. Positions requiring extensive host nation and/or local populace interaction. Members who maintain direct and continuous daily contact with national and/or local populace organizations in order to support, be located on, operate in, or transit through its territory based on government invitation and/or national agreements.

9.5.10.2. Positions requiring critical continuity to coalition and/or joint operations. Members maintaining direct, regular, timely, and collaborative working relationships between civilian and/or military coalition/joint forces.

9.5.11. Extended Tour Lengths of 365 days or more are filled by AFPC using sourcing procedures governed by DAFI 36-2110, *Total Force Assignments*.

9.5.12. Only the Secretary of Defense may authorize involuntary extension of personnel greater than 30 days. Only the Secretary of Defense may involuntarily authorize or extend a unit or individual operational deployment beyond 365 days.

9.5.13. MAJCOMs may not exceed AFSC skill-level substitutions (two up / one down) or grade substitutions (one up / one down) when UMD-to-UTC mismatches exist, and substitutions are not prohibited by the MISCAP or applicable FAM guidance (i.e., grade field of Allocation Tool Suite). **(T-0)**

### ***Section 9B—Rotational Planning***

#### **9.6. Force Rotation.**

9.6.1. The Chief of Staff of the Air Force, through the AF/A3, is responsible for the force rotation management policy to support CCDR rotational requirements. Air Force rotational force planning supports the global force management requirement for an executable and sustainable global force management schedule.

9.6.2. The AF/A3 is responsible for organizing all operating forces within a force management construct to meet global CCDR requirements. The force management construct provides operating forces on a predictable and sustainable basis. Using operational forces to meet non-CCDR requirements reduces the Air Force's ability to meet the global operational/contingency requirements.

9.6.2.1. The planned operational requirements are those force requirements needed to satisfy the concurrent threats specified in the designated operational plans. A FE, composed of multiple UTCs, is the operational capability assigned to the force tracking number within the JCRM.

9.6.2.2. Component staffs submit rotational requirements annually through their CCDRs as part of the global force management rotational process. The Air Force uses the GFMAP and the Air Force deployment execution orders to task and deploy forces during each force rotation.

9.6.2.3. Service component staffs and the AFPC requirements managers build and maintain JOPES/DCAPES TPFDD force elements to source CCDR requirements. Force coordinators will coordinate TPFDD FE changes not specified in the JCRM process with combatant commander component staffs. **(T-1)**

9.6.2.4. The component staffs continually review the rotational requirements with the goal of meeting the CCDRs mission requirements. The force requirement evaluation takes place throughout the rotation cycle. Component staffs revalidate requirements as part of the official GFMAP process and identify requirements necessitating sustained rotational sourcing support to AFPC requirements managers and AF/A3OD.

9.6.2.5. The deployed commander will evaluate the impact and notify the component Headquarters USAF of needed changes when there is a change to the deployed unit's mission, equipment, weapons systems, operating location, or a reduction in forces. **(T-1)**

#### **9.7. Force Scheduling Timeline and Force Alignment.**

9.7.1. To facilitate the development of the annual GFMAP, Joint Staff will release an annual GFMAP planning order (PLANORD) providing specific milestones to the overall tasks outlined in CJCSM 3130.06C. AF/A3O then publishes specific milestones for USAF organizations to support the annual global force management timelines.



9.7.2. AF/A3O specific actions include, but are not limited to reviewing the alignment of postured forces as part of the preparatory actions for every global force management cycle. **(T-1)**

9.7.3. The component staffs correct changes to the TPFDD elements based on the JCRM requirements. Any change affecting the JCRM requirements requires a GFM FTN change request.

9.7.4. AF/A3OD monitors the global force management planning tasks for the upcoming force rotation schedule to ensure the efficient and timely execution of the force management battle rhythm. Component staff planners, Headquarters USAF FAMs, sourcing agencies, Service force providers, and force providers, are required to complete their actions IAW the published timelines.

9.7.4.1. The scheduling process accommodates the Air Reserve Component notification, prioritization, and mobilization timelines IAW AFI 10-402, *Mobilization Planning* and AFI 10-301.

9.7.4.2. Provides supported component staffs with sufficient time to provide operational risk assessments to the CCDRs mission.

9.7.4.3. Allows force providers to assess risk-to-force and improves force development and personnel/assignment actions by the supporting commanders.

## 9.8. Tasking Notification.

9.8.1. An operational deployment begins when a unit or detachment, or an individual not attached to a unit or detachment, departs homeport/station/base or departs from an enroute training location to meet a SecDef-approved operational requirement. An event is an operational deployment if it is recorded in the JCRM or Fourth Estate Manpower Tracking System and is contained in the annual GFM-DI compliant tool under the GFM-DI reporting structure.

9.8.2. When notifying units of tasked unit line numbers, force providers utilize the tasking notification tool in DCAPEs to support information on deployment activity and data reflected in the TPFDD (see [Table 9.1](#)). The process begins when the sourcing agency applies the tasking notification code “A” to notify force providers of a sourcing solution. Upon verification of the sourcing solution and to notify units, force providers (requirements managers, FAMs, or AFFORGEN cells) enter an “M” in the tasking notification code field of the tasking notification tool. (**Note:** Force providers may designate specific offices authorized to update this field.) This notifies the wing/base, through the Installation Deployment Officer, of the sourced TPFDD requirement.

9.8.3. Each MAJCOM/MAJCOM-equivalent initiates notification for assigned units. **Exception:** Air Force District of Washington initiates notification for units assigned to Air Force District of Washington (MAJCOM Code “4W”) as well as HAF organizations (MAJCOM code “13”).

9.8.4. The Requirements and Development Division of Secretary of the Air Force Office of Public Affairs (SAF/PAR), on behalf of Air Force Public Affairs Agency initiates notification for all Public Affairs taskings for members assigned to SAF/PA. The Air Force Public Affairs Agency (AFPAA) initiates notifications for its members and those of its subordinate Active Component unit, the 1st Combat Camera Squadron.

9.8.5. AFPC initiates notification for all organizations considered “outside” the Air Force and provides documentation of approval from OSD director of administration and management to the servicing installation deployment readiness cell.

**Table 9.1. Tasking Notification Codes.**

<b>ECHELON:</b>	<b>MEANING:</b>
<b>AFFORGEN (Sourcing Agency) Level Codes</b>	
A <sup>1,2,4</sup>	Unit Identified by appropriate sourcing agency
U <sup>3,4</sup>	Ready for UTC Availability Personnel Transfer
Null/Blank	ULN not verified by sourcing agency
<b>MAJCOM-Level Codes</b>	
M <sup>2,4,5</sup>	Tasking review/ notification by MAJCOM
A (revert after M code) <sup>2,4</sup>	Revert to AFFORGEN F (unit identification code change/shortfall/reclama)
<b>Notes:</b>	
<ol style="list-style-type: none"> <li>1. For rotational planning, accomplish tasking notification code “A” coding after the SecDef has signed execution year Secretary of Defense Orders Book (SDOB) or after the CCMD Plan Identification Designators (PIDs) are available in JOPES/DCAPES to move requirements from planning to execution by authorized users.</li> <li>2. Force providers/MAJCOMs will accomplish tasking notification code “M” within 10 calendar days from “A” coding. <b>(T-1)</b></li> <li>3. Sourcing agencies will accomplish tasking notification code “U” within 7 calendar days from “A” coding. <b>(T-1)</b></li> <li>4. For crisis action planning, the same process is followed using compressed timelines to ensure available to load date timing is met.</li> <li>5. For Secretary of the Air Force retained forces, tasked MAJCOM/equivalent functions as Supporting Component and ACC (on behalf of the Secretary of the Air Force) functions as supporting CCDR.</li> </ol>	

9.8.6. Supporting agencies will follow the JOPES Verification/Validation process outlined in CJCSM 3122.02F, *Joint Operation Planning and Execution System (JOPES): Volume III Time Phased Force and Deployment Data Development and Deployment Execution*, and CCDR TPFDD letter of instruction business rules. **(T-0)** The supported command’s TPFDD letter of instruction sets forth guidance regarding procedures and direction for TPFDD validation at the supporting and supported command level.

9.8.7. The management and building of TPFDD and deployment execution must follow the guidance as outlined in CJCSM 3122.02F. **(T-0)**

## 9.9. Line Remarks.

9.9.1. The use of restrictive line remarks is not authorized. Line remarks that require early arrival or end of tour overlap without adjustment to the estimated tour length (ETL) are the only authorized remarks for use. AF/A3OD manages the creation and publication of all approved line remarks and is the final approval authority for additions, changes, and deletions. The approved line remarks list is posted on the SIPR DCAPES homepage.

9.9.2. AFPC will remove line remarks that are not present within the DCAPES line remarks table. **(T-1)**

9.9.3. Service components will eliminate restrictive line remarks from practice and rely on the standard UTC MISCAP when requesting USAF capabilities. Service components will not develop or produce alternative methods (i.e., theater entry reporting instructions) that restrict the ability to source requirements with qualified Airmen that are within the Available to Commit phase for sourcing. **(T-1)**

9.9.4. Service components will leverage UTC line level detail AFSC prefix, suffix and/or special experience identifier (SEI) when more specific identification of position requirements and individual qualifications are necessary.

9.9.5. Service components will utilize theater reporting instructions to identify theater entry and pre-deployment training requirements. **(T-0)**

9.9.6. Service components may not use do not fill (DNF) in the line remarks data field. **(T-0)** If the specific line number is not filled, delete the line from the ULN/UTC. This ensures the actual passenger numbers roll up and are reflected in JOPES for transportation planning.

## 9.10. JIA Requirements.

9.10.1. Joint Individual Augmentation is a joint term and process described by CJCSI 1301.01G, *Joint Individual Augmentation Procedures*. Joint Individual Augmentation represents unfunded temporary duty positions (military or civilian) requested to augment a supported CCDRs or governmental agency's staff operations during contingencies. Similar to requests for forces (RFFs) in support of contingencies, JIA requirements are inherently temporary in nature and are not to be used to solve permanent manning or capability shortages.

9.10.1.1. They are not to be used to source joint training or exercise requirements.

9.10.1.2. Supported commands must first evaluate their ability to fulfill contingency staff requirements using organic/ assigned manpower; only then should they request JIA support to cover any identified mission gaps. Once the supported commander develops, validates, and forwards a JIA joint manning document (JMD) to the Joint Staff, who initiates the prioritization and sourcing process described in CJCSI 1301.01G.

9.10.2. JIA Requirement Development.

9.10.2.1. Development and Service Allocation. Joint Individual Augmentation requirements for a particular joint operation and organization are developed by the supported commander, associated with the appropriate TPFDD, and assigned to Services for fill as a Joint Action tasking IAW CJCSI 1301.01G. Supported commanders will make every attempt to synchronize the RDD/Date Required In-place (DRI) with the AFFORGEN pivot date and maximize the notification time afforded deploying members.

9.10.2.2. The Joint Staff relays validated JIA requirements for Air Force fill (via a JMD formatted per CJCSI 1301.01G) to AF/A3OD for response.

9.10.3. Air Force Review of JIA Requirements.

9.10.3.1. AF/A3OD performs an initial JMD “scrub” to ensure format/content compliance with CJCSI 1301.01G.

9.10.3.2. AF/A3OD then relays the JMD to AFPC and affected HAF FAMs for detailed review and analysis.

9.10.3.3. The AFPC, with HAF FAM and AF/A3OD assistance, works with the Joint Staff and supported commander to resolve any requirements discrepancies or ambiguities, makes a preliminary determination regarding the Air Force’s ability to source and sustain the requirements if rotations are authorized, and forwards its analysis back to AF/A3OD.

9.10.3.4. With this information, AF/A3OD develops and coordinates a formal Air Force position and response to the Joint Staff, typically in the form of an Air Force Planner’s Memo, Air Force Operational Deputies Memo, or CSAF Memo.

9.10.3.5. Upon compiling Service positions regarding their ability to source and sustain the requirements, the Joint Staff may choose to convene a Prioritization and Sourcing Review Board to address Service or supported commander issues/concerns, broker JIA sourcing solutions, and/or elevate unresolved sourcing issues within the Operations Deputies (OPSDEPS) and JCS Tank structure (see CJCSI 1301.01G).

9.10.4. JIA Rotational Tour Lengths.

9.10.4.1. JIA rotational tours lengths will be IAW AFFORGEN rotation policy with exceptions approved by AF/A3. **(T-1)**

9.10.4.2. The supported commander may request longer/non-standard JIA tour lengths to meet position continuity or other requirements. The request must include the positions and justification. **(T-1)**

9.10.5. Out of Cycle JIA Requests.

9.10.5.1. When the initial RDD/DRI cannot be met, or the ETL does not meet warfighter requirements, the AFPC, component Headquarters USAF, and supporting MAJCOM (if known) will coordinate resolution. Tour length options, in order (appropriate waivers/permissions required):

9.10.5.1.1. ETL extends to end of current AFFORGEN rotation. Subsequent rotational tour lengths are synchronized with the AFFORGEN deployment window.

