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HEADQUARTERS UNITED STATES SPACE FORCE

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MEMORANDUM FOR DISTRIBUTION C  
FLDCOMs/C-FLDCOMs/DRUs

FROM: HQ USSF/S3/4/7  
2020 Space Force Pentagon  
Washington, D.C. 20330-2020

SUBJECT: Space Force Guidance Memorandum (SPFGM) to SPFI 13-105, Space Component Headquarters SPACEFOR Staff Operations, Readiness, and Structures.

RELEASABILITY: There are no releasability restrictions on this publication.

By Order of the Secretary of the Air Force, this Guidance Memorandum immediately implements changes to Space Force Instruction (SPFI) 13-105 Space Component Headquarters SPACEFOR Staff Operations, Readiness, and Structures to mandate training requirements for all Guardians assigned to joint, Service, and sister-service C2 echelons. Compliance with this memorandum is mandatory. To the extent its directions are inconsistent with other USSF publications, the information herein prevails, in accordance with Department of the Air Force Instruction (DAFI) 90-160, Publications and Forms Management.

The Space Force must be able to effectively integrate and synchronize space capabilities with all-domain operations across combatant commands through combat-ready Service components. To meet this requirement, the Space Force is institutionalizing a holistic C2 training course program to prepare Guardians for assignments associated with operational C2 and joint planning at USSF, joint, and sister-service operational and tactical C2 echelons.

Effective immediately, all Guardians in the grade of O-5/NH-04/E-8 and below, selected for assignment to a USSF Component Field Command, or a subordinate component must attend and complete the centrally funded Space Component Staff Course (SCSC) delivered by Space Training and Readiness Command (STARCOM). To the maximum extent possible, training will be accomplished prior to their arrival at their new assignment, with priority given to those moving to OCONUS locations. Until STARCOM is postured to support the complete student throughput requirement prior to arrival, training may be scheduled up to six months after arrival in coordination with the gaining Component Field Command. This training requirement can be waived in writing by the gaining Component Field Commander or their designee on a case-by-case basis. Combat Deltas with a 6K Command Identification Code (CID) will have the option to select and send personnel after initial assignment to the Delta but attendance is not mandatory.

STARCOM is the lead in implementing this guidance and will deliver combat-ready Guardians to Service component staffs and operational C2 echelons. U.S. Space Forces - Space (S4S) will provide facilities, classrooms, and support via a Memorandum of Agreement with STARCOM.

This memorandum becomes void after one year has elapsed from the date of this memorandum, or upon publication of an interim change (IC) or rewrite of Space Force Instruction 13-105, whichever is earlier.

DOUGLAS A. SCHEISS  
Lieutenant General, USSF  
Deputy Chief of Space Operations for Operations



**6 JUNE 2025**

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

**SPACE COMPONENT HEADQUARTERS SPACEFOR  
STAFF OPERATIONS, READINESS, AND STRUCTURES**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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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 United States Space Force (USSF). This publication does not apply to the United States Air Force (USAF). This document establishes standards for training and certifying personnel performing duties unique to a Space Force forces (SPACEFOR) staff for component field commands (C-FLDCOMs) serving as Space Force Service component commands (SFSCCs). It defines the organizational structure, processes, and functions used by a SPACEFOR staff. For recommended changes and questions about this publication, contact the office of primary responsibility (OPR) using the Department of the Air Force (DAF) Form 847, *Recommendation for Change of Publication*. Route DAF Form 847 from the field through the appropriate functional chain of command. This publication may be supplemented at any level, but all direct supplements must be routed to the OPR of this publication for coordination prior to certification and approval. The authorities to waive installation/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, and T-3”) number following the compliance statement. Submit requests for waivers through the chain of command to the appropriate tier waiver approval authority, or alternately, to the publication OPR for non-tiered compliance items. See DAF Manual (DAFMAN) 90–161, *Publishing Processes and Procedures*, for a description of the authorities associated with the Tier numbers. Ensure all records generated as a result of processes prescribed in this publication adhere to Air Force Instruction 33-322, *Records Management and Information Governance Program*, and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System.

