

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



AIR FORCE INSTRUCTION 13-103

19 NOVEMBER 2020

**PACIFIC AIR FORCES
Supplement**

30 DECEMBER 2024

***Nuclear, Space, Missile, Command and
Control***

**AIR COMPONENT HEADQUARTERS
AFFOR STAFF OPERATIONS,
READINESS AND STRUCTURES**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-Publishing.af.mil for downloading or ordering

RELEASABILITY: There are no restrictions concerning the release of this publication

OPR: AF/A3TY

Certified by: AF/A3T
(Maj Gen James A. Jacobson)

Supersedes: AFI 13-103, 19 August 2014

Pages: 76

(PACAF)

OPR: PACAF/CS

Certified by: PACAF/DCS

Supersedes: AFI13-103_PACAFSUP, 1 May 2015

Pages: 76

This publication implements Department of the Air Force Policy Directive (DAFPD) 13-1, *Command and Control (C2) Enterprise*. This publication applies to all civilian employees and uniformed members of the Regular Air Force (RegAF), the Air Force Reserve (AFR), and the Air National Guard. This AFI does not apply to the Civil Air Patrol or the United States Space Force. This document establishes Air Force (AF) standards for training and certifying personnel performing duties unique to an Air Force Forces (AFFOR) staff for component major commands (C-MAJCOM) or component numbered air forces (C-NAF). It defines the organizational structure, processes, and functions used by an AFFOR staff as part of an air component staff. Throughout this document, C-MAJCOMs and C-NAFs are referred to as “Air Force components.” For recommended changes and questions about this publication, contact the office of primary responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*, route AF Form 847 from the field through the appropriate functional chain of command in accordance with procedures in DAFI 33-360, *Publications and Forms Management*. This publication may be

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(PACAF) This supplement implements and extends the guidance of Air Force Instruction 13-103, *Air Component Headquarters AFFOR Staff Operations, Readiness and Structures*. This publication applies to Headquarters Pacific Air Forces (PACAF) civilian employees and uniformed members of the Regular Air Force, the Air Force Reserve, and the Air National Guard staff personnel. This supplement does not apply to the Civil Air Patrol or the United States Space Force. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) AFI 33-322, *Records Management and Information Governance Program*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field to PACAF/CSK. The authorities to waive wing, and unit level requirements in this publication are identified with a tier number (“T-0, or T-3”) following the compliance statement. See Department of the Air Force Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers for tiered or non-tiered compliance items through the chain of command to the appropriate tier waiver approval authority, utilizing guidance identified in DAFMAN 90-161. This publication may be supplemented at any level, but all supplements must be routed to the OPR of this publication for coordination prior to certification and approval. This publication may be supplemented at any level, but all supplements must be routed to the OPR of this publication for coordination prior to certification and approval.

SUMMARY OF CHANGES

This instruction has been substantially revised and therefore should be completely reviewed by concerned parties. Changes include a revised overview of the AFFOR staff and special experience identifiers. In addition, initial and mission certification and continuation training requirements have been updated based on three advanced distributed learning service (ADLS) courses and face-to-face training conducted by Air Combat Command (ACC), 505th Command and Control Wing.

(PACAF) This document has been substantially revised and needs to be completely reviewed. Major changes include the PACAF Business Rules providing staffing guidance, specific organizational roles and responsibilities, and revised AFFOR staff training requirements for steady state and Battle Staff operations.

Chapter 1—PROCEDURES AND CONCEPTS	5
1.1. Overview.....	5
1.1. (PACAF) Overview.	5
Chapter 2—PROGRAM MANAGEMENT ROLES AND RESPONSIBILITIES	7
2.1. Headquarters Air Force (HAF) Roles and Responsibilities.	7
2.2. HQ ACC staff directorates.....	7
Chapter 3—AIR COMPONENT HEADQUARTERS ORGANIZATION	13
3.1. General.....	13
3.2. Component-MAJCOM (C-MAJCOM).....	13
3.3. C-NAF.	13
3.4. JTF Headquarters (JTF HQ).	14
Table 3.1. Air Component Headquarters.	14
Figure 3.1. Air operations center and air component staff as different organizations.	16
3.5. Air Component Staff.....	16
Chapter 4—AIR COMPONENT STAFF RESPONSIBILITIES	18
4.1. General.....	18
4.2. Command Section.....	18
4.3. A-Staff.	19
4.4. Personal staff.....	34
4.5. Functional Advisors.....	42
4.6. (Added-PACAF) PACAF Watch Center (PAFWC) and Battle Staff.....	42
Chapter 5—AIR COMPONENT OPERATIONS	44
5.1. General.....	44
5.2. Operational Planning.	44
5.3. Operations.....	45
Table 5.1. Activities across the range of military operations.....	46
5.4. Command and Control (C2).....	46
Figure 5.1. Air component commander's decision cycle.....	47
5.5. Air Component Reporting.....	50
5.6. Air Component Commander Support Capabilities.	50
5.7. JTF HQ.	50

Figure 5.2.	Joint task force headquarters.....	51
Chapter 6—AIR COMPONENT STAFF READINESS AND TRAINING		52
6.1.	General.....	52
Table 6.1.	(Added-PACAF) HQ PACAF Air Component Staff Training Position Requirements.	54
6.2.	Individual Training Waivers.	54
6.3.	AFFOR Staff Training.	54
6.3.	(PACAF) AFFOR Staff Training.....	55
6.4.	Training Documentation.	60
6.5.	MAJCOM OPR Reportable Items.	60
Chapter 7—AFFOR STAFF OPERATIONS, READINESS, AND STRUCTURES SUPPLEMENT		61
7.1.	General.....	61
7.2.	Organization.....	61
Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION		62
Attachment 2—AFFOR STAFF EDUCATION AND TRAINING COURSES		72
Attachment 3—AFFOR MASTER TRAINING TASK LIST		74
Attachment 4—GLOSSARY OF LINKS		75
Attachment 5—AFFOR SYSTEMS/APPLICATIONS LIST		76

Chapter 1

PROCEDURES AND CONCEPTS

1.1. Overview. Almost without exception, a joint force commander (JFC) designates the Commander, Air Force forces (COMAFFOR) for a C-MAJCOM or C-NAF as the joint force air component commander (JFACC), and the resulting air component commander requires appropriately sized and configured C2 capabilities to effectively command and control the Air Force Service component and joint air forces made available for tasking. An air component commander's C2 capabilities should include an air component staff and an air Air Combat Command operations center (AOC). This AFI (AFI) provides guidance on an air component staff's organization, processes, and training required to accomplish its functions as an AFFOR staff as part of the air component.

1.1. (PACAF) Overview. This supplement defines the HQ PACAF organization, roles, responsibilities, relationships, and training of AFFOR Staff. It is supported by the additional publication of PACAFI 13-101 PACAF Command Relationships.

1.1.1. An AFFOR staff and its AOC work together to perform warfighting functions and tasks and assist the air component commander to fulfill air component responsibilities to the JFC. The air component staffs also help commanders of Air Force service components fulfill their United States Code Title 10 responsibilities for administration and support, which include the organization of service forces, control of resources and equipment, personnel management, logistics, individual and unit training, readiness, mobilization and demobilization, and discipline.

1.1.2. During smaller-scale contingencies or day-to-day operations, an air component commander may tailor capabilities or teams described herein and the division of workload between an AOC and air component staff depending upon the requirements of the air component commander, mission requirements, and resources available.

1.1.3. An AFFOR staff consists of functionally oriented directorates, sometimes also called an "A-Staff," a command section, a personal staff, and any required liaisons.

1.1.4. The AFFOR staff is responsible for the operational planning that occurs outside the air tasking cycle (e.g., contingency planning), to include the support of all phase requirements in the guidance for employment of the force, any joint strategic campaign plans, the global force management implementation guidance, and the global force management allocation plan.

1.1.5. The AFFOR staff is the vehicle through which the air component commander fulfills operational and administrative responsibilities for assigned and attached forces across the competition continuum. In the steady state, the AFFOR staff performs administrative responsibilities, to include organization, training, equipping, and sustainment of AFFOR. The AFFOR staff also plans, executes, and assesses operations in support of the combatant commander's (CCDR's) theater campaign strategies and plans.

1.1.6. The AFFOR staff must establish responsive RegAF and air reserve component (ARC) augmentation to provide exercise and contingency support across the competition continuum. **(T-1).** AFFOR staff should be prepared to use available resources until augmentation arrives and is integrated, making maximum use of total force integration, and support relationships.

1.1.7. The air component commander may prescribe other functional and specialty processes not provided in this AFI based on Combatant Command (CCMD) operations and activities, to include the declaration of certain Air Force forces as “organic” to an Air Force service component and the fulfillment of responsibilities specific to commercial support operations.

1.1.8. Specific air component’s, and ARC aligned air component unit’s, training program requirements are listed and explained in **Chapter 6**. Personnel should be designated and formally trained to support assigned missions.

1.1.9. Readiness Reporting. Air component staff readiness is reported in accordance with AFI 10-201, *Force Readiness Reporting*.

1.1.10. Higher headquarters inspections and staff assistance visits are scheduled and conducted in accordance with AFI 90-201, *The Air Force Inspection System*, and applicable major command (MAJCOM) supplements.

1.1.11. On behalf of the air component commander, an AFFOR staff develops, plans, monitors, executes, and assesses appropriate Service plans in support of the CCCR’s theater campaign plans. The AFFOR staff also helps the air component commander: develop steady-state strategy to support the CCCR’s strategy; contribute to the development of CCCR steady-state campaign plans and security cooperation country plans; develop campaign support plans in support of CCCR campaign plans; develop security cooperation country support plans in support of CCCR security cooperation country plans; recommend and implement policy and rules of engagement for the conduct of steady-state operations, including planning, execution, and assessment; and provide commander’s intent to inform tactical-level planning, execution, and assessment. On behalf of the air component commander, an AFFOR staff also develops program and budget requests that comply with CCCR guidance on warfighting requirements and priorities and informs the CCCR and any intermediate JFCs of program and budget decisions that may affect joint operation planning.

1.1.12. The AFFOR staff is responsible for translating strategic direction into operational requirements and tactical action. To do so, the AFFOR staff issues mission-type orders on behalf of the air component commander to direct the actions of subordinate units outside of the scope of the air or cyberspace tasking orders and to synchronize joint, interagency, intergovernmental, and multinational efforts toward desired end states. Examples of such orders may include setting a baseline force protection condition, directing the move of a unit to another operating base, and overseeing the execution of steady-state or security cooperation operations.

Chapter 2

PROGRAM MANAGEMENT ROLES AND RESPONSIBILITIES

2.1. Headquarters Air Force (HAF) Roles and Responsibilities.

2.1.1. Director of Training and Readiness, Deputy Chief of Staff for Operations (AF/A3T).

2.1.1.1. Provide policy, guidance and advocacy for the air component staff.

2.1.1.2. Serve as the HAF functional area manager (FAM) for the air component staff and the program element manager for the air component.

2.1.1.3. Provide oversight for the air component staff functional areas to include organizational constructs, training, operations and maintenance funding, unit type code development, and other related issues.

2.1.1.4. Be sized to the minimum level necessary to support CCMD requirements and provide a core capability for steady state (plan, assess and execute across normalized steady-state operations tempo), wartime/crisis surge (surge to the most likely wartime scenario until augmentation is available) and service functions.

2.1.1.5. Serve as the OPR providing policy, oversight and advocacy for Contingency Wartime Planning Course.

2.1.1.6. Serve as OPR providing policy, oversight and advocacy for the joint air operations planning course.

2.1.2. Director of Cyberspace Operations and Warfighter Communications, Deputy Chief of Staff for intelligence, surveillance, reconnaissance (ISR) and cyber effects operations (AF/A2/6C/A3C).

2.1.2.1. Serve as the HAF lead for cyberspace warfare operations and associated capabilities.

2.1.2.2. Provide oversight and advocacy for cyberspace effects operations and warfighter communications concepts, planning, and execution.

2.1.2.3. Publish or delegate guidance concerning the command and control of cyberspace operations.

2.1.3. Director of Strategy, Posture, and Assessments, Deputy Chief of Staff for Strategic Plans and Requirements, AF/A5S.

2.1.3.1. Serve as OPR for campaign support planning.

2.1.3.2. Serve as OPR for United States Air Force (AF) Steady-State Campaign Support Planners' Course.

2.2. HQ ACC staff directorates.

2.2.1. ACC is the C2 core function lead and designated as the lead command.

2.2.2. Directorate of Manpower and Personnel, Personnel Division (ACC/A1K).

2.2.2.1. Assist Directorate of Training and Readiness C2 ISR Operations Division (ACC/A3C). ACC/A3C and coordinate with Air Force Personnel Center (AFPC) to update the AFFOR training personnel processing codes for officer and enlisted assignments.

2.2.3. ACC/A3C.

2.2.3.1. Support the development and publication of policy and guidance, HAF and MAJCOM-level instructions and management and oversight of all air component staff training.

2.2.3.2. Lead the development of air component staff tactics, techniques, procedures, and future concepts.

2.2.3.3. Review and provide Directorate of Air and Space Operations (ACC/A3) with approval recommendation for the air component formal training courses and any air component courseware content, training tasks, and syllabi in accordance with AFI 36-2670, *Total Force Development*.

2.2.3.4. Provide oversight for development, coordination, and approval of standardized master initial certification training (ICT) task lists for air component personnel.

2.2.3.5. Establish specific ICT, general mission certification training (MCT) and continuation training requirements.

2.2.3.6. Lead development of air component training distance learning content.

2.2.3.7. Collaborate with other MAJCOMs concerning air component training guidance and resources.

2.2.3.8. Coordinate with air components' operations, plans and requirements (A3) staff on Service, joint and combined exercise training objectives.

2.2.3.9. Coordinate with ACC/A1K and AFPC, as required, to update the air component training personnel processing codes for officer and enlisted assignments.

2.2.3.10. Assist Deputy Chief of Staff, Operations, Directorate of Operations and Training (AF/A3O) to develop, in coordination with MAJCOMs, unit type codes in accordance with AFI 10-401, *Air Force Operations Planning and Execution*, for geographic/functional AFFOR staff positions.

2.2.3.11. Support air component staffs in development of an ARC augmentation plan for the air component staff in coordination with MAJCOMs, the national guard bureau (NGB) and AFR.

2.2.3.12. Serve as the joint air operations planning course training resource quota identifier manager for ACC. 2.2.3.13. Coordinate with air components' A3 staff/training managers on scheduling military personnel attendance at joint air operations planning course.

2.2.4. Directorate of Plans, Programs, Requirements and Analysis, AOC/AFFOR division (ACC/A5C).

2.2.4.1. Serve as OPR for air component C2 capability sustainment, modernization and requirements development through the Joint Capabilities Integration and Development System process and Section 804 of Public Law 114-92, *National Defense Authorization Act for Fiscal Year 2016*, as required.

2.2.4.2. Serve as OPR for air component C2 inputs into the C2 Core Function Master Plan.

2.2.5. Component AFFOR functional area managers.

2.2.5.1. Provide oversight and management of training programs and guidance for subordinate units.

2.2.5.2. Coordinate and prioritize for military personnel appropriation and travel funding required for air component ARC staff augmentation during surge and exercise operations.

2.2.6. Air component commander.

2.2.6. **(PACAF)** Commander Pacific Air Forces (COMPACAF). COMPACAF serves administratively and operationally as the Commander of Air Force Forces (COMAFFOR) in the USINDOPACOM theater. In addition to being COMAFFOR, COMPACAF is designated as the Theater Joint Force Air Component Commander (TJFACC), Theater Area Air Defense Commander (TAADC), and Theater Airspace Control Authority (TACA). This supplement only refers to his/her role as COMAFFOR. Refer to PACAF Instruction 13-101, PACAF Command Relationships, for more information.

2.2.6.1. Organize the air component staff to perform air component functions and develop unit type codes for geographic/functional air component staff positions in coordination with lead and parent MAJCOM, as required.

2.2.6.2. Support development of air component operational tactics, techniques, and procedures to maximize the air component staff's ability to execute the mission.

2.2.6.3. Collaborate with ACC/A3C concerning air component staff training, guidance and resources.

2.2.6.4. Collaborate with Air Education and Training Command Special Missions Division (AETC/A3Q) concerning air component staff training for irregular warfare, building partnership, theater security cooperation planning and execution training, guidance, and resources.

2.2.6.5. Ensure to the maximum extent possible, training and certification requirements are met for all personnel, to include augmentation personnel. Ensure specific training and certification requirements are met for all personnel, to include augmentation personnel, are identified in supplements to this AFI.

2.2.6.6. Designate an air component staff training manager (RegAF or ARC).

2.2.6.7. Designate an office of functional area manager oversight in accordance with AFI 10-401.

2.2.7. Air component staff training manager.

2.2.7. **(PACAF)** PACAF/CSK is designated as the HQ PACAF AFFOR Staff Training Manager.

2.2.7.1. Manage the unit air component staff training program and serve as the air component commander's point of contact for applicable training.

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

2.2.7.2. (PACAF) Directors will designate directorate and/or division Training Liaison Officers (LNO). Training LNOs will coordinate with the staff training manager to plan, develop, manage, and implement the staff training program.

2.2.7.3. Ensure the air component staff training is accomplished and documented in accordance with this AFI and approved local supplements or operating instructions.

2.2.7.3. (PACAF) Training documentation shall be posted online and made available to the Training LNOs.

2.2.7.4. Produce an annual training plan. Coordinate annual training plan with ARC aligned units to achieve maximum integrated training.

2.2.7.5. Report air component staff training program status, limiting factors and recommendations to the commander or designated representative as directed.

2.2.7.6. Coordinate air component training course allocations with the 505th Command and Control Wing through the 705th Training Squadron quota management team.

2.2.7.7. Provides inputs to ACC/A5C or functional MAJCOM point of contact for annual air component staff C2 requirements as required. **Note:** The air component commander may delegate training manager duties to their respective A3 to ensure operational requirements are addressed.

2.2.8. HQ Air Force Personnel Center (AFPC).

2.2.8.1. Manage personnel processing codes to AFPC/DP3 (relocations) AFPC.DP3AM.Relocations@us.af.mil.

2.2.8.2. Judge Advocate General, Professional Management, manages Judge Advocate assignments and handles the AFFOR staff training requirements for Judge Advocate personnel.

2.2.9. HQ Air Force Materiel Command. Provide ACC/A3C updates and changes to agile combat support processes to ensure air component staff training and exercises reflect current practices.

2.2.10. HQ Air Education and Training Command.

2.2.10.1. Provide AETC/A3Q updates/changes as required in coordination with Air Force International Affairs (SAF/IA) and AF/A3T.

2.2.10.2. Maintain and sustain air component staff education courses, as required.

2.2.10.3. Maintain and sustain the Contingency Wartime Planning Course.

2.2.10.4. Provide ACC/A3 with joint warfighting competencies.

2.2.10.5. Provide relevant oversight to education and training venues to support ACC as the lead OPR to integrate with and influence joint force mission partners and lead joint forces.