9.10.5.1.2. The initial tour ETL is 4 months, extending into the subsequent AFFORGEN rotation. The second rotation includes the remainder of the second AFFORGEN plus the next AFFORGEN rotation (third), not to exceed 179 days. Subsequent rotational tour lengths are synchronized with the AFFORGEN deployment window.

9.10.5.1.3. The second and third JIA rotations divide the remaining second AFFORGEN rotation plus next two (through the 4th AFFORGEN rotation such that the two JIA rotations have approximately equal ETLs). Subsequent rotational tour lengths are synchronized with the AFFORGEN deployment window.

9.10.5.1.4. If 179 day or longer ETLs are approved, the AFPC, in coordination with the supported and supporting commands, will schedule the first two rotations in order to align subsequent rotations with the AFFORGEN (for 179-day ETLs, every other rotation occurs during the AFFORGEN rotation window).

## **9.11. JIA Sourcing Procedures.**

9.11.1. Once the supported commander, Joint Staff and the Service(s) agree to the sourcing commitments, the component Headquarters USAF ensures the requirements are entered in the appropriate TPFDD for sourcing. The requirement(s) will use standard tailored UTCs to the maximum extent possible. When using a non-standard/"Z99" UTC, the component Headquarters USAF will include a brief job/mission description with the ACR to expedite sourcing since non-standard/"Z99" requirements have no mission capability statement.

9.11.2. In unique cases where there is no sponsoring component Headquarters USAF, AFPC follows internal TPFDD association procedures. TPFDD maintenance of JIA requirements is crucial to ensure visibility of Air Force capabilities supporting each operation. AFPC will then follow normal force provider sourcing and verification procedures to source personnel to meet JIA requirements. Individual Augmentees are filled primarily from Institutional Forces (UDC=X) and sourced at execution. **(T-1)**

9.11.3. AFPC will develop procedures to ensure validated positions assigned to the Air Force for which a sourcing solution has not been identified are examined for ability to source, sustain, and filled at the earliest opportunity, but no later than 4 months prior to the start of each rotation, if sustainable.

9.11.4. Deputy Chief of Staff, Manpower, Personnel Services, Directorate of Force Management Policy (AF/A1P) will continue efforts after sourcing messages are released to rectify AFSC/job mismatches requested by the supported commander.

9.11.5. JIA Requests Not IAW CJCSI 1301.01G.

9.11.5.1. To ensure global visibility and centralized management of all joint JIA requirements, JIA support will be sent by a supported commander via the Joint Staff to the Services IAW CJCSI 1301.01G may not be supported by the USAF. **(T-1)**

9.11.5.2. Air Force offices aware of such requests should redirect the requestor to the JS/J1, Directorate of manpower and Personnel for further processing.

**9.12. Service Augmentation/Non-Rotational Requirements/Temporary Line Numbers.**

9.12.1. Non-Rotational Requirements/Temporary line numbers are normally the result of nonrecurring non-mission related activities (e.g., senior leader visits, Staff Assisted Visits (SAVs), Inspection Group (IG) inspections, mishap investigations, United Service Organizations (USO) support, etc.) with a tour length of less than 30 days. Temporary Line Numbers may also be used to request Service augmentation as outlined in CJSCM 3130.06C. It is not intended to augment mission activities or request additional support beyond the scope of the SecDef-approved RFF registered FTN in JCRM. Manpower needed to support mission activities must be coordinated via Change Requests through JCRM.

9.12.2. The deployed commander will evaluate the mission impact and send a request to the component Headquarters USAF with the needed workload, through the deployed manpower function.

9.12.3. The request must contain all TPFDD level-4, line-level detail to include purpose of Temporary Duty (TDY). Component Headquarters USAF will endorse/not endorse TLN requests, enter the requirement into the TPFDD using appropriate ULN construct, forward to AF/A3OD for approval, and forward the request to the AFPC for timely sourcing pending AF/A3OD approval.

9.12.4. The use of temporary line numbers is not a part of GFM so force tracking numbers will not be used in the TPFDD. Doing so would falsely imply it is GFMAP ordered. Temporary Line Numbers may also be used to request Service Augmentation as outlined in CJCSM 3130.06C. AF/A3OD is the adjudicator/approval authority for use of Temporary Line Numbers.

**9.13. Permanent Party Billets.**

9.13.1. To coincide with the effective date the position is authorized on the unit manpower document, the component Headquarters USAF deletes the rotational requirement with the effective date to coincide with the arrival of the permanent party member. All such actions will be closely coordinated with the AFPC to ensure deployments are properly terminated.

9.13.2. Permanent party billets include those rotational requirements that are outsourced and supported by a contractor force. Once outsourced these requirements must be removed from the rotational PID.

**9.14. Inter-Command Manning Assistance.**

9.14.1. U.S. Air Force MAJCOMs will occasionally face temporary, operations staff, or unit manning requirements, Continental United States (CONUS) or OCONUS, that are not associated with a CCDRs TPFDD or PID and for which the MAJCOM does not possess the internal (intra-command) personnel resources to satisfy them.

9.14.2. Validation of these requirements is a shared responsibility between the requesting (supported) MAJCOM and affected AF/A1. If the requirement is approved, it is filled IAW DAFI 36-2110.

**9.15. Ad-Hoc / In Lieu of Requirements and Sourcing.**

9.15.1. An ad-hoc capability is consolidating individuals and equipment from various commands or Services and forming them into a deployable or employable entity, properly manned, trained, and equipped to meet the supported CCDRs requirements. Ad-Hoc nominations must be accompanied by an ad-hoc spreadsheet. The number of positions in the spreadsheet must match the nomination. **(T-1)**

9.15.2. An in lieu of capability is a standard force, including associated table of organization and equipment, which is deployed or employed to execute missions and tasks outside its core competencies.

***Section 9C—Emergent Planning*****9.16. Emergent Requirements and Sourcing.**

9.16.1. The GFM emergent process enables the SecDef to re-distribute joint forces among CCDRs at the speed of relevance to fulfill strategic opportunities, respond to crises, or major combat operations, and employ forces dynamically as the situation requires.

9.16.2. Unit emergent requirements are codified using the request for forces/capabilities (RFF/RFC) for units and out of cycle requests for Joint Task Force Headquarters Joint Individual Augmentation manpower using the joint manning document (JMD) process.

9.16.3. For emergent requirements, the CCDR initiates the emergent allocation process by identifying a requirement and submitting a request for forces/request for capability (RFF/RFC) to the Joint Staff. The RFF/RFC provides CCDRs with a means to obtain required support not already assigned or allocated to the command. IAW CJCSM 3122.01A, *Joint Operations Planning and Execution System (JOPES) Volume 1, Planning and Policy Procedures*, and CJCSM 3122.02E, the supported Air Force component Headquarters USAF will review all RFFs/RFCs for USAF capabilities being requested and place the requirements(s) in the applicable TPFDD prior to the supported CCDR forwarding to the JS.

9.16.4. Service force providers collect inputs from their respective FAMs and AFPC in order to develop a recommended sourcing solution. If a standard capability within existing resources can meet the requirement, then AFFCs recommend a standard sourcing solution. If a standard capability cannot meet the requirement, AFFCs, in conjunction with applicable FAMs, evaluate the RFF/RFC for possible non-standard sourcing solutions. If AFFCs cannot provide a standard USAF capability sourcing solution within existing resources, they will coordinate with AF/A3OD to determine if the USAF can commit resources.

9.16.5. Nominations will be entered into JCRM to be ordered in a GFMAP modification.

***Section 9D—Shortfall Resolution.*****9.17. Shortfall Resolution.**

9.17.1. Air Force units will make every effort to meet all GFMAP-ordered taskings. Relief should only be sought when a tasked unit does not possess sufficient or qualified personnel and the personnel are critical for home station mission accomplishment IAW AFI 10-201. Shortfall relief requests will be endorsed by the wing commander, or equivalent, before being

elevated. **Note:** Submitting a shortfall relief request does not relieve the unit of the tasking until it has been re-sourced or closed without sourcing by the Joint Staff.

9.17.2. First, wings will attempt to fill shortfalls by looking at other UICs, Infrastructure Forces, DAV coded personnel, and Institutional Forces. If there is no mitigation at the wing level, then the shortfall is elevated to the respective MAJCOM for resolution, via current technology solution (e.g., Reclama Processing Tool or DCAPEs)

9.17.3. Second, MAJCOMs will seek to find a sourcing solution MAJCOM-wide within the same AFFORGEN phase, employed-in-place, or enabler. See **Figure 9.1** for the shortfall resolution flowchart. Resolution Process. MAJCOMs will follow the same criteria above to find a sourcing solution MAJCOM-wide. If a sourcing solution is identified, MAJCOM's will notify AFPC using the current technology solution (e.g., Reclama Processing Tool or DCAPEs) and AFPC will update DCAPEs with the alternate solution.

9.17.4. Third, if the MAJCOM is unable to fill the requirement using criteria in **paragraph 9.17.3**, they will do the following. **Note:** The MAJCOM will fill the requirement until relieved by AF/A3.

9.17.4.1. MAJCOM/CD will notify AF/A3 in writing (via SIPRnet email) of the shortfall and clearly articulate the risk to force. Written notification to AF/A3 will include a four-part risk assessment that identifies the risk to force per the criteria found in CJCSM 3105.01B, *Joint Risk Analysis Methodology*. **Note:** Sample four-part risk assessments can be found on AF/A3OD SIPRnet SharePoint Site.

9.17.4.2. Ensure wings update DCAPEs to reflect the unit line number/force requirement number is in shortfall. In the MAJCOM A3 Adjudication text form using current automated solutions, MAJCOMs will enter the requirement type (XAB, DFT, or Supplemental) and the Date Time Group (DTG) from the email sent to AF/A3.

9.17.4.3. MAJCOM's will notify AFPC using the current technology solution (e.g., Reclama Processing Tool or DCAPEs) of shortfall. AFPC will be prepared to develop alternate sourcing solution pending AF/A3 direction.

9.17.5. AF/A3 will review MAJCOM's risk assessment and notify the requesting MAJCOM/CD in writing (via SIPR email) if validated/not validated. If validated, AF/A3 will notify AFPC of the decision for appropriate follow-on action to seek an alternate sourcing solution. If not validated, AF/A3 communicates with MAJCOM to fill the ordered tasking. **Note:** AF/A3 validation does not relieve the requesting MAJCOM of the tasking.

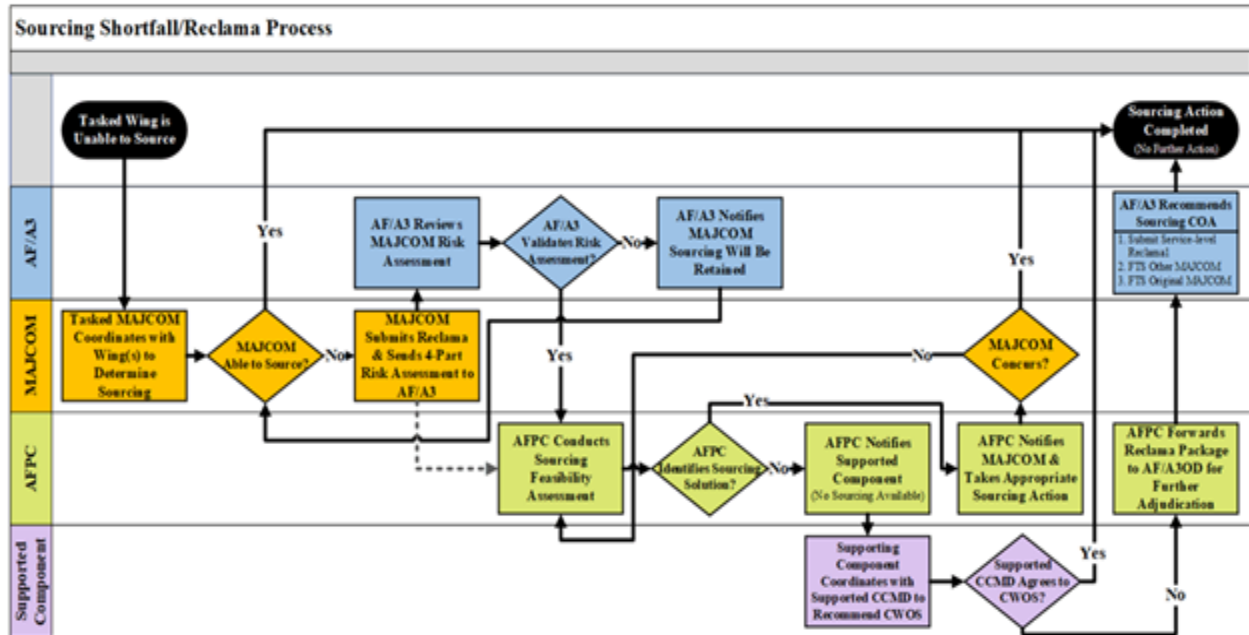
9.17.6. Once validated by AF/A3, AFPC takes appropriate sourcing action. If no sourcing solution exists, then AFPC will notify AF/A3O and the supporting component in writing "No Sourcing Available." Supporting component will coordinate with the supported command to request close without sourcing the specific tasking.