**SUMMARY OF CHANGES**

This document has been revised and should be completely reviewed. Changes include Operations Center for Space replaced throughout the document to the director of operations (S3) current operations element. Change in wording throughout document to reflect Service component commands are responsible for execution of the Secretary of the Air Force's Title 10 United State Code (U.S.C.) Section 165, *Combatant commands: administration and support* and Section 162, *Combatant commands: assigned forces; chain of command*, responsibilities of administration, training, and readiness of the unit in accordance with Joint Publication 1, Volume 2, *The Joint Force*. Added Space Mission Task Force information to reflect Service component commands' relationship to attached or allocated units of actions in **paragraph 1** and **paragraph 3**. Added additional required training for SPACEFOR Staff in **paragraph 6** and **Attachment 2**. Outlined Headquarters Space Force and field command roles and responsibilities to the component field commands in **paragraph 2**. Consolidated and moved Commander, Space Force Forces roles and responsibilities to **Chapter 4**. Added strategic deterrence section **Chapter 4**. Added **Attachment 3** defining what specified administrative control entails. Lastly, updated references throughout document.

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## Chapter 1

### PROCEDURES AND CONCEPTS

**1.1. Overview.** The Secretary of the Air Force (SecAF) created C-FLDCOMs as the unit(s) assigned to combatant commands (CCMDs) to serve as the USSF Service component (see **Figure 3.1**). A C-FLDCOM may have subordinate units, that serve as Service components to subordinate unified commands (e.g., U.S. Space Force Forces–Korea serving as a Service component to U.S. Forces Korea). The USSF, in accordance with Joint Publication (JP) 1, Volume (Vol) 2, will organize and present forces to CCMDs through Space Force Service component commands (SFSCCs). **(T-1)** These SFSCCs and their subordinate component units are the primary building blocks of the Joint Force. Personnel assigned to a SFSCC make up the Space Force forces (SPACEFOR) staff. The Commander, Space Force forces (COMSPACEFOR) will lead the SPACEFOR staff. **(T-1)** This Space Force instruction (SPFI) provides guidance on a SPACEFOR staff's organization, processes, and training and does not infringe on the combatant command authority (COCOM) vested, by law, in combatant commanders (CCDRs), or the command relationships (COMREL) and authorities specified by the Secretary of Defense.

1.1.1. The SPACEFOR staff executes SFSCC functions and tasks (see **Chapter 4**). The SPACEFOR staff supports the COMSPACEFOR in fulfilling component responsibilities to the joint force commander (JFC) as outlined in JP 1, Vol 2. Additionally, the SPACEFOR staff supports the COMSPACEFOR in fulfilling Service responsibilities for the administration and support of Space Force forces assigned or attached to the CCMD, consistent with Title 10 United States Code (U.S.C.) Section 165, Combatant commands: administration and support.

1.1.2. A SPACEFOR staff consists of a command section, directorates, and liaisons (see **Figure 3.2**).

1.1.3. The SPACEFOR staff enables the COMSPACEFOR to fulfill administrative control (ADCON) and operational responsibilities for assigned and attached Guardians. The SPACEFOR staff also plans, executes, and assesses operations, activities, and investments in support of the CCDR's campaign and contingency strategies and plans.

1.1.4. The SPACEFOR staff may require augmentation to support exercises and contingencies and should plan to maximize use of total force integration and support relationships.

1.1.5. The SPACEFOR staff is responsible for translating strategic direction from the CCDR into operational requirements and tactical action. To do so, the SPACEFOR staff issues mission-type orders on behalf of the COMSPACEFOR to direct the actions of subordinate units and to coordinate joint, interagency, intergovernmental, and multinational efforts toward desired end states.

1.1.6. On behalf of the COMSPACEFOR, a SPACEFOR staff develops, plans, monitors, executes, and assesses appropriate Service plans in support of the CCDR's campaign and contingency plans while supporting coordination with other CCMDs and components on overlapping areas of interest. The SPACEFOR staff develops a strategy to support the CCDR's theater strategy, campaign plans, and security cooperation plans. Coordination with other CCMDs and components should be codified through establishing directives (see

**Attachment 3)** in accordance with JP 1 Vol 2 Appendix A. Additionally, the SPACEFOR staff will recommend and implement policy for the conduct of operations, including planning, execution, and assessment, and provide commander's intent to inform tactical-level planning, execution, and assessment. **(T-1)** The SPACEFOR staff will adhere to standing and approved rules of engagement and will recommend modifications to the rules of engagement as appropriate. **(T-1)**

1.1.7. The SPACEFOR staff develops program and budget requests that comply with CCDR guidance on warfighting requirements and aligns with COMSPACEFOR priorities. Additionally, the SPACEFOR staff informs the CCDR, and any intermediate JFC, of program and budget decisions that may affect joint planning.