2.2.10.6. Identify additional and emerging training resources for air component personnel development, course content, and training/developmental delivery through professional continuing education.

2.2.10.7. Maintain and sustain the joint task force (JTF) Headquarters Basic Course in both resident “Steady State” Planner version and JTF or Operations-tailored mobile education delivery format through the Curtis E. LeMay Center for Doctrine Development and Education.

2.2.11. Air Reserve Component (NGB and AFR).

2.2.11.1. Ensure, to the maximum extent possible, NGB and AFR members are trained in air component staff planning and operations, conduct regular training, perform theater visits, and perform collaborative planning.

2.2.11.2. Provide HQs oversight for all ARC units associated with air component staff. If required, NGB and AFR ensure specific training and certification requirements for these units are identified in supplements to this AFI.

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

2.2.11.4. Obtain resources (funding, man-days, etc.) for courses and exercises not funded as a requirement outlined in this document.

2.2.11.5. Coordinate with NGB/A1DC and Air Force Reserve Command (AFRC)/A3T for AR aligned units to obtain training course allocations from the 505th Command and Control Wing through the 705th Training Squadron Quota Management Team.

2.2.11.6. Coordinate the ARC augmentation plan with supported air components, in conjunction with AF/A3O and ACC/A3C for the air component staff to include geographic or functional alignments to one or more air components.

2.2.11.7. Identify, associate and designate selected ARC units for dedicated air component staff support. These units are considered essential and first line associated forces for their respective air component staff.

2.2.12. AFFOR ARC Unit Commanders. .

2.2.12.1. Collaborate via NGB/AFR, with ACC/A3C and other supported MAJCOMs concerning air component staff training resources, requirements, limitations and opportunities (formal schools).

2.2.12.2. Ensure unit annual training plan is coordinated, published, monitored and documented to meet requirements of providing combat-ready augmentation for aligned air components as well as global deployment of personnel.

2.2.13. Air Force Reserve and Air National Guard advisors. Air Force Reserve and Air National Guard advisors may be assigned by the COMAFFOR to support ARC issues.

2.2.14. Ninth Air Force.

2.2.14.1. Transition into a Global/Immediate Response Force aligned, service retained, JTF capable unit.

2.2.14.2. Provide a core of a service retained JTF staff.

2.2.14.3. Establish a model that provides leadership, best practices, research, support and joint training to the air component headquarters.

2.2.15. Deputy Chief Information Officer (SAF/CN).

2.2.15.1. Serve as the HAF lead for enterprise information technology and cybersecurity.

2.2.15.2. Designs and implements command and control mechanisms for the operation, maintenance, and protection of Air Force enterprise networks.

Chapter 3

AIR COMPONENT HEADQUARTERS ORGANIZATION

3.1. General. The air component is responsible for supporting CCDR requirements across the range of military operations and at all levels of war. A C-MAJCOM or a C-NAF is the air component to each unified CCMD. **Figure 3.1** depicts an example of an air component headquarters organization. Units shall specify approved variances to **Figure 3.1** in a unit supplement to this AFI. **(T-3).** Any proposed variances must first be approved via an organization change request outlined in AFI 38-101, *Manpower and Organization*. **Table 3.1** depicts air component headquarters. **(T-2).**

3.2. Component-MAJCOM (C-MAJCOM).

3.2.1. A C-MAJCOM is a MAJCOM that is the AF component to a unified CCMD. It is commanded by the air component commander and includes supporting staff, one or more C-NAFs/numbered air forces, and all assigned and attached forces. The C-MAJCOM AFFOR staff integrates component activities across all competition continuum. It supports the COMAFFOR in developing policy, formulating strategic level guidance, conducting administrative management functions, and executing CCDR Title 10 responsibilities to accomplish assigned missions, organize forces, and provide authoritative direction over joint training; this includes support related to Title 10 and Code of Federal Regulations Title 22, *Foreign Relations Security Cooperation* activities.

3.2.2. The C-MAJCOM, when supported by a C-NAF, is responsible for organize, train and equip for the MAJCOM. When not supported by a C-NAF, it must perform all Title 10 responsibilities, to include organize, train and equip. **(T-1).** **Note:** During conflict, the C-MAJCOM should minimize its role in managing Service Secretary Title 10 functions (e.g., organize, train, equip, etc.) as necessary when these roles do not directly influence operational mission requirements or impact to support the CCDRs. The C-MAJCOM staff should not duplicate the functions of the C-NAF staff or AOC/operations center (OC). When the C-MAJCOM commander is the CCDR's theater COMAFFOR, the JFC or the COMAFFOR may designate a theater JFACC. Refer to Air Force Doctrine, Annex 3-0, *Operations and Planning*, for additional information on component relationships and roles. Some MAJCOMs are both C-MAJCOMs and lead MAJCOMs and may support both CCDR and Secretary of the Air Force functions respectively. C-MAJCOM commanders may elect to combine C-MAJCOM and C-NAF functions to achieve enhanced efficiency, effectiveness or responsiveness to Combatant Commands.

3.2.3. **(Added-PACAF)** PACAF is a C-MAJCOM and the Air Component to USINDOPACOM. HQ PACAF is the Air Component Headquarters with the Air Operations Center (AOC) aligned under the PACAF A3/A6 directorate. HQ PACAF executes operational and warfighting missions outside of the Korean theater, refer to PACAF Instruction 13-101, PACAF Command Relationships, for more information.

3.3. C-NAF.

3.3.1. A C-NAF is a specialized category that is structured to perform an operational and warfighting mission in support of a unified or subordinate unified CCMD. The C-NAF is a command echelon directly under a C-MAJCOM/MAJCOM. When the C-NAF is part of the

C-MAJCOM, the C-NAF plans, commands, controls, executes and assesses all-domain operations and capabilities across the range of military operations. A C-NAF supports the air component commander at the operational level. When designated as the air component to a unified CCMD, the C-NAF supports the CCDR at the operational level, and the C-NAF commander is the air component commander.

3.3.2. When the C-NAF is part of the C-MAJCOM, the C-NAF - in concert with its AOC and staff - is the primary operational-level headquarters element designed to support the air component commander. The C-NAF commander will provide command and control of those forces in contingency operations as a COMAFFOR, air component commander, JFACC and/or JTF commander, as required. **(T-2)**. At a minimum, the C-NAF consists of an air component staff and an AOC/OC. Air component forces and units will be assigned or attached as required to support the unified CCMD. **(T-2)**. C-NAF responsibilities may vary depending on the capabilities provided by the MAJCOM.

3.4. JTF Headquarters (JTF HQ).

3.4.1. Air components assigned to combatant commands should be prepared to function as a JTF HQ, while simultaneously functioning as a service component to the JTF and JFACC as required.

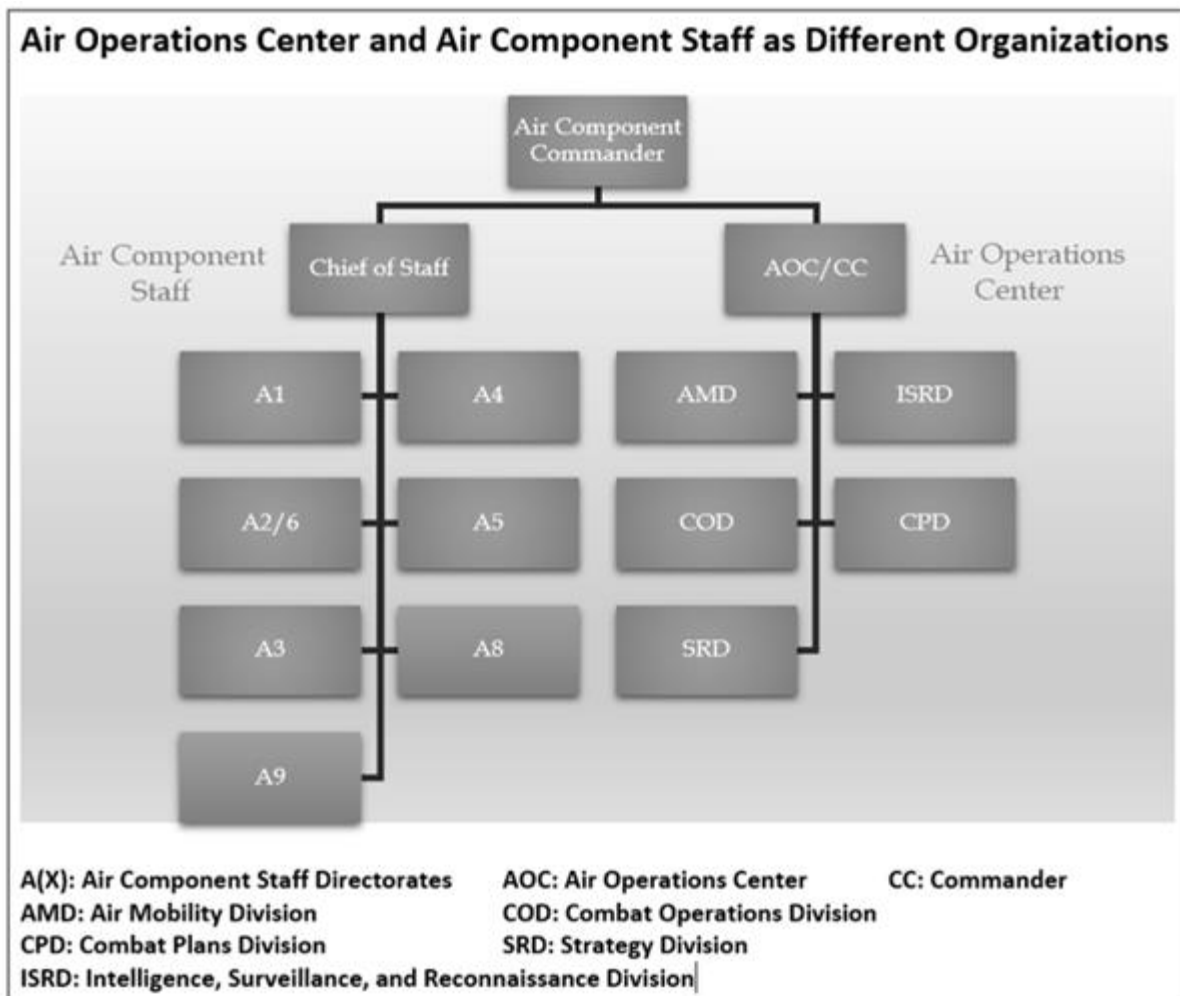
3.4.2. The C-MAJCOM/C-NAF air component staff should be prepared to establish the core of the JTF HQ staff and establish a joint OC, as required. Standup of a JTF HQ requires significant pre-planned augmentation from the geographic CCMD staff, other services, and C-MAJCOMs/MAJCOMs to round out the JTF HQ staff and OCs.

Table 3.1. Air Component Headquarters.

Combatant Command (CCMD)	C-MAJCOM	C-NAF(s)
United States European Command (USEUCOM) & United States Africa Command (USAFRICOM)	United States Air Forces in Europe (USAFE) Air Forces Africa (AFAFRICA)	3AF (AIR FORCE EUROPE)
United States Central Command (USCENTCOM)	N/A	United States Air Forces Central (USAFCENT)
United States Northern Command/ The North American Aerospace Defense Command (USNORTHCOM/NORAD)	N/A	CONR-1AF Air Forces Northern (AFNORTH)
United States Forces Korea (USFK)	N/A	7AF Air Forces Korea (AFKOR)
United States Indo-Pacific Command (USINDOPACOM)	Pacific Air Forces (PACAF)	N/A
United States Special Operations Command (USSOCOM)	Air Force Special Operations Command (AFSOC)	N/A

United States Southern Command (USSOUTHCOM)	N/A	12AF Air Forces Southern (AFSOUTH)
United States Strategic Command (USSTRATCOM)	(Air Force Global Strike Command (AFGSC)	8AF Joint-Global Strike Operations Center (J-GSOC) (AFSTRAT-Air)
United States Transportation Command (USTRANSCOM)	Air mobility command (AMC)	N/A
United States Cyber Command (USCYBERCOM)	N/A	16AF (AFCYBER)
United States Space Command (USSPACECOM)	N/A	N/A

Figure 3.1. Air operations center and air component staff as different organizations.



Note: A group/squadron organizational construct may be requested in place of the standard center/division construct for AOC/OCs via the organization change request process outlined in AFI 38-101. In a C-MAJCOM construct, MAJCOMs may request that the AOC report directly to the A3 as a field operating agency. This request requires Secretary of the Air Force certification to Congress that there is a manpower or financial savings to the Department of the Air Force by creating a field operating agency.

3.5. Air Component Staff. Director of ISR (A2/6C).

3.5.1. The air component staff comprises assigned and attached personnel whose function is to support and assist the air component commander in preparing the air component to carry out the functions and tasks assigned by the JFC. A command section, personal staff, A-staff and a variety of cross-functional teams may be used to support the air component commander.

3.5.2. The air component staff coordinates across the C-MAJCOM/C-NAF, AOC/OC when assigned, and with the CCMD staff as required, to help fulfill the air component commander's full range of responsibilities and to synchronize overall service component staff efforts within the air component commander's battle rhythm. Depending upon level/type of mission,

configure the air component staff appropriately and integrate various disciplines in a cross-functional team approach for planning and execution.

Chapter 4

AIR COMPONENT STAFF RESPONSIBILITIES

4.1. General. The air component staff supports air component requirements and integrates air component capabilities into the CCDR's joint force planning in coordination with an AOC/OC and other OCs. The staff implements and establishes the air component commander policies and procedures (supplemental to CCDR policies and procedures) within the theater of operations. The air component commander is the single commander of an air component assigned or attached to a JFC. The air component staff must establish processes to ensure integration with the CCMD staff, other service component staffs, the C-MAJCOM, the C-NAF, subordinate units, partner nations, governmental and non-governmental agencies for all phases of military operations. **(T-1).** The air component staff plans, organizes, conducts and assesses steady-state campaign activities in support of the CCDR's campaign plan and conducts service, joint and multinational exercises. Air component tasks and responsibilities may include command section support, public affairs (PA) office, protocol office, staff judge advocate office, strategic level theater security cooperation planners, and base operating support liaisons (as required to ensure the component receives the required support). Establishing a transition plan, to include command structures prior to a crisis scenario, is essential to continuity of operations. Command relationships should be in accordance with Joint Publication (JP) 1, *Doctrine for the Armed Forces of the United States*, policy or per Secretary of Defense operational/contingency orders. Air component staffs will establish command and control relationships (i.e., operational control, tactical control, support). As an example, the formation/reception of new units (coalition, joint, service, etc.) within a theater and the ability to effectively command and control those units is an essential element of planning. **(T-2).**

4.2. Command Section. The command section is typically comprised of the commander, deputy/vice commander, chief of staff, command chief master sergeant, executive assistant, and appropriate administrative support personnel forming the commander's support staff.

4.2.1. Chief of staff. The chief of staff is a member of the C-MAJCOM or C-NAF command section and coordinates/directs activities of the air component staff. The chief of staff responsibilities include:

4.2.1.1. Approve actions, orders, and plans, as authorized by the air component commander.

4.2.1.2. Ensure air component commander decisions and concepts are implemented by directing and assigning staff responsibilities.

4.2.1.3. Formulate staff policies, review staff actions for adequacy and proper coordination, and ensure required liaison is established with supporting agencies and commands, host nations, the JFC, and other components.

4.2.1.4. Act as the commander's critical information requirements process manager.

4.2.1.5. Coordinate between the air component staff and AOC/OC to de-conflict higher headquarters tasking (Air Staff and CCDR staff).

4.2.1.6. Provide support and guidance toward synchronizing and integrating operational planning processes. This includes the establishment of coordinating mechanisms with

SAF/IA and country security cooperation offices in support of security cooperation activities. Additional SAF/IA roles and responsibilities can be referenced in HAFMD 1-6, *International Affairs*.

4.2.1.7. Manage air component knowledge management processes and appoint a knowledge management officer. The knowledge management office responsibilities include:

4.2.1.7.1. Coordinate processes between staffs and ensures accurate and focused information is delivered in a timely manner.

4.2.1.7.2. Develop the knowledge management plan in accordance with CJCSM 3130.01A, *Campaign Planning Procedures and Responsibilities*, to support activities and processes as part of daily mission execution.

4.2.1.7.3. Collaborate with the AOC/OC communications personnel and the air component staff A6 to facilitate technology, architecture, information and data exchange.

4.2.1.7.4. Support plans development as member of the operations planning group (OPG) and long-range planning group.

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

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

4.2.2.2. Communicate with the commander on problems, concerns, and morale.

4.2.2.3. Assess factors influencing morale/well-being of the enlisted force and provide recommendations.

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

4.2.3. Command support staff. The command support staff provides executive service and orderly room support for the commander.

4.2.3. (PACAF) The PACAF Business Rules provides command staffing guidance for HQ PACAF, NAFs, and Wings and establishes the Enterprise Task Management Software Solution (ETMS2) as the primary system for assigning and managing tasks. The business rules are maintained by HQ PACAF Chief of Staff Executive Services and is located on the PACAF unclassified SharePoint site.

4.3. A-Staff.

4.3.1. The A-staff, in conjunction with other components, services, interagency, and multinational members, are responsible for developing or contributing to the air component commander theater strategy, operation plans, concept plans, operation orders, campaign support plan and country plans. The A-staff functions may be combined (e.g., A4, A3/5, etc.) as the air component commander deems appropriate. A-staff director positions should be at

experience levels commensurate to the scope of the position. Hiring authorities can consider graduated group or wing commanders depending on the scope of mission and responsibility. **Note:** C-MAJCOM A-staff and the C-NAF A-staff should not duplicate functions. When there is both a C-MAJCOM and C-NAF assigned as part of the air components, the primary A-staff functions may be imbedded in the C-MAJCOM/C-NAF. C-MAJCOMs may accomplish C-NAF functions as a shared staff depending on specific resource and organizational constraints.

4.3.1. **(PACAF)** HQ PACAF A3, A5, A6, and A8 staff functions are combined into the A3/A6 and A5/A8 directorates.

4.3.2. Manpower, Personnel, and Services (A1). The director of manpower, personnel and services is the principal advisor to the air component commander for organizational actions, deployed manpower requirements, personnel policy, procedures, and administration, and for the force support functions (leadership, manpower, personnel, services, education and training, equal opportunity, and airman and family readiness). The director advises on the force support capabilities (equal opportunity/human relations education, protocol, mortuary affairs, manpower management, total force accountability, personnel program operations, casualty reporting, food operations, fitness operations, lodgment of forces, recreation and resale operations, developing Airmen education and training, and airman and family readiness), which are key to combat support planning, course of action development and selection. The A1 Staff responsibilities include:

4.3.2.1. Advise on total force accountability, to include contractors authorized to accompany the force as defined in JP 4-10, *Operational Contract Support*.