9.17.6.1. If notified by a supported component that a position is not required for mission accomplishment, AFPC will coordinate with the applicable Air Force Service Force Provider (Annex A Conventional Forces – ACC; Annex B Special Operations Forces – AFSOC; Annex C Mobility Forces – AMC) for modification to the GFMAP.



9.17.6.2. If the supported component/supported combatant command disagrees to close without sourcing, then AFPC will forward package to AF/A3O for further adjudication. AF/A3 may submit a Service-level reclama IAW CJCSM 3130.06C or determine internal force-to-source sourcing recommendation.

Figure 9.1. Shortfall Resolution Process.



## Chapter 10

### AIR FORCE SUPPORT TO THE JOINT WARFIGHTER

#### 10.1. GFM Assignment of Forces.

10.1.1. USAF Support to the Joint Warfighter: The SecDef provides direction to the Secretaries of the Military Departments to assign specified forces to CCDRs and the United States Element, NORAD to perform missions assigned to those commands per 10 U.S.C. § 162.

10.1.2. The assignment of forces is codified in the SecDef's "*Forces for Unified Combatant Commands Memorandum*" (commonly referred to as "*Forces For*") is conducted annually and can be found on the JS/J8, Force Structure, Resources, and Assessment Directorate, Force Management (Assignment/Apportionment) SIPRNET Intellipedia Wiki page. [https://intellipedia.intelink.sgov.gov/wiki/Force\\_Management\\_\(Assignment/Apportionment\)](https://intellipedia.intelink.sgov.gov/wiki/Force_Management_(Assignment/Apportionment)), accessed 23 February 2022.

10.1.3. All assignment updates or changes require SecDef Approval. JS/J8 is the OPR for updating the GFMIG assignment "Forces For."

10.1.4. Assignment of Forces – USAF Annual Update Process.

10.1.4.1. AF/A3OD will prepare the current assignment tables, footnotes and change request matrix for HAF tasking to major commands (MAJCOMs) and HAF directorates. **(T-1)**

10.1.4.2. AF/A3O will task MAJCOM and HAF OPRs to review and recommend reassignments, assignment and footnote updates/corrections. **(T-1)**

10.1.4.3. MAJCOM and HAF OPRs will complete review, identify corrections, and propose recommend changes. **(T-1)**

10.1.4.4. AF/A3OD will consolidate MAJCOM and HAF OPR inputs and submit to A3O for release. **(T-1)**

10.1.4.5. AF/A3O will submit to A3 for release to the CSAF and SecAF for coordination on any reassignment requests. **(T-1)**

10.1.4.6. Once approved, AF/A3 will finalize and release to JS/J8. **(T-1)**

10.1.4.7. A3OD will update AGT and CIRT with all approved changes. **(T-1)**

#### 10.2. GFM Force Apportionment Tables.

10.2.1. GFM force apportionment tables are the quantities of capabilities and resources provided for planning purposes only, and not necessarily an identification of the actual forces that may be allocated for use when a plan transitions to execution.

10.2.2. Apportionment of FEs is designated by the lead UIC. Supporting UICs are implied and not individually identified on apportionment tables.

10.2.3. Once a FE has been committed or otherwise allocated during planning, the FE is considered unavailable for further planning purposes. Commitments or allocations are updated in the GFMAP.

10.2.4. AF/A3OD updates the USAF apportionment table quarterly. JS/J8 is the OPR for publishing the quarterly apportionment tables for SecDef final approval.

10.2.5. MAJCOMs, in coordination with applicable Service Force Provider and AF/A3OD, will provide inputs to the quarterly Apportionment Tables. **(T-1)**

10.2.5.1. AF/A3OD will consolidate inputs from MAJCOMs and Service Force Providers and for submission to AF/A3O for approval and release to the JS through via AGT. **(T-1)**

10.2.5.2. AF/A3TR, Readiness Division will provide DRRS C-rating for each FE on the apportionment table to AF/A3OD. **(T-1)**

10.2.5.3. AF/A3OD will update the apportionment table by FE with the DRRS C-rating and update day-to-day readiness availability IAW established business rules. **(T-1)**

10.2.5.4. AF/A3O will task the MAJCOMs and HAF OPRs to validate and update the apportionment tables including wartime availability IAW established business rules and return to AF/A3OD. **(T-1)**

10.2.5.5. AF/A3OD will consolidate inputs from the MAJCOMs and HAF OPRs, then submit inputs to AF/A3O for approval and release to the JS through an upload into AGT. **(T-1)**

10.2.5.6. AF/A3OD will reconcile any discrepancies with JS/J8 prior to final approval and publication by the CJCS. **(T-1)**

### **10.3. Operational Contract Support (OCS).**

10.3.1. Introduction and Overview. OCS is a “whole-of-staff” process incorporating the planning, procurement, and management of commercial support to satisfy requirements for supplies, services, and construction during Combatant Commander-directed operations (which may include single-Service activities). Contractors have supported U.S. military operations since the Revolutionary War. The DoD’s and USAF’s reliance upon commercial sources of support is likely to evolve as concepts of employment evolve (e.g., ACE) and as the permissiveness of operating environments change (e.g., Conducting Logistics Under Attack). Coordination and synchronization of commercial support requirements, during shaping activities, throughout the planning process, and during execution of contingency operations, is essential to ensure commanders’ objectives, effects, and staff responsibilities are achieved.

10.3.2. Benefits of OCS. The following aspects of OCS can provide benefit to every functional community if considered early in the planning process and throughout the execution phase.

10.3.2.1. Speed. Commercial support from sources located as close as possible to the point of need can bring speed and agility to the fight e.g., accelerate base build-up; reduce time to build up and harden main operating bases/forward operating sites/contingency locations; reduce stress on intra/inter-theater air/sealift and overland trucking requirements; and provide unique skills, experience, and battle-loss replacements to offset certain functions performed by uniformed personnel; and ultimately shorten the time required to close the force. Force providers and functional area subject matter experts should evaluate and mitigate the associated risks.

10.3.2.2. Resiliency. Commercial support may provide solutions for gaps in support available through host nation support (HNS) agreements or acquisition and cross servicing agreements, and it can offer options to support camouflage, concealment, and deception operations. Additionally, OCS provides the ability to recover after attack and continue the mission despite battle losses.

10.3.2.3. Redundancy. Commercial support can enable options for the alternative use of limited organic capabilities and can extend time available to establish additional sources of support. It may also allow forces to be repositioned or repurposed to higher priorities, alleviate constraints on force levels or concerns with public perception, and enable expeditious retrograde or transition to civil authorities upon cessation of hostilities. OCS can also provide flexibility to commanders when projecting forces in permissive and non-permissive environments.

### 10.3.3. Principles of OCS.

10.3.3.1. It is essential to conduct commercial market research in key operational areas within the AOR through site surveys, scheduled exercises, and other Phase 0 actions. Commercial market research is an essential element of the analysis of the Operational Environment. This market research can be useful when making sustainment sourcing decisions and advising commanders on feasibility of COAs. There are a number of tools that can aid planners with visualization and interpretation of commercial market research. These tools can be accessed via the OCS Planner on staff.

10.3.3.2. Effective OCS planning and execution requires a collaborative approach on behalf of the JFC, its subordinate commands, combat support agencies (e.g., Defense Logistics Agency (DLA)) and their associated contracting organizations. In addition to the singular, overarching OCS principle of staff collaboration, the following principles are key to understanding the potential power and challenges of operational contract support.

10.3.3.3. Commercial support is relied upon in most plans and operations and should be considered during all phases of operations. Air Force staffs should incorporate system support contractors and equipment from program offices during planning. These assets will deploy in support of contingencies but are often overlooked during planning.

10.3.3.4. Commercial support is one of many sources to consider meeting operational requirements.

10.3.3.5. Commercial support *is not* just for logistics; it may include other critical support such as communications networks, staff augmentation, translators, and force protection.

10.3.3.6. Commercial support *is not* a contracting-only function. Each functional area has potential contracted requirements to source and several staff sections have designated responsibilities and considerations to ensure commercial support is planned and integrated effectively (see [Table 10.1](#)).

10.3.3.7. Commercial support *can* be used to achieve certain desired objectives, effects, and outcomes. Commanders should consider all sources of sustainment and support to meet plan objectives. Commercial support can often be the most effective and most flexible option.

10.3.3.8. It is essential to conduct commercial market research in key operational areas within the AOR through site surveys, scheduled exercises, and other Phase 0 actions. Commercial market research is an essential element of the analysis of the Operational Environment. This market research can be useful when making sustainment sourcing decisions and advising commanders on feasibility of COAs. There are a number of tools that can aid planners with visualization and interpretation of commercial market research. These tools can be accessed via the OCS Planner on staff.

10.3.3.9. Commanders should assign qualified US government personnel to manage and oversee contracted support. Even the most well-written requirement and contract must have skilled personnel assigned to manage contractor performance to ensure it meets the requirements of the contract.

10.3.3.10. Commercial support and its associated contractor management challenges must be integrated early in the operational planning process. One of the most challenging elements of OCS is the accountability and management of contractor personnel and equipment.

10.3.3.11. All Air Force staffs have a role in the operational contract support cycle of plan-procure-manage. See [Table 10.1](#) for detailed staff responsibilities.

10.3.3.12. OCS actions can have a direct strategic impact on civil aspects of the operation (e.g., economic development, political/diplomatic implications, public opinion/positive impression of United States presence, etc.).

10.3.3.13. Intentional and early planning to use commercial support can help mitigate operational risks associated with its use and contribute to the prevention of fraud, waste, and abuse of critical resources during a contingency.

10.3.4. Functions of OCS. There are three primary functions associated with the OCS process. They include:

10.3.4.1. Contract Support Integration (CSI). This is the “plan” function of OCS. It includes activities to plan and integrate contract support (e.g., collaboration in boards, centers, cells, and working groups). It also includes activities to identify, develop, and approve requirements. It requires knowledge of commercial market capabilities and of adversary threats to potential vendors. Any directorate or functional area of a C-MAJCOM/C-NAF staff may generate requirements to potentially be sourced commercially. Each directorate and functional area of the staff also has responsibilities or equities with regard to integration of contract support throughout each step of the planning process. The A4 and the cognizant Air Force Installation Contracting Center (AFICC) Operating Location’s (OL) senior contracting official should lead CSI across the staff and typically represent the service component commander (SCC) for OCS matters at combatant commander venues.

10.3.4.2. Contracting Support. This is the “procure” function of OCS. It includes the planning and organization of contracting forces, authorities, and constructs. It also includes the actions of warranted contracting officers to lead the process of solicitation, award, and administration of contracts.

10.3.4.3. Contractor Management. This is the “manage” function of OCS. It includes the visibility and accountability of contractor personnel (both Contractors Authorized to Accompany the Force (CAAF) and non-CAAF) and their associated equipment. It also includes activities necessary to prepare contractors for deployment, their actual deployment, and their redeployment. It includes forecasting and coordinating the provision of sustainment and other life support services to contractor personnel. It also includes identification and execution of contracting officer’s representative (COR) duties.

#### 10.3.5. Deployment, Accountability, and Oversight of Contractors.

10.3.5.1. Deployment of Contractors. A variety of issues must be considered when the pre-deployment, deployment, and re-deployment of contractor personnel is planned. For example, CCMD policies, theater business clearance requirements, U.S. and host nation laws, international legal considerations, acquisition regulations, and contract terms and conditions must be addressed to ensure compliance, visibility, and safety of contractor personnel and equipment. This information (as well as information on issuance of individual protective equipment, authorization for weapons, and training requirements) is typically held and distributed by the CCMD’s OCS integration cell (OCSIC).

10.3.5.2. Accountability of Contractors. This is a legal and policy requirement with significant attention and visibility in any contingency operation. The A1 has staff oversight of this function of OCS. The SPOT-ES is the DoD’s central repository for the tracking and reporting of contractor accountability. For CAAF (and some non-CAAF) to be provided by Government Furnished Services, contractor personnel must have a SPOT-ES generated “letter of authorization” (LOA).