**1.2. Space Mission Task Force (SMTF).** When the CCDR gives operational control (OPCON) to the COMSPACEFOR of assigned, attached, or allocated space forces (combat formations), and mission or span of control requirements dictate, the COMSPACEFOR may organize one or more SMTFs. The SMTF is the Space Force-unique force presentation model tailored to service-specific warfighting requirements. Every SMTF is comprised of a commander (i.e., the COMSPACEFOR), an element which performs command and control on behalf of the commander (i.e., the SPACEFOR staff), and combat formations which conduct military space operations (see **paragraph 3.3**). The structure of the SMTF varies based on span of control considerations and the number of forces in theater. The USSF presents three types of combat formations to the CCMD: combat deltas, combat squadrons (i.e., employed-in-place activities) and combat detachments (i.e., deployable activities). Combat formations are organized with organic expertise in intelligence, cyberspace operations, mission support, mission planning, and sustainment. A SMTF is not formed if the unit is already assigned to the SFSCC and is on the SFSCC unit manning document.



## Chapter 2

### PROGRAM MANAGEMENT ROLES AND RESPONSIBILITIES

**2.1. Office of the Chief of Space Operations (Space Staff).** As a Service, USSF's responsibilities include the organization of Service forces, control of resources and equipment, personnel management, logistics, individual and unit training, readiness, mobilization and demobilization, and discipline in accordance with Title 10.

**2.1.1. Office of the Chief of Space Operations Director of Staff (SF/DS)**

2.1.1.1. Directs coordination within Space Staff for all personnel administrative support matters, such as performance reports, as necessary for the C-FLDCOMs. SF/DS provides evaluation processes and timelines for all C-FLDCOM personnel administrative actions which require higher headquarters review or signature.

2.1.1.2. Establishes requirements and allocations for special access programs.

**2.1.2. Deputy Chief of Space Operations for Human Capital (SF/S1), informally referred to as the Chief Human Capital Officer.**

2.1.2.1. Provides service-wide policy, applicable to C-FLDCOMs and their personnel, pertaining to force structure; personnel programs, civilian personnel; readiness; senior officer matters; quality force issues; equal opportunity; integrated resilience and personal readiness; and family support for military and civilian personnel.

2.1.2.2. Assists C-FLDCOM with manpower and personnel matters, as well as unit manning documents.

**2.1.3. Deputy Chief of Space Operations for Intelligence (SF/S2).**

2.1.3.1. Provides policy, guidance, and advocacy for the integration of intelligence for SFSCC operations.

2.1.3.1. Serves as the head of the intelligence community element, defense intel component.

2.1.3.2. Serves as the Service cryptologic component chief.

**2.1.4. Deputy Chief of Space Operations for Operations and Nuclear, (SF/S3/4/7/10) informally referred to as the Chief Operations Officer (COO).**

2.1.4.1. Provides policy, guidance, and advocacy for the C-FLDCOMs.

2.1.4.2. Serves as the program element monitor for the C-FLDCOMs.

2.1.4.3. Provides oversight for the C-FLDCOM areas to include organizational constructs, training, operations, and unit type code development, and facilitates other related issues requiring Space or Air Staff support.

**2.1.5. Deputy Chief of Space Operations for Strategy, Plans, Programs, and Requirements (SF/S5/8), informally referred to as the Chief Strategy and Resourcing Officer (CSRO).**

2.1.5.1. Serves as OPR for long-range resource allocation, space strategies, policies, and requirements to provide organized, trained, and equipped Space Force forces for employment by joint force commanders.