4.3.2.2. Monitor assigned/attached unit strengths, including contractors authorized to accompany the force, by means of daily personnel status reports.

4.3.2.3. Advise the air component commander and staff on unit replacement plans and status.

4.3.2.4. Calculate requirements for equipment and facilities and develop plans to ensure force support functions are programmed and budgeted to meet operation plan requirements and support existing operations.

4.3.2.5. Calculate requirements for operational and fresh ration support and war reserve material to provide food service support and bed down support to personnel (contractors authorized to accompany the force, when authorized) deployed to the theater.

4.3.2.6. Develop, maintain and execute plans to provide mortuary support for operations, to include coordinating with the command joint mortuary affairs office.

4.3.2.7. Serve as service component lead, when designated, for JTF joint manning document development and coordinate with sister services for joint manning document sourcing.

4.3.2.8. Coordinate with Air Force installation and mission support center (AFIMSC) Air Force services center (AFSVC) to establish requirements that provide morale, welfare and recreation programs to support personnel, including contractors authorized to accompany the force when authorized, deployed to the theater.

4.3.2.9. Through the AFSVC, coordinate to establish requirements for Army and Air Force Exchange Service and Armed Forces Entertainment planning within theater.

- 4.3.2.10. In collaboration with AFSVC and AFPC, develop, maintain and execute plans to provide library and education programs within the theater.
- 4.3.2.11. Advise and assist with contingency policy, procedures and programs to include, but not limited to, staff augmentation, performance reporting, and awards and decorations.
- 4.3.2.12. Operate and maintain contingency manpower and personnel management systems. AFIMSC FAMs can provide reach back support for AFFOR Force Support FAMs when support is required.
- 4.3.2.13. Ensure personnel support for contingency operations teams comply with casualty reporting procedures outlined in AFI 36-3002, *Casualty Services*.
- 4.3.2.14. Advise and assist to determine manpower and organization requirements including structure of organizations, documenting manpower requirements, and identifying available assigned or attached manpower resources. Participate in the development of the air expeditionary task force (AETF) structure and ensure the development of organizational and commander orders.
- 4.3.2.15. Support the operational planning process by codifying requirements in annexes to operation plans, concept plans, campaign support plans, expeditionary support plans, noncombatant evacuation plans, etc. Process includes developing plans and budgets to support planned-for and emerging bed down requirements, as well as calculating and identifying requirements for war reserve materiel facilities and equipment.
- 4.3.2.16. Support plans development as a member of the OPG and long range planning group, combat support synchronization working group, and other assigned working groups as required.
- 4.3.2.16. **(PACAF)** Member of the PACAF Executive Operations Planning Group (EOPG), Long Range Planning Group (LRPG), Combat Support Planning Group (CSPG), and other assigned working groups as required.
- 4.3.2.17. When a shared AFFOR staff construct is used, A1 establishes written guidance for coordination between the air components, AOC/OC and the CCMD for operational requirements and support. Mission directives should be revised to reflect staff assignments.
- 4.3.2.18. In collaboration with HQ AETC, establish and execute policy, guidance, and direction regarding joint training, career development, and talent management.
- 4.3.2.19. In collaboration with the ARC, maintain, coordinate, plan and source man-day funding for ARC augmentation when there are gaps for the active duty requirement(s).
- 4.3.2.20. Ensure that all requests for service contracts consider the risk to mission and risk to force of using contract support in wartime or other contingency response scenarios.
- 4.3.2.21. In conjunction with A3, determine and request staff augmentation/manning assist requirements in accordance with AFI 36-2110, *Total Force Assignments*. AFIMSC MAJCOM functional managers, through AFPC, can assist with determining appropriate units to fulfill manning assist requirements.
- 4.3.3. A2/6C. The Director of ISR is the air component's senior intelligence officer. This senior officer is responsible for overall orchestration and direction of the ISR enterprise, and

the principal advisor to the air component commander and staff on all ISR matters including the synchronization and orchestration of all air, cyber and national ISR assets, planning and direction, collection, processing and exploitation, analysis and production, and dissemination and integration of air component ISR capabilities in the theater. The director is responsible for integrating, synchronizing, and leading the ISR enterprise on behalf of the air component commander, if the air component commander is so assigned, in accordance with appropriate policy, guidance and this AFI. The A2/6C responsibilities include:

- 4.3.3.1. Develop ISR policy and directs ISR-related strategy and planning, intelligence analysis, and ISR force management, in support of the air component commander in coordination with the CCMD, J2, headquarters staff and subordinate and supporting units as appropriate.
- 4.3.3.2. Execute sensitive compartmented information (SCI) management, SCI personnel security requirements, and SCI facility management for assigned air component forces.
- 4.3.3.3. Apprise the air component commander of foreign developments, both in theater and globally, that may affect friendly planning and operations.
- 4.3.3.4. Provides current intelligence briefings, focused-intelligence studies and assessments, and informational background papers or e-publications, and analytic products to the air component commander and staff.
- 4.3.3.5. Perform analysis of foreign developments; conduct intelligence preparation of the operational environment in order to support planning, operations and air component commander decisions.
- 4.3.3.6. Lead ISR integration into air component headquarters threat working groups and/or antiterrorism/force protection working groups. Ensure threat intelligence is provided for all air component activities, operations, and installations.
- 4.3.3.7. Develop and manage air component commander, priority intelligence requirements and intelligence-related notification criteria, in accordance with service and joint guidance, while also coordinating efforts across the headquarters staff and subordinate and supporting units to define and submit ISR contributions to the commander's critical information requirements.
- 4.3.3.8. Oversee and co-lead with A3 any theater-specific tactics analysis and reporting program effort.
- 4.3.3.9. Serve as the Air Force's Defense Human Intelligence Executor, at the component level, and as such review and approve all required human intelligence activities.
- 4.3.3.10. Carry out component-level FAM duties in accordance with AFI 10-401, and global force management processes to include identification and submission of air component, theater-based requirements in support of CCMD operations and missions.
- 4.3.3.11. Provides requirements and support to develop and establish functioning tasking, collection, processing, exploitation, and dissemination architectures for ISR sensors and assets.

- 4.3.3.12. Lead component ISR planning and programming efforts related to established ISR capabilities, quick-reaction capabilities, emergent requirements, and interim solutions and initiatives.
- 4.3.3.13. Provides unit support functions for air component assigned/attached units in areas of ISR-related staffing, information systems, analysis, and support that contribute to air component strategy, planning, operations, and assessment.
- 4.3.3.14. Ensure integration of ISR and conduct ISR specific planning for joint and Service exercises on behalf of the air component.
- 4.3.3.15. Serve as a member of the OPG/long-range planning group. Coordinate ISR inputs and responses to OPG and long-range planning group efforts. Provide ISR input to CCMD and component strategy development.
- 4.3.3.16. Develop plans for and execute ISR-focused theater engagement activities in coordination with strategy, integration and requirements (A5) and CCMD counterparts.
- 4.3.3.17. Manage Defense Intelligence Agency approved systems to integrate ISR capabilities and command, control, communications, computers, ISR systems; evaluate/engineer technical solutions, as required.
- 4.3.3.18. Identify and coordinate unique ISR systems and networks requirements with functional points of contact at local and wing level for common user computer user systems support, particularly Non-secure Internet Protocol Router Network and Secure Internet Protocol Router Network.
- 4.3.3.19. Manage and protect SCI, including securing and operating Air Force joint worldwide intelligence communications system (AF JWICS) equipment in the theater.
- 4.3.3.20. A2/6C is the functional IT focal point for AF JWICS and may establish support agreements with local base communication squadrons, component numbered Air Force communications entities, and/or air communication squadrons to ensure compliance with AF JWICS orders.
- 4.3.3.20. **(PACAF)** PACAF/A2Y manages the JWICS Pacific Enterprise Service Center (PA-ESC).
- 4.3.3.21. Manage the air component intelligence-related request for information (RFI) process. Answer RFIs internally, coordinate with applicable AOC/OC ISR divisions, or facilitate intelligence-related RFIs to the parent organization (e.g., CCMD) for answer and/or assignment to combat support or national intelligence agencies.
- 4.3.3.22. Publish a theater intelligence-reporting directive, in coordination with the AOC/OC ISR division.
- 4.3.3.23. Develop and manage, in coordination with air component headquarters training manager and ACC/A3, an ISR-specific training and certification program.
- 4.3.3.24. Develop and maintain theater intelligence support to targeting guidance and procedures including reach back support agreements consistent with JFC and air component commander guidance. Integrate, prioritize, de-conflict, and oversee target intelligence production in support of the air component. Represent the air component

commander, if the air component commander is so assigned, target intelligence equities to the CCMD, the ISR enterprise, and national agencies.

4.3.3.25. Appoint an intelligence oversight program manager and oversee the intelligence oversight program for the air component commander and assigned/attached units in accordance with AFI 14-404, *Oversight of Intelligence Activities*.

4.3.3.26. Cyberspace Operations and Warfighter Communications (A2/6C). The director of warfighter communications is the COMAFFOR's primary staff advisor for monitoring, protecting, integrating, and managing communication and cyberspace requirements and the AF portion of the combatant command's theater information networks. The A2/6C staff responsibilities include:

4.3.3.26.1. Facilitate coordination with theater, defense-wide, commercial, and multinational communications system activities and functions.

4.3.3.26.2. Coordinate with the Director of ISR to formulate courses of action for the air component commander to consider for countering emerging threats to information flow and communications support.

4.3.3.26.3. Maintain authority over functional reporting, deployment and maintenance of communications and network systems and associated infrastructure to ensure cohesive and clear lines of authority over network systems.

4.3.3.26.4. Provide oversight, integration, operational-level planning, tasking and management of communications capabilities for assigned/deploying units' supporting security cooperation, combat operations, and humanitarian/disaster relief efforts.

4.3.3.26.5. Provide functional oversight to air communications squadrons and combat communications squadrons, other communications units, and units with embedded communications functions assigned to the air component commander, to ensure seamless communications in support of air component commander objectives and ensure wartime readiness.

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

4.3.3.26.7. Support plans development as a member of the OPG and long-range planning group, as required.

4.3.3.26.8. As the delegated Cyber Warfare Officer, the A2/6C establishes and leads a standing, cross- functional Cyberspace Effects Planning Team in support of the OPG and long-range planning group, if required. The Cyberspace Effects Planning Team fully integrates cyberspace actions and operational capabilities (e.g., offensive cyberspace operations, defensive cyberspace operations, Department of Defense Information Network Operations, etc.) into the AOC/OC planning cycle.

4.3.3.26.9. Plan, monitor and report for assigned and attached communications systems across the range of military operations.

4.3.3.26.10. Review and validate all communications requirements to ensure a standard and correct implementation of a proportioned solution.

- 4.3.3.26.11. Provide reach back support to deployed teams conducting security cooperation activities.
 - 4.3.3.26.12. Identify and coordinate unique system, network, and personnel requirements with A2/6C functional points of contact at MAJCOM, component, and local wing level for communications and computer system support.
 - 4.3.3.26.13. Maintain all AOC/OC infrastructure and circuits in conjunction with the air communications squadrons for Department of the Air Force approved systems, applications and software connectivity in accordance with the AOC/OC change control board.
- 4.3.4. A3 Operations. The director of operations serves as the primary staff advisor to the air component commander in direction and control of air forces. The A3 ensures AETF units, as well as those permanently assigned, are capable of performing operational missions to achieve effects as tasked by the AOC/OC. This includes planning in concert with the air component staff and AOC/OC personnel, monitoring unit deployments and bed down locations and ensuring combat readiness. The A3 responsibilities include:
- 4.3.4.1. Execute the air component commander's campaign support plan. Following hand-off of the air component commander's campaign support plan from the A5, issue/update operation orders, fragmentary orders, and execute orders as necessary to execute steady-state activities in support of air component commander's theater/functional objectives.
 - 4.3.4.2. Serve as the primary focal point for planning, organizing and executing the air component commander's service, joint and combined exercise program.
 - 4.3.4.3. Establish and lead, with A5 as co-chair (as required), a cross-functional OPG for proactive crisis planning and to execute air component commander tasks.
 - 4.3.4.4. Coordinate planning, execution, and assessment guidance to supporting functional air components and related other government agencies, on a continuing basis for integration and execution of cyberspace defense, offense, and exploitation capabilities.
 - 4.3.4.5. Work with appropriate staff entities, especially PA, A5 and AOC/OC, to plan and execute theater information operations/non-kinetic operations (to include aeromedical evacuation (AE)) and information related capabilities. Coordinate those actions or activities with CCMD staff, as required.
 - 4.3.4.6. Provide political/military support for contingencies, personnel recovery operations and humanitarian assistance and disaster response events (e.g., non-combatant evacuation operations, AE).
 - 4.3.4.7. Coordinate operations planning for all special access programs and advocate operational requirements for special access programs in accordance with AFPD 16-7, *Special Access Programs*.
 - 4.3.4.8. Provide reach back support and C2 (if not managed in AOC) to deployed teams conducting security cooperation activities.
 - 4.3.4.9. In conjunction with the A2/6C, plan and oversee the deployment of ISR assets into theater in support of CDRR ISR requirements. In addition, specify any theater-specific

tactics analysis and reporting program. Assist with the development and execution of COMAFFOR friendly force information requirements, in accordance with Service and joint guidance.

4.3.4.10. Manage air component staff request for information and request for forces processes.

4.3.4.11. Collate the current operations status for the air component commander.

4.3.4.12. Serve as the air component commander's lead directorate for the command and control of air forces and operations falling outside the responsibility of the AOC/OC.

4.3.4.13. In conjunction with the A2/6C, develop and maintain targeting guidance and procedures including reach back support agreements consistent with JFC and air component commander guidance. Integrate, prioritize, de-conflict, and oversee target nomination and development production in support of the air component. Represent the air component commander, prioritized target equities to the CCMD, ISR enterprise, and national agencies.

4.3.4.14. Establish and lead, in coordination with A4 and A5 a security cooperation operations cell to coordinate planning, programming, execution, and assessment on a continuing basis for integration and execution of security cooperation activities and effects across current operations, future operations and future plans time horizons.

4.3.4.15. Ensure combat readiness by coordinating CCMD pre-deployment requirements with the Department of the Air Force expeditionary readiness council in accordance with AFI 10-405, *Expeditionary Readiness Training Program*.

4.3.4.16. Establish and maintain contact with the expeditionary readiness council Secretariat to ensure that AFFOR pre-deployment training requirements are addressed.

4.3.4.17. Review command remarks codes and recommend changes as needed; review unit line number line remarks to ensure pre-deployment training and reporting instructions are updated to meet supported commander requirements to ensure combat readiness.

4.3.4.18. Serve as component-level FAM for air advising/security force assistance in accordance with AFI 10-401 and global force management processes. Identifies and submits theater air component requirements in support of CCMD operations missions to include security cooperation activities.

4.3.5. A4 Logistics, Engineering, and Force Protection Directorate. The director of logistics, engineering and force protection is the primary advisor to the air component commander for deployment, distribution, sustainment support, engineering, force protection and operational contract support (OCS). The A4 staff is a broad, multi-disciplined organization, generally comprised of logistics plans, munitions, fuels, vehicle management, materiel management, maintenance, distribution, combat logistics support, engineering, emergency services and force protection. The A4 responsibilities include:

4.3.5.1. Provide oversight, integration and operational-level planning for and management of logistics capabilities for assigned/deploying units and the AOC/OC, including execution of time-phased-force and deployment data.

4.3.5.2. Plan, monitor, assess, and execute theater resources (aircraft, munitions, equipment, etc.) for course of action nomination.

4.3.5.3. Integrate all logistics activities in support of the air component commander's long-range planning group, OPG and AOC/OC short and long-range goals.

4.3.5.3. (PACAF) Coordinates, integrates, and synchronizes combat support and combat service support planning activities and decisions points via the Combat Support Synchronization Working Group (CSSWG) and Combat Support Planning Group (CSPG). CSSWG serves as primary synchronization venue between the AFFOR staff and AOC to develop support plans for current operations and concepts of support and feasibility analysis for future operations and course of action (COA) development.

4.3.5.4. Develop contingency and crisis action logistics concept of operations and develop requisite planning documents (e.g., annexes, appendices, operation orders, etc.).

4.3.5.5. Support personnel recovery. Monitor and assist units with reach back, expedited delivery, and redistribution to establish a logistics network that responds to the needs of rescue assets.

4.3.5.6. Support the AOC/OC as combat support team lead.

4.3.5.7. Support the A3 with approval/validation of air component staff logistics movement requirements. Forward validated requirements to the JFC movement and control authority (e.g., joint movement center or Joint Deployment, Distribution Operations Center) and/or route validated requirements per JFC's guidance for movement execution per JP 4-01, *The Defense Transportation System*. Additionally, the JFC may provide guidance/approve AFMAN 24-604, *Preparing Hazardous Materials for Military Air Shipments*, requirements when movements are supported using theater-assigned and/or attached air mobility forces.

4.3.5.8. Carry out component-level FAM duties in accordance with AFI 10-401 and global force management processes. AFIMSC FAMs can provide reach back support for AFFOR logistics readiness, civil engineering, security forces and contracting FAMs when support is required.

4.3.5.9. Review and provide guidance on the sourcing and prioritization of requirements through host-nation support agreements, acquisition cross-servicing agreements, US contracts, and uniformed support.

4.3.5.10. Provide logistics, force protection, and reach back support to deployed teams conducting security cooperation activities.

4.3.5.11. Establish and lead a combat support synchronization working group to integrate combat and force support activities across the range of military options. The group monitors, assesses, and plans for the theater resources (e.g., aircraft, munitions, equipment, etc.) required to support the air component commander and develops courses of action based on long-range planning group, OPG, and AOC/OC objectives.

4.3.5.12. In coordination with A3, establish, lead and integrate mission support activities across the range of military operations. The group monitors, assesses and plans for the theater resources (aircraft, munitions, equipment, etc.) required to support the air

component commander and develops courses of action based on long-range planning group, OPG and AOC/OC objectives.

4.3.5.13. Provide planning and policy for CCMD-assigned, attached joint and combined forces and serve as the coordinating authority for related issues with other US government agencies.

4.3.5.14. Coordinate with the AFIMSC Detachment to develop and maintain sustainment of bases in the joint operations area with focused installation and mission support functions.

4.3.5.15. Coordinate with AFIMSC for intermediate-level oversight, policy, and guidance for installation engineering, protection services, Chaplain, legacy communications as well as logistical distribution, plans and transportation support in order to ensure installation and mission support capabilities.

4.3.5.16. Plan, assess and oversee the maintenance and execution of robust capabilities to establish operating locations, protect forces and support the mission, forces and infrastructure, protect deployed teams performing security cooperation engagements.

4.3.5.17. Serve as chemical, biological, radiological, nuclear and high-yield explosives (CBRNE) and emergency management subject matter expert and provide tactical, operational, and strategic inputs and recommendations on policy, guidance and procedures for CBRNE and emergency management functions.

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

4.3.5.19. Coordinate internally to ensure integration of appropriate capabilities of the Emergency Management/Anti-Terrorism program as defined in AFRPD 10-25, *Air Force Emergency Management Program*.

4.3.5.20. Manage time phased force and deployment data execution through deployment management team. Coordinates air component commander time phased force and deployment data requirements and movement through CCMD deployment process for planning.

4.3.5.21. Provide OCS integration to increase deployment, distribution and sustainment agility and resilience in contested environments. This function should normally be led by assigned personnel from the A4 staff or the component aligned Chief of Chaplains, personnel, budget and readiness-operating location. The OCS responsibilities include:

4.3.5.21.1. Synchronize contract support requirements from local, out-of-region, defense logistics agency contracted support, and weapons systems contractors.

4.3.5.21.2. Conduct planning to use commercial support to augment or replace capabilities as a primary or alternate. Provide theater support contracts, coordinating both theater and external support contract efforts.

4.3.5.21.3. In cooperation with the AFFOR staff, coordinate the development of the contractor management plan.

4.3.5.21.4. Refer to AFI 64-105, *Contingency Contracting Support*, for additional OCS roles and responsibilities.

4.3.5.21.5. Lead security forces functions. Responsibilities include:

4.3.5.21.5. (PACAF) PACAF/A4S chairs the Threat Working Group (TWG).

4.3.5.21.5.1. Integrate all force protection policies and establish requirements and policy guidance for integrated defense, law and order, weapon system security, integrated base defense security systems, anti-terrorism, military working dog, combat arms training and maintenance, installation access control and investigations.

4.3.5.21.5.2. Establish anti-terrorism programs, and integrate capabilities and resources supporting the anti-terrorism programs into appropriate aspects of multi-domain requirements, plans, and operations.

4.3.5.21.5.3. Establish force protection of air component forces and installations in the area of responsibility (AOR), except as noted in geographic CCMD or Department of Defense guidance.

4.3.5.22. Supervise appropriate civil engineer functions, to include fire and emergency services, emergency management, and explosive ordnance disposal. Responsibilities include:

4.3.5.22.1. Provides CE support to operational planning in support of war plans, contingencies, operations and humanitarian assistance/disaster relief and exercises to include fire and emergency services, emergency management, and explosive ordnance disposal.

4.3.5.22.2. Support vendor threat mitigation initiatives in conjunction with A2/6C, Office of Special Investigations, OCS, Air Force Installation Contracting Center, and joint partners.

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

4.3.5.22.4. Provide installations and mission support master planning, programming, and construction oversight at contingency locations in support of the global defense posture and strategic guidance.

4.3.5.22.5. Provide oversight of the employment of integrated agile combat support forces in support of operations and exercises.

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

4.3.5.22.7. Monitor military construction and local contingency construction requirements.

4.3.5.22.8. Interface with air component staff, host nations (as required), other components and joint staff on explosive ordnance disposal, fire protection, support agreements, requirements, and events.

4.3.5.22.9. Provide explosive ordnance disposal mission capability status per location.

4.3.5.22.10. Manage air component contingency fire and emergency services assets and interface with other agencies.

- 4.3.5.22.11. Provide counter-weapons of mass destruction consequence management and CBRNE passive defense subject matter expertise to minimize or negate the vulnerability to, and effects of, CBRNE attacks while maintaining the force's ability to continue operations in CBRNE environments.
- 4.3.5.22.12. Integrate US government civilians and emergency essential contractors into CBRNE planning factors and when possible, into exercises.
- 4.3.5.22.13. Coordinate with A3 and A5, to plan and source air advisors capabilities in order to support engagements with and increasing the capabilities of coalition partners in matters of security and defense within a theater of operations.
- 4.3.5.22.14. Execute explosive ordnance disposal planning, integration, coordination, and tasking functions.
- 4.3.5.23. Oversee emergency management functions to include developing policy and guidance using an all-hazards approach for preparation, response, recovery, and mitigation of major accidents, natural disasters, and incidents resulting from hostile actions such as CBRNE.
 - 4.3.5.23.1. Manage the AFFOR emergency management program, to include providing situational awareness, in coordination with MAJCOM emergency management functions, on impact of major accidents, natural disasters, and incidents resulting from hostile actions such as CBRNE on operating locations or assigned forces.
 - 4.3.5.23.2. Provide operational inputs on policy and guidance on preparation, response, recovery, and mitigation measures for major accidents, natural disasters, and incidents resulting from CBRNE hostile actions.
 - 4.3.5.23.3. Provide operational inputs to contingency and supporting plans, and operational orders on emergency management and CNRNE activities and operations.
 - 4.3.5.23.4. Determine emergency management staffing and equipment requirements for deployed and operating locations within the AOR.
 - 4.3.5.23.5. Establish and chair the emergency management working group.
- 4.3.6. A5 Strategy, Plans and Requirements. The director of strategy, plans and requirements is the primary staff advisor to the air component commander for development of steady state and contingency plans, to include development of force flow, service, branch and sequel plans, and security cooperation activities. Additionally, the A5 is responsible for policy, doctrine, requirement identification and prioritization. The A5 staff responsibilities include:
 - 4.3.6. (PACAF) The PACAF A5/A8 Director is the Command Strategist, serves as the chief of strategy for the C-MAJCOM, and chairs the Long Range Planning Group (LRPG) and serves as the focal point for governance of COMPACAF's Lines of Operations.
 - 4.3.6.1. Coordinate with appropriate staff entities to ensure comprehensive movement and execution planning during all phases of the contingency campaign including refinement of the force flow, bed down, and redeployment of assigned/attached forces.

- 4.3.6.2. Prepare and refine the planned force flow, bed down, and redeployment in the time-phased force and deployment data through coordination with assigned CCDR's planning staff for plans.
- 4.3.6.3. Develop and coordinate the component campaign support plan and country support plans (geographic air component staff only).
- 4.3.6.4. Assist geographic CCMD surgeon with the development of patient movement requirements.
- 4.3.6.5. Lead agent for planning, policy, guidance and staff support for AE in support of CCMD patient movement requirements.
- 4.3.6.6. Work closely with the applicable geographic air component staff to ensure desired engagement activities are addressed in the country support plans and ensure these activities support the CCDR campaign plan, engagement strategies and the Guidance for Employment of the Force end states.
- 4.3.6.7. Work with CCDR staff and country teams to incorporate applicable aviation enterprise-related initiatives in the CCDR theater campaign plan and individual country support plans.
- 4.3.6.8. Incorporate all-domain operations into theater campaign plans and concept plans provided by A3.
- 4.3.6.9. Support the A3 during the execution of the campaign support plan.
- 4.3.6.10. Provide reach back support to deployed teams conducting security cooperation activities.
- 4.3.6.11. Coordinate with the applicable CCDR's Staff for situational awareness of theater security cooperation activities that involve the area of operations, to include security assistance, security force assistance, state partnership program, special operations activities, and those activities conducted by joint or coalition partners in order to achieve unity of effort and avoid duplication.
- 4.3.6.12. Lead assessment of component campaign support plan in support of both Service and CCDR security cooperation objectives, with coordination and support from A3 and studies, analysis and assessments (A9). Support senior leader foreign contacts and evaluate the capability/capacity of partners/emerging partners.
- 4.3.6.13. As required, establish and lead a standing, cross-functional long-range planning group to help integrate complex steady-state campaign and other plan elements. Individuals from across the staff are detailed, not assigned, to support the long-range planning group and should have the skills necessary to help the A5 refine the commander's estimate, develop courses of action and recommend forces for execution of the courses of action.
- 4.3.6.14. Lead component campaign support plan development in coordination with internal and external organizations.
- 4.3.6.15. Develop operation order derived from the campaign support plan that specifies component activities.

4.3.6.16. Serve as a member of the OPG.

4.3.6.17. Perform duties as operational planner with A3 and meet the AF and joint planning and execution community's needs.

4.3.6.18. Incorporate ISR-focused theater engagement activities into campaign support plans and supporting country plans in coordination with A2/6C and CCMD counterparts.

4.3.6.19. Develop and review doctrine, per AFI 10-1301, *Air Force Doctrine Development*.

4.3.6.20. Develop component command strategy in coordination with the air component commander and staff.

4.3.6.20.1. **(Added-PACAF)** Lead PACAF Strategy development. Provide COMPACAF with bold and innovative long-term strategy. Lead, author, and evaluate PACAF strategy efforts, to include publication of the PACAF Strategy. Link PACAF strategy to programming.

4.3.6.20.2. **(Added-PACAF)** Advise on strategic linkages of air component operations, activities, and investments. Provide strategic counsel to the A3/6 and their action officers in execution of the Campaign Support Plan.

4.3.6.21. Manage command participation in cross-command experiments, war-games, and emerging concepts.

4.3.6.22. In coordination with the component aligned security cooperation office, synchronize AOR contract spend with the priority countries of the command.

4.3.6.23. In coordination with the security cooperation office, codify planning assumptions regarding the availability of contractors in a contested environment and ensure all staff are planning to support the same percentage of the contractor authorized to accompany the force.

4.3.6.24. Provide the component A3 and FAMs with guidance regarding the source of support selection criteria (Military/Host Nation Support/Contract) to support time phased force and deployment data development.

4.3.6.25. Conduct planning for theater security cooperation and building partnerships activities. Provide subject matter expert to support engagements with and increase the capabilities of coalition partners in matters of security and defense within a theater of operations.

4.3.6.26. **(Added-PACAF)** Serves as PACAF POC for the Security Cooperation Activity Planning database.

4.3.6.27. **(Added-PACAF)** Advise AFFOR staff on integration of Allies and partners into Operations, Activities, and Investments (OAIs) to enable Access, Basing, and Overflight (ABO) in accordance with Country Engagement Plans (CEP), CSP, and other DoD regional strategies.

4.3.7. Strategic Plans and Programs (A8). The director of programs and resources is responsible to the air component commander for developing programs and supporting the development and execution of the theater campaign plan and operation plans/operation orders.

A8 should identify and prioritize capability gaps and advocate for doctrine, organization, training, materiel, leadership & education, personnel, facilities, and policy solutions to fulfill operational requirements. The A8 responsibilities include:

4.3.7.1. Assist the air component commander in the identification of relevant emerging technology through the joint capabilities technology demonstration program.

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

4.3.7.3. Translate operational requirements into programmatic terms to support CCMD integrated priority list and Service program objective memorandum processes and document shortfalls where funding cannot be sourced.

4.3.7.4. Serve as member of the OPG and long range planning group.

4.3.8. A9 studies, analyses, assessments and lessons learned. The director of studies, analyses, assessments and lessons learned leads the integrated analysis and assessment of all-domain operations across the AOC/OC and air component staff. The A9 staff responsibilities include:

4.3.8.1. Assess operations and make recommendations to the air component commander and deliver assessments to higher headquarters as required.

4.3.8.2. Assist in mission rehearsal; conduct red teaming and course of action analysis.

4.3.8.3. Improve air component staff operations by identifying tools or processes that are broken or missing, and work with the OPR to fix or create workarounds.

4.3.8.4. Serve as member of the OPG and long-range planning group.

4.3.8.5. Coordinate with A5/8 to develop assessment criteria for security cooperation activities and periodically conduct security cooperation assessments.

4.3.8.6. Coordinate with A5/8 to develop assessment criteria/methodology for the air component commander's campaign support plan as part of the air component commander decision cycle.

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

4.3.8.8. Serve as the focal point for reach back efforts to the analytic community.

4.3.8.9. Manage critical information necessary to analyze, assess, document and disseminate lessons learned from all-domain operations. Perform these and other lessons learned-related functions in accordance with the Air Force lessons learned program as specified in AFI 10-1302, *Air Force Lessons Learned Program*. C-MAJCOM/C-NAFs are expected to maintain a Lessons Learned program.

4.3.8.10. Develop quantitative and qualitative analytic tools to enhance air component commander insight and to enable rapid and well-informed decision making.

4.3.8.11. Distribute lessons observed and learned to inform and guide planning and execution functions. CJCSI, 3150.25G, *Joint Lessons Learned Program*, codifies the joint lessons learned information system as the Department of Defense system of record for the joint lessons learned program. The joint lessons learned information system provides a

web-enabled knowledge management system to meet the joint lessons learned program's operational needs. The joint lessons learned program provides for the transfer of knowledge within the Department of Defense and United States government organizations that are involved in joint operations or supported by military operations. This is done by the rapid distribution of observations and recommendations, after action reports, tactics, techniques and procedures, topic papers or e-publications, briefings, and interviews. The joint lessons learned information system web site can be found at <https://www.jllis.smil.mil>.

4.3.8.12. Provide lessons learned and assessment inputs to support the development of after action review.

4.3.8.13. Support the conduct of risk assessment through the career skills program assessment and annual Joint assessment.

4.4. Personal staff. The personal staff is directly responsible to the air component commander for the functions described below. Elements of the personal staff can be reduced or eliminated, as necessary, through support agreements and reach back.

4.4.1. Protocol. The protocol officer and staff advises the commander on (and coordinates/implements the support for) distinguished visitors, ceremonies, conferences, official meetings and military social events. The protocol office and staff responsibilities include:

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

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

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

4.4.2. Political Advisor (POLAD). The POLAD provides analysis and advice to the air component commander on political perspectives and foreign policy positions on political-military issues. The POLAD responsibilities include:

4.4.2.1. Conduct research and analysis on potential employment of forces in the AOR.

4.4.2.2. Responsible for contact with countries within the AOR on matters of political interest.

4.4.2.3. Serve as the focal point for resolution options of political-military issues influencing air operations.

4.4.2.4. Report directly to the air component commander and work closely with the air component commander's staff, boards, centers, cells and working groups as required; other theater POLADs and U.S. country teams; interagency departments; and applicable non-governmental organizations.

4.4.3. Staff Judge Advocate. The staff Judge Advocate provides legal counsel to the air component commander and staff, and the AOC/OC, as required. The staff Judge Advocate responsibilities are:

4.4.3.1. Oversee the administration of military justice and assist the air component commander in the maintenance of good order; and discipline among all members assigned or attached to the air component.

4.4.3.2. Assess the impact of US laws, host-nation laws, and international agreements on the actions and planning of US and coalition forces (e.g., overflight issues, bed down, host-nation support, environmental laws, foreign criminal jurisdiction, and legal status of multinational and US personnel). Assess the impact of international law (especially the law of war) and customary practices, on operations and personnel (e.g., status of civilians, contractors, detainees, and asylum seekers). Other tasks extend to advising on command relationships, the impact of fiscal and contracting authorities on operations, and claims under either US law and directives or applicable international agreements and customary practice (e.g., recompense, claims for property damage, personal injury, or death). A more comprehensive list of tasks is found in AF Doctrine Annex 3-84, *Legal Support*.

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

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

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

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

4.4.4.4. Serve as subject matter expert and OPR for PA and provide PA planning and communication synchronization expertise on OPGs and long-range planning groups.

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

4.4.4.6. Maintain liaison and communication with Air Force Public Affairs Agency (SAF/PA), the Public Affairs Requirements and Development Division (SAF/PAR) FAM, AFIMSC PA FAM and each location where deployed Air Force PA personnel are assigned.

4.4.4.7. Request and manage PA personnel within the theater of operations to support mission requirements. For known requirements, request PA support at least 120 days from

the expected required delivery date during crisis planning, request support as soon as the need is identified. Coordinate surge requirements with deployed leadership and the Public Affairs Requirements and Development Division FAM.

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

4.4.4.9. Provide oversight of Air Force combat camera units and plan for their use during operations as required. Coordinate support requests through the appropriate CCMD.

4.4.4.10. Provide guidance and direction for visual documentation in the AOR and imagery collection and distribution.

4.4.5. Historian (HO). The HO team executes synchronized wartime and contingency tasks at the COMAFFOR, AOC, and reach back locations in accordance with directives in AFI 84-101, *Aerospace Historian Responsibilities and Management*. The HO team is integrated in all training, short- and long-range operational planning, air component commander's decision cycle activities, events, and operations to ensure a well-functioning and accurate history program. This includes direct access to all information, personnel, and areas needed to prepare accurate and objective history reports that comprehensively cover the mission as outlined in theater campaign plans.

4.4.5.1. Reach back. HOs conducting service-level wartime activities (other than special operations activities) at employed-in-place or deployed locations will coordinate directly with the AF/HO operational history team skipping intervening command echelons. **(T-1)**.

4.4.5.2. Provides guidance concerning material historical property in accordance with AFI 84-103, *United States Air Force Heritage Program* and AFD 84-1, *History and Heritage Management*.

4.4.5.3. Is the lead proponent for expeditionary heritage information, including lineage, honors, heraldry, organization actions, and aerial victory credits in accordance with AFI 84-105, *Organizational Lineage, Honors, and Heraldry*.

4.4.5.4. Provides responsive research and reference services for AFFOR senior leaders.

4.4.5.5. AFFOR Historian (AF/HO). AF/HO designates the most qualified HO of each rotational history team as the AF/HO. The AF/HO will:

4.4.5.5.1. Systematically collect, organize, and analyze data so that when combined with information gathered at staff meetings, during research interviews, and from other sources the official wartime record of the organization is accurately captured. **(T-1)**.

4.4.5.5.2. Complete and submit timely and accurate command history reports focused at the operational level of warfare and on the theater campaign plan. **(T-1)**.

4.4.5.5.3. Provide guidance to historical property custodians concerning control and care for all historical property on loan from the National Museum of the United States Air Force in accordance with AFI 84-103.

4.4.5.5.4. Act as the organizational advisor in matters related to requirements and documentation for organizational lineage and honors, heraldry, and emblems in accordance with AFI 84-105.

4.4.6. Chaplain Corps (HC). HC personnel serve as principal advisors to the air component commander on the religious, spiritual, moral, and ethical needs and the morale of personnel assigned.

4.4.6.1. The C-MAJCOM chaplain responsibilities include; Serve as principal adviser to the air component commander and facilitates religious support to all assigned military personnel. Maintains religious liaison with partner nations within the AOR.

4.4.6.2. Develop all inter-service and inter-departmental support agreements supporting joint force plans and memorandums of understanding. These agreements provide for Chaplain Corps support by the component command to organizations outside of the command.

4.4.6.3. Maintain liaison with CCMD and service component command chaplains. Maintains liaison with, including but not limited to: Civil Air Patrol, State Partnership Program components, humanitarian assistance/disaster relief (HA/DR), and exercise integration. Assesses and develops contingency religious support requirements (e.g., HA/DR).

4.4.6.4. Maintain liaison and communications with Chief of Chaplains (SAF/HC), Chief of Chaplains, personnel, budget and readiness (SAF/HCP) FAM, Chaplain Corps Consolidated Readiness FAM/scheduler and each duty location.

4.4.6.5. Coordinate high demand/low supply chaplain seasonal support with deployed leadership and the SAF/HCP FAM.

4.4.6.6. For known requirements, request high demand/low supply chaplain support at least 120 days from the expected required delivery date; otherwise during crisis planning, request support when need is identified.

4.4.6.7. Request and manage chaplain corps personnel within the theater of operations to support mission requirements.

4.4.6.8. Maintain liaison and communications with AFIMSC/HC scheduler chaplain corps scheduler, component command A1 staff and deployed personnel functions for basic maintenance of AOR requirements.

4.4.6.9. Review unit line numbers to mitigate gaps or unnecessary overlap between rotations and realign dates if needed and reporting instructions are updated to meet supported commander requirements.

4.4.6.10. Review command remarks codes and recommends changes as needed.

4.4.6.11. Review unit type codes and unit line numbers to ensure requirements are identified correctly (e.g., joint expeditionary tasking, individual augmentee), and Religious Support Teams are utilized in accordance with force provider agreements and joint business rules.

4.4.6.12. Provide to AFIMSC/HC Scheduler the location, dates and estimated tour length for each high demand/low supply seasonal requirement in order to build temporary tasking.

4.4.6.13. Review authorization change request to ensure correct formatting and timely processing of requests.

4.4.6.14. Provides Air Force religious affairs FAM as required.

4.4.6.15. Responsible for establishing Air Force chaplain corps' office, command & control, communications, computers, logistical, and personnel requirements.

4.4.6.16. Maintain liaison with CCMD and Service component command chaplain functions. **Note:** The AF chaplain corps FAM fills the AFNORTH/HC position at incident reference start time.

4.4.7. Safety (SE). The Director of SE is the principal advisor to the air component commander and staff on risk management, mishap prevention and nuclear surety issues. Air Force forces chief of safety (AFFOR/SE) responsibilities are detailed in AFI 91-202, *The US Air Force Mishap Prevention Program*, and include:

4.4.7.1. At the direction of the air component commander, develop and implement the air component commander's mishap prevention program and oversee daily functional management of aviation, occupational, and weapons safety issues throughout the AOR. This includes but is not limited to risk management; education, training and awareness, evaluations, assessments and inspections; mishap investigations; review of theater explosives bed down and aircraft parking plans; and trend analysis.

4.4.7.2. Determine requirements for deployed safety offices and ensure adequate staffing.

4.4.7.3. Support theater operations with allied and partner nations in the AOR through effective engagement and support of proactive safety, risk management, and nuclear surety programs and practices.

4.4.8. Surgeon General. The Surgeon General and support staffs are the principal advisors to the COMAFFOR on operational health service support, ground medical adaptive planning, expeditionary medical logistics, medical theater security cooperation, AE, clinical considerations, en route patient staging and critical care air transport as well as and force health protection requirements. The Surgeon General responsibilities include:

4.4.8.1. Coordinate contingency health and environmental threat surveillance and report significant trends and risks to the air component commander.

4.4.8.2. Recommend medical programs and policies for air operations and medically related course of action plans.

4.4.8.3. Advise the air component commander on the implications of any health-related collateral damage and support the AOC/OC as required.

4.4.8.4. Provide clinical risk inputs and war readiness material inputs to A3, A5 and AOC AE plans.

4.4.8.5. Integrate patient movement requirements with AE support plans for theater operations as required. Assists the AOC/OC air mobility division on health and disease status of assigned/attached forces. In addition, provide assistance on environmental threats, reporting to the COMAFFOR any significant disease and/or injury trends and recommended changes to course of action.

4.4.8.6. Assist air component staff in incorporating medical processes and initiatives in applicable theater security cooperation activities.

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

4.4.9.1. Establish and implement policy to execute the complaints resolution program in accordance with AFI 90-301, *Inspector General Complaints Resolution*.

4.4.9.2. Serve as functional manager for deployed IGs and liaison IGs and ensure high-level inquiries are processed in accordance with AFI 90-301 and AFI 90-401, *Relations with Congress*.

4.4.9.3. Force Protection. The unified command plan assigns the geographic CCMD the responsibility for maintaining security and carrying out force protection responsibilities for the command. In order to execute that task, some air component commanders form a force protection office on the personal staff for daily and/or contingency operations (USAFCENT is an example). In these cases, the senior security forces officer or civilian security specialist on the staff assumes the role of chief of force protection, serving as the primary advisor to the air component commander for all force protection matters and integration. Some air component commander's may organize the force protection function under the A4 staff. The responsibilities of the Chief of Force Protection include:

4.4.9.4. In coordination with other staff agencies, integrate disciplines that contribute to force protection in order to provide the air component commander with coherent and cohesive plans, programs, policy, and guidance in order to implement air component commander force protection guidance.

4.4.9.5. Coordinate with the geographic CCMD force protection staff offices.

4.4.9.6. Chair the antiterrorism working group for the air component commander.

4.4.9.7. Participate as a primary member in the threat-working group.

4.4.9.8. As the senior security forces representative on the air component staff, the Chief of Force Protection retains responsibility for all security forces related issues that directly contribute to force protection in order to execute air component commander guidance. Responsibilities include establishing requirements and policy guidance for integrated defense, law and order, weapon system security, integrated base defense security systems, antiterrorism, military working dog, combat arms training and maintenance, installation access control, and investigations. **Note:** Where this force protection organizational construct is not used, this responsibility belongs to the air component staff security forces.

4.4.9.9. Manage the antiterrorism program as air component commander's antiterrorism officer.

4.4.10. Financial Manager/Comptroller. The financial manager provides the air component commander comprehensive advice on all aspects of financial management. The financial manager responsibilities include:

4.4.10.1. Perform duties as the service component liaison with the combatant command comptroller on joint-related issues and with the MAJCOM financial manager for Air Force specific capabilities.

4.4.10.2. Assist the COMAFFOR in administering Air Force appropriated funds and serve as a strategic advisor in carrying out financial management responsibilities.

4.4.10.3. Advise the COMAFFOR, with the concurrence of the AFIMSC, on the implications of unique financial obligations incurred and the impacts to pay and financial services during contingencies, foreign disaster relief operations, interagency operations, security cooperation, and other non-combat missions.

4.4.11. Information Protection (IP). The director of information protection is the principal advisor to the COMAFFOR and AFFOR staff on information protection issues and implements Administrative Assistant to the Secretary (SAF/AA) policy on behalf of the MAJCOM/CC, COMAFFOR. The director also serves as the designated security program executive by providing management and oversight of the Air Force security enterprise including personnel security, industrial security, information security, insider threat, continuous evaluation, North Atlantic Treaty Organization security policy implementation, nuclear information security, security education and training, and awareness programs across the command. Ensuring compliance with AFI 16-1404, *Air Force Information Security Program*, the director's responsibilities include:

4.4.11.1. Coordinate the execution of IP and collaborates with other security program managers (e.g., communications security, SCI, operational security, foreign disclosure officer (FDO), freedom of information act, PA, IA, cyber—added for enterprise concept, etc.) to identify, promote information sharing, facilitate judicious use of resources, and simplify management.

4.4.11.2. Maintain and enforce standards for safeguarding, storing, destroying, transmitting, and transporting; and mitigate the adverse effects of unauthorized access or disclosure, compromise or loss by investigating and acting upon reports of security violation involving classified information and controlled unclassified information (CUI).

4.4.11.3. Implement the MAJCOM mandatory declassification review program for only that information classified by MAJCOM original classification authority.

4.4.11.4. Chair/participate in security program executive designated forums to address IP concerns. Provides risk-based countermeasure strategies to assure mission protection and success.

4.4.11.5. Provide IP direction and guidance to staff directors and special staff.

4.4.11.6. Support SAF/AA and MAJCOM inspection and training programs. Administers and monitors access to and use of databases required by collateral security programs.

4.4.11.7. Forward requests to establish and disestablish AF sub-registries to the central United States registry. Provide leadership with guidance on information security integration, requirements, programmatic, and prioritization for operational and technical feasibility.

4.4.11.8. Implement personnel security, industrial security, information security, insider threat, North Atlantic Treaty Organization security policy implementation, and nuclear information security programs as applicable.

4.4.11.9. Coordinate on SAF and command-developed policies, strategies, decisions and inspection requirements. Provides risk-based countermeasure strategies concerning

reported espionage, sabotage, subversive activities, deliberate compromises of classified and CUI, and leaks of classified and CUI to the media. Develops security data calls or responses for the MAJCOM to SAF/AA. Oversee required training for AF personnel and contractor visitor groups.

4.4.11.10. Develop and publish supplements when required to AFI 16-1401, *Information Protection*, AFI 16-1402, *Counter Insider Threat Program Management*, AFI 16-1404, AFMAN16-1405, *Personnel Security Program*, and DoDM 5220.22V2, *National Industrial Security Program: Industrial Security Procedures for Government Activities*.

4.4.11.11. Provide oversight of and collects data on Security Reviews, security infractions, and security violations.

4.4.11.12. Research program standards to validate program waivers and exceptions.

4.4.11.13. Perform continuous evaluations and also participate in onsite visits, formal inspections, and staff assistance visits when necessary or requested. Analyzes security violations and infractions to define security impact on protecting classified and CUI.

4.4.11.14. Coordinate on security classification guides, instructions, and other program related guidance resources. Coordinates on security classification guides, instructions, and other program related guidance resources.

4.4.11.15. Administer and monitor access to and use of databases required by security programs (e.g., defense information system for security, NP2 secure portal, DoD insider threat management and analysis center system of systems, electronic questionnaires for investigations processing, Joint personnel adjudications system, enterprise protection risk management).

4.4.11.16. **(Added-PACAF)** PACAF/IP additionally serves as the focal point for the following functions:

4.4.11.16.1. **(Added-PACAF)** Freedom of Information Act (FOIA).

4.4.11.16.2. **(Added-PACAF)** Command Operations Security (OPSEC) program management.

4.4.11.16.3. **(Added-PACAF)** Management and operation of HQ PACAF Campus Badging Program.

4.4.11.16.4. **(Added-PACAF)** Management and oversight of HQ PACAF Security Assistants.

4.4.12. Foreign Disclosure. FDOs provide comprehensive advice to the air component commander on foreign disclosure issues. The command foreign disclosure office is responsible for overall program oversight and training. All A-staff and personal staff elements and AOC/OCs are responsible for identifying and designating an FDO within their organization to adjudicate disclosure requests specific to their functional area and supported activities. FDOs provide the air component commander, staff, and subordinate and supporting units with guidance on foreign disclosure policy, implementation, and requirements. FDOs are responsible for ensuring compliance with DoDM5220.22V2

4.4.13. Air Force installations and contracting center aligned to the component senior contracting official.

- 4.4.13.1. Advise the A5 on the availability of the various types of contractors available in a contested environment.
- 4.4.13.2. Coordinate contracting force requirements in support of security cooperation events, exercises and CONPLANs/OPLANs.
- 4.4.13.3. Provide contracting functions, as delegated by the senior contracting official, and serve as the business advisor for purchasing, leasing, renting and otherwise obtaining supplies, equipment, services and construction.
- 4.4.13.4. Issue contracting officer warrants as delegated by the senior contracting official.
- 4.4.13.5. Supervise the government purchase card program.
- 4.4.13.6. Refer to AFI 64-105 for additional OCS roles and responsibilities.

4.5. Functional Advisors.

4.5.1. Director of mobility forces (DIRMOBFOR). The DIRMOBFOR is the air component commander's designated coordinating authority for air mobility with all commands and agencies both internal and external to the JTF and serves as the primary interface for other air mobility operations occurring in theater. To ensure close coordination with the overall theater air effort, the DIRMOBFOR should establish direct liaison authority with USTRANSCOM, geographic CCDR J4, and other elements of the joint deployment and distribution enterprise. The DIRMOBFOR coordinates with the AOC/OC's air mobility division for mobility issues. The air component commander may elect to establish a permanent DIRMOBFOR staff position or source from within their theater to meet provisional requirements, or the air component commander may request the AMC commander nominate a DIRMOBFOR to meet provisional requirements. When unfilled, the C-MAJCOM or C-NAF's air mobility division chief may act as the DIRMOBFOR for daily operations when designated by the air component commander. The DIRMOBFOR may also assist the A4 staff's logistic planning group (Refer to Air Force Doctrine, Annex 3-17, *Air Mobility Operations*, for further discussion.)

4.5.2. Director of cyber forces (DIRCYBERFOR). The DIRCYBERFOR supports the air component commander with senior leader perspective and guidance on planning, development, integration, and employment of cyberspace capabilities for air component operations. The DIRCYBERFOR facilitates synchronization of efforts to provide cyberspace capabilities to achieve JFC objectives and serves the commander in four primary roles: 1) principal advisor for cyberspace operations; 2) advocate for cyberspace integration with all-domain operations, and; 3) focal point to monitor and assist with cyberspace authority coordination, mission alignment and staffing activities supporting cyberspace requirements, and 4) focal point for planning of theater-level crisis action, adaptive, and exercise communications requirements.

4.5.3. Commander, Installation and Mission Support Center Detachment. Provides liaison to AFIMSC for intermediate-level oversight, policy, and guidance for installation engineering, protection services, chaplain, legacy communications as well as logistical distribution, plans and transportation support in order to ensure installation and mission support capabilities.

4.6. (Added-PACAF) PACAF Watch Center (PAFWC) and Battle Staff. The PAFWC is the standing operational watch center during steady state that aligns and integrates activity across the Air Component Headquarters (ACHQ) staff ensuring unified Air Component operations. When the PACAF Chief of Staff directs Battle Staff activation, the PAFWC transitions into an in-place

Battle Staff tailored for operations across the competition continuum. See HQ PACAF PAFWC and Battle Staff Concept of Operations (CONOP) for further details.

Chapter 5

AIR COMPONENT OPERATIONS

5.1. General. The air component staff uses tools, systems and processes to ensure complete integration with theater capability providers to exercise air component C2 of air forces. This chapter prescribes air component staff processes that support operational level C2.

5.2. Operational Planning. The COMAFFOR uses the Joint Operation Planning Process for Air found in AF Doctrine, Annex 3-0, to assist the Joint Force Commander in developing COAs, staff estimates, CONOPS and plans to direct forces made available to accomplish missions. For crisis planning or execution, the air component commander directs the OPG to explore the full range of adversary and friendly options and to analyze and compare friendly multi-domain capabilities. The air component staff ensures both the OPG and long range planning group engage in a collaborative manner with the AOC/OC and other components. Team composition (e.g., numbers, specialties, skill levels, etc.) is tailored to unique mission demands for geographic and functional combatant commands.

5.2.1. Operational Planning Group (OPG). The OPG is doctrinally led by the A3 with the expertise on the subject/situation being discussed/analyzed and is responsible for translating strategic direction into operational requirements and tactical action. Smaller planning teams (e.g., operational planning team, battle staff, etc.) may be formed to support operations (e.g., crisis/contingency response, forward deployed C2 operations, etc.). Operational planning applies air resources with joint, interagency, intergovernmental, and multinational efforts for current and iterative action to achieve the desired end state. The OPG develops and/or executes plans to provide planning estimates for combat support and calculating force deployment data. During steady state and shaping activities, the OPG provides oversight and management for cross-functional efforts and coordination for the air component commander's steady state (theater) mission. The activities might include limited, short-term operations, joint and service exercise, and theater security cooperation engagements.

5.2.1.1. The OPG provides the air component commander with operationally relevant planning information and provides continuing staff estimates through the commander's estimate process.

5.2.1.2. The OPG recommends force application and movement, maintains situational awareness, and develops responsive courses of action and adaptive plans in support of C2 of air assets. **NOTE:** Some planning functions do not apply to functional combatant command's component staff. For example, AMC may not write operation plans/concept plans as a component of USTRANSCOM. However, AMC may write annexes or support plans to the CDR's plans.

5.2.2. The air component staff OPG works in concert with the AOC/OC strategy division to develop the air component commander's joint (or combined) air operations plan. The air component staff develops air component operation plans, operation orders, and other plans and orders.

5.2.3. Campaign Planning. The air component staff is responsible for developing an air component commander campaign support plan and individual country support plans that both

support CCDR theater campaign plans and include the enterprise related activities required to achieve theater and individual country objectives.

5.2.4. Boards, Centers, Cells, and Working Groups. Boards, centers, cells, and working groups are regularly scheduled meetings, or as required, to coordinate actions in a cross-functional forum. These groups include representatives from within or outside a warfighting function and from other commands in some cases. Membership and composition of each meeting depends on the issue or mission at hand. The meeting is a control measure for regulating a specific action, process or function and for formalizing routine staff work under a structured approach to support the organization's decision cycle.

5.2.4.1. Effective staff integration is achieved when functional expertise from across the staff and from external mission partners is brought together in direct support of the commander's decision requirements, working groups, operational planning teams and decision boards, leveraging the analytical capability of the entire staff and mission partners to support decision requirements. The use of such staff integrating elements (sometimes referred to as cross-functional organizations and events) makes staff coordination more routine; facilitates monitoring, assessment, and planning; and allows for the management of activities across the three event horizons (current operations, future operations, and future plans).

5.2.4.2. The battle rhythm provides the cross-functional collaboration structure for managing the AFFOR's most important resource the time and knowledge of the commander and staff. Coupling the battle rhythm with the staff integration process in both steady-state and crisis environments is the best solution for integrating and synchronizing tasks and processes toward completing the mission.

5.3. Operations. The air component commander executes command and control of assigned/attached forces across the full range of military operations ([Table 5.1](#)). Responsibilities include:

5.3.1. Manage requirements for the CCDR's execution of force flow.

5.3.2. Provide timely total force accountability and force closure visibility at the tactical and operational level for all theater force bed down locations.

5.3.3. Ensure readiness of assigned/attached forces through exercises and assessments.

5.3.4. Provide oversight and guidance on the sustainment and resupply of assigned and attached forces.

5.3.5. Interface with AF commands as necessary to ensure assigned/attached forces are trained, organized and equipped to conduct theater operations.

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

5.3.7. Provide reach back support to deployed teams conducting security cooperation activities.

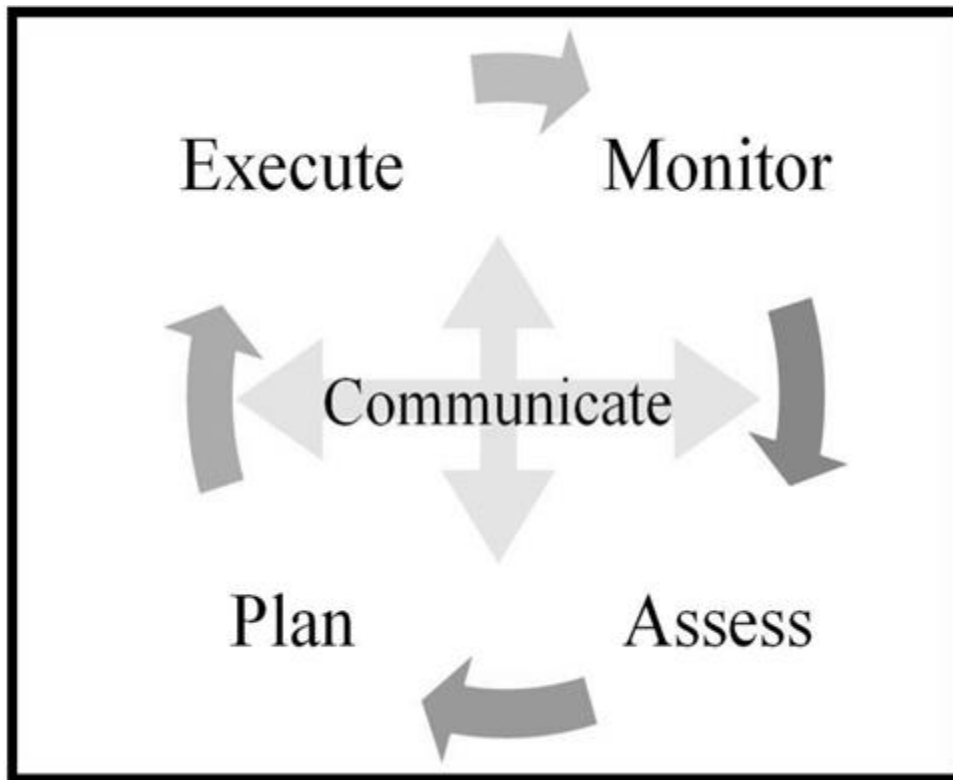
Table 5.1. Activities across the range of military operations.

Military engagement, security cooperation, and deterrence	Crisis response and limited contingency operations	Major operations and campaigns
Homeland defense	Support of counterinsurgency	Regional war
Protection of U.S. economic interests	Foreign humanitarian assistance	Global war
Enforcement of maritime treaties	Defense support of civil authorities	
Support of foreign policy		
Support of military (theater) strategy		
Support of peace operations		
Build partner capacity of partner nations		
Provide access, basing, and infrastructure		
Support of counterterrorism		

5.4. Command and Control (C2). The air component commander exercises C2 through the air component staff for forces assigned and/or attached. The air component staff supports the air component commander with uninterrupted collection, integration, synchronization, and fusion of decision-quality information. The air component C2 processes are executed through an arrangement of personnel, telecommunications and computing technology, facilities, systems, and procedures employed by the air component commander through planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission.

5.4.1. Air component commander's decision cycle. The air component staff enables and speeds the air component commander's decision cycle (**Figure 5.1**) through actions directed by DAFPD 13-1, and defined in JP 3-33, *Joint Task Force Headquarters*.

Figure 5.1. Air component commander's decision cycle.



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

- 5.4.1.1.1. Commander's critical information requirements and requests for information.
- 5.4.1.1.2. Operational situation.
- 5.4.1.1.3. Critical subordinate unit actions.
- 5.4.1.1.4. Critical supporting force actions.
- 5.4.1.1.5. Protection information throughout the force (threat levels and threat warnings).
- 5.4.1.1.6. Unit strength, current and projected.
- 5.4.1.1.7. Adversary actions and reactions.

5.4.1.1.8. Logistics status.

5.4.1.1.9. Status of national, theater, and organic intelligence and intelligence-related assets.

5.4.1.1.10. Agile combat support capability thresholds.

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

5.4.1.1.12. Assess, monitor, and evaluate progress of security cooperation activities.

5.4.1.2. Assess. The air component staff evaluates progress in designated mission areas as measured against the plan to assess impact of events as they relate to overall mission accomplishment. These judgments allow the air component commander and staff to determine where operational adjustments are necessary and serve as a catalyst for planning. Key tenets of the assessment process are:

5.4.1.2.1. Measuring the overall effectiveness of forces and capabilities during military operations, using measures of performance and measures of effectiveness.

5.4.1.2.2. Assessing the progress toward accomplishing a task, creating an effect, or achieving an objective, using measures of performance and measures of effectiveness.

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

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

5.4.1.2.5. The air component staff assesses potential impacts to bed down decisions, impacts of time-phased force and deployment data, feasibility, and force closure estimates.

5.4.1.3. Plan. During planning, the commander and staff adjusts the current plan or develop new plans with the purpose of successful completion of the broader mission. The air component commander's planning guidance starts in the initiation phase and continues throughout the planning process, setting the conditions for successful plan development. It provides the staff insight into how the commander wants to plan and conduct operations. As the staff continues to plan, the commander provides additional guidance such as refining courses of action, identifying items requiring further analysis, or modifying parts of the draft operation order. For more information on planning, refer to JP 5-0, *Joint Planning* and JP 3-30, *Joint Air Operations*. The air component staff is the critical linkage between the joint planning process (JP 5-0) and the air tasking cycle. The air component staff works in close coordination with the AOC/OC strategy plans team during strategy development and other planning processes. Air component staff planning must enable and support the strategy and combat plans divisions' efforts, ensuring the plans are executable and sustainable from a service component perspective. **(T-1)**.

5.4.1.4. Execute. The execution process converts the commander's decisions into effective action by subordinate organizations. Execute functions may occur independently or in parallel with AOC/OC operations (e.g., execute plans such as force bed down). This direction is accomplished with the broader purpose of achieving the overall mission. The

outputs of the execution process allow the air component commander to direct actions to ensure that current orders and directives are completed as intended. The air component staff supports operational missions by:

- 5.4.1.4.1. Guiding the air forces toward mission accomplishment.
 - 5.4.1.4.2. Making recommendations to assign missions.
 - 5.4.1.4.3. Making course of action recommendations defined during planning.
 - 5.4.1.4.4. Prioritizing and allocating resources.
 - 5.4.1.4.5. Assessing and mitigating risks.
 - 5.4.1.4.6. Assessing the situation and deciding when and how to make adjustments.
 - 5.4.1.4.7. Synchronizing out-of-theater support to the joint AOC/OC's intelligence efforts.
 - 5.4.1.4.8. Making recommendations to organize assigned and/or allocated/attached forces.
 - 5.4.1.4.9. Making recommendations to synchronize/de-conflict the actions of subordinate commanders.
 - 5.4.1.4.10. Synchronizing out-of-theater support for security cooperation efforts.
- 5.4.2. Air component commander's battle rhythm. The air component commander's battle rhythm is a logical arrangement of boards, centers, cells, and working groups/activities with a clearly defined purpose and outcome. The joint force headquarters establishes a battle rhythm and, within this, the air component commander and subordinate commanders nest their battle rhythm. The battle rhythm is regulated by the flow and sharing of information that support the commander's decision cycle. The air component commander's battle rhythm consists of the scheduling of a series of meetings, report due times, and other activities. The AOC/OC director and A-staff chief/director of staff collaborate to develop a synchronized battle rhythm to provide the commander a timeline for receiving critical information to establish set decision points. The chief/director of staff is the OPR for managing the battle rhythm and knowledge management planning.
- 5.4.2.1. The air component staff supports the air component commander's battle rhythm by requesting information updates and providing data to:
- 5.4.2.1.1. Plan the most effective use of assigned, attached and supporting forces to achieve the JFC's strategic, operational, and tactical objectives.
 - 5.4.2.1.2. Deploy, bed down, and sustain forces when and wherever needed to conduct the full range of military operations.
 - 5.4.2.1.3. Disengage, redeploy, and reconstitute forces as needed.
 - 5.4.2.1.4. Submit reports based on situations and as required by Air Force directives.
 - 5.4.2.1.5. Conduct operational-level assessments to determine mission and overall effectiveness as required by the JFC to support the theater assessment.
 - 5.4.2.1.6. Develop course of action alternatives for the air component commander.

5.4.2.1.7. Develop service component course of action alternatives and supporting actions for the COMAFFOR.

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

5.5. Air Component Reporting. The C-MAJCOM and C-NAF staff processes and creates various reports essential for effective C2 of air forces. These reports are typically processed through the staffs C2 node, (i.e., command center, watch cell, etc.) or through the AOC reports cell, depending on the organization. AFMAN 10-206, *Operational Reporting (OPREP)*, provides guidance on operational reporting.

5.5.1. The HQ Air Force operational reporting system provides AF and intermediate commands with information necessary to make timely operational decisions. Within the Air Force operational reporting system, operational report Type-3 is used to immediately notify commanders of any significant event or incident that should rise to the attention of MAJCOM, HQ USAF, or Department of Defense.

5.5.2. A commander's situation report publishes information to higher headquarters to enable senior echelons to directly support forces, enable service management during adverse situations, and enable higher headquarters to advocate solutions. The tactical/operational situation dictates the level of air component staff participation in formulating the situation report.

5.6. Air Component Commander Support Capabilities. Agile Combat Support. The air component staff utilizes tools, systems and processes to manage theater-wide apportionment, allocation and distribution of resources in support of operational requirements. Agile combat support provides capabilities to support operational missions at the C-MAJCOM and C-NAF. At the tactical level, commanders and their staffs forecast the consumption of resources associated with conducting operations over extended distance and time. Refer to [Attachment 5](#) for a link to the AFFOR C2 Toolkit that includes agile combat support systems utilized by the AFFOR staff. Agile combat support systems support each phase of the operation and provide a key component of AFFOR staff support. If required, the air component commander should identify an organization on the air component to lead agile combat support integration and synchronization.

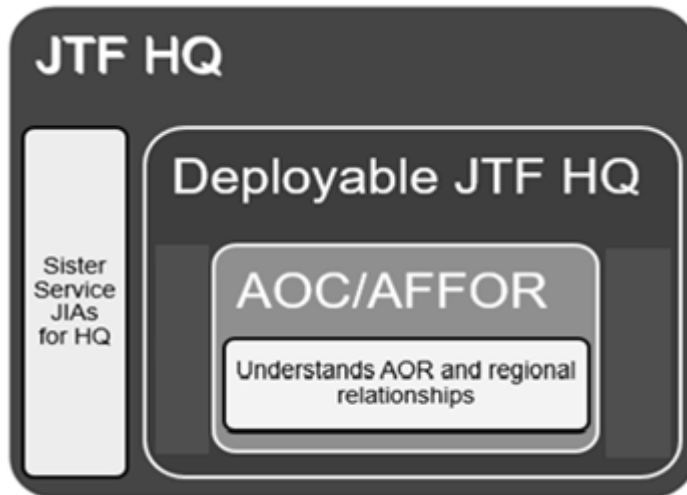
5.7. JTF HQ. In addition to the requirement to serve as the core of a service and joint functional component to the joint force, the air component headquarters should also be prepared to function as the core of a JTF HQ when organizationally capable. The preferred approach to forming a JTF HQ is to use an existing C2 structure. Typically, this is a CCMD's Service component HQ or a subordinate Service component HQ. The establishing authority (the CDR) determines the appropriate level based on the scope and scale of the operation and nature of the mission.

5.7.1. CDRs may designate an officer as a JTF commander and assigns the air component the responsibility to establish a JTF HQ. The DoD relies on Service component HQ to adapt into a JTF HQ, often under crisis planning conditions. The newly designated JTF HQ may require additional resources that are not organic to the core Service HQ.

5.7.2. The C-MAJCOM/C-MAJCOM/C-NAF air component staff forms the core of the JTF HQ's J-staff and the service component AFFOR staff (AETF AFFOR Staff). The AOC/OC may form the core of the JTF HQ. Depending on the complexity of the JTF mission, the air component staff, A-staff/AEW A Staff/AEW, AETF Staff, and JTF J-staff positions may be

dual, or in some cases triple-hatted ([Figure 5.2.](#)). For further reference see JP 3-33 and JP 3-0 *Joint Operations*.

Figure 5.2. Joint task force headquarters.



Chapter 6

AIR COMPONENT STAFF READINESS AND TRAINING

6.1. General. This chapter provides guidance for air component and designated ARC staff training programs. It establishes training practices, management criteria, and administrative practices required for personnel to achieve and maintain air component staff certifications. For the purposes of training, the air component staff is not considered a weapons system.

6.1.1. The AFFOR FAM approves unit training objectives for air component staff training Air Force global strike command (AFGSC)/A3O; AFSOC/A3O; AMC/A3C; PACAF/CSK; USAFE-AFAFRICA/A3C; 1AF (AFNORTH)/A3T; 7AF (AFKOR)/A3T; 12AF (AFSOUTH)/A3T and USAFCENT/A3T in coordination with ACC/A3C.

6.1.2. NGB/A2/6/3/10Y is the OPR for Air National Guard training and AFRC/A3T is OPR for Air Force Reserve training. Training requirements should be based on the gaining air component training programs. **NOTE:** Due to the nature of their organizational structure and differing processes, functional air component staff training program requirements should be addressed in functional MAJCOM/Unit supplements. Refer to [Attachment 3](#) for the Air Component Master Training Task List.

6.1.3. **(Added-PACAF)** The HQ PACAF AFFOR staff training program is designed to prepare staff members for steady state and Battle Staff operations across the competition continuum. There are four steady state AFFOR staff positions: AFFOR Staff Officer (ASO), AFFOR Staff Planner (ASP), Senior Staff and Administrative Support. Each staff member will only fill one of these positions at a time. The Battle Staff will be filled with personnel listed in the HQ PACAF Battle Roster. When the Battle Staff is activated, personnel will transition from their steady state position into their Battle Roster position, as required. To maximize flexibility, personnel may fill multiple Battle Roster positions. See HQ PACAF PAFWC and Battle Staff CONOPs for more details.

6.1.3.1. **(Added-PACAF)** AFFOR Staff Officer. The ASO is responsible for planning, monitoring, execution, and assessment on behalf of the COMAFFOR through an arrangement of personnel, telecommunications and computing technology, facilities, systems, and procedures. The ASO should be trained and certified to develop COMAFFOR strategy, conduct operational planning, develop campaign plans, and execute operations. AFFOR Staff Officers must complete ICT, MCT and maintain CT to be battle roster eligible.

6.1.3.2. **(Added-PACAF)** AFFOR Staff Planner. The ASP is responsible for translating strategic direction into operational requirements and tactical employment of forces; applying Air Force resources and then synchronizing with the joint/coalition/interagency effort through concurrent and iterative action to achieve the desired end state. The ASP must be knowledgeable in major aspects of Air Force, or Air Force portions of joint war, mobilization, and contingency plans. The ASP should be trained and certified to develop and/or execute campaign/contingency plans to achieve strategic objectives within theaters or other operational areas. ASPs are identified by Unit Manning Document (UMD) positions that require an R-prefix to their Air Force Specialty Code (AFSC). ASPs will complete ICT, MCT, and maintain CT to be battle roster eligible.

6.1.3.3. **(Added-PACAF)** Senior Staff positions are filled by the Chief of Staff, Command Chief, Directors, and Deputy Directors. For O-7 / SES and above, ICT and MCT will be through personal immersion training. For O-6 / GS-15 and below and the Command Chief, ICT will be IAW [paragraph 6.3.2.1.4](#), exceptions will be on a case-by-case basis, MCT will be through personal immersion training. The respective directorate staff is responsible for scheduling and executing personal immersion training. The personal immersion training plan, to include topics covered, will be submitted to the staff training manager. There are no CT requirements for senior staff. **Note:** completion of the Air Component Senior Leader Course (ACSLC) can be used to satisfy ICT requirements and is highly encouraged.

6.1.3.4. **(Added-PACAF)** Administrative Support. Individuals and organizations that perform administrative or service specific functions. Individuals include executive officers, executive assistants, secretaries (as identified in their position descriptions), Senior Enlisted Leaders, etc. Organizations include (not all inclusive): CCF, CCQ, CCP, CCX, CSE, CSF, CSS, HO, IG, and ST. Administrative support personnel shall not be assigned to a Battle Roster position. Administrative Support must complete ICT and MCT. **Note:** Administrative Support personnel subsequently placed into a Battle Roster position must be reassigned to an ASO or ASP position and complete all training requirements.

6.1.4. **(Added-PACAF)** Air Reserve Component (ARC) (including unit reservist, IMAs and Guard) personnel that are assigned or augment HQ PACAF staff have the same training requirements and should be carried on the appropriate directorate's or division's LOX. 713th Combat Operations Squadron (713 COS) may maintain their own Letter of Xs (LOX). ARC augmentation training requirements must comply with the gaining directorate's training requirements.

Table 6.1. (Added-PACAF) HQ PACAF Air Component Staff Training Position Requirements.

	Senior Staff	Administrative Support	AFFOR Staff Officers (ASO)	AFFOR Staff Planners (ASP)
Initial Certification Training (ICT)	X	X	X	X
Mission Certification Training (MCT)	X	X ¹	X ²	X ^{2,3}
Continuation Training (CT)			X ⁴	X ⁴
<p>Note 1: Required to complete Newcomers Immersion training only</p> <p>Note 2: Battle rostered personnel must complete Initial Battle Staff Training and Battle Roster Position Training</p> <p>Note 3: MCT includes a Formal Planners Course (CWPC or JAOPC)</p> <p>Note 4: Battle rostered personnel must maintain CT currency</p>				

6.2. Individual Training Waivers. AF/A3T delegates individual training waiver authority to AFGSC/A36; AFSOC/A3; AMC/A3; PACAF/CS; USAFE-AFAFRICA/A3, and ACC/A3. ARC aligned units submit individual training waivers through NGB/A2/6C/3/10Y or AFRC/A3T. Reserve and Guard component commanders are the approval authority for initial certification, mission certification and continuation training proficiency advancement for members when the member demonstrates performance above the syllabus standards. Proficiency advancement will not be used as a management tool for the purpose of graduating students or completing initial/mission certifications by a specific date. **(T-3). Note:** See AFI 36-2101, *Classifying Military Personnel (Officer and Enlisted)* **paragraph 3.7.** for waiver process and evaluating waiver requests.

6.3. AFFOR Staff Training. The AFFOR training program is sequentially phased and structured using three training tracks based on an individual's rank or equivalent civilian positions. Completion of the program is required to attain and maintain certification status. Training phases are ICT, MCT, and continuation training. Training tracks are Basic (E-1 to E-5 and O-1 to O-2), Intermediate (E-6 to E-8 and O-3 to O-5), and Senior (E-9 and O-6). Individuals who have been members of the AFFOR staff prior to October 2018 may be grandfathered for initial certification training and subsequent mission certification training as determined by the course director in conjunction with the training SQ commander. AFFOR staff members initiate ICT by the 45 day of assignment and must complete ICT no later than 180 days after assignment to the Air Force Component HQ. **(T-2).**

6.3. (PACAF) AFFOR Staff Training. All phases will be tracked via the Letter of Certifications, commonly referred to as the Letter of Xs (LOX), and supporting documentation maintained in individual training folders. Training tracks for civilian personnel are Basic (GS-11 and below), Intermediate (GS-12 to GS-14), and Senior (GS-15).

6.3.1. Designated “A staff” personnel (A4 and A5) should attend Joint Capabilities Integration and Development System training provided by the Defense Acquisition University.

6.3.2. Initial Certification Training (ICT). ICT is the first phase of the air component staff training program designed to provide baseline knowledge on operational level planning and AFFOR staff functions. ICT provides minimal baseline training of newly assigned air component staff by presenting foundational knowledge in order to provide the air component commander with specialized expertise to support operational missions and activities. ICT is mandatory for personnel identified on the unit-manning document to ensure only trained personnel are matched to those positions.

6.3.2.1. ICT Requirements:

6.3.2.1.1. Complete the applicable on-line AFFOR staff training courses on ADLS.

6.3.2.1.2. Fundamental AFFOR training course, basic track.

6.3.2.1.3. AFFOR staff officer training course, intermediate track.

6.3.2.1.4. AFFOR senior staff officer training course, senior track. **Note:** Completion of the AFFOR intermediate staff course (AISC), or AFFOR senior staff course (AFSSC), may be substituted for the on-line course to satisfy ICT requirements.

6.3.3. The following courses are highly recommended to provide increased breadth and depth of knowledge (either in ICT or MCT):

6.3.3.1. AFFOR AISC and civilian equivalent, intermediate track.

6.3.3.2. AFFOR AFSSC, senior track, select O-5s and civilian equivalents.

6.3.3.3. Contingency Wartime Planning Course, intermediate track for A-staff A4 and designated A2/6C, A3 and A5 personnel, and for general planners.

6.3.3.4. Joint Air Operations Planning Course, for A-staff A5 and designated A2/6C and A3 personnel, and for general planners.

6.3.3.5. USAF Steady-State Campaign Support Planning Course, intermediate track required for OPG and long range planning group members as well as all theater security cooperation planners, foreign area officers, political-military affairs strategists, and international health specialists. Users have the option of taking this on-line course on platforms listed above.

6.3.3.6. Command & Control Warrior Advanced Course, lead planners.

6.3.3.7. ICT is mandatory for ARC aligned personnel to ensure units are trained to integrate with an AF component headquarters. ARC personnel will complete one of the in-residence courses listed above. **(T-3).** Based on the members’ previous experience, this requirement may be waived by the unit commander.

6.3.3.8. ICT timeline. ICT should be initiated not later than 45 days from date assigned to an air component staff position. Ensure ICT is completed within 180 days of assignment for RegAF and 365 days for ARC.

6.3.3.8. (PACAF) ICT shall be complete not later than (NLT) 45 days from date assigned to HQ PACAF and be documented in accordance with [paragraph 6.4.5](#).

6.3.3.9. Based on the members' previous experience, individuals may be proficiency advanced by the first O-6 in the members' chain in command. **NOTE:** Refer to [Attachment 2](#) for a list of AFFOR Staff Education and Training Courses.

6.3.4. Mission Certification Training (MCT).

6.3.4.1. Definition. MCT is theater-specific training or functional training designed to prepare the air component staff to accomplish air component assigned missions. In addition, MCT provides training in those processes and functions identified in [Chapter 4](#) of this AFI. Air component OPRs listed in [paragraph 6.1.2](#) are responsible for the C-MAJCOM/C-NAF mission certification-training program. NGB and AFR are offices of primary responsibility for ARC training.

6.3.4.2. MCT may involve tailored training and on-the-job training with applicable SMEs, classroom academics, self-study, and practice as necessary.

6.3.4.3. For designated personnel assigned to theater security cooperation and/or steady-state campaign support planning duties in the intermediate track, to include foreign area officers, politico-military affairs strategists, and international health specialists, complete the USAF Steady State Campaign Support Planning Course. Users have the option of taking this on-line course on the ADLS, Joint Knowledge Online, Blackboard® or other training platform.

6.3.4.4. Mission Certification Training Timeline.

6.3.4.4.1. Start MCT for Active Component not later than 45 days from ICT completion. Complete MCT within 180 days of start of MCT.

6.3.4.4.2. Start MCT for ARC not later than 90 days after ICT and ensure completion not later than 365 days after training start. MCT may be completed concurrently with ICT.

6.3.4.4.3. Theater specific training should also include an exercise as part of MCT.

6.3.4.4.4. MCT is complete when all unit training requirements are met. **Note:** Officer and enlisted members are eligible for award of the USAF operations staff planner special experience identifier after completion of Contingency Wartime Planning Course, Joint Air Operations Planners Course, and Joint Air Operations Course with AF/A3OD approval and the *Air Force Officer Classification Directory* officer experience sets list. Consideration for the award will also be made for graduates of the School of Advanced Military Studies, the School of Advanced Warfighting, the Maritime Advanced Warfighting School, or the Multi-Domain Command and Control Course. (T-1).

6.3.4.5. (Added-PACAF) PACAF MCT Requirements. Completion will be documented in accordance with [paragraph 6.4.5](#).

6.3.4.5.1. **(Added-PACAF)** HQ PACAF Air Component Newcomers Immersion Training course. The newcomer's immersion is a two day training course that focuses on PACAF's warfighting missions, strategy, plans, roles, and responsibilities as the Air Component to USINDOPACOM. Staff personnel shall complete the course within 60 days from date assigned to HQ PACAF.

6.3.4.5.2. **(Added-PACAF)** Self-Study. Self study consists of reading core documents (e.g. Air Force, INDOPACOM, PACAF, etc) and the completion of CBTs. The AFFOR Staff Training Manager will post the self study requirements online and conduct an annual review of the requirements with the directorate Training LNOs.

6.3.4.5.3. **(Added-PACAF)** Initial Battle Staff Training. Focuses on Battle Staff execution and operations, to include KM applications and tools (e.g. chat, sites, etc.). Required for personnel who are assigned to the HQ PACAF Battle Roster. The AFFOR Staff Training manager plans and executes this training. Accomplish in conjunction with Battle Roster position training listed in 6.3.4.5.4.7.

6.3.4.5.4. **(Added-PACAF)** Directorate/Division Training (DDT). DDT consists of operational, and administrative training requirements and will be listed in the applicable annex to this supplement. (Annex A1-A9, SG, PA, JA, SE, HC, etc.). Directors will review and approve their DDT annex on an annual basis, to include required, optional, and not required items for each individual training plan. At a minimum, the DDT annex will include:

6.3.4.5.4.1. **(Added-PACAF)** Directorate mission overview: Include directorate roles, missions, responsibilities, and directorate structure down to each branch.

6.3.4.5.4.2. **(Added-PACAF)** PACAF tour: Physically tour the PACAF building and AOC for familiarity with other PACAF locations.

6.3.4.5.4.3. **(Added-PACAF)** Directorate standard operating procedures: Review directorate SOPs, Business Rules, and Policy Letters.

6.3.4.5.4.4. **(Added-PACAF)** Directorate Knowledge Management (KM)(internal): Review directorate usage of Share drives, SharePoint, PACAF OPS webpage, etc. (external): Review common partners' sites e.g. INDOPACOM, 7AF, 5AF, PACAF wings, etc.

6.3.4.5.4.5. **(Added-PACAF)** Directorate Action Officer (AO) standards: review proper usage of e-mail, org boxes, and ETMS2.

6.3.4.5.4.6. **(Added-PACAF)** Familiarization with organizations outside HQ PACAF: Review common interface between the directorate and outside agencies to include HAF, USINDOPACOM, NAFs and other components.

6.3.4.5.4.7. **(Added-PACAF)** Battle Roster Position Training. Review duties and responsibilities for each assigned Battle Roster position to include the understanding of procedures and Business Rules. Ensure proper permissions to appropriate Battle Staff KM tools. For directorate-level Battle Roster positions, e.g. A3 Wheel Captain, A4 Battle Captain, etc, directors shall designate a lead organization (e.g. front office, division, branch, etc.) to manage and standardize positional training on their DDT. **Note:** the PACAF Watch Center (PAFWC) will

manage and provide Battle Staff Director, Battle Staff Deputy Director, and Battle Staff Operations Officer (OPSO) position training.

6.3.4.5.5. **(Added-PACAF)** ASPs are required to complete the Contingency Wartime Planners Course (CWPC). The Joint Air Operations Planning Course (JAOPC) is a suitable substitute.

6.3.4.5.6. **(Added-PACAF)** Pass a multiple choice ASO certification examination with a minimum score of 80%. The exam is comprised of a minimum of 25 general knowledge questions and will come from the MQF question bank.

6.3.4.5.6.1. **(Added-PACAF)** AFFOR Staff Officer Certification Exam Failure. In the event an individual fails a certification exam, the individual will not be permitted to re-test for 7 days. Individuals must complete the re-test within 60 days of exam failure. If an exam is failed a second time, the individual must re-accomplish all MCT items. The director may modify the required DDT annex as appropriate.

6.3.5. Continuation Training.

6.3.5.1. Definition. Continuation training provides the air component staff with the mix of training necessary to maintain proficiency in assigned staff positions. Continuation training begins after the member is certified in an air component staff position.

6.3.5.2. Continuation training accomplishes two purposes: maintaining air component staff certification (MCT status) and expanding operational level knowledge and C2 skills. continuation training is the air component commander's tool to ensure that the air component staff is prepared to support the CCCR and air component commander as required at all times.

6.3.5.2.1. **(Added-PACAF)** Battle Staff Spin Up Training. In response to Battle Staff activation, the AFFOR Staff Training Manager will deliver Battle Staff spin up training to provide background knowledge and/or skills in order to execute INDOPACOM missions and exercises.

6.3.5.2.2. **(Added-PACAF)** Directors have the responsibility to provide certified and CT current members to the Battle Staff.

6.3.5.3. AFFOR staff and mission certified ARC personnel must participate in annual exercises. **(T-2)**. This requirement may be met by participating in a real world mobilization or planning event in an AOC/OC or air component staff position or by attending an in-residence course listed in paragraph 6.3.3.2 through 6.3.3.4. Units may supplement this continuation training requirement.

6.3.5.3. **(PACAF)** AFFOR staff must also complete Quarterly Academics, the training can be provided by the AFFOR Staff Training Manager or directorates. Battle Staff spin up training can satisfy this requirement.

6.3.5.4. Continuation training timeline.

6.3.5.4.1. Continuation training requirements should begin no later than 30 days after the individual is air component staff certified.

6.3.5.4.2. Additional continuation training requirements for air component staff is addressed in unit/MAJCOM supplement.

6.3.5.4.3. ARC units accomplish continuation training over a two-year period.

6.3.5.5. **(Added-PACAF)** CT Currency. There are two currencies to be maintained: annual exercise and quarterly academics.

6.3.5.5.1. **(Added-PACAF)** Annual Exercise. Currency lasts through the end of the 12th month. For example, if a member participated on 8 March, their last day of currency is 31 March the following year.

6.3.5.5.2. **(Added-PACAF)** Quarterly Academics. Currency lasts through the end of the following quarter. For example, if a member attended quarterly training in January, their last day of currency is 30 June.

6.3.5.5.3. **(Added-PACAF)** Loss of Currency. ASOs and ASPs are not battle roster eligible.

6.3.5.5.4. **(Added-PACAF)** Regaining Currency: To regain currency, the individual must accomplish the expired CT event. For an annual exercise, the individual may participate in the next available qualifying event in a supervised status until they demonstrate performance to the satisfaction of the Battle Staff director, normally one full shift.

6.3.6. Training Exceptions.

6.3.6.1. Training Extension. Parent MAJCOMs approve individual training extensions (in accordance with [paragraph 6.2.](#)). An O-6 in the chain of command or equivalent may grant a one-time 30-day extension (180 days for ARC units) for the extension. If the unit level extension lapses, the commander or designated representative has three options: re-enter the individual into training (restart the clock), re-assign the member to a non-operational level staff function, or allow the individual to continue duties for 180 days and complete training requirements with a waiver requested through air component OPR for air component staff training.

6.3.6.2. Extension Methodology. Based upon recommendation of the training manager and supervisor, the commander or designated representative may grant a one-time training extension (30 Active Component days/180 ARC days), allow the individual to continue duties with a waiver in accordance with waiver limits established in [paragraph 6.3.6.1](#), or take appropriate action to remove the individual from air component staff duties. Maintain all waivers in the individual's training record. If no waiver is granted, the air component commander or designated representative may take appropriate action to remove the individual from the air component staff position. Individuals with waivers subsequently assigned to other air components should be reevaluated for reentry into training or extension of that waiver within 30 days of arrival. The commander or designated representative may direct a downgrade of an air component staff member's training status if he/she deems circumstances warrant it. The individual should then re-enter the directed level of training with the same time requirements from that downgrade date. Removal from air component staff duties may include coordinating reassignment within the air component to another duty position.

6.4. Training Documentation.

6.4.1. Air Component Staff Documentation. Document all training and maintain training records to include the following milestones: date assigned station, upgrade training start and completion dates, ICT and MCT dates, completion date, MCT completion date, deployment dates and continuation training dates to include exercises, operations and formal school completion dates, and any other significant training dates. AFFOR training will be documented on all officer, enlisted and civilian personnel. **(T-2).** ARC units maintain their own records.

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

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

6.4.4. **(Added-PACAF)** All training documentation for ICT, MCT, DDT, and Letter of Xs (LOX) are located on a restricted access NIPR SharePoint site, contact the AFFOR Staff Training manager for access.

6.4.5. **(Added-PACAF)** Training Folder. Directorate and division Training LNOs will create and maintain a training folder for everyone assigned or attached to their directorate. Electronic folders are acceptable training folders. The folder will consist of ICT Annex A, MCT Annex B, and appropriate DDT Annex (1-9, PA, SG, JA, etc).

6.4.6. **(Added-PACAF)** Letter of Certifications/Letter of Xs (LOX). The LOX displays the certification status of all AFFOR staff personnel. The LOX accomplishes this by tracking the underlying training requirements for ICT, MCT, and CT. Report training extension, waivers, and failures to progress in the remarks section.

6.4.6.1. **(Added-PACAF)** The directorate or division Training LNO is responsible for managing and tracking their personnel's training status to ensure the LOX is maintained accurately and in a timely manner. At a minimum, the LOX will be updated on a quarterly basis IAW AFFOR Staff Training Manager guidance.

6.4.6.2. **(Added-PACAF)** The PACAF Watch Center (PAFWC) will track Battle Staff Director, Battle Staff Deputy Director, and Battle Staff Operations Officer (OPSO) position training.

6.4.6.3. **(Added-PACAF)** The AFFOR Staff Training Manager will use LOX data to provide HQ PACAF leadership a training and certification status update IAW 2.2.7.5.

6.5. MAJCOM OPR Reportable Items.

6.5.1. ICT timeline exceeded (including extensions). Training Managers will report all actions taken quarterly. **(T-2).**

6.5.2. MCT failure to progress. Training Managers must provide MAJCOM OPRs the report quarterly. **(T-2).**

6.5.3. Training limiting factors and shortfalls to include continuation training: Training Managers report limiting factors and shortfalls annually.

Chapter 7

AFFOR STAFF OPERATIONS, READINESS, AND STRUCTURES SUPPLEMENT

7.1. General. This chapter is reserved for units with assigned or aligned AFFOR staffs, to publish a supplement or field instruction to this publication. C-MAJCOMs and C-NAFs that support functional AOC/OC are encouraged to publish supplements and/or field instructions to this publication to be included in this chapter. Forward copies to respective MAJCOM/A3 and ACC/A3C for review and approval. Differences identified in a supplement or field instruction only apply to that AFFOR staff and any aligned ARC AFFOR staff unit. Publish in accordance with DAFI 33-360. Procedures in the field instruction or supplement should not be less restrictive than those contained elsewhere in this instruction. Include a statement in the opening paragraph of the field instruction advising the reader that it further implements and is incomplete without AFI 13-103, *AFFOR Staff Operations, Readiness and Structures*. The field instruction is not intended to be a single-source document for procedures contained in other official publications, directives, or regulations. Avoid unnecessary repetition of guidance provided in other official publications; however, reference to those publications is acceptable when it serves to facilitate location of information necessary for local operating procedures. Follow instructions on page 1 of this AFI for approval/distribution of field instruction.

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

- 7.2.1. Introduction.
- 7.2.2. General Procedure.
- 7.2.3. Unit Mission.
- 7.2.4. Unit Peacetime Organization.
- 7.2.5. Theater C2 Processes.
- 7.2.6. Associate/Gained Unit Organization and Mission.

JOSEPH T. GUASTELLA JR., Lt Gen, USAF
Deputy Chief of Staff, Operations

(PACAF)

SHANE S. VESELY, Col, USAF
Chief of Staff

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

AIR FORCE DOCTRINE, ANNEX 3-0, *Operations and Planning*, 4 November 2016

AIR FORCE DOCTRINE, ANNEX 3-17, *Air Mobility Operations*, 28 June 2019

AIR FORCE DOCTRINE, ANNEX 3-84, *Legal Support*, 24 January 2020

Air Force Handbook 33-337, *Tongue and Quill*, 27 July 2016

Air Force Officer Classification Directory (AFPC), 30 April 2020

AFI 10-201, *Force Readiness Reporting*, 3 March 2016

AFI 10-401, *Air Force Operations Planning and Execution*, 7 December 2006

AFI 10-405, *Expeditionary Readiness Training Program*, 24 September 2018

AFI 10-1301, *Air Force Doctrine Development*, 16 May 2019

AFI 10-1302, *Air Force Lessons Learned Program*, 30 July 2019

AFI 14-404, *Oversight of Intelligence Activities*, 3 September 2019

AFI 16-1401, *Information Protection*, 29 July 2019

AFI 16-1402, *Counter Insider Threat Program Management*, 17 June 2020

AFI 16-1404, *Air Force Information Security Program*, 29 May 2015

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

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AFI 36-2670, *Total Force Development*, 25 June 2020

AFI 36-3002, *Casualty Services*, 20 June 2017

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DAFI 33-360, *Publications and Forms Management*, 1 December 2015

DAFPD 13-1, *Command and Control Enterprise (C2 Enterprise)*, 6 August 2012

DoDM 5220.22V2, *National Industrial Security Program: Industrial Security Procedures for Government Activities*, 1 August 2018

HAFMD 1-6, *International Affairs*, 22 December 2014

JP 1, *Doctrine for the Armed Forces of the United States*, 12 July 2017

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

JP 3-30, *Joint Air Operations*, 25 July 2019

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

JP 4-01, *The Defense Transportation System*, 18 July 2017

JP 4-10, *Operational Contract Support*, 4 March 2019

JP 5-0, *Joint Planning*, 16 June 2017

(Added-PACAF) PACAF Document 1, *HQ PACAF PAFWC and Battle Staff CONOPs*, 10 May 2023

(Added-PACAF) PACAF Document 2, *PACAF Business Rules*, 4 October 2024

(Added-PACAF) PACAFI 13-101, *PACAF Command Relationships*, 17 Jul 2014

Public Law 114-92, *National Defense Authorization Act for Fiscal Year 2016*, 25 November 2015

Note: Refer to **Attachment 4** for Glossary of Links found on the AFFOR SharePoint® site.

Prescribed Forms

None

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

A1—Manpower, Personnel, and Services

A3—Operations, Plans and Requirements

A2/6C—Cyberspace Operations and Warfighter Communications

(Added-PACAF) A3/A6—Air and Cyberspace Operations

A4—Logistics, Engineering, and Force Protection Directorate

A5—Strategy, Integration and Requirements

(Added-PACAF) A5/A8—Strategy, Plans, Programs, and Requirements

A8—Strategic Plans and Programs

A9—Studies, Analysis and Assessments

(Added-PACAF) ABO—Access, Basing, and Overflight

ACC—Air Combat Command

ACC/A1K—Directorate of Manpower and Personnel, Personnel Division

ACC/A3—Directorate of Air and Space Operations

ACC/A3C—Directorate of Training and Readiness C2 ISR Operations Division

ACC/A5C—Directorate of Plans, Programs, Requirements and Analysis

(Added-PACAF) ACHQ—Air Component Headquarters

(Added-PACAF) ACSLC—Air Component Senior Leader Course

ADLS—Advanced Distributed Learning Service

AE—Aeromedical Evacuation

AETC—Air Education and Training Command

AETC/A3Q—Air Education and Training Command Special Missions Division

AETF—Air Expeditionary Task Force

AF—Air Force

AF A2/6C—Director of ISR

AF JWICS—Air Force Joint Worldwide Intelligence Communications System

AF/A3O—Deputy Chief of Staff, Operations, Directorate of Operations and Training

AF/A3T—Director of Training and Readiness, Deputy Chief of Staff for Operations

AF/HO—Air Force Forces Historian

AFAFRICA—Air Forces Africa

AFCYBER—Air Forces Cyber

AFFOR—Air Force Forces

AFFOR/SE—Air Force Forces Chief of Safety
AFGSC—Air Force Global Strike Command
AFI—Air Force Instruction
AFIMSC—Air Force Installation and Mission Support Center
AFKOR—Air Forces Korea
AFNORTH—Air Forces Northern
AFPC—Air Force Personnel Center
AFR—Air Force Reserve
AFRC—Air Force Reserve Command
(Added-PACAF) AFRIMS—Air Force Records Information Management System
(Added-PACAF) AFSC—Air Force Specialty Code
AFSOC—Air Force Special Operations Command
AFSOUTH—Air Forces Southern
AFSSC—AFFOR Senior Staff Course
AFSTRAT—Air—Air Forces Strategic-Air
AFSVC—Air Force Services Center
AISC—AFFOR Intermediate Staff Course
AMC—Air Mobility Command
AMD—Air Mobility Division
(Added-PACAF) AO—Action Officer
AOC—Air Operations Center
AOR—Area of Responsibility
ARC—Air Reserve Component
(Added-PACAF) ASO—AFFOR Staff Officer
(Added-PACAF) ASP—AFFOR Staff Planner
C2—Command and Control
CBRNE—Chemical, Biological, Radiological, Nuclear and High-Yield Explosives
(Added-PACAF) CBT—Computer Based Training
CCDR—Combatant Commander
(Added-PACAF) CCF—First Sergeant
CCMD—Combatant Command
(Added-PACAF) CCP—Protocol

(Added-PACAF) **CCQ**—Commander’s Support Staff
(Added-PACAF) **CCX**—Commander's Action Group
(Added-PACAF) **CEP**—Country Engagement Plan
C-MAJCOM—Component Major Command
C-NAF—Component Numbered Air Force or Component Named Air Force
(Added-PACAF) **COA**—Course of Action
COMAFFOR—Commander, Air Force Forces
COD—Combat Operations Division
(Added-PACAF) **COMPACAF**—Commander Pacific Air Forces
(Added-PACAF) **CONOP**—Concept of Operations
(Added-PACAF) **COS**—Combat Operations Squadron
CPD—Combat Plans Division
(Added-PACAF) **CS**—Chief of Staff
(Added-PACAF) **CSE**—Chief of Staff Executive Services
(Added-PACAF) **CSF**—Building Management
(Added-PACAF) **CSK**—Knowledge Management or AFFOR Staff Training
(Added-PACAF) **CSP**—Campaign Support Plan
(Added-PACAF) **CSPG**—Combat Support Planning Group
(Added-PACAF) **CSS**—Cyberspace Systems Squadron
(Added-PACAF) **CSSWG**—Combat Support Synchronization Working Group
(Added-PACAF) **CT**—Continuation Training
CUI—Controlled Unclassified Information
(Added-PACAF) **CWPC**—Contingency Wartime Planners Course
(Added-PACAF) **DAF**—Department of the Air Force
(Added-PACAF) **DAFMAN**—Department of the Air Force Manual
(Added-PACAF) **DCS**—Deputy Chief of Staff
(Added-PACAF) **DDT**—Directorate / Division Training
DIRCYBERFOR—Director of Cyber Forces
DIRMOBFOR—Director of Mobility Forces
(Added-PACAF) **EOPG**—Executive Operations Planning Group
(Added-PACAF) **ETMS2**—Enterprise Task Management Software Solution
FAM—Functional Area Manager

FDO—Foreign Disclosure Officer

(Added-PACAF) FM—Financial Management

(Added-PACAF) FOIA—Freedom of Information Act

(Added-PACAF) GS—General Schedule

HA/DR—Humanitarian assistance/disaster relief

(Added-PACAF) HAF—Headquarters Air Force

HC—Chaplain Corps

HO—Historian

HQ—Headquarters

(Added-PACAF) IAW—In Accordance With

ICT—Initial Certification Training

IG—Inspector General

(Added-PACAF) IMA—Individual Mobilization Augmentee

(Added-PACAF) INDOPACOM—Indo-Pacific Command

IP—Information Protection

ISR—Intelligence, Surveillance and Reconnaissance

ISRD—Intelligence, Surveillance and Reconnaissance Division

(Added-PACAF) JA—Judge Advocate

(Added-PACAF) JAOPC—Joint Air Operations Planners Course

J-GSOC—Joint-Global Strike Operations Center

JFACC—Joint Forces Air Component Commander

JFC—Joint Force Commander

JP—Joint Publication

JTF—Joint Task Force

JTF HQ—JTF Headquarters

(Added-PACAF) JWICS—Joint Worldwide Intelligence Communications System

(Added-PACAF) KM—Knowledge Management

(Added-PACAF) LNO—Liaison Officer

(Added-PACAF) LOX—Letter of Certifications or Letter of Xs

(Added-PACAF) LRPG—Long Range Planning Group

MAJCOM—Major Command

MCT—Mission Certification Training

(Added-PACAF) **MQF**—Master Question File
(Added-PACAF) **NAF**—Numbered Air Force
NGB—National Guard Bureau
(Added-PACAF) **NIPR**—Non-Secure Internet Protocol Router
(Added-PACAF) **NLT**—No Later Than
NORAD—The North American Aerospace Defense Command
(Added-PACAF) **OAI**—Operations, Activities, and Investments
OC—Operations Center
OCS—Operational Contract Support
OPG—Operational Planning Group
OPR—Office of Primary Responsibility
(Added-PACAF) **OPS**—Operations
(Added-PACAF) **OPSEC**—Operations Security
(Added-PACAF) **OPSO**—Operations Officer
PA—Public Affairs
PACAF—Pacific Air Forces
(Added-PACAF) **PACAFI**—Pacific Air Forces Instruction
(Added-PACAF) **PACAFSUP**—Pacific Air Forces Supplement
(Added-PACAF) **PA-ESC**—Pacific Enterprise Service Center
(Added-PACAF) **PAFWC**—Pacific Air Forces Watch Center
(Added-PACAF) **POC**—Point of Contact
POLAD—Political Advisor
(Added-PACAF) **RDS**—Records Disposition Schedule
RegAF—Regular Air Force
RFI—Request for Information
SAF—Secretary of the Air Force (Office Symbol)
SAF/AA—Administrative Assistant to the Secretary
SAF/CN—Deputy Chief Information Officer
SAF/HC—Chief of Chaplains
SAF/HCP—Chief of Chaplains, personnel, budget and readiness
SAF/IA—Air Force International Affairs
SAF/PA—Air Force Public Affairs Agency

SE—Safety

SCI—Sensitive Compartmented Information

(Added-PACAF) **SES**—Senior Executive Service

(Added-PACAF) **SG**—Surgeon General

(Added-PACAF) **SOP**—Standard Operating Procedures

SRD—Strategy Division

(Added-PACAF) **ST**—Science Advisor

(Added-PACAF) **TAADC**—Theater Area Air Defense Commander

(Added-PACAF) **TACA**—Theater Airspace Control Authority

(Added-PACAF) **TJFACC**—Theater Joint Force Air Component Commander

(Added-PACAF) **TWG**—Threat Working Group

(Added-PACAF) **UMD**—Unit Manning Document

USAF—United States Air Force

USAFCENT—United States Air Forces Central

USAFE—United States Air Forces in Europe

USAFRICOM—United States Africa Command

USCENTCOM—United States Central Command

USCYBERCOM—United States Cyber Command

USEUCOM—United States European Command

USFK—United States Forces Korea

USNORTHCOM—United States Northern Command

USINDOPACOM—United States Indo-Pacific Command

USSOCOM—United States Special Operations Command

USSOUTHCOM—United States Southern Command

USSPACECOM—United States Space Command

USSTRATCOM—United States Strategic Command

USTRANSCOM—United States Transportation Command

Terms

Agile—The ability to rapidly deploy, employ, sustain, and redeploy capabilities in geographically separated and environmentally diverse regions.

Air Advisors—Air advisors work with partner nations to develop their aviation enterprises using the skills they already have as an Airman. Air advisors are trained to do five core functions: assess, train, advise, assist and equip a partner nation's air component.

Area Air Defense Commander—Within a unified command, subordinate unified command, or joint task force, the commander assigns overall responsibility for air defense to a single commander. Normally, this should be the component commander with the preponderance of air defense capability and the command, control, and communications capability to plan and execute integrated air defense operations. Representation from the other components involved are provided, as appropriate, to the area air defense commander's headquarters.

Coalition—An ad hoc arrangement between two or more nations for common action.

Command and Control (C2)—The exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. C2 functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission.

Commander, Air Force Forces—The single Air Force commander of an Air Force Service component assigned or attached to a Joint Force Commander at the unified combatant command, sub-unified combatant command, or joint task force level.

Competition Continuum—Rather than a world either at peace or at war, the competition continuum describes a world of enduring competition conducted through a mixture of cooperation, competition below armed conflict, and armed conflict.

Continuity of Operations—The degree or state of being continuous in the conduct of functions, tasks, or duties necessary to accomplish a military action or mission in carrying out the national military strategy.

Defense Human Intelligence Executor—The senior DoD intelligence official as designated by the head of each of the DoD components who are authorized to conduct human intelligence and related intelligence activities.

Global Defense Posture—The location and primary operational orientation of the nation's military personnel and the military facilities that its troops have access to—is under increasing pressure from a number of sources, including budgetary constraints, precision-guided weapons that reduce the survivability of forward bases, and host-nation opposition to a U.S. military presence.

Integration—The arrangement of military forces and actions to create a force that operates by engaging as a whole.

Interoperability—The ability of C2 systems to exchange information, allowing warfighters to operate effectively together.

Major Command (MAJCOM)—A major subdivision of the AF that is assigned a major part of the AF mission. A MAJCOM is directly subordinate to Headquarters US Air Force. Most MAJCOMs have the word Command as part of their designation; MAJCOM headquarters are management headquarters and thus have the full range of functional staff.

Non—kinetic Operations—Describes the targeted application of military and non-military capabilities against addressees to generate (additional) non-kinetic effects in the non-physical and physical domain. Typical non-kinetic capabilities include: information activities, key leader engagement, lawfare, criminal legal action, security detention, assets freezes and cyber operations.

Organic—An organic unit/entity is a military unit/entity that is a permanent part of a larger unit and (usually) provides some specialized capability to that parent unit.

Personnel—Those individuals required in either a military or civilian capacity to accomplish the assigned mission.

Policy—Statements of important, higher-level direction that guides decisions and actions throughout the AF. Policies are typically driven by higher headquarters (Office of Secretary of Defense) in the form of DoD Issuances (DoD Directives, DoD Instructions, etc.) although occasionally directly from the United States Code, Public Laws, or Executive Orders.

Reach back—The process of obtaining products, services and applications or forces, equipment, or material from AF organizations that are not forward deployed.

Special Duty Identifiers—Identify authorizations for airmen assigned to and performing an actual group of tasks on a semi-permanent or permanent duty basis. These duties are unrelated to any specific career field at this time and do not provide a normal career progression pattern.

State Partnership Program—A joint program of the DoD and the individual states, territories, and District of Columbia. Originating as a simplified form of the previously established Joint Contact Team Program. The SPP shortened the advisory presence to a United States National Guard unit of a designated state, called a partner, which would conduct joint exercises with the host.

Subordinate Unified (Sub-Unified) Command—A command established by commanders of unified commands, when so authorized through the Chairman of the Joint Chiefs of Staff, to conduct operations on a continuing basis in accordance with the criteria set forth for unified commands. A subordinate unified command may be established on an area or functional basis. Commanders of subordinate unified commands have functions and responsibilities similar to those of the commanders of unified commands and exercise operational control of assigned commands and forces within the assigned operational area.

Support—1. The action of a force that aids, protects, complements, or sustains another force in accordance with a directive requiring such action. 2. A unit that helps another unit in battle. 3. An element of a command that assists, protects, or supplies other forces in combat.

Theater Campaign Plan—Plans developed by geographic combatant commands that focus on the command's steady-state activities, which include operations, security cooperation, and other activities designed to achieve theater strategic end states.

Time Phased Force—Forces as scheduled over time, for cargo and personnel that are not part of the units, and movement data for the operation plan.

Unity of Effort—Coordination and cooperation toward common objectives, even if the participants are not necessarily part of the same command or organization—the product of successful unified action.

Attachment 2

AFFOR STAFF EDUCATION AND TRAINING COURSES

A2.1. AFFOR staff education and training are: Designed to prepare AFFOR staff and senior leader's roles and responsibilities as indicated.

Table A2.1. AFFOR Staff Education and Training Courses.

DESCRIPTION
AFFOR Staff Training. AFFOR staff training consists of education and training online courses, mobile training teams, tailored training and on-the-job training with applicable SMEs, classroom academics, self-study, and practice as necessary.
Contingency Wartime Planning Course. This two-week planning course trains individuals in the art and science of contingency war planning. The course provides a macro view of the contingency and crisis-planning processes from both the joint and AF perspectives.
Joint Air Operations Planning Course. This course is designed to educate Airmen from joint, multinational or supporting air component commands in the fundamental concepts, principles and doctrine required to develop the air portion of a joint/combined campaign plan.
Joint Operation Planning and Execution System Support Personnel Course (JSPC). This is a course designed for Joint Operation Planning and Execution System support personnel who use Joint Operation Planning and Execution System information technology applications in support of the joint planning and execution process. Students are taught to build, modify, and delete time-phased force and deployment data requirements, and participate in time-phased force and deployment data validation. The Joint Operation Planning and Execution System Support Personnel Course includes considerable hands-on practical exercises and reinforcement questions that provide the students with the opportunity to learn how Joint Operation Planning and Execution System applications and procedures are used in response to a crisis.
USAF Steady-State Campaign Support Planning Course. This online course prepares AFFOR staff planners to develop strategy, and design, plan, prepare, execute, and assess steady-state operations and activities in support of combatant command campaign plans. Steady-state operations include Joint, Service, and multinational exercises, as well as security cooperation activities that build partner capacity, enhance international relationships, secure contingency and peacetime access, and promote interoperability

(USAFE-AFAFRICA Staff Only) The USAFE-AFAFRICA AFFOR Staff Course.

Provides a training program for USAFE-AFAFRICA staff members with responsibilities in the European and African theaters. The focus of this course is to train C-MAJCOM/C-NAF and MAJCOM AFFOR Staff personnel conducting and supporting operational-level planning and execution. The USAFE-AFAFRICA AFFOR Staff course is a prerequisite to an advanced operational planning team course that further builds staff expertise for supporting a JTF.

(USAFE-AFAFRICA Staff Only) The USAFE-AFAFRICA Operations Planning Team Course.

Provides a training program for AFFOR staff members with responsibilities in the European and African theaters. This course is a hands-on, instructor facilitated, operations planning team exercise. Students are presented with a crisis situation and guided through all steps of the joint operation planning process to take a theater scenario through a mission analysis to develop and compare courses of action, and then present a course of action to a senior staff member.

Command & Control Warrior Advanced Course. Provides mid-level C-MAJCOM/C-NAF and AOC officers the advanced knowledge, skills, and abilities to provide cross-domain integration of kinetic and non-kinetic air, space, and cyber capabilities that span AOC/OC and AFFOR processes and procedures throughout the guidance, planning, execution, and assessment stages of the operational level of war.

AFFOR Intermediate Staff Course (AISC). Designed to train C-NAF AFFOR staff personnel who conduct and support operational-level planning and execution. The course develops the foundational skills necessary to execute warfighting headquarters staff responsibilities on behalf of the COMAFFOR as part of the C-NAF in support of JFC Objectives. The target audience are O-5s and below, and select civilian or contractor personnel en route to positions in, or directly associated with, a C-NAF AFFOR Staff.

AFFOR Senior Staff Course (AFSSC). Targets O-6s, senior O-5s and civilians, in key positions throughout the AFFOR Staff. The course is presented in a seminar-based format, facilitated by an AF Senior Mentor. Material is presented by senior speakers from different AFFOR directorates and locations and focuses on the roles and responsibilities of the AFFOR staff organization in support of the COMAFFOR, while he/she meets a JFC's operational objectives. The course uses the Joint Planning Process for Air framework to familiarize the students with the AFFOR staff responsibilities across the range of military operations.

Attachment 3**AFFOR MASTER TRAINING TASK LIST****Figure A3.1. AFFOR Master Training Task List.**

The consolidated master training task list contains the mission essential tasks for the AFFOR Staff. The master training task list is maintained on the AF Portal and is accessible via AFFOR SharePoint®:

<https://acc.eim.acc.hedc.af.mil/org/A3/A3C/A3CO/default.aspx>.

OPR: ACC/A3C

Attachment 4
GLOSSARY OF LINKS

Figure A4.1. Glossary of Links.

705 TRS Portal Page

Site: <https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC13374B0FB5E044080020E329A9>

Enlisted and Officer Assignments Personnel Processing Codes

Site:

https://mypers.af.mil/app/answers/detail/a_id/5816/kw/Personnel%20Processing%20Codes/p/8%2C10

AF Officer Classification Directory

Site: http://www.milvet.state.pa.us/DMVA/Docs_PNG/hro/AFOCD.pdf

Attachment 5**AFFOR SYSTEMS/APPLICATIONS LIST****Figure A5.1. AFFOR Staff Toolkit.**

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

OPR: ACC/A5C

Site: <https://usaf.dps.mil/sites/ACC-A589/A5C/default.aspx>