10.3.5.3. Oversight of Contractors. Units should be prepared to deploy and nominate qualified personnel to serve as CORs if commercial support is determined to be the optimal sourcing solution for their operational requirements. Not only should personnel nominated to serve as CORs be trained, but they should also hold relevant skills and knowledge applicable to the contract they are assigned to oversee. For example, an Airman in vehicle operations should not be assigned as the COR for a computer network installation contract. Not only should personnel nominated to serve as CORs be trained, but they should also hold relevant skills and knowledge applicable to the contract they are assigned to oversee.

#### 10.3.6. Air Force Forces Staff OCS Planning Considerations.

10.3.6.1. To plan for and provide effective commercial support to meet commander objectives, multiple staff sections have key OCS planning considerations which are outlined in [Table 10.1](#) below.

10.3.6.2. Although Annex W is the designated location for detailed OCS information, each staff section should address contracted support in their respective plan Annex. For additional information on important OCS additions to staff Annexes, please refer to *CJCSM 3130.03A*, Appendix W to Annex W.

**Table 10.1. Air Force Forces Staff and Functional Area OCS Planning Responsibilities and Considerations.**

Air Force Forces Staff and Functional Area	Planning Responsibilities and Considerations
Contracting	<p>Provide contracting support advice and assistance to multifunctional planning team.</p> <p>Plan and organize for contracting support in theater.</p> <p>Coordinate/deconflict contracting actions and ensure compliance with all applicable acquisition laws and regulations.</p> <p>Advise on implementation of delegated Field Ordering Officer Program.</p> <p>Advise on potential utilization of Reach-back Contracting support.</p>
Personnel and Services	<p>Include contractors into contingency personnel accountability per DoDI 3020.41, <i>Operational Contract Support (OCS)</i> and the Specialized Pre-Deployment Operational Tracker (SPOT).</p> <p>In coordination with Communications and Services, identify placement of Joint Asset Movement Management Systems or other systems to track contractors (or other personnel).</p> <p>Plans for mortuary affairs and contaminated human remains should also consider contractor remains.</p> <p>Anticipated contractor use of lodging, Morale Welfare and Recreation programs, and mail service should be factored during planning.</p>
Intelligence	<p>Consider using contracted support to mitigate friendly force critical vulnerabilities through planning for commercial support as a back-up (e.g., power grid vulnerability and mega-watt generators) or to take advantage of adversary vulnerabilities that could be affected by use of contracting (e.g., buy-up or deny competition’s needed supplies).”</p> <p>Ensure Intelligence, Force Protection, Contracting, Air Force Office of Special Investigation (AFOSI), and the host nation are synchronized to support contractor personnel base access.</p> <p>Key Counterintelligence/Human Intelligence indicators in the local populace should be shared with contracting officers.</p> <p>Perform Vendor Threat Mitigation (Vendor Vetting) responsibilities in coordination with Contracting, AFOSI, and Joint Partners (See DoDD 3000.16, <i>Vendor Threat Mitigation</i>)</p> <p>Incorporate aspects of the business and economic environment in collection and analysis efforts.</p>
Personnel Recovery (PR)	<p>Plan for the execution of PR operations for CAAF.</p> <p>Determine under which circumstances will contractors, not classified as CAAF, be authorized PR support.</p>
Military Information Support Operations / Psychological Operations	<p>Consider the use of local national or other country nationals contractors to support Military Information Support Operations efforts.</p>

Air Force Forces Staff and Functional Area	Planning Responsibilities and Considerations
Operations Security and Military Deception	<p>Consider the impacts to Operations Security when contractors are assigned to critical and sensitive positions.</p> <p>Consider the relationships that vendors have with the host nation and/or adversaries and how they can be exploited/protected.</p> <p>Consider the use of commercial support to demonstrate force build-up, movement, presence, and/or operational intent.</p>
GFM	<p>Ensure the TPFDD LOI contains guidance regarding contractor UTC development. At a minimum, contractors will deploy to support weapon systems operations and maintenance requirements.</p>
Electromagnetic Warfare	<p>Consider the impacts of detecting electromagnetic spectrum usage by competitor contractors and other commercial entities.</p> <p>Consider ways to deconflict or reduce friendly force electromagnetic detection from contractors.</p>
Planners	<p>The SCO should influence any assumptions regarding the availability of contractors, especially in a contested environment.</p> <p>Consider the major functions that rely on commercial capabilities and ensure they are included in plans.</p> <p>Consider the risks and opportunities of using commercial support to offset battle loss, strategic lift constraints, and/or military equipment limits.</p> <p>Consider the drawbacks of over-reliance on a single means of support (military, host nation support, commercial).</p> <p>Consider the major functions that rely on commercial capabilities and ensure they are included in plans.</p> <p>Ensure contractors are appropriately identified on the TPFDD along with their required equipment.</p>
Logistics	<p>Consider the estimated number of CAAF when developing base population planning factors (e.g., amount of Chemical, Biological, Radiological, Nuclear and Explosives (CBRNE) protective equipment and ballistic personal protective equipment, lodging, meals, etc. required to support the expected contractor force).</p> <p>Ensure the base access points have the capacity to effectively process the required amount of fuel trucks/fuel contractors per day. Consider external base perimeter fuel delivery.</p> <p>Ensure the estimated number of CAAF have been factored into the headcount for all classes of supply.</p> <p>Determine who will assess the war reserve materiel storage and maintenance contract for performance and potential future modifications to the contract.</p> <p>Determine the projected host nation support expected to be delivered and develop commercial support backup options.</p> <p>Ensure storage for contractor-owned ammunition is planned for (e.g., private security, Unmanned Aircraft Systems and other Government Owned/Contractor Operated, Contractor Owned/Contractor Operated systems).</p>



Air Force Forces Staff and Functional Area	Planning Responsibilities and Considerations
	Ensure planning for specialty contractors (i.e., field service representatives) that will enter and depart theater for short durations.
Force Protection	<p>Consider base badging and access requirements for contractors and other local nationals needing access (general guidance should be consistent with nearby bases).</p> <p>Consider the ballistic armor and other personal protective equipment standards/levels for all personnel, to include contractors.</p> <p>Develop requirements for contractor escorts and total throughput at gates.</p> <p>Ensure contracts or contractors requesting to be armed are following DoDI 3020.50, <i>Private Security Contractors Operating in Contingency Operations, Humanitarian or Peace Operations, or Other Military Operations or Exercises</i>.</p>
Engineers, Chemical Biological Radioactive Nuclear Explosive, Fire Fighting, Rapid Airfield Damage Repair	<p>Consider commercial material and services options for runway repair.</p> <p>Consider commercial capability available to support decontamination sites (gravel, drainage, trash and bio disposal areas, fresh water, showers, or spray systems) before, during, after a CBRNE event.</p> <p>Ensure contractors on the base are integrated into rehearsals for CBRNE response or incidents.</p> <p>Consider CAAF in the base population.</p> <p>Consider locally procuring or leasing construction equipment and materials (leasing heavy equipment locally can help reduce lift requirements).</p> <p>Consider which building construction codes are being followed (United States, European Union, Host Nation).</p> <p>Consider building standards by location (expeditionary, temporary, semi-permanent).</p> <p>Determine what building materials are required and the associated quality standards/specifications.</p> <p>Consider which environmental standards to include in contracts.</p>
Communications and Cyber	<p>Ensure contractors are included in estimates for the number of network users, total terminals, wired/wireless capacity, radio frequency/bandwidth plans, and printing capacity.</p> <p>Consider the cyber implications of contractor access to government networks and information. Additional controls may be needed to safeguard information.</p>
Financial Management	<p>Ensure contracting, financial management, and the AFICC OL are synchronized on the availability and guidance to use electronic funds transfer vs. government purchase card vs. cash payment.</p> <p>Determine the currency and type(s) of funds to be used.</p> <p>Ensure the planned laydown of disbursing officers and paying agents is synchronized with the planned laydown of contracting offices and FOOs.</p>
Surgeon General	Ensure the medical, dental, casualty evacuation, and vision requirements for contractors are included in Air Force Forces or Wing Plans per DoDI 3020.41.

Air Force Forces Staff and Functional Area	Planning Responsibilities and Considerations
	<p>Assess the availability and quality of local/regional medical care as CAAF may be required to use those facilities.</p> <p>Consider how food, water, and ice inspection will be supported with veterinary services.</p> <p>Ensure the force health protection plan includes considerations for contracted support and CAAF.</p> <p>Ensure the sanitation standards for dining facilities and hospitals are included in contract requirements.</p> <p>Ensure the vector control plan considers and includes CAAF locations.</p>
Judge Advocate	<p>Accomplish any required legal reviews and/ or provide legal advice for contracts and/or contracting activities. Advise on contractor related legal issues to include, but not limited to, contractor personnel access to legal assistance.</p> <p>Make determinations of legal availability and assess legal risk and make recommendations to mitigate that risk.</p> <p>Seek guidance from the Status of Forces Agreement regarding the planned usage of United States/other country national/local national contractors.</p> <p>Determine CAAF and non-CAAF legal jurisdiction.</p>
Chaplain	<p>Serve as principal advisor on religious affairs to the deployed commander.</p> <p>Direct deployed location religious affairs operations.</p> <p>Develop an Expeditionary Airman Ministry Plan based on the commander's intent, next higher level functional guidance, mission requirements, and available resources, as approved by the commander.</p> <p>Execute and manage religious support for rites, observances, religious education and spiritual care.</p> <p>Evaluate and advise command and functional leaders regarding needed adjustments.</p> <p>Evaluate space designated for religious services to determine if it is adequate to accommodate all authorized personnel.</p>
Safety	<p>Ensure routine safety inspections are planned for contractor work and living areas.</p> <p>Determine the considerations regarding jurisdiction of safety/mishap investigations when contractors are involved.</p>
Inspector General	<p>Ensure Inspector General complaints against contractors, or submitted by contractors, in a contingency environment are provided to Department of Defense Inspector General, to Air Force Office of Special Investigations, or Security Forces. Determine the "cut line" for Air Force Inspector General.</p> <p>Ensure considerations for countering trafficking in persons are in the plan.</p>
Air Force Office of Special Investigation	<p>Ensure contractors that are working on or near the base have been provided with a threat/terrorism risk analysis update.</p> <p>In compliance with intelligence and force protection, ensure contracting officers are debriefed on observations in the local community.</p>

Air Force Forces Staff and Functional Area	Planning Responsibilities and Considerations
	Determine if local vendors are affiliated with or supporting competitors, adversaries, bad actors, or organized crime.
Public Affairs	Consider how the use of local national contractors can support Public Affairs activities and messaging.
<p><b>Note:</b> See AFI 13-103, <i>Air Component Headquarters AFFOR Staff Operations, Readiness, and Structures</i> for more details on OCS roles and responsibilities. For additional OCS functional area responsibilities and considerations, see the library of functional area specific OCS Smart Cards at: <a href="https://intelshare.intelink.gov/sites/afica-ocs-portal/SitePages/Home.aspx">https://intelshare.intelink.gov/sites/afica-ocs-portal/SitePages/Home.aspx</a>.</p>	

### 10.3.7. Sources of Additional OCS Information for FAMs, Planners, and Staff Officers.

10.3.7.1. OCS Connect. This is an Intelink page with a variety of joint OCS information, resources, and links co-sponsored by Office of the Assistant Secretary of Defense for Sustainment (ODASD) (Logistics) and JS/J4 – Directorate of Logistics (OCS Division). Link: <https://intelshare.intelink.gov/sites/ocs/SitePages/Home.aspx>.

10.3.7.2. Air Force Installation Contract Center (AFICC) OCS Portal. This is an Intelink page with a variety of Air Force OCS information, resources, and links. This includes “OCS Functional Area Smartcards” which address OCS roles, responsibilities, and equities for over 40 functional community stakeholders. Link: <https://intelshare.intelink.gov/sites/afica-ocs-portal/SitePages/Home.aspx>.

## Chapter 11

### AFFORGEN AND THE INDIVIDUAL

**11.1. AFFORGEN and the Individual Overview.** This chapter provides procedures for the management of individuals in support of the AFFORGEN model. This encompasses individual AFFORGEN association, force management with respect to individuals, and sourcing individuals to fulfill Joint Individual Augmentation (IA) requirements.

**11.2. Air Force Personnel Contributions.** All Air Force personnel contribute to the AFFORGEN model. AFPC (or other designated force manager) supports Air Force operations by identifying the most ready and available forces as part of UTCs or as individuals to meet the stated requirement. Airmen are eligible for deployment during their scheduled AFFORGEN deployment availability period; however, increased requirements in a particular theater or mission may require Airmen to deploy outside their deployment eligibility window to meet the crisis.