2.1.5.2. Provides policy, guidance, and advocacy on USSF integration of allies and partners to the C-FLDCOM staff.

2.1.5.3. Provides support and guidance to C-FLDCOM staff on global defense posture processes.

2.1.6. Deputy Chief of Space Operations for Cyber and Data (SF/S6). Provides Cyberspace Operations, Cybersecurity, Communications and Information Technology support and guidance to the C-FLDCOM staff.

## **2.2. Space Training and Readiness Command (STARCOM).**

2.2.1. Coordinates with C-FLDCOM staff regarding service-specific education and training requirements.

2.2.2. Identifies additional and emerging training and education capabilities for the development of personnel based on C-FLDCOM operational requirements.

2.2.3. Provides training for space exercise planners and white cell augmentation for planning and execution to support C-FLDCOM requirements in Service exercise plan-approved CCMD exercises.

2.2.4. Provide space planners and white cell augmentation for planning and execution to support space component requirements in coordination with CSRO in accordance with the Wargame Coordination and Alignment Team's Consolidated Wargame Plan.

2.2.5. Coordinates as needed with COMSPACEFOR (see **Attachment 3**), regarding non-assigned and non-attached STARCOM forces, training or operating, within that CCMD area of responsibility (AOR).

2.2.6. Informs and coordinates with Service component commands for all STARCOM activities in the CCMD's AOR.

2.2.7. Provides operational test, weapons system evaluation, and tactics validation in support of C-FLDCOM requirements.

## **2.3. Space Operations Command (SpOC).**

2.3.1. Present combat-ready space forces, through its role as Service Force Provider, to all combatant commands.

2.3.2. Execute the space force generation process.

2.3.3. Coordinates as needed with the COMSPACEFOR (see **Attachment 3**), regarding non-assigned and non-attached SpOC forces, training or operating within that CCMD's AOR.

2.3.4. Lead the collaborative integration of space capabilities, through its role as Combatant Forces Proponent, into the force design and capability development processes.

2.3.5. Informs and coordinates with Service component commands for all Space Operations Command activities in the CCMD's AOR.

2.3.6. Coordinates financial management as required for the C-FLDCOMs with Secretary of the Air Force Financial Management (SAF/FM).

2.3.7. Executes administrative support, such as performance reports, for all Service components.

**2.4. Space Systems Command (SSC).**

2.4.1. Informs and coordinates with Service component commands for all SSC activities, including acquisition, capability testing, and space launch in the CCMD's AOR.

2.4.2. Provides experienced acquisition Guardians to C-FLDCOM staffs to serve as SSC's field command representatives and assist C-FLDCOM with international affairs, foreign military sales management, industry engagement, exercise participation, requirements, and capabilities development. These SSC acquisition Guardians will be assigned to SSC and on SSC's unit manning document. **(T-1)**

2.4.3. Coordinates as needed with COMSPACEFOR (see **Attachment 3**), regarding non-assigned and non-attached SSC forces training or operating with that CCMD's AOR.

**2.5. Space Futures Command (SFC).**

2.5.1. Develops and validates concepts, conducts experimentation and wargames, and performs mission area design used by C-FLDCOMs in operational planning and assessments.

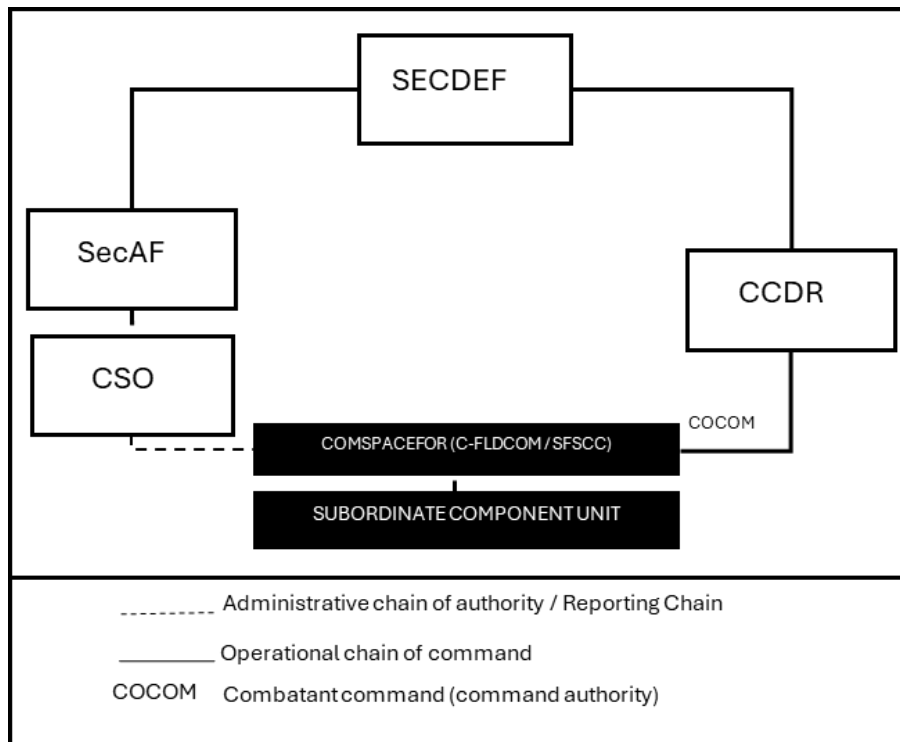
2.5.2. Provides large force exercise, wargame facilitators and white cell augmentation for planning and execution to support Service component operational requirements in coordination with CSRO's Wargame Coordination and Alignment Team Consolidated Wargame Plan.

## Chapter 3

### SPACE FORCE FORCES HEADQUARTERS ORGANIZATION

**3.1. General.** The SFSCC is responsible for supporting JFC requirements across the range of military operations and full spectrum of conflict. C-FLDCOMs and their subordinate component units are the organizations which serve as SFSCCs to each CDR or designated JFC. **Figure 3.1** depicts the operational chain of command for SCCs as well as the chain of authority and reporting chain for the execution of SecAF's authority to organize, train, equip, and provide forces.

**Figure 3.1. Component Field Command COMREL.**

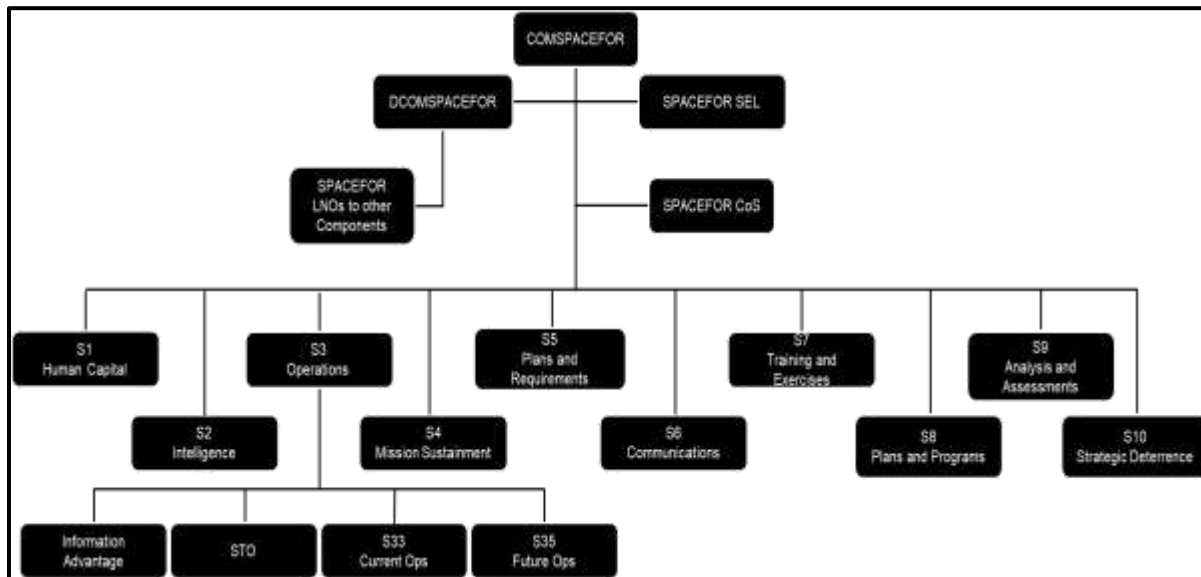


### 3.2. Component Field Commands Serving as Space Force Service Component Commands.

3.2.1. A C-FLDCOM is a subdivision of the Space Force that serves as the Space Force Service component command for unified combatant commands, subunified combatant commands, and joint task forces (JTFs). As a C-FLDCOM the unit is directly subordinate to the Chief of Space Operations (CSO) for execution of the SecAF's Title 10 responsibilities of administration, training, and readiness of the unit. A subordinate component unit is a division of the C-FLDCOM, as depicted in **Figure 3.1**, that is designed to serve as a Service component for subunified combatant commands and JTFs within the same unified command that the C-FLDCOM is assigned as a SFSCC. Personnel assigned to a C-FLDCOM, or subordinate component unit, make up the SPACEFOR staff. The SPACEFOR staff, supports the COMSPACEFOR in developing command policy, formulating strategic guidance, conducting administrative management functions, and executing CDR's responsibilities to accomplish assigned missions, organize forces, and provide authoritative direction over joint training; this includes support related to Title 10 U.S.C. and Title 22 U.S.C., regarding Security Cooperation activities.

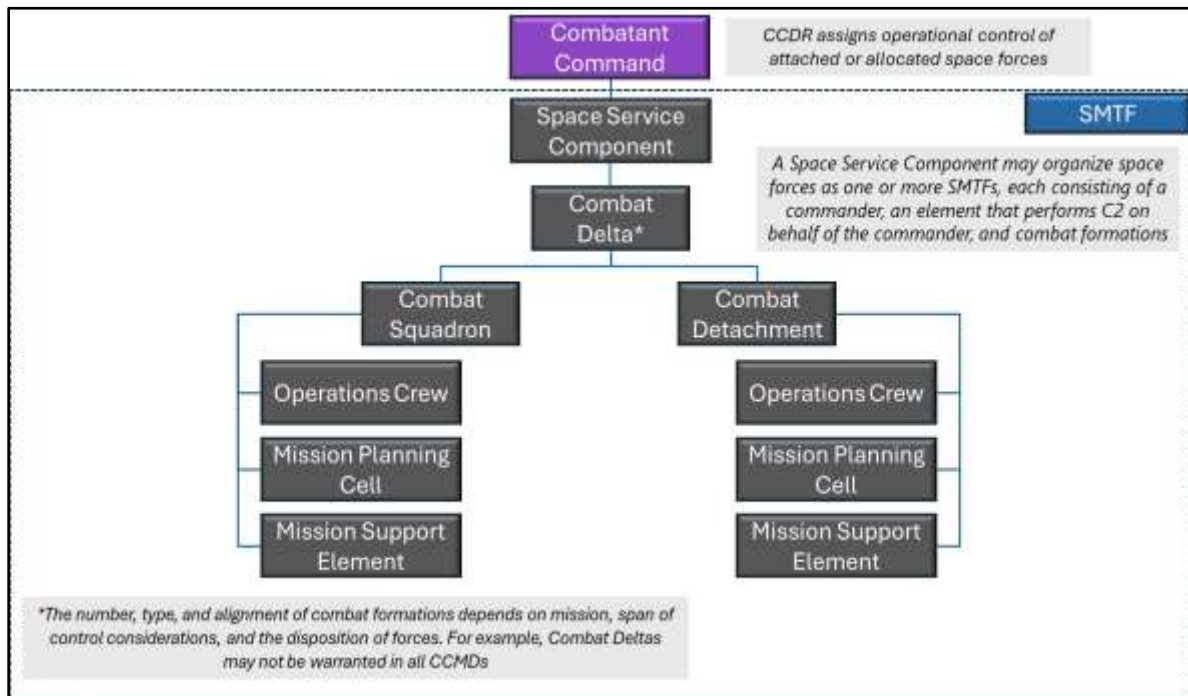
3.2.2. The SFSCC consists of the COMSPACEFOR and all Space Force forces (such as individuals, units, detachments, and organizations, including any support forces) that are assigned or attached to the CCMD. At a minimum, the SFSCC will consist of a command section, directorates, and liaisons to accomplish the functions as outlined in **paragraph 4. (T-2)** Multiple functions can be consolidated into a single directorate, functions can be divided over multiple directorates, or functions not applicable to the SFSCC's mission can be deleted as directed by the COMSPACEFOR. **Figure 3.2.** depicts the foundational USSF Service component command construct.

**Figure 3.2. Service Component Command Foundational Construct.**



3.2.3. **Figure 3.2.** depicts a foundational construct for SFSCC as a SPACEFOR headquarters organization. The goal of providing a foundational construct is to promote a predictable and consistent structure understandable across CCMDs and SFSCCs, as well as creating organizational efficiencies for smaller staff sizes. Units may specify variances to **Figure 3.2** in a unit supplement to this SPFI. **(T-3)**

**3.3. Space Mission Task Force.** When the CDR delegates operational control to the COMSPACEFOR of attached, allocated, or assigned space forces (combat formations), the COMSPACEFOR may organize subordinate space forces as one or more SMTFs. SMTF is the structure of interrelationships required for units to efficiently and effectively monitor and control mission execution of space operations. **Figure 3.3.** depicts the organization of a SMTF, which consists of the COMSPACEFOR, SPACEFOR staff (C2 element), and Space Force combat formations.

**Figure 3.3. Space Mission Task Force Organization.**

3.3.1. Commander. The COMSPACEFOR leads the SMTF and is the senior ranking Space Force commander within a joint force that reports directly to the joint force commander and has all the combat capability and expertise to execute the mission.

3.3.2. Command and Control Element. The primary C2 element for Space Force Service components is the SPACEFOR staff. The COMSPACEFOR organizes their staff to execute C2 of space forces through the various directorates and teams within the staff.

3.3.3. Command and Control at Echelon and Mission Command. Mission command enables the conduct of military operations through decentralized execution based on providing clear intent without restricting the flexibility, initiative, and innovation of lower echelon. Effective C2 enables relevant situational awareness, timely risk-informed decision-making, and clear direction at all echelons providing the operational agility and tactical feedback necessary to dynamically adjust operations in a complex, contested environment. C2 at echelon is the ability to C2 forces at every echelon of the SMTF. Commanders implement C2 at echelon to meet the scope, scale, speed, and/or complexity of the operational environment.

3.3.4. Combat Formations. Combat deltas, combat squadrons, combat detachments, and force elements are the types of combat formations presented to the combatant commanders via a C-FLDCOM. Force elements from one or more of the force generation squadrons will form these combat formations.

3.3.4.1. Combat Deltas. The Space Force presents combat deltas to a combatant commander through the C-FLDCOM. Combat deltas support the operational-level mission space operations planning, execute C2 of assigned, attached, or allocated forces, and synchronize and coordinate with allies and partners operating at a

commensurate level. If directed, these units coordinate space requirements with other combatant commands, agencies, allies, and partners.

3.3.4.2. Combat Squadrons. A combat squadron is an EiP operational formation assigned to a combatant command to provide space effects supporting combatant-command mission requirements.

3.3.4.3. Combat Detachments. Combat detachments are the Space Force's deployable operational formation. Detachments deploy as forces allocated to support of combatant-command requirements.

3.3.4.4. Force Elements. Force elements are a subordinate formation of a combat squadron or combat detachment that performs a distinct activity in support of the mission. There are three force elements: operations crew, mission-planning cell, and a mission support element.

3.3.4.4.1. Operations Crew. An operations crew performs weapon system operations in support of mission activities.

3.3.4.4.2. Mission Planning Cell. The mission planning cell leads planning, scheduling, and assessment for operational activities.

3.3.4.4.2. Mission Support Element. A mission support element conducts support activities like engineering, analysis, maintenance, and communications. These may include Airmen in non-Space Force specialties who provide capabilities required to execute the mission (e.g., force protection, emergency services, civil engineering).

### **3.4. Joint Task Force Headquarters and Joint Force Space Component Commander.**

3.4.1. COMSPACEFORs should be prepared to take on the roles and responsibilities of a JTF commander or Joint Force Space component commander, as required.

3.4.2. The Secretary of Defense, a CCDR, a subordinate unified commander, or an existing JTF commander may establish a JTF to fulfill a mission on a geographical area or functional basis when the mission has a specific operational-level objective and does not require overall centralized control of logistics. This mission requires execution of joint force responsibilities on a significant scale. (JP 1, Vol 2) The SPACEFOR staff should be prepared to serve as the core of a JTF headquarters staff and establish a joint operations center, as required. Standup of a JTF headquarters requires significant pre-planned augmentation from the CCMD staff, other Services, and SFSCCs to round out the JTF headquarters staff and operations centers.

3.4.3. The JFC can establish functional component commands to conduct operations when forces from two or more Services operate in the same physical domain or accomplish a distinct aspect of the assigned mission. These conditions apply when the scope of operations requires that the similar capabilities and functions of forces from more than one Service be directed toward closely related objectives and unity of command is a primary consideration. Functional component commands are subordinate components of a joint force (JP 1, Vol 2). The COMSPACEFOR should be prepared to be designated as the Joint Force Space component commander and the SPACEFOR staff should be prepared to support the commander in this role, as directed.

## Chapter 4

### SPACE FORCE FORCES STAFF

**4.1. General.** The COMSPACEFOR is the single commander of a Space Force component assigned or attached to a JFC at the unified combatant command, sub-unified combatant command, or joint task force level. The SPACEFOR staff supports space component requirements and integrates space component capabilities into the JFC's joint force planning in coordination with other Service component staffs and operations centers. The staff implements and establishes the COMSPACEFOR's policies and procedures (supplemental to JFC policies and procedures) within the theater of operations. The SPACEFOR staff must establish processes to ensure integration with the CCMD staff, other SFSCC staffs, subordinate units, partner nations, governmental agencies, and non-governmental agencies for all phases of military operations. **(T-1)** The SPACEFOR staff plans, organizes, conducts, and assesses steady-state campaign operations, activities, and investments in support of the JFC's campaign plan and conducts service, joint, and multinational exercises. The staff supports the COMSPACEFOR's ability to command and control in an all-domain and globally integrated environment and anticipates and adapts to surprise and uncertainty, recognizing change, and assisting in transitions, and enabling mission command. Command relationships should be in accordance with JP 1, Vol 2 or per Secretary of Defense operational/contingency orders. When required, the COMSPACEFOR will establish a memorandum of agreement and/or memorandum of understanding with the local USAF organization to provide for non-organic support (Protocol, Legal, Chaplain, etc.) in accordance with SecAF direction and Department of Defense (DoD) Instruction (DoDI) 4000.19, *Support Agreements*, and DAFPD 25-2, *Support Agreements*. **(T-1)**

**4.2. Command Section.** The command section is typically comprised of the commander, deputy commander, chief of staff, senior enlisted leader (SEL), and any appropriate administrative support personnel as identified and required by the commander. This may include an executive officer, a first sergeant, or others as required.

#### 4.2.1. Commander, Space Force Forces (COMSPACEFOR).

4.2.1.1. Executes the SFSCC responsibilities as outlined in JP 1, Vol 2 through the associated SPACEFOR staff.

4.2.1.2. Exercises ADCON with guidance and direction from the COO and the CSO on behalf of the Secretary of the Air Force, is primarily responsible for the administration and support of Guardians assigned or attached to their respective CCMD.

4.2.1.3. Executes tasks as assigned by their respective CCDR.

4.2.1.4. Serves as the principal USSF representative to the CCDR, providing subject matter expertise in support of training, employment, and operations of Space Force capabilities and forces.

4.2.1.5. Organizes the SPACEFOR staff to perform the functions of a SFSCC to include unit leadership; CCDR directed intelligence, surveillance, and reconnaissance; command and control of assigned and attached forces; CCDR directed planning and requirements; readiness to execute the assigned operational missions; and day to day unit management.



4.2.1.6. Supports the development of operational tactics, techniques, and procedures to maximize the SFSCC's ability to execute the mission, to include protection, support, and space operations in the information environment in accordance with DAFMAN 11–260 *Tactics Development Program*.

4.2.1.7. Identifies items of concern to SF/COO regarding SPACEFOR staff's training, guidance, and resources.

4.2.1.8. Identifies to STARCOM the SPACEFOR staff's training and education requirements, to include exercise requirements.