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AIR MOBILITY COMMAND**

**AIR MOBILITY COMMAND  
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**Operations**



**DIRECTOR OF MOBILITY FORCES  
(DIRMOBFOR) AND AIR MOBILITY  
COMMAND LIAISON OFFICER (AMC  
LNO) POLICY AND PROCEDURES**

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This volume of Air Mobility Command Instruction (AMCI) 10-202 implements Air Force Policy Directive (AFPD) 10-2, *Readiness*. It provides procedural guidance to meet the diversity of wartime, contingency, humanitarian assistance/disaster relief (HA/DR), and exercise situations in which the DIRMOBFOR (also known as DM4) and AMC LNO may participate. It discusses roles and responsibilities, the DIRMOBFOR Council, the appointment & selection processes, and training as related to duties of the DIRMOBFOR and staff. This publication applies to all Air Mobility Command (AMC) units, and AMC-gained Air Force Reserve Command (AFRC) and Air National Guard (ANG). This publication applies to the Air National Guard when published in the ANGIN 2. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFI 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afirms/afirms/afirms/rims.cfm>. See **Attachment 1** for a list of references and abbreviations and acronyms used in this instruction. Compliance items in this publication are T-2. Submit requests for waivers through the chain of command to the appropriate

tier waiver approval authority, utilizing guidance identified in AFI 33-360. This publication may not be supplemented or further implemented/extended.

## ***SUMMARY OF CHANGES***

This document has been substantially revised and must be completely reviewed. Changes include updates to DIRMOBFOR Course Quota Allocation, Appointment, and Selection for Deployment Processes. It updates the DIRMOBFOR Council membership, roles and responsibilities and reassigns duties impacted by the Warfighting HQ transformation. It adds the Defense Support to Civil Authorities (DSCA) Hurricane Immersion Training.

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## Chapter 1

### INTRODUCTION

**1.1. Purpose.** This publication provides guidance for the DIRMOBFOR and staff; and utilization of the AMC LNO. It explains initial training and pre-deployment requirements, as well as quota allocation, appointment, selection, and tasking processes. It defines the roles and responsibilities of the DIRMOBFOR with respect to wartime, contingency, humanitarian assistance/disaster relief (HA/DR) and exercise operations. It also defines the membership and duties of the DIRMOBFOR Council (DM4C). The supported theater retains responsibility for establishing policies and procedures applicable to theater forces.

**1.2. Changes.** Recommendations for improvements to this publication are encouraged. Submit recommendations for changes to Headquarters Air Mobility Command/A3CC (HQ AMC/A3CC).

**1.3. Supplements.** Supplements to this volume are not authorized. Combatant Command (CCMD) Air Components may coordinate with AMC/A3 for additional theater requirements/instructions via Memorandum of Understanding/Memorandum of Agreement (MOU/MOA).

**1.4. Distribution and Control.** Distribution is authorized for all agencies requiring guidance on DIRMOBFOR and AMC LNO policy and procedures.

## Chapter 2

### ROLES AND RESPONSIBILITIES

**2.1. DIRMOBFOR.** The DIRMOBFOR is appointed by the theater Commander, Air Force Forces (COMAFFOR) to function as the designated coordinating authority for air mobility with all commands and agencies both internal and external to the joint force. Together with the theater COMAFFOR and Joint Forces Air Component Commander (JFACC), the DIRMOBFOR ensures conventional intratheater air mobility forces are organized to properly interact with other intratheater and intertheater forces, coordinates/deconflicts intertheater movements with the intratheater movements controlled by the theater Air Operations Center (AOC) Air Mobility Division (AMD), and ensures intertheater movements are integrated into the air tasking order (ATO).

2.1.1. DIRMOBFOR Administrative Control. The DIRMOBFOR is under the administrative control (ADCON) and operational control (OPCON) of the theater COMAFFOR. Exception: unless involuntarily activated under 10 USC Sec 12301a, ADCON for ANG members is retained by the National Guard Bureau's 201<sup>st</sup> Mission Support Squadron (201 MSS) and by AFRC for AFRC members. The DIRMOBFOR is normally a senior officer with an extensive background in air mobility operations and is familiar with the area of responsibility (AOR). The DIRMOBFOR provides, on behalf of the theater COMAFFOR, guidance to the AMD on air mobility matters, but such guidance will be responsive to the timing and tempo of operations managed by the AOC commander. The AOC AMD remains under the control of the AOC commander who manages the execution of operations for the theater COMAFFOR. In absence of a DIRMOBFOR, the AOC/AMD chief fulfills the DIRMOBFOR duties during daily operations.

2.1.2. DIRMOBFOR Duties. Specific duties of the DIRMOBFOR include:

2.1.2.1. Coordinates the integration of intertheater air mobility capability provided by United States Transportation Command (USTRANSCOM).

2.1.2.2. Advises on the employment of assigned and attached Mobility Air Forces (MAF) supporting the joint force.

2.1.2.3. Coordinates with the AOC commander and AMD Chief to ensure all air mobility operations supporting the Joint Force Commander (JFC) are integrated into the air assessment, planning, and execution processes, and are deconflicted with other air operations. The AMD chief remains directly responsible to the AOC director for the planning and execution of allocated mobility forces IAW JFACC guidance. The DIRMOBFOR and JAOC/AMD chief will coordinate with the JAOC director to ensure the intertheater and intratheater air mobility scheme of maneuver meets the JFACC's guidance.

2.1.2.4. Assists in the integration and coordination of the multinational air mobility plan.

2.1.2.5. Coordinates with 618 AOC and AMC to ensure joint force air mobility support requirements are met.

2.1.2.6. Acts as member of the joint logistics coordination board, chaired by the Geographic Combatant Commander's (GCC) J4.

2.1.2.7. Acts as the senior air mobility officer point of contact for all air mobility operations with the Joint Deployment Distribution Operations Center (JDDOC), USTRANSCOM, AMC, 618 AOC, GCC J4, and the USTRANSCOM DDOC.

2.1.2.8. Establishes air mobility priorities for air mobility liaison officers (AMLOs) operating in theater.

2.1.2.9. In conjunction with the AOC director, coordinates with the theater COMAFFOR on the capabilities of, and requirements for, tankers assigned or attached to the theater to determine their ability to provide support to air bridge operations balanced against the theater's operation/campaign. If air bridge operations cannot be fully supported by theater-assigned/attached forces, the DIRMOBFOR will coordinate with USTRANSCOM for air bridge support using USTRANSCOM forces.

2.1.2.10. Once under OPCON of the theater COMAFFOR, the DIRMOBFOR may be delegated waiver authorities for theater OPCON missions IAW applicable AFI 11-2 (Series), existing and approved MOU/MOAs, and AFI 33-360, *Publications And Forms Management*, Table 1.1., Tier levels. For forces where TACON and specified ADCON for waivers is transferred to the theater commander, the DIRMOBFOR may be delegated waiver authority. If the DIRMOBFOR is not under OPCON of the theater COMAFFOR, they cannot accept delegated command authorities.

2.1.2.11. As the air mobility working group chair, reviews and recommends for or against mobility operations into theater airfields. Recommends aircraft defensive system policy, flyaway security team (FAST) policy, operational support airlift (OSA) aircraft operating policy, aircraft armor policy/requirements, and tactical approach requirements, and advises commanders on proposed operations into high threat airfields. For some very high visibility/high threat missions, gives positive launch recommendations.

2.1.2.12. Participates in video teleconference (VTC) update briefs with USTRANSCOM, AMC and 618 AOC when scheduled.

2.1.2.13. Review and approve/disapprove DIRMOBFOR approval required airfields (DARA) coordination sheet for airdrop missions, missions to a currently unapproved airfield, or for special requirement missions.

**2.2. AIR MOBILITY COMMAND LIAISON OFFICER (AMC LNO).** AMC LNOs support the gaining organization and enhance information sharing between organizations to ensure mutual understanding and unity of effort. Commanders may exchange liaison teams or individuals between higher, supporting, and subordinate commands as required. Liaison personnel generally represent the interests of the sending commander to the receiving commander, but can often promote the understanding of the commander's intent at both the sending and receiving headquarters. LNOs should be assigned early during joint operational planning. LNOs from supporting to supported commanders are essential in determining needs and coordinating supporting actions (JP 3-0, *Joint Operations*). AMC LNOs are normally senior officers with an extensive background in air mobility operations and are familiar with the AOR. They articulate the organization's capabilities, plans/concerns, provide operational level guidance on air mobility matters, and relay concerns to air mobility leadership. AMC LNOs remain ADCON to their parent organization and do not have the authority to make decisions for their commander without coordination and approval. AMC LNOs are the personal and official representatives of the

AMC/CC and are authorized DIRLAUTH with the receiving organization's senior leadership (commander, director, etc.). AMC LNO authority will be specified in an AMC order.

2.2.1. AMC LNOs Functions. Whether individually or in teams, AMC LNOs perform several critical functions that are consistent across the range of military options. The extent to which these functions are performed depends on the mission and the direction established by the commander they represent. AMC LNOs are not full-time planners, watch officers, substitutes for delivering critical information through normal command and control channels, replacements for proper staff-to-staff coordination, or replacements for augmentees or representatives. A successful AMC LNO performs four basic functions (JP 3-33, *Joint Task Force Headquarters*):

2.2.1.1. Monitor. AMC LNOs monitor operations of the gaining organization and the sending organization, and must understand how each influences the other. AMC LNOs must know the current situation and planned operations, understand pertinent staff issues, and understand their commander's intent.

2.2.1.2. Coordinate. AMC LNOs help synchronize current operations and future planning between the sending organizations and gaining organizations. They also accomplish this by coordinating with other LNOs and organizations.

2.2.1.3. Advise. AMC LNOs are the experts on the sending organization's capabilities and limitations. They advise the gaining organizations concerning capabilities of their organizations. They must be proactive in providing the supported staff with relevant information on their organization's capabilities. AMC LNOs are not decision makers and cannot commit their parent organizations to actions without coordination and approval.

2.2.1.4. Assist. AMC LNOs provide assistance to various centers, groups, bureaus, cells, offices, elements, boards, planning teams, and like organizations by providing their expertise and facilitating coordination between their organizations. They must not accept formal tasking from any other organization. Formal taskings should be accomplished through normal command and control channels or as agreed to by the respective organizations.

2.2.2. Mission Debrief. Within 14 days of redeployment from a contingency or HA/DR operation, the AMC LNO will contact AMC/A3E to determine if an after-action report (AAR) debrief with AMC/A3 is needed. See DIRMBOFOR Global SharePoint page for a sample AAR.

2.2.2.1. The AMC LNO will provide a copy of their AAR to AMC/A9L. AMC/A9L will facilitate posting of the report into the Joint Lessons Learned Information System (JLLIS). AMC/A9A's email address is [amc.a9a.operations@us.af.mil](mailto:amc.a9a.operations@us.af.mil). If the AAR is classified or sensitive, email it to [usaf.scott.amc-a9.mbx.a9a@mail.smil.mil](mailto:usaf.scott.amc-a9.mbx.a9a@mail.smil.mil).

**2.3. DIRMBOFOR Council (DM4C).** The DM4C is a collaboration of stakeholders that oversee the DIRMBOFOR program. The AMC/DA3-Ops chairs the DM4C when required, otherwise, the DM4C is chaired by A3C. The DM4C meets as required to discuss and make decisions on future DIRMBOFOR course nominations, sourcing of DIRMBOFOR/DEPUTY DIRMBOFOR/AMC LNOs for AEF rotations, CJCS exercises, wargames, and contingency operations. Additionally, the DM4C will discuss and make decisions on DIRMBOFOR program and process improvements. See [Table 2.1](#) and [Table 2.2](#) for further information.

## 2.3.1. DM4C Members:

**Table 2.1. DM4C Members.**

Title	Office Symbol
Deputy Director of Operations, AMC	(AMC/DA3-Ops)
Chief, Senior leader Management Office	(AMC/A1L)
Chief, Command & Control Operations Division	(AMC/A3C)
DIRMOBFOR FAM Office	(AMC/A3CC)
ANG Advisor to the AMC/A3	(AMC/A3G)
AFRC Advisor to the AMC/A3	(AMC/A3H)
ANG Advisor to the AMC/CC	(AMC/CGA)
AFRC Advisor to the AMC/CC	(AMC/CRA)
USAF Expeditionary Operations School, CC	(EOS/CC)

## 2.3.2. DM4C Enablers:

**Table 2.2. DM4C Enablers.**

Title	Office Symbol
Chief, Contingency Operations Division	(AMC/A3X)
Chief, Exercises Division	(AMC/A3Y)
Chief, Plans Division	(AMC/A5X)
Chief, Strategy Division	(AMC/A8X)
Chief, Nuclear Operations Division	(AMC/A10N)
18 AF Director of Operations	(18 AF/DO)
Chief, Plans and Programs Division	(USAFE-EC/XP)

## 2.3.3. AMC/A1L will:

2.3.3.1. Conduct availability checks with coordination of USAF EC and 18 AF leadership to identify nominees to attend the DIRMOBFOR course. Upon approval, A1L will submit names to A3CC and AFPC.

2.3.3.2. Conduct availability checks of active duty O-7s/O-6s to fill exercise, DSCA/Hurricane Immersion, STRATCOM, contingency, and AEF rotational requirements as agreed upon in the DM4C.

2.3.3.3. Provide vetted name(s) and biographies to A3CC for selection and approval process staffing.

2.3.3.4. Notify member when selection is approved.



2.3.3.5. Ensure active duty members information on the Bench spreadsheet is updated annually (e.g., position, unit, retired, etc.)

2.3.4. AMC/A3C will:

2.3.4.1. Ensure A3CC provides functional area management of the DIRMOBFOR program and has DIRLAUTH with A3 and DA3-Ops for DIRMOBFOR/DEPUTY DIRMOBFOR selection and approval process staffing.

2.3.4.2. Schedule DM4C meetings when required.

2.3.4.3. Initiate AMC DIRMOBFOR course seat allocations process with A1L, A3G, and A3H no later than 120 days prior to class start date.

2.3.4.4. Ensure this instruction is reviewed and/or revised every two years.

2.3.4.5. Initiate and facilitate the DCAVES tasking and theater pre-deployment orientation processes.

2.3.4.6. Manage and maintain the AMC/A3CC Director of Mobility Forces ([AMC.A3CC.DIRMOBFOR@us.af.mil](mailto:AMC.A3CC.DIRMOBFOR@us.af.mil)) NIPR email box.

2.3.4.7. Manage and maintain the Bench spreadsheet on the AMC Staff DIRMOBFOR SharePoint page. Add graduates to the spreadsheet after each class and update exercise and deployment information.

2.3.4.8. Manage and maintain the DIRMOBFOR SharePoint page. Keep the two-year exercise calendar and exercise roster updated.

2.3.4.9. Provide A3O the DIRMOBFOR program man-day forecast (to include staff) for each FY.

2.3.4.10. Schedule airdrop orientation/observation training (as required).

2.3.4.11. Schedule Scott AFB Orientation Visit (Office calls with USTRANSCOM, AMC, 618 AOC Staffs) when time allows.

2.3.4.12. Schedule DSCA/Hurricane Immersion training annually in early May.

2.3.5. AMC/A3G, AMC/A3H, AMC/CGA, and AMC/CRA will:

2.3.5.1. Provide advice to the DM4C on all applicable ANG and AFRC issues affecting the DIRMOBFOR program.

2.3.5.2. Conduct availability checks in coordination with established vetting processes within respective components to identify nominees to attend the DIRMOBFOR course. Upon approval, have component submit names to A3CC and AFPC.

2.3.5.3. Conduct availability checks of ANG/AFRC O-7s/O-6s to fill exercise, DSCA/Hurricane Immersion, STRATCOM, contingency, and AEF rotational requirements agreed upon in the DM4C.

2.3.5.4. Provide vetted name(s) and biographies to A3CC for selection approval process staffing.

2.3.5.5. Notify member when selection is approved.

2.3.5.6. Ensure ANG/AFRC members' information on the Bench spreadsheet is updated annually (e.g., position, unit, retired, etc.)

2.3.6. AMC/A3X will:

2.3.6.1. In coordination with A3CC, include in AMC orders (DEPORD, EXORD, OPORD, FRAGORD) DIRMOBFOR taskings to support a real-world contingency to expedite the DCAPES tasking process.

2.3.6.2. Support DIRMOBFOR team exercise spin-up training/orientations (GMACC, COMREL, etc.).

2.3.7. AMC/A3Y, A8X, and A10N will:

2.3.7.1. Identify exercises/wargames requiring DIRMOBFOR participation for each calendar/fiscal year and provide that information to A3CC.

2.3.7.2. Provide continuous updates to A3CC on all DIRMOBFOR team requirements and exercise/wargame dates (to include travel and JACCE training) status.

2.3.7.3. Support DIRMOBFOR team exercise/wargame spin-up training with an applicable exercise/wargame scenario briefing.

2.3.7.4. A10N will provide specific, focused training to DIRMOBORs who are on the STRATCOM Bench, or have been selected for STRATCOM Exercises or Operations, preparing them for the unique processes of STRATCOM missions. This training is in addition to any training provided in the DIRMOBFOR Course and will be conducted as needed.

2.3.8. AMC/A5X will:

2.3.8.1. Support DIRMOBFOR team exercise spin-up training/orientations (theater-aligned OPLAN/CONPLAN study/mission analysis).

2.3.9. 18 AF will:

2.3.9.1. Coordinate their nominations to attend the DIRMOBFOR Course with AMC/A1L.

2.3.10. USAF EC will:

2.3.10.1. Ensure, through the EOS, that the EOS Det 1 has a necessary budget to conduct the DIRMOBFOR Course.

2.3.10.2. Coordinate their nominations to attend the DIRMOBFOR Course with AMC/A1L.

2.3.10.3. Provide A3CC with a class graduation roster after each class.

## Chapter 3

### TRAINING

**3.1. USAF Expeditionary Center (USAF EC) DIRMOBFOR Course.** The DIRMOBFOR Course is a 5-day course, normally conducted twice a year at the USAF EC - EOS Det 1 at Hurlburt Field, FL. This is a formal USAF training course listed in the USAF Education and Training Course Announcements (ETCA), PDS Code X0Q. The DIRMOBFOR course prepares selected senior mobility officers to manage, monitor, and coordinate air mobility forces deploying in support of contingency, HA/DR, or JCS/command specific exercise operations. The course emphasizes specific DIRMOBFOR duties, command relationships, C2 concepts, and a myriad of potential contingencies. The course teaches the students how to manage the demands placed on available air mobility resources. Lessons learned from former DIRMOBFORs and JFACCs provide baseline knowledge and help educate students using practical applications.

3.1.1. DIRMOBFOR Course Class Size. The class size is restricted to 28 students due to limited classroom seating. Anyone wanting to audit the course will be approved on a case-by-case / space available basis by the Course Director and AMC/A3CC, and will not receive course completion credit.

3.1.2. DIRMOBFOR Course Target Audience. DIRMOBFOR Course nominees will be rated Colonel / O-6 Selects, Colonels / O-6s, or Brigadier Generals / O-7s with extensive air mobility expertise, and a high potential for serving as a DIRMOBFOR/DEPUTY DIRMOBFOR/AMC LNO. Typical nominees are AD, ANG, and AFRC wing commanders, vice wing commanders, group commanders (i.e., OG/CCs, CRG/CCs and AMOG/CCs), AMD Chiefs, and other select positions as authorized by AMC/DA3-Ops. Nominees may be submitted from Air Mobility Command (AMC), Air Combat Command (ACC), Pacific Air Forces (PACAF), United States Air Forces in Europe (USAFE), Air Forces Central (AFCENT), Air Forces Southern (AFSOUTH), Air Forces Northern (AFNORTH), HQ AFRC, and National Guard Bureau (NGB). All nominees should be properly vetted by their respective MAJCOM, and loaded through their respective MAJCOM/A1 formal training section.

3.1.3. DIRMOBFOR Course Quota Allocation Process. AMC/A3CC manages the overall allocation process. DIRMOBFOR Course quota allocations are distributed between AMC active duty units, ANG units, AFRC units, other MAJCOMs/C-NAFs, and Air Force Security Assistance Training (AFSAT) Squadron (for international officers) with priority given to operational requirements. The standard DIRMOBFOR Training Course quota allocation is: AMC: 10, ANG: 8, AFRC: 8, Other MAJCOMs/C-NAFs: 1, AFSAT: 1. In order to meet competing demands between components, AMC/A1L, ANG, and AFRC leadership can coordinate and deconflict through the DM4C as necessary to adjust the DIRMOBFOR Course quota allocations. AMC/DA3-Ops is the final approval authority when determining priority of requirements. See [Attachment 2](#) (DIRMOBFOR Course Quota Allocation Process) for the detailed allocation process/timeline.

3.1.4. DIRMOBFOR Bench Assignment. DIRMOBFOR students will be provided a DIRMOBFOR Bench Preference Worksheet during the course. It must be filled out and returned to the AMC/A3CC DIRMOBFOR FAM prior to course graduation. The DIRMOBFOR FAM will review all preference worksheets, student biographies, their current/historical training, and operational experience/expertise, and then assign students to a

Bench ensuring it stays balanced. The Bench is used as a starting point for availability checks and does not prohibit a graduate from being considered for a requirement outside of their designated Bench.

3.1.5. DIRMOBFOR Mobility Mentor. DIRMOBFOR Mobility Mentors are highly experienced AD, ANG, or AFRC O-7/O-8 Subject Matter Experts with previous exercise, contingency operation, and/or USCENTCOM deployment DIRMOBFOR experience. The role of DIRMOBFOR Mobility Mentor is to attend the DIRMOBFOR Training Courses to share experiences, guide discussions, provide application to doctrinal concepts, etc. Typically, there will be three to five DIRMOBFOR Mobility Mentors available to participate in each DIRMOBFOR Courses. The EOS Det 1 and AMC/A3CC will collaborate when there is a Mobility Mentor vacancy. AMC/A3CC will present a replacement recommendation to the DM4C for consideration and AMC/DA3-Ops approval.

## Chapter 4

### SELECTION AND APPROVAL PROCESSES

#### 4.1. DIRMOBFOR Pre-Designation Appointment Process.

4.1.1. Pre-designated DIRMOBFORs. AMC/A3C will maintain a Bench spreadsheet of DIRMOBFORs for each CCMD. This list is updated by AMC/A1L, and A3G / A3H advisors at least annually.

4.1.1.1. All Bench members should be prepared to participate in their aligned CCMD major/CJCS exercise(s).

4.1.2. Security Clearance. All DIRMOBFORs will have a Top Secret-SCI security clearance with caveats (SI/TK/G/HCS).

#### 4.2. DIRMOBFOR Selection for Deployment Process.

4.2.1. DIRMOBFOR 9AAJE UTC. The 9AAJE Unit Type Code (UTC) consists of the following personnel (See [Table 4.1](#)):

**Table 4.1. DIRMOBFOR 9AAJE UTC.**

Recommended Number	AFSC	Rank	Job Title	Position
1	090GO	Brig Gen	Officer	DIRMOBFOR
2	011M3	Col	Mobility Pilot	Deputy DIRMOBFOR
1	011M3S	Maj	Mobility Pilot, Airlift	Staff-Exec Officer/Future Operations Analyst
1	011M3T	Maj	Mobility Pilot, Tanker	Staff-Exec Officer/Future Operations Analyst
1	3F5X1	Enlisted	Administrative Enlisted Personnel	Staff

4.2.2. Requirement. USTRANSCOM/J3 forwards validated Combatant Commander DIRMOBFOR UTC request to AMC/A3 for sourcing.

4.2.3. DIRMOBFOR Availability. AMC/A1L will check availability of AMC (18 AF, USAF EC, and AMC Staff) members on the appropriate CCMD-aligned Bench. AMC/CGA, CRA, A3G, and A3H (as required) will check the availability of their CCMD-aligned Bench members using their vetting process. The finalized short list of those available for selection will be presented to A3CC who will coordinate with the DA3-Ops for approval.

4.2.3.1. When AFRC/ANG DIRMOBFORs are utilized to sustain an AEF rotational operation, members must be identified a minimum of 120 days prior to the required delivery date (RDD). This will ensure adequate time for orders processing, pre-deployment training, and orientation visits.

4.2.4. General Officer (GO) DIRMOBFOR and Colonel DIRMOBFOR/Deputy/AMC LNO requirements.

4.2.4.1. AMC/CC has delegated approval authority to the AMC/CD and AMC/A3 for all exercise and real-world events requiring a GO DIRMOBFOR.

4.2.4.1.1. AMC/A3G will coordinate with AMC/CGA and NGB/HR to initiate a nomination process. A3G will inform A3CC of the ANG nominee.

4.2.4.1.2. AMC/A3H will coordinate with AMC/CRA, AFRC/DA3, applicable NAF, and AFRC/REG to initiate a nomination process. A3H will inform A3CC of the AFRC nominee.

4.2.4.2. AMC/DA3-Ops is the approval authority for all exercises and real-world events requiring a Colonel DIRMOBFOR, Deputy DIRMOBFOR, or AMC LNO.

4.2.5. Training. DA3-Ops will determine if the tasked DIRMOBFOR requires additional training (e.g., airdrop, additional exercise participation).

### **4.3. DIRMOBFOR Staff Selection Process.**

4.3.1. Support Staff. Once identified, the DIRMOBFOR may identify a support staff, preferably knowledgeable in the operational C2 environment, from their home unit or notify AMC/A3CC to initiate FAM sourcing. The DIRMOBFOR staff consists of two 011M3 rated officers (executive officer / future operations analyst) and one 3F5X1 administration enlisted personnel. Liberal rank and Air Force specialty code (AFSC) substitutions are authorized as mission requirements dictate. The Deputy DIRMOBFORs are part of the staff but are selected by the same means as the DIRMOBFOR. Early selection of both the DIRMOBFOR and staff will facilitate the training and planning necessary for a successful operation or exercise.

### **4.4. DCAPEs Tasking Process.**

4.4.1. DIRMOBFOR. Normally, the DIRMOBFOR and staff are tasked in the Deliberate and Crisis Action Planning and Execution System (DCAPEs) using the 9AAJE UTC. The staff is usually tasked from resources in the DIRMOBFOR's home unit. If none are available, the DIRMOBFOR will notify AMC/A3CC to initiate FAM sourcing.

4.4.2. AMC LNO. AMC/DA3-Ops will notify AMC/A3CC when an AMC LNO has been selected to deploy. An AMC LNO will be tasked on a USTRANSCOM G-series unit line number (ULN) in DCAPEs using a 9AZ99 UTC (or until such time as an AMC LNO UTC is developed).

### **4.5. Pre-deployment Actions.**

4.5.1. Exercises and Wargames. DIRMOBFORs selected for exercises will make every attempt to contact the previous/last DIRMOBFOR to participate in the exercise. A roster of DIRMOBFORs from prior exercises is maintained on the DIRMOBFOR Global SharePoint page. DIRMOBFORs selected for wargames do not need to attempt contact with the previous/last DIRMOBFOR to participate in the wargame.

4.5.1.1. Exercises. DIRMOBFORs will attend a one-to-two day orientation at Scott AFB IL. The orientation includes USTRANSCOM, AMC, and 618 AOC, functional area visits and briefings. This orientation visit is set-up by AMC/A3C (AMC/DA3-Ops is waiver authority).

- 4.5.1.1.1. DIRMOBFORs should receive theater focused pre-mission training with subject matter experts. Topics may include the USTRANSCOM GOC, Lessons Learned, and various office calls.
- 4.5.1.1.2. DIRMOBFORs should be given an exercise specific scenario brief by the A3Y or A10N exercise planner, as appropriate for the specific exercise.
- 4.5.1.2. Wargames. DIRMOBFORs should be given a wargame specific scenario brief by the A8XC wargame planner, as appropriate for the specific wargame.
- 4.5.2. AEF/Contingency Operational Deployments. DIRMOBFORs selected for an AEF or Contingency Operational deployment will participate in a major/JCS exercise prior to deployment (AMC/DA3-Ops is waiver authority).
  - 4.5.2.1. AMC/A3 requires DIRMOBFORs selected for an AEF deployment to have airdrop familiarization. When an individual has minimal level of/no airdrop experience, AMC/A3C will coordinate airdrop orientation and observation training (AMC/DA3-Ops is waiver authority).
    - 4.5.2.1.1. Primary airdrop orientation and observation training venue is the Joint Readiness Training Center (JRTC) (Green Flag – Little Rock). An alternate venue is the Advanced Airlift Tactics Training Center (AATTC) at St. Joseph, MO.
    - 4.5.2.1.2. Airdrop orientation and observation training should be tailored for the individual. AMC/A3C will contact the selected DIRMOBFOR to determine the required level of training. The training may consist of C-130 and/or C-17 airdrop/airland capabilities, mission planning process, how airdrop loads are rigged/prepped, Aircraft Rescue & Firefighting (ARFF) requirements for LZ ops, and a familiarization flight (including night vision goggle (NVG) procedures).
  - 4.5.2.2. Time permitting, the DIRMOBFORs will attend a two day orientation at Scott AFB IL. The orientation includes USTRANSCOM, AMC, and 618 AOC, functional area visits and briefings. This orientation visit is set-up by AMC/A3C (AMC/DA3-Ops is waiver authority).
    - 4.5.2.2.1. The visit should include a visit to the Threat Working Group (TWG) and attendance at a TWG principal meeting.
    - 4.5.2.2.2. The orientation may require program read-ins by USTRANSCOM and AMC.
  - 4.5.2.3. The DIRMOBFORs may be required to visit a theater HQ/C-NAF for an orientation/briefing.

#### **4.6. Post Deployment Actions.**

- 4.6.1. Mission Debrief. Within 14 days of redeployment from a contingency or HA/DR operation, the DIRMOBFOR will contact AMC/A3E to determine if an after-action report (AAR) debrief with AMC/A3 is needed. See DIRMOBFOR Global SharePoint page for a sample AAR.
  - 4.6.1.1. The DIRMOBFOR will provide a copy of their AAR to AMC/A9L. AMC/A9L will facilitate posting of the report into JLLIS. AMC/A9A's email address is

[amc.a9a.operations@us.af.mil](mailto:amc.a9a.operations@us.af.mil). If the AAR is classified or sensitive, email it to [usaf.scott.amc-a9.mbx.a9a@mail.smil.mil](mailto:usaf.scott.amc-a9.mbx.a9a@mail.smil.mil).

#### **4.7. Funding and Man-days.**

4.7.1. Theater ULN. Funding information will be IAW theater reporting instructions and the theater comptroller alert message. The Unit Deployment Manager (UDM) is able to find the reporting instructions in the Air Force Reporting Instructions Tool (AFRIT) located on AEF Online.

4.7.1.1. For an ARC member needing man-days to support a theater ULN, a Military Personnel Appropriation (MPA) request should be made through current man-day allocation system IAW theater reporting instructions and theater comptroller alert message.

4.7.2. G-Series ULN, Orientations, Immersions and Exercise Spin-Up Events. Travel and per diem funding for ARC members (on MPA man-days – Title 10) filling an AMC tasked ULN will be funded by AMC/FMAO, orders should reference the operation or exercise Emergency or Special Program (ESP) code identified on the M4S. Member should immediately contact their unit CPTS/FMA office for funding assistance.

4.7.2.1. For an ARC member needing man-days, an MPA request should be initiated through the Manpower MPA Man-day Management System (M4S) by AMC/A3O (AMC/A3 man-day manager) with prior coordination from AMC/A3CC. AMC/A3O will ensure requirement is validated by AMC/A3CC prior to initiating the request in M4S.

4.7.3. Mobilization Assistant. Mobilization Assistant (MA) orders should be worked through their appropriate general officer or colonel Readiness Management Group (RMG).

4.7.4. Individual Mobilization Augmentee. Individual Mobilization Augmentee (IMA) orders should be worked through their local Unit Reserve Coordinator (URC) and their servicing RMG.

4.7.5. DIRMOBFOR Launch Process Handbook. Additional deployment information can be located in the DIRMOBFOR Launch Process Handbook located on the DIRMOBFOR Global SharePoint Page.



## Chapter 5

### AFNORTH DEFENSE SUPPORT TO CIVIL AUTHORITY (DSCA) OPERATIONS

**5.1. General.** The AFNORTH DIRMOBFOR is one of the most challenging air mobility tours due to the unique nature of the AOR with the various levels of local, county, state, and federal authority. As the magnitude of a crisis escalates, a higher level of authority may come into play, however, certain lower levels of authority may still be in charge. This escalation/de-escalation process requires knowledge of civil-military support and the limitations of military authority. A thorough understanding of DSCA is a prerequisite.

**5.2. References.** All DIRMOBFORs will be familiar with the following policies, procedures, instructions, and websites:

- 5.2.1. Joint Publication 3-28, *Defense Support of Civil Authorities*, 29 Oct 2018.
- 5.2.2. Air Force Doctrine, Volume III, Annex 3-17, *Air Mobility Operations*, 28 Jun 2019.
- 5.2.3. AFI 10-801, *Defense Support of Civil Authorities*, 23 Dec 2015.
- 5.2.4. J-CONOPS, *Joint Concept of Operations: Air Mobility Coordination for Crisis Response*, 16 Jul 2018.
- 5.2.5. NORAD. <https://www.norad.mil>
- 5.2.6. FEMA. <https://www.fema.gov/>
- 5.2.7. USNORTHCOM. <https://www.northcom.mil/>
- 5.2.8. CONR-1AF (AFNORTH). <https://www.1af.acc.af.mil/>
- 5.2.9. ARNORTH. <https://www.arnorth.army.mil/>

**5.3. Responsibilities.** The AFNORTH DIRMOBFOR is an air mobility facilitator and air mobility advisor to the AFNORTH/JFACC. The 601 AOC/AMD is available to assist the DIRMOBFOR in facilitating air movement efficiency and effectiveness, but does not fall under the direction of the DIRMOBFOR. DIRMOBFORs will coordinate with the AMD Chief or AOC Commander as necessary to facilitate effective air mobility operations. They are expected to establish necessary communications between AFNORTH, ANG/CAT, USNORTHCOM/J3, AMC, 618 AOC, USTRANSCOM/J3, and other organizations in order to ensure a common operating picture for all agencies involved in air mobility operations conducted by AFNORTH as the air component to USNORTHCOM.

**5.4. Training.** In addition to the training requirements listed in **Chapter 3** and **Chapter 4**, the following will be accomplished:

- 5.4.1. Defense Support of Civil Authorities (DSCA) Course. The DSCA course consists of two phases; Phase I is a CBT and Phase II is a 4-day in-residence course. Go to the DIRMOBFOR Global SharePoint page for DSCA registration details. Completion dates will be forwarded to AMC/A3CC. See the DIRMOBFOR Global SharePoint page for links to the courses.
- 5.4.2. Hurricane Immersion Training. One-time Hurricane Immersion Training will be conducted annually by AMC/A3CC prior to the start of the hurricane season. This training typically lasts two days in early May. Attendance is a requirement for all DIRMOBFORs

assigned to the DSCA/Hurricane Bench, which is a sub-Bench of the NORTHCOM/SOUTHCOM Bench. The DM4C will inform the active duty, ANG, and AFRC with the number of O-7s and O-6s they will be required to provide for this annual Bench requirement, and identify those requiring attendance at the annual training event.

**5.5. Reporting Instructions.** DIRMOBFORs will utilize the latest reporting instructions from AFNORTH/A1. O-7 DSCA/Hurricane DIRMOBFORs should coordinate a visit to the 601 AOC and 1AF with the 1AF/CS. If possible, they should in-process through PERSCO to obtain computer accounts and security badges. This will facilitate rapid operational setup during short-notice contingencies.

**5.6. Tasking.** All AFNORTH visits by DIRMOBFORs must be coordinated through 1 AF/CS. Generally, 1AF/CC will request DIRMOBFOR support for exercises through Joint Training Information Management System (JTIMS), and through a standing NORTHCOM EXORD for contingencies.

**5.7. Availability Roster.** AMC/A3C maintains the current DSCA Hurricane sub-Bench of all pre-designated AFNORTH DIRMOBFORs. To expedite call-up capability of the DIRMOBFORs who attended Hurricane Immersion Training, a schedule of availability will be produced by AMC/A3C prior to the start of hurricane season and continuously updated through the end of hurricane season.

**5.8. Re-deployment.** As the crisis or situation decreases to a level no longer requiring DIRMOBFOR support, the DIRMOBFOR will coordinate with 1AF/CS and AFNORTH/JFACC for re-deployment back to home station.

COREY J. MARTIN, Major General, USAF  
Director of Operations, Strategic Deterrence and  
Nuclear Integration

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFD, Volume III, Annex 3-17, *Air Mobility Operations*, 28 June 2019

AFI 10-1302, *Air Force Lessons Learned*, 29 July 2019

AFI 10-801, *Defense Support of Civil Authorities*, 22 December 2015

AFI 33-322, *Records Management and Information Governance Program*, 06 March 2020

AFPD 10-2, *Readiness*, 5 November 2012

JP 3-0, *Joint Operations*, 17 January 2017

JP 3-17, *Air Mobility Operations*, 5 February 2019

JP 3-33, *Joint Task Force Headquarters*, 31 January 2018

JP 3-28, *Defense Support of Civil Authorities*, 29 October 2018

J-CONOPS, *Joint Concept of Operations: Air Mobility Coordination for Crisis Response*, 16 July 2018.

***Prescribed Forms***

None

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**AAR**—After Action Report

**AATTC**—Advanced Airlift Tactics Training Center

**ACC**—Air Combat Command

**ADCON**—Administrative Control

**AEF**—Air Expeditionary Force

**AFCENT**—Air Forces Central

**AFD**—Air Force Doctrine

**AFI**—Air Force Instruction

**AFNORTH**—Air Forces Northern

**AFPD**—Air Force Policy Directive

**AFRC**—Air Force Reserve Command

**AFRICOM**—Africa Command

**AFSC**—Air Force Specialty Code  
**AFSOUTH**—Air Forces Southern  
**AMC**—Air Mobility Command  
**AMCI**—Air Mobility Command Instruction  
**AMD**—Air Mobility Division  
**ANG**—Air National Guard  
**AOC**—Air Operations Center  
**AOR**—Area of Responsibility  
**ARC**—Air Reserve Component  
**ARFF**—Aircraft Rescue & Firefighting  
**C2**—Command and Control  
**CBT**—Computer-Based Training  
**CCMD**—Combatant Command  
**CENTCOM**—Central Command  
**COMAFFOR**—Commander, Air Force Forces  
**DCAPES**—Deliberate and Crisis Action Planning and Execution System  
**DIRLAUTH**—Direct Liaison Authorized  
**DIRMOBFOR**—Director of Mobility Forces  
**DM4**—Director of Mobility Forces  
**DM4C**—DIRMOBFOR Council  
**DSCA**—Defense Support to Civil Authorities  
**EOS**—Expeditionary Operations School  
**ESP**—Emergency or Special Program  
**ETCA**—Education and Training Course Announcements  
**EUCOM**—European Command  
**FAST**—Fly Away Security Team  
**FEMA**—Federal Emergency Management Agency  
**GCC**—Geographic Combatant Commander  
**GO**—General Officer  
**HQ**—Headquarters  
**INDOPACOM**—Indo-Pacific Command  
**JCS**—Joint Chiefs of Staff

**JDDOC**—Joint Deployment Distribution Operations Center  
**JFACC**—Joint Force Air Component Commander  
**JFC**—Joint Force Commander  
**JLLIS**—Joint Lessons Learned Information System  
**JP**—Joint Publication  
**JRTC**—Joint Readiness Training Center  
**LNO**—Liaison Officer  
**LZ**—Landing Zone  
**M4S**—Manpower MPA Man-day Management System (M4S)  
**MAF**—Mobility Air Forces  
**MAJCOM**—Major Command  
**MPA**—Military Personnel Appropriation  
**MOU/MOA**—Memorandum of Understanding/Memorandum of Agreement  
**MSS**—Mission Support Squadron  
**NORTHCOM**—Northern Command  
**OPR**—Office of Primary Responsibility  
**PACAF**—Pacific Air Forces  
**RDD**—Required Delivery Date  
**RDS**—Records Disposition Schedule  
**RMG**—Readiness Management Group  
**SCI**—Special Compartmentalized Information  
**SOUTHCOM**—Southern Command  
**STRATCOM**—Strategic Command  
**TWG**—Threat Working Group  
**ULN**—Unit Line Number  
**URC**—Unit Reserve Coordinator  
**USAF**—United States Air Force  
**USAFE**—United States Air Forces Europe  
**USAFEC**—United States Air Force Expeditionary Center  
**USTRANSCOM**—United States Transportation Command  
**UTC**—Unit Type Code

## Attachment 2

## DIRMOBFOR COURSE QUOTA ALLOCATION PROCESS

Table A2.1. DIRMOBFOR Course Quota Allocation Process.

Action	Description	Timeline (NLT) D = Class Start Date	OPR	OCR(s)
AMC/A3C will initiate DIRMOBFOR Course Quota Allocation Process	Notify AMC/A1L, A3G, & A3H via email	D-120 days	AMC/A3C	AMC/A1L, A3G, & A3H
AMC/A1L, A3G and A3H will begin their respective components' vetting process and compile a list of candidates	Review senior leader rosters, check availability, and determine primary and alternate candidates IAW para 3.1.3.	D-120 days	AMC/A1L, A3G, & A3H	18 AF/DO USAF EC/3/4/5
AMC/A1L, A3G and A3H will provide a list of primary candidates to A3C		D-90 days	AMC/A1L, A3G, & A3H	AMC/A3C
AMC/A3C will review any other MAJCOM and AFSAT seat requests and reallocate as necessary.		D-90 days	AMC/A3C	MAJCOM/A1Ls AFSAT/DOX
AMC/A3C will ensure quota allocations are loaded with USAF EC/EOAR	Contact EC Registrar Office with allocations	D-75 days	AMC/A3C	USAF EC/EOAR
AMC/A3C will coordinate w/ AMC/A1L, A3G, & A3H to ensure their candidates are loaded into the course by AFPC		D-60 days	AMC/A1L, A3G, & A3H	
If seats were reallocated, selected MAJCOM/A1Ls and AFSAT/DOX will ensure their candidates are properly vetted and loaded with AFPC		D-60 days	MAJCOM/A1Ls AFSAT/DOX	