**11.3. Mission Accomplishment.** All Airmen are trained and equipped to provide the required capabilities enabling the CCDRs to accomplish their missions. Airmen also make up the staff of Service organizations and therefore are required to accomplish the mission of the assigned organization. DAF organizations are categorized based on their broad mission of combat, combat support, combat service support, or Other via the JCS UDC.

11.3.1. Airmen assigned to combat, CS, and CSS organizations are organized, trained, and equipped to meet the mission capabilities stipulated in postured UTCs and therefore are the DAF's primary warfighting forces.

11.3.2. Airmen assigned to other organizations constitute the Institutional Force and are required to manage the programs and operations of the Service and are not identified with UTCs; however, these Airmen are eligible for deployment and will be used primarily to meet Joint Individual Augmentation requirements.

**11.4. AFFORGEN Employment Force Indicator (AEFI).** All Airmen, regardless of assignment to combat, combat support, combat service support, or institutional force will be given an AEFI IAW [Table 11.1. \(T-1\)](#)

**Table 11.1. Organization Type and Individual AFFORGEN Employment Force Indicator.**

Component	Organization Type		
	Combat, Combat Support, Combat Service Support	Institutional Force	“Outside” the USAF
	Phases		
Active Component	A-D	XA-XD	XX
Traditional Guard or Reservist (6-Month Deployments)	MA–MD, NA-ND	Not applicable	Not applicable
RC Ops Units (3-Month Deployments)	1A/2A–1D/2D	Not applicable	Not applicable
Individual Mobilization Augmentee (IMA)	A-D	XA-XD	XX
STP	XL	XL	XL
Employed In Place	EP	EP	EP
Excepted Force	EF	Not applicable	EF
WRM	WM	WM	WM

11.4.1. Guard and Reserve components will determine component specific AFFORGEN procedures. (See [Chapter 5](#)). (T-1)

11.4.2. Commanders or equivalent are responsible for determining the appropriate AFFORGEN Employment Force Indicator for all assigned personnel.

11.4.2.1. Within 15 days of arrival, (permanent change of station/permanent change of assignment), commanders will ensure Airmen are postured against one of the four deployment eligibility windows based on their unit assignment to an AFFORGEN FE. (T-1)

11.4.2.2. Deployment Availability (DAV) Code 65. Per unit commanders’ discretion, DAV Code 65 is intended for use when no other DAV code applies, and the deferment is personal in nature and not mission driven. DAV Code 65 will not exceed 6 months without Wing commander or equivalent approval. Examples include but are not limited to extreme family (not Exceptional Family Member Program) or financial issues. Airmen will not be included in the normal rack-and-stack tasking methodology but eligible for deployment as part of a forced-to-source solution or resolving a shortfall/reclama. (T-1)

11.4.3. MAJCOM FAMs (or other delegated organization) will monitor AEFI codes to ensure Airmen are properly distributed throughout the associated deployment eligibility periods. (T-1)

11.4.4. MAJCOM FAMs and unit deployment managers (UDMs) will advise unit commander of recommended AFFORGEN indicator codes to correct erroneous or blank AFFORGEN indicator codes and suspense commanders for corrective action. Airmen with blank AFFORGEN indicator codes will be considered "available" in the current AFFORGEN phase. **(T-1)**

11.4.5. Prioritizing Eligible JIA Personnel. The pool of available and qualified personnel will be evaluated by AFPC based on input criteria, sorted by number of contingency deployments (as defined by Duty Status 20, Contingency Deployment), oldest deployment return date, number of short tours, and earliest short tour return date.

11.4.6. AFPC will enter the tasked PAS and Social Security Number (SSN) of the identified most eligible person into DCAPES and place the ULN in the designated force module for verification. **(T-1)** In the event the organization seeks to make a name change, the unit should submit a shortfall as detailed in [paragraph 9.18](#).

11.4.7. Evaluation of Tasking. Upon receipt of a deployment tasking from AFPC, the tasked MAJCOM/DRU/FOA will follow similar procedures for UTC taskings **(T-1)**: accept the sourcing solution; initiate a UIC change or name change; or submit a shortfall. (See [paragraph 9.18](#).)

11.4.8. Institutional Force “Any AFSC” Sourcing Business Rules. Within the CS/CSS any “AFSC requirements” will be allocated and scheduled to the generic MAJCOM TPAS. **(T-1)** CS/CSS approved business rules can be found in the Air Force Force Generation Support Plan. Upon receipt of an “any AFSC” requirement, AFPC filters MilPDS data to create and prioritize a manageable pool of eligible and qualified personnel. In addition, professional career fields will not be considered for “any AFSC” requirements and rated officers will only be considered for rated requirements (e.g., A-Staff). **(Note:** For taskings sourced to a rated Airman, AFPC will notify AF/A3O of recommended sourcing solution. AF/A3O will coordinate review of sourcing solution with HAF Rated FAM). **(T-1)**.

## **11.5. Force Management of Individuals.**

11.5.1. Force management of personnel during the deployment and employment process are covered in AFI 10-403 and DAFI 36-3802.

11.5.2. AC and ARC forces must not deploy longer than 365 days or remain deployed more than 30 days past the ordered deployment end date (for deployments less 365 days) without SecDef approval. **(T-0)**

## **11.6. Deploy-to-Dwell/Mob-to-Dwell Waivers.**

11.6.1. All individual DAV Code 81 (Individual Dwell Time) waiver requests for Air Force service members require SecDef approval per Directive-type Memorandum (DTM) 21-005 – “Deployment-to-Dwell, Mobilization-to-Dwell Policy Revision. **(T-0)**

11.6.1.1. For the AC, the SecDef’s goal for the deployment-to-dwell ratio is 1:3 or greater. The deployment-to-dwell ratio threshold is 1:2. SecDef approval is required to deploy an AC unit, detachment, or individual with a ratio of 1:2 or less.

11.6.1.2. IAW DoDI 1235.12, for the RCs, the SecDef's goal is a ratio of 1:5 or more. The M2D ratio threshold is 1:4. Sec Def approval is required to mobilize an RC unit, detachment, or individuals with a ratio of 1:4 or less. These ratios apply only to dwell time for Service members who have completed a deployment of 30 days or more.

11.6.2. In order to facilitate staffing of waiver requests for SecDef approval, the following procedures will be followed:

11.6.2.1. Volunteering member submits a signed "Volunteering Airman's Individual Deploy to Dwell Waiver Request Memorandum" through their first general/flag officer in their chain of command (Wing/CC, etc.) to volunteer outside of their Available to Commit AFFORGEN phase. **(T-1)**

11.6.2.2. MAJCOM/A3 coordinates via AF 1768, *Staff Summary Sheet* (attached with Airman's Waiver Request) to AF/A3. **(T-1)**

11.6.2.3. AF/A3 approves/disapproves request for submission to SecDef. **(T-1)**

11.6.2.3.1. If AF/A3 approves, AF/A3OD submits volunteering members request to Joint Staff for inclusion in the next available SDOB. **(T-1)**

11.6.2.3.2. Once SDOB is signed, AF/A3OD will notify applicable MAJCOM/A3 via SIPRNet email. **(T-1)**

11.6.2.3.3. If AF/A3 disapproves, AF/A3OD will notify with applicable MAJCOM/A3 via SIPRNet with the rationale for disapproval. **(T-1)**

**11.7. Force Management.** The Air Force assignment and separation/retirement process will be managed to coincide with the AFFORGEN battle rhythm to the maximum extent possible. Commanders will make every effort to schedule voluntary PCS/PCA departure dates, permissive TDY, terminal leave dates for retirement, and separation dates, to occur during the Airmen's "Reset" phase or return from deployment. See DAFI 36-3203, *Service Retirements* and DAFI 36-3211, *Military Separations* for rulesets on separation/retirement applications in lieu of supporting AFFORGEN deployments. Professional Military Education or Developmental Education (PME/DE), commanders must make every reasonable effort to deconflict PME/DE with the Airman's "Available" phase when determining the timing of school attendance. Airmen should not be relieved from deployed duty if alternate school start dates are available which would allow deployment.

**11.8. Temporary Non-Deployable Status.** Airmen who become temporarily disqualified during their AFFORGEN "Available to Commit" phase may be utilized upon return to deployable status to meet unit deployment requirements. Immediately upon return to deployable status the disqualified Airman may be utilized to fill out-of-cycle requirements or short notice Joint Individual Augmentation requests. Unit commanders may also realign the Airman with the unit's next deploying phase.

**11.9. Professional Development.** Wing commanders, or equivalents, may approve a change in an Airman's AFFORGEN Indicator when the change is to facilitate career progression (e.g., Airman is promoted and moved to a position commensurate with the new grade). To minimize re-sourcing actions, changes to AFFORGEN Indicators should be made at least 6 months prior to previously assigned phase, when feasible. Every effort will be made to assign the Airman to a position that will provide the greatest amount of time between "Available" phases while deconflicting the Airman's projected Date Estimated Return From Overseas (DEROS) or Maximum Controlled Tour Expiration Date when applicable.

ADRIAN L. SPAIN, Lt Gen, USAF  
Deputy Chief of Staff, Operations



## Attachment 1

## GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

*References*

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***Prescribed Forms***

None

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***Abbreviations and Acronyms***

**AC**—Active Component

**ACC**—Air Combat Command

**ACE**—Agile Combat Employment

**ACSA**—Acquisition and Cross Servicing Agreement

**AA**—Active Associate

**ADP**—Automated Data Processing

**ADS**—Authoritative Data Source

**AFPAA**—Air Force Public Affairs Agency

**AEFI**—AFFORGEN Employment Force Indicator

**AEG**—Air Expeditionary Group

**AETF**—Air Expeditionary Task Force

**AETF FM**—Air Expeditionary Task Force Force Module

**AEW**—Air Expeditionary Wing

**AFCAP**—Air Force Contract Augmentation Program

**AFCYBER**—Air Forces Cyber

**AFFORGEN**—Air Force Force Generation

**AFI**—Air Force Instruction

**AFICC**—Air Force Installation Contracting Center

**AFMAA**—Air Force Manpower Analysis Agency

**AFMAN**—Air Force Manual

**AFOS**—Air Force Organizational Server

**AFPAM**—Air Force Pamphlet

**AFPC**—Air Force Personnel Center

**AFRC**—Air Force Reserve Command

**AFSC**—Air Force Specialty Code

**AFSOC**—Air Force Special Operations Command  
**AFOSI**—Air Force Office of Special Investigations  
**AFSPACE**—Air Forces Space  
**AGT**—Automated Global Force Management Tool  
**AMC**—Air Mobility Command  
**ANG**—Air National Guard  
**AOR**—Area of Responsibility  
**ARC**—Air Reserve Components  
**ALN**—Availability Line Numbers  
**BPLAN**—Base Plan  
**C2**—Command and Control  
**C-Combat**—CAAF—Contractors Authorized to Accompany the Force  
**CBRNE**—Chemical, Biological, Radiological, Nuclear and High Yield Explosive  
**CCDR**—Combatant Commander  
**CCMD**—Combatant Command  
**CIO**—Chief Information Officer  
**CIRT**—Collaborative Issue Resolution Tool  
**CJCS**—Chairman of the Joint Chiefs of Staff  
**CJCSG**—Chairman of the Joint Chiefs of Staff Guide  
**CJCSI**—Chairman of the Joint Chiefs of Staff Instruction  
**CJCSM**—Chairman of the Joint Chiefs of Staff Manual  
**CL**—Contingency Location  
**CA**—Classic Associate  
**C-MAJCOM**—Component Major Command  
**C-NAF**—Component Numbered Air Force  
**COA**—Course of Action  
**COMAFFOR**—Commander, Air Force Forces  
**CONOPS**—Concept of Operations  
**CONPLAN**—Concept Plan  
**CONUS**—Continental United States  
**CoP**—Community of Practice  
**COR**—Contracting Officer’s Representative

**CPG**—Contingency Planning Guidance  
**CRAE**—Capabilities, Readiness, Availability, and Employment/Location  
**CRD**—CCDR Required Delivery Date  
**CS**—Combat Support  
**CSI**—Contract Support Integration  
**CSS**—Combat Service Support  
**CSAF**—Chief of Staff of the Air Force  
**CSS**—Combat Service Support  
**D2D**—Deploy-to Dwell  
**DAF**—Department of the Air Force  
**DTG**—Date Time Group  
**DAV**—Duty Availability  
**DCAPES**—Deliberate and Crisis Actions Planning Segments  
**DEPID**—Deployment Indicator  
**DEPORD**—Deployment Order  
**DEROS**—Date Estimated Return From Overseas  
**DFE**—Dynamic Force Employment  
**DFT**—Demand Force Team  
**DJS**—Director, Joint Staff  
**DLA**—Defense Logistics Agency  
**DNF**—Do Not Fill  
**DoD**—Department of Defense  
**DoDD**—Department of Defense Directive  
**DoDI**—Department of Defense Instruction  
**DPG**—Defense Planning Guidance  
**DRMD**—Deployment Requirements Manning Document  
**DRRS**—Department of Defense Readiness Reporting System  
**DRU**—Direct Reporting Unit  
**DSN**—Defense Switched Network  
**EAB**—Establish the Airbase  
**EIP**—Employed-in-Place  
**EMEDS**—Expeditionary Medical Support System

**ETL**—Estimated Tour Length  
**EXORD**—Execution Order  
**DNF**—Do Not Fill  
**DRI**—Date Required In-place  
**FAD**—Force Activity Designator  
**FAM**—Functional Area Manager  
**FCG**—Foreign Clearance Guide  
**FE**—Force Element  
**FGPS**—Force Generation Planning Schedule  
**F&IC**—Forces and Infrastructure Categories  
**FM**—Force Module  
**FM**—Functional Manager  
**FMIDS**—Force Management Identifiers  
**FOA**—Field Operating Agency  
**FOO**—Field Ordering Officer  
**FE**—Force Element  
**FTN**—Force Tracking Number  
**FYDP**—Future Years Defense Program  
**GCCS**—Global Command and Control System  
**GEF**—Guidance for Employment of the Force  
**GFM**—Global Force Management  
**GFMAP**—Global Force Management Allocation Plan  
**GFMB**—Global Force Management Board  
**GFM-DI**—Global Force Management Data Initiative  
**GFMIEDM**—Global Force Management Information Exchange Data Model  
**GFMIG**—Global Force Management Implementation Guidance  
**GFS**—Government-furnished Support  
**HAF**—Headquarters Air Force  
**HD/LD**—high demand/low density  
**HN**—Host Nation  
**HNS**—Host Nation Support  
**IDO**—Installation Deployment Officer

**IG**—Inspector General

**IMA**—Individual Mobilization Augmentee

**IOC**—Initial Operating Capability

**IT**—Information Technology

**IPR**—Installation Personnel Readiness

**IRF**—Immediate Response Force

**JCCAG**—Joint Combat Capability Assessment Group

**JCCA-PA**—Joint Combat Capability Assessment Plan Assessments

**JCS**—Joint Chiefs of Staff

**JCRM**—Joint Capabilities Requirements Manager

**JDDE**—Joint Deployment and Distribution Enterprise

**JFC**—Joint Force Coordinator

**JFP**—Joint Force Provider

**JIA**—Joint Individual Augmentee

**JMD**—Joint Manning Document

**JOPEs**—Joint Operation Planning and Execution System

**JOPEsREP**—Joint Operation Planning and Execution System Reporting

**JPES**—Joint Planning and Execution Services

**JS**—Joint Staff

**JSCP**—Joint Strategic Campaign Plan

**LN**—Local National

**LOA**—Letter of Authorization

**LOGCAP**—Logistics Civil Augmentation Program

**LOI**—Letter of Instruction

**M2D**—Mobilization-to-Dwell

**MA**—Mission Assurance

**MAJCOM**—Major Command

**MCO**—Major Combat Operation

**MEFPAK**—Manpower and Equipment Force Packaging System

**MET**—Mission Essential Task

**MG**—Mission Generation

**MiPDS**—Military Personnel Data System

**MISCAP**—Mission Capability Statement  
**MOB**—Main Operating Base  
**MOG**—Maximum on Ground  
**MPES**—Manpower Programming and Execution System  
**MPT**—Micro-Purchase Threshold  
**MWR**—Morale, Welfare, Recreation  
**NAF**—Numbered Air Force  
**NISP**—National Intelligence Support Plan  
**NDS**—National Defense Strategy  
**NMS**—National Military Strategy  
**NORAD**—North American Aerospace Defense Command  
**OAB**—Operate the Airbase  
**OCN**—Other Country National  
**OCONUS**—Overseas Continental United States  
**OCS**—Operational Contract Support  
**OFAMO**—Office of FAM Oversight  
**OFSC**—Organizational Force Structure Construct  
**OCSIC**—Operational Contract Support Integration Cell  
**OL**—Operating Location  
**OPSDEP**—Operations Deputies  
**OPLAN**—Operations Plan  
**OPORD**—Operational Order  
**OPR**—Office of Primary Responsibility  
**OPSDEPS**—Operations Deputies  
**OS**—Organizational Server  
**OSD**—Office of the Secretary of Defense  
**OTB**—Open the Airbase  
**PA**—Paying Agent  
**PAS**—Personnel Accounting Symbol  
**PEC**—Program Element Code  
**PID**—Plan Identification  
**PII**—Personally Identifiable Information



**PLANORD**—Planning Order

**POC**—Point of Contact

**POD**—Port of Debarkation

**POM**—Program Objective Memorandum

**PME/DE**—Professional Military Education or Developmental Education

**PR**—Personnel Recovery

**PSC**—Private Security Contractor

**PTDO**—Prepare to Deploy Order

**RAB**—Robust the Airbase

**RC**—Reserve Components

**RCP**—Reserve Component Period

**RDD**—Required Delivery Date

**RFC**—Request for Capabilities

**RFF**—Request for Forces

**RTD**—Ready to Load Date

**SAV**—Staff Assisted Visits

**SDOB**—Secretary of Defense Orders Book

**SFA**—Security Force Assistance

**SecDef**—Secretary of Defense

**SCO**—Senior Contracting Official

**SFOS**—Space Force Organizational Server

**SFP**—Service Force Provider

**SEI**—Special Experience Identifier

**SPOT-ES**—Synchronized Predeployment and Operational Tracker - Enterprise Suite

**SOF**—Special Operations Force

**SSN**—Social Security Number

**Sub-FM**—Sub-functional Managers

**SVTC**—Secure Video Teleconference

**TACP**—Tactical Air Control Party

**TDY**—Temporary Duty

**TFI**—Total Force Integration

**TIMES**—Total Integration Mobilization Execution System

**TPFDD**—Time-Phased Force and Deployment Data

**TPFDL**—Time-Phased Force and Deployment List

**TUCHA**—Type Unit Characteristics

**UCP**—Unified Command Plan

**UDC**—Unit Descriptor Code

**UDM**—Unit Deployment Manager

**UIC**—Unit Identification Code

**ULN**—Unit Line Number

**UMD**—Unit Manpower Document

**USAF**—United States Air Force

**U.S.C.**—United States Code

**USO**—United Service Organizations

**USSTRATCOM**—United States Strategic Command

**USTRANSCOM**—United States Transportation Command

**UTA**—Unit Type Code Availability

**UTC**—Unit Type Code

**WPES**—War Planning and Execution Systems

*Office Symbols*

**ACC/A3O**—Air Combat Command Chief, Operations Division

**AF/A1**—Deputy Chief of Staff, Manpower, Personnel and Services

**AF/A1M**—Directorate of Manpower, Organization and Resources

**AF/A1MR**—Requirements Division

**AF/A1P**—Deputy Chief of Staff, Manpower, Personnel Services, Directorate of Force Management Policy

**AF/A1X**—Headquarters Air Force, Directorate of Plans and Integration

**AF/A1XO**—Career Field Management and Readiness Division

**AF/A3**—Deputy Chief of Staff, Operations

**AF/A3O**—Director of Current Operations

**AF/A3OD**—Director of Current Operations, War Planning and Policy Division

**AF/A3K**—Director of Checkmate

**AF/A3T**—Training and Readiness

**AF/A3TR**—Readiness Division

**AF/A4**—Deputy Chief of Staff, Logistics, Engineering, and Force Protection

**AF/A5/7**—Deputy Chief of Staff, Plans and Programs

**AF/A8**—Deputy Chief of Staff, Plans and Programs

**AMC/A3/10**—Directorate of Operations, Strategic Deterrence, and Nuclear Integration

**JS/J1**—Directorate of Manpower and Personnel

**JS/J35**—Regional Operations

**JS/J4**—Directorate of Logistics

**JS/J5**—Strategy, Plans and Policy

**JS/J8**—Force Structure, Resources, and Assessment Directorate

**ODASD**—Office of the Assistant Secretary of Defense for Sustainment

**SAF/MR**—Assistant Secretary of the Air Force for Manpower, Reserve Affairs

**SAF/PAR**—Requirements and Development Division of Secretary of the Air Force Office of Public Affairs

**SecAF**—Secretary of the Air Force

**USD(I)**—Undersecretary of Defense for Intelligence

### *Terms*

**Activity**—(1) A function, mission, action, or collection of actions. (2) A unit, organization, or installation performing a function or mission.

**Active Associate Unit**—A reserve component unit has principal responsibility for a weapon system or systems and shares the equipment with one or more Regular Air Force units. Active-duty and reserve units retain separate organizational structures and chains of command.

**Administrative Command Structure**—The organizational hierarchy through which administrative authority is exercised, as contrasted by the operational command structure through which operational authority is exercised.

**Administrative Control**—Direction or exercise of authority over subordinate or other organizations in respect to administration and support.

**Agency**—In intelligence usage, an organization or individual engaged in collecting and/or processing information.

**Air Control**—Expeditionary forces designed primarily to defeat enemy air attacks within a military theater. Air control forces enable the capabilities of other forces to be brought to bear against the enemy. Air control includes protection against theater ballistic missiles.

**Air Force Contract Augmentation Program (AFCAP)**—Worldwide contingency contract tool available to support the Air Force and joint forces along with any U.S. Government agency in need of urgent logistic assistance in support of contingency operations. AFCAP is designed to rapidly leverage private industry capabilities as a force multiplier to meet global mission objectives across the full range of military operations, utilizing firm-fixed price, cost-plus-fixed fee, or cost-plus-award-fee task orders as necessary to best meet the government's needs. Air Force Civil Engineer Center (AFCEC) is located at Tyndall AFB, FL, with the AFCAP Program Manager deployed forward as required.

**AETF Construct**—A deployed NAF or command echelon immediately subordinate to a NAF provided as the Air Force component command committed to a joint operation.

**AFFORGEN Model**—Is the Air Force's sustainable, capacity-driven model for presenting forces to Joint Force Commanders (JFCs). AFFORGEN's intent is to enable operational preparedness and readiness recovery to compete with peer competitors, while clearly focusing USAF efforts on a predictable and sustainable force offering. It is made up of a 4-phase model designed for a nominal 1:3 Deploy to Dwell and 1:5 Mobilization to Dwell. Each phase is 6-months within a 24-month cycle. The 4-phases are Reset, Prepare, Certify and Available to Commit.

**USAF Shortfall**—The lack of forces, equipment, personnel, materiel or capability, reflected as the difference between the resources identified as a plan requirement (or Service asset) and those apportioned to a CCDR (or assigned to the Service) for planning that would adversely affect the command's ability to accomplish its mission.

**Allocation**—(1) Distribution of limited forces and resources for employment among competing requirements. (2) The temporary transfer of forces to meet the operational demand of CCDRs, including rotational requirements and requests for capabilities or forces (unit or individual) in response to crisis or emergent contingencies.

**Allocated Forces**—Those forces, individuals, and resources provided by the President or Secretary to a CCDR, not already assigned to that CCDR, for execution.

**Apportionment**—In the general sense, distribution of forces and capabilities as the starting point for planning.

**Apportioned Forces**—An estimate of the Military Departments and the Services capacity to generate capabilities along general timeline for planning purposes only.

**A—Staff-** The A-Staff supports multiple organizations across a deployed wing, facilitates cross-functional planning and coordination, and provides development, implementation, and oversight of policy, guidance, and resourcing to maintain the internal and external relationships needed for success.

**Assessment**—A continuous process that measures the overall effectiveness of employing joint force capabilities during military operations.

**Assign**—(1) To detail individuals to specific duties or functions where such duties or functions are primary and/or relatively permanent. (2) To place units or personnel in an organization where such placement is relatively permanent, and/or where such organization controls and administers the units or personnel for the primary function, or greater portion of the functions, of the unit or personnel.

**Assigned Forces**—Those forces and resources units, equipment, and resources that have been placed under combatant command (command authority) of a unified commander or USELEMNORAD by the direction of the Secretary of Defense in his “Forces for Unified Commands Memorandum” according to 10 USC § 161, 162, and 167.

**Assigned Mission**—Any contingency response program plan, theater campaign plan, or named operation that is approved and assigned by the Joint Chiefs of Staff.

**Attach**—(1) The detailing of individuals to specific functions where such functions are secondary or relatively temporary. (2) The placement of units or personnel in an organization where such placement is relatively temporary.

**Available-to-Commit**—Force Elements (unit) to include DFTs, EIP, and Supplemental capabilities are available for rotational, crisis, and Dynamic Force Employment deliberate or strategic opportunities.

**Base**—(1) A locality from which operations are projected or supported. (2) An area or locality containing installations which provide logistic or other support. (3) Home airfield or home carrier.

**Campaign Plan**—A joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space.

**Chain of Command**—The succession of commanding officers from a superior to a subordinate through which command is exercised.

**Classic Associate Unit**—A Regular Air Force unit retains principal responsibility for a weapon system or systems and shares the equipment with one or more reserve component units. Under the classic associate structure, active-duty and reserve units retain separate organizational structures and chains of command.

**Combat Readiness**—Synonymous with operational readiness, with respect to missions or functions performed in combat.

**Combat Support**—The DAF defines combat support as the foundational and crosscutting capability to field, base, protect, support, and sustain forces across the full range of military operations.

**Combatant Command**—A unified or specified command with a broad continuing mission under a single commander established and so designated by the President via the Unified Command Plan (UCP).

**Combatant Command (Command Authority)**—Nontransferable command authority, which cannot be delegated, of a CCDR to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. Also called **COCOM**.

**Combatant Commander**—A commander of one of the unified or specified combatant commands established by the President.

**Command and Control (C2) FE**—Provides the capabilities to establish an air expeditionary wing (AEW) C2 structure to include initial wing, operations, maintenance, mission support, and medical group commanders and staffs. It enables C2 of all AEW forces, including MG FEs, from AEW locations.

**Command and Intelligence**—Programs that provide effective direction and control of combatant military operations. These programs include dedicated operational Headquarters USAF, associated command and control systems, and intelligence collection and exploitation.

**Command Relationships**—The interrelated responsibilities between commanders, as well as the operational authority exercised by commanders in the chain of command. Defined further as combatant command (command authority), operational control, tactical control, or support.

**Communications and Information Infrastructure**—Programs that provide secure information distribution, processing, storage, and display. The major elements include long-haul communications systems, base computing systems, Defense Enterprise Computing Centers and detachments, and information assurance programs. **Note.** communication and computer activities dedicated to other infrastructure categories are assigned to those categories.

**Component**—One of the subordinate organizations that constitute a joint force.

**Contingency**—A situation requiring military operations in response to natural disasters, terrorists, subversives, or as otherwise directed by appropriate authority to protect United States interests.

**Contingency operation**—A military operation that is either designated by the SecDef as a contingency operation or becomes a contingency operation as a matter of law.

**Contractors Authorized to Accompany the Force (CAAF)**—Contractor personnel, including all tiers of subcontractor personnel, who are authorized to accompany the force in applicable contingency operations and have been afforded Contractors Authorized to Accompany the Force status through their Letter of Authorization. Contractors Authorized to Accompany the Force generally include all U.S. citizen and third country national employees not normally residing within the operational area whose area of performance is in the direct vicinity of U.S. forces and who routinely are co-located with U.S. forces (especially in non-permissive environments).

**Contingency Location (CL)**—A facility located outside the United States and its territories with little or no permanent United States presence that is maintained by periodic Service, contractor, or host nation support.

**Contingency Contracting Officer**—A person with contracting authority to enter into, administer, and terminate contracts on behalf of the Government in support of a local contingency, steady-state deployments, or other contingency operations. The Contingency Contracting Officer also acts as the primary business advisor to the deployed/incident commander or the Emergency Operations Center director. (AFI 64-105)

**Contracting Officer Representative**—An individual designated and authorized in writing by the Contracting Officer to perform specific technical and administrative functions. Additionally, CORs serve as onsite technical managers assessing contractor performance against contract performance standards IAW the Quality Assurance Surveillance Plan. Personnel in this role have carried titles such as Quality Assurance Evaluator, Quality Assurance Personnel, Quality Assurance Specialist, Functional Area Evaluators, and Contracting Officer's Technical Representative.

**Conventional Forces**—(1) Those forces capable of conducting operations using nonnuclear weapons. (2) Those forces other than designated special operations forces.

**Critical Infrastructure and Key Resources**—The infrastructure and assets vital to a nation’s security, governance, public health and safety, economy, and public confidence.

**Cyberspace**—A global domain within the information environment consisting of the interdependent networks of information technology infrastructures and resident data, including the internet, telecommunications networks, computer systems, and embedded processors and controllers.

**Data Element**—(1) In electronic recordkeeping, a combination of characters or bytes referring to one separate item of information, such as name, address, or age. (2) A basic unit of information built on standard structures having a unique meaning and distinct units or values.

**Deliberate and Crisis Actions Planning Systems**—An automated information system which includes manpower, personnel, and logistics data to manage the TPFDD for operational planning.

**Deployment**—The movement of forces into and out of an operational area.

**Deployment Order**—A planning directive from the SecDef, issued by the Chairman of the Joint Chiefs of Staff, which authorizes and directs the transfer of forces between combatant commands by re-allocation or attachment.

**Deployment Planning**—Operational planning directed toward the movement of forces and sustainment resources from their original locations to a specific operational area for conducting the joint operations contemplated in a given plan.

**Deterrence**—Homeland defense forces with the primary mission of deterring attacks on the United States and its territories by means of retaliation against an attacker.

**Demand Force Teams**—Teams composed primarily of UTCs from units or capabilities. that operate independently, including unique, highly specific, combat, combat support, or combat service support capabilities. Example DFT capabilities include but are not limited to the Expeditionary Medical Support System, RED HORSE, and Tactical Air Control Party.

**Dwell time (AC)**—IAW Section 991 of Title 10, USC, dwell time (“dwell”), for the purposes of calculating the AC deployment-to-dwell ratio, is the time a unit, detachment, or individual not attached to a unit or detachment is not on a deployment. Dwell begins when most of a unit or detachment, or an individual not attached to a unit or detachment, returns to their homeport, station, or base from a deployment. Dwell ends when the unit or individual leaves on a deployment. An AC unit or individual is either on a deployment or in dwell.

**Dwell time (RC)**—Defined in DoDI 1235.12 as the term “dwell.”

**Dynamic Force Employment**—A concept to more flexibly use ready forces to proactively shape the strategic environment while maintaining the readiness required to both respond to contingencies and ensure the long-term viability of the Joint Force. This force management and employment concept enables operations across all layers of the National Defense Strategy’s Global Operating Model by utilizing a mix of U.S.-based and theater-based ready forces.

**Employed-in-Place (EIP)**—Operational forces which conduct operational missions on a continuous basis in support of a CCDR from their permanent duty location.

**Employment**—The strategic, operational, or tactical use of forces.

**Establish the Airbase**—Establish the Airbase (EAB) FE. Provides sufficient forces to bring an airbase to IOC status. It contains capabilities to support most missions or weapon systems and will integrate with Open the Airbase and C2 FEs as required. The EAB FE provides the airfield's earliest capability to enable and sustain mission generation.

**Excepted Forces**—Assets that cannot be equally phased in the AFFORGEN 24-month rotational cycle with 6-month phases.

**Excepted Forces**—Excepted forces are assets that cannot be equally phased in the AFFORGEN 24-month rotational cycle with 6-month phases. AF/A3O, Director of Current Operations is the approver of Excepted Forces. Amplifying guidance for Excepted forces can be found in the AFFORGEN Support Plan and AF/A3O is the approver of Excepted Forces.

**Execute Order**—(1) An order issued by the Chairman of the Joint Chiefs of Staff, at the direction of the SecDef, to implement a decision by the President to initiate military operations. (2) An order to initiate military operations as directed.

**Expeditionary Airbase (XAB)**—XAB is the GFM-recognized term for combined Command and Control (C2), Establish the Airbase (EAB), and Operate the Airbase (OAB) FEs, each of which is described further below. It is comprised of CS/CSS Airmen who train, certify, and deploy together. The XAB is the default FE the USAF offers to JFCs to run airbases. The XAB can support up to 4 MG FE operating up to 3 contingency locations. It reaches full operational capability within 14 days after the airfield is open and can then operate indefinitely.

**Expeditionary Forces**—Operating forces designed primarily for non-nuclear operations outside the United States.

**Field Ordering Officer**—FOOs play a vital role in providing day-to-day emergency contracting support to their respective commander. They are key logistical assets, able to procure authorized, urgently needed supplies and services from local sources that are neither available nor capable of being obtained from organic sources of supply. FOOs can quickly and directly make over-the-counter purchases at or below the Micro-Purchase Threshold (MPT), as defined in FAR 2.101, from the local economy. A FOO cannot also serve as a Paying Agent.

**Forces**—Military forces assigned to the combatant commands, their command-and-control elements, and their organic supporting units. The resources (dollars, manpower, and equipment) allocated to these units are associated with forces. In addition, agencies that are engaged in international policy activities under the direct supervision of the Office of the SecDef are included, along with the National Intelligence and Military Intelligence Programs.

**Force Availability**—Readied and trained forces which are postured to support operational mission requirements.

**Force Element**—Under AFFORGEN, a FE is an integrated set of Unit Type Codes (UTCs) that the USAF uses to offer operational capability to JFCs. JFCs request FEs through the global force management (GFM) process. The AFFORGEN FEs are Mission Generation, Open the Airbase, Expeditionary Airbase, Command and Control, Establish the Airbase, Operate the Air Base, Robust the Airbase and Demand Force Teams.



**Force Generation**—The process to provide a systematic, Service-wide approach to selecting, resourcing, and preparing units for operational employment.

**Forces and Infrastructure Categories (F&IC)**—The Department of Defense established the forces and infrastructure framework for senior decision-makers to organize and display every dollar, person, and piece of equipment in the Future Years Defense Program. The framework uses two types of organizational categories, forces (F&IC 1) and infrastructure (F&IC 2). Funding for each program element is aligned to only one category and no program element is split across multiple categories. Every USAF position is funded to either be F&IC 1, the forces funded to be available for employment by the CCDRs, or F&IC 2, the infrastructure framework that creates and sustains the forces (e.g., laboratories, depots, test ranges, schools, and hospitals).

**Force Management**—An organizing construct of processes, policies, organizational information, and tools that informs senior leader decision making on the global joint sourcing of the defense strategy.

**Force Module**—A grouping of combat, combat support forces, with their accompanying supplies and the required non-unit resupply and personnel necessary to sustain forces for a minimum of 30 days.

**Force Package**—An aggregation of military personnel, weapon systems, equipment, and necessary support, or combination thereof.

**Force Planning**—(1) Planning associated with the creation and maintenance of military capabilities by the Military Departments, Services, United States Special Operations Command, and United States Cyber Command. (2) In the context of joint planning, it is an element of plan development where the supported combatant command, in coordination with its supporting and subordinate commands, determines force requirements to accomplish an assigned mission.

**Force Posture**—The military disposition, strength, and condition of readiness as it affects capabilities.

**Force Presentation**—The preferred organizational construct through which a service offers and attaches its operational capabilities to the CCDR for operational employment.

**Force Provider**—Includes Secretaries of the Military Departments, the USCG, CCDRs with assigned forces, DoD Agencies, OSD organizations that provide force sourcing solutions to CCDR force requirements.

**Force Sourcing**—The identification of the actual units, their origins, ports of embarkation, and movement characteristics to satisfy the time-phased force requirements of a supported commander.

**Force Structure**—The composition of Department of Defense organizations, both military and civilian, that comprise, and support United States defense forces as specified by the national defense authorization acts of current and applicable previous years and defines the organizational hierarchy through which leadership authorities are exercised.

**Force Tracking Number**—A line number used to trace back the force allocation decision by the SecDef through the GFMAP schedule and associated GFMAP annex.

**Forward Operating Site (FOS)**—A scalable location outside the United States and its territories intended for rotational use by operating forces. (AFDN 1-21)

**Fourth Estate Manpower Tracking System**—is the single authoritative manpower system for OSD, Office of the Inspector General of the Department of Defense, non-intelligence Defense Agencies and Department of Defense Field Activities, JS, CCMDs, CJCS controlled activities, and other organizations of the Department of Defense not part of a Military Department.

**Function**—The broad, general, and enduring role for which an organization is designed, equipped, and trained.

**Future Years Defense Program (FYDP)**—Summarizes forces, resources and equipment associated with all Department of Defense programs.

**General Military Intelligence Related Activities**—DAF funded operational intelligence activities not associated with operating forces, the National Intelligence Program or the Military Intelligence Program.

**Global Force Management**—(1) A process to align assignment, allocation, and apportionment of forces to CCDRs in support of the National Defense Strategy and joint force availability requirements. (2) A process that provides near-term sourcing solutions while providing the integrating mechanism between force apportionment, allocation, and assignment. Also called GFM.

**Ground Combat**—Expeditionary forces and closely related activities designed primarily for the defeat of opposing ground forces and for the establishment of control over land areas.

**High Demand/Low Density (HD/LD)**—A combat, combat support or service support capability, unit, system, or occupational specialty that the Secretary of Defense determines has funding, equipment, or personnel levels that are substantially below the levels required to fully meet or sustain actual or expected operational requirements set by regional commanders.

**Home Station**—The permanent location of active-duty units and Reserve Component units.

**Homeland Defense**—The protection of United States sovereignty, territory, domestic population, and critical infrastructure against external threats and aggression or other threats as directed by the President.

**Homeland Defense Forces**—Operating forces composed of three categories. Deterrence, Protection, and International Engagement and Threat Reduction. Homeland defense forces are designed primarily to deter or defeat direct attacks on the United States and its territories.

**Implementation**—Procedures governing the mobilization of the force and the deployment, employment, and sustainment of military operations in response to execution orders issued by the SecDef.

**Individual Augmentee**—An unfunded temporary duty position (or member filling an unfunded temporary duty position) identified on a joint manpower document by a supported CCDR to augment Headquarters USAF operations during contingencies.

**Infrastructure**—Departmental or Agency-assigned activities that provide manpower, materiel, facilities, services, and information needed by units assigned to the combatant commands. Infrastructure is the means of producing and sustaining the force. Forces (and their sustainment) are products of the infrastructure.

**Institutional Forces**—Service Institutional Forces perform 10 USC § 7013, § 8013, and § 9013 functions of the Services such as training commands, recruiting commands, and Service Headquarters USAF.

**Intelligence Operations**—Specified operational resources of the National Intelligence Program, the Military Intelligence Program, and other related activities.

**International Engagement and Threat Reduction**—Arms control and threat-reduction activities under the supervision of the Office of the SecDef.

**Joint Capability Requirements Manager**—A web-based Global Force Management tool that increases the efficiency of the global force management process by providing senior Department of Defense decision makers with a consolidated database of joint forces, capabilities, and requirements.

**Joint Force Coordinator**—Identifies operational force sourcing solutions and helps frame contentious issues for the SecDef.

**Joint Force Provider**—Organization designated in GFMIG which provides global recommended sourcing solutions and feasibility risk analyses IAW JS directives.

**Joint Operation Planning and Execution System**—An adaptive planning and execution system technology.

**Joint Task Force**—A joint force that is constituted and so designated by the SecDef, a CCDR, a sub-unified commander, or an existing joint designated force commander.

**Logistics**—Planning and executing the movement and support of forces.

**Long-Haul Communications**—Programs supporting the long-haul communications System of the Defense Information Systems Network.

**Main Operating Base (MOB)**—A facility outside the United States and its territories with permanently stationed operating forces and robust infrastructure.

**Major Force**—A military organization comprised of major combat elements and associated combat support, combat service support, and sustainment increments.

**Materiel**—All items necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes.

**Military Intelligence Program**—Specified operational resources of the Military Intelligence Program.

**Mission**—(1) In common usage, especially when applied to lower military units, a duty assigned to an individual or unit, a task. (2) The dispatching of one or more aircraft to accomplish one particular task.

**Mobility**—Expeditionary forces and resources designed to support the deployment of expeditionary forces.

**Mobilization**—(1) The process of assembling and organizing national resources to support national objectives in time of war or other emergencies. (2) The process by which the Armed Forces of the United States, or part of them, are brought to a state of readiness for war or another national emergency.

**Movement Data**—The essential elements of information to schedule lift, obtain transportation assets, manage movement of forces, and report in-transit visibility of movements and associated forces (people, equipment, and supplies).

**Multi-capable Airmen**—Airmen who can perform specific tasks outside of their core AFSC which may or may not include cross-utilization training.

**National Defense Strategy**—A document approved by the SecDef for applying the Armed Forces of the United States in coordination with Department of Defense agencies and other instruments of national power to achieve national security strategy objectives.

**National Intelligence Program**—Specified operational resources of the National Intelligence Program as defined by Executive Order.

**National Military Strategy**—A document approved by the Chairman of the Joint Chiefs of Staff for distributing and applying military power to attain national security strategy and National Defense Strategy objectives.

**Office of Primary Responsibility**—The originating office for a publication; the author of the publication is an individual within the OPR. OPRs are solely responsible for the accuracy, currency, and integrity of their publications and forms.

**Open the Airbase FE**—Provides capabilities to open an airbase, regardless of follow-on mission.

It will arrive first and assess an airbase for establishment of minimum airfield operating parameters. It consists of the initial capabilities for command and control (C2), force protection, cargo and passenger handling, logistics, airfield operations, force accountability, finance and contracting, host nation support, reception, and bed-down of follow-on forces.

**Operational Contract Support (OCS)**—The process of planning for and obtaining supplies, services, and construction from commercial sources in support of Combatant Commander-directed operations. (JP 4-10)

**Operating Forces**—Forces assigned to the combatant commands, along with their closely related activities, operating resources, and those agencies engaged in U.S. international policy activities under the direct supervision of the Office of the SecDef.

**Operation**—(1) A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. (2) A sequence of tactical actions with a common purpose or unifying theme.

**Operation Order**—A directive issued by a commander to subordinate commanders for the purpose of effecting the coordinated execution of an operation.

**Operation Plan**—(1) Any plan for the conduct of military operations prepared in response to actual and potential contingencies. (2) A complete and detailed joint plan containing a full description of the concept of operations, all annexes applicable to the plan, and a TPFDD.

**Operational Command**—The direction and control of the employment of global or theater level operational military forces along with the technical means for exercising operational control. Exercised primarily by combatant command and component Headquarters USAF.

**Operational Command and Control Systems**—The dedicated facilities, equipment, communications, and personnel for the support of operational Headquarters USAF in their exercise of operational control over the employment of operational military forces.

**Operational Command Structure**—The organizational hierarchy through which operational authorities are exercised, as contrasted by the administrative command structure through which administrative authority is exercised.

**Operational Control**—The authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission.

**Operational Headquarters**—Combatant command Headquarters USAF and component Headquarters USAF are responsible for the exercise of operational control over the employment of operational military forces.

**Operational Readiness**—The capability of a unit/formation, ship, weapon system, or equipment to perform the missions or functions for which it is organized or designed.

**Operational Requirement**—An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks.

**Operate the Airbase (OAB) FE**—Enhances combat support and combat service support capabilities beyond what the EAB FE provides and brings an airbase to full operating capability. OAB enhances force protection, communications, cargo handling, and quality of life activities such as Chaplain Corps, services, health care, and reach-back capabilities.

**Paying Agent**—The PA has budget authority, which is "the authority provided by Federal law to incur financial obligation". The PA is trained and appointed by the Comptroller/FM office. The PA makes payments to vendors and safeguards and accounts for cash and/or payment documents (i.e., SF 44). A PA cannot also serve as a FOO.

**Protection**—Homeland defense forces or activities with the primary mission of defeating attacks or intrusions on the United States and its territories.

**RED HORSE**—Rapid Engineer Deployable Heavy Operational Repair Squadron Engineer

**Readiness**—The ability of military forces to fight and meet the demands of the National Military Strategy. The synthesis of two distinct, but interrelated levels, unit readiness and joint readiness.

**Ready Airman Training**—RAT is the next generation of individual baseline readiness training, moving away from the previous just-in-time training model, ensuring that all Airmen are more lethal, survivable, and resilient. RAT includes 12 Ready Training Areas (RTAs) with requirements spread throughout the Reset, Prepare, and Certify phases of the AFFORGEN cycle. RAT is the baseline on which any additional training or qualifications will be built.

**Reclama**—A request from an FP (CCMD, Service, or Agency) for relief from a SecDef-Approved order to source a supported CCDR requirement.

**Risk**—The probability and severity of loss or adverse impact from exposure to various hazards.

**Risk Assessment**—The identification and assessment of hazards (first two steps of risk management process).

**Robust the Airbase (RAB) FE**—Provides additional combat support and combat service support to increase the robustness of the capabilities already in place through previous Fes. It contains those support forces that would typically not arrive until 30 days after an operating location has been established. It supports multiple MG Fes through additive capability. This FE is intended to enable the largest scale enduring expeditionary operating locations.

**Senior contracting official (SCO)**—The MAJCOM, DRU, AFICC or AFRCO Headquarters USAF staff official with overall functional responsibility for contracting.

**Service Force Provider**—A subcategory of force provider. An organization designated by the Military Department Secretaries to provide trained and ready forces to combatant commands as directed by the Secretary. Possesses authorities, as delegated by the Secretary to Military Department Secretaries (that Secretaries may further delegate) to exercise training readiness oversight and provide global sourcing recommendations.

**Shortfall**—The lack of forces, equipment, personnel, materiel, or capability, reflected as the difference between the resources identified as a plan requirement and those quantities identified as apportioned for planning that would adversely affect the command's ability to accomplish its mission.

**Synchronized Predeployment and Operational Tracker—Enterprise Suite- SPOT-Enterprise Suite** is web-based on a secure, PKI-enabled site. The system shows the contracts and contractors, costs, the type of contractor (third-country national, local national, US citizen), kind of work they do, and availability of government-furnished services.

**Special Experience Identifier**—SEIs are established to identify special experience and training not otherwise identified within Military Personnel Data System.

**Squadron**—Denotes the basic unit in the Air Force that is the basic building block organization in the Air Force, providing a specific operational or support capability.

**Strike**—Expeditionary forces designed to damage and destroy enemy targets at long ranges from friendly bases. Strike forces are designed to deliver their effects through penetration and withdrawal from enemy territory or by delivery of standoff weapons at extended ranges.

**Supplementary UTCs**—The remaining F&IC 1 positions that are not in the Fes, DFTs, or EIP will be in supplementary UTCs.

**Time-Phased Force and Deployment Data**—The time-phased force data, non-unit cargo, personnel data, and movement data for the operation plan or operation order, or on-going rotation of forces.

**Transportation**—Programs that pay for delivery of items 1. From the manufacturer's point of shipment to Department of Defense's point of delivery (first destination transportation), and 2. From the point of delivery to intermediate supply depots from which items will be shipped to customers (second destination transportation).

**Transportation Feasibility**—A determination that the capability exists to move forces, equipment, and supplies from the point of origin to the final destination within the time required.

**Unified Command Plan**—The document, approved by the President, that sets forth basic guidance to all unified CCDRs, establishes their missions, responsibilities, and force structure, delineates the general geographical area of responsibility for geographic CCDRs, and specifies functional responsibilities for functional CCDRs.

**Unit Identification Code**—A six-character, alphanumeric code that uniquely identifies each Active, Reserve, and National Guard unit of the Armed Forces.

**Unit Movement Data**—A unit equipment and/or supply listing containing corresponding transportability data. Tailored unit movement data has been modified to reflect a specific movement requirement.

**Unit Readiness**—The ability to provide capabilities required by the CCDRs to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed.

**Unit Type Code**—A Joint Chiefs of Staff developed and assigned code, consisting of five characters that uniquely identify a “type unit.”

**Validation**—(1) Execution procedure whereby all the information records in a TPFDD are confirmed error free, accurately reflect the current status, attributes, and availability of units, and requirements (2) process by which Joint Staff endorses a combatant command’s request for forces and staffs the request to Joint force providers/Joint force coordination for sourcing consideration.

**War Reserve Materiel**—Mission-essential secondary items, principal and end items, and munitions sufficient to attain and sustain operational objectives in scenarios authorized in the SecDef GEF and the Joint Strategic Capabilities Plan scenarios.

## Attachment 2

### AFFORGEN FORCE ELEMENT PLANNING FACTORS

#### A2.1. AFFORGEN Force Modules (FMs).

A2.1.1. Chairmen Joint Chief of Staff Instruction (CJCSI) 3110.01K, *Joint Strategic Campaign Plan* (located on the SIPRNET) and the NDS, direct the Services to utilize a more resource-sustainable approach, transition from large, centralized, unhardened infrastructure to smaller, dispersed, resilient, adaptive basing that includes active and passive defenses.

#### A2.2. The six AFFORGEN FMs are all built on the following basic planning assumptions:

A2.2.1. Runway and taxiways will support or be repairable to support minimum weapon system operations. (T-1)

A2.2.2. Maximum on ground (MOG) 2 – 24-hour operations (C-17).

A2.2.3. Water source that can be made potable.

A2.2.4. Jet fuel and ground fuel are available from host nation with limited storage at location.

A2.2.5. General purpose vehicles are available from host nation.

A2.2.6. Limited Class IV available on local economy.

A2.2.7. Munitions storage and build up infrastructure is limited.

A2.2.8. Approximate Population Flow: 24 hours: 150; 48 hours: 550; C + 14: 2000; C + 30: 3000.

A2.2.9. Threat level is uncertain.

A2.2.10. Environmental: Cooperative Support Locations - military and civilian.

A2.2.11. Medical assessment: no unusual endemic diseases, standard immunizations required, no hazardous flora and fauna.

A2.2.12. Host nation will authorize landing and overflight rights.

A2.2.13. Host nation will authorize required radio frequency spectrum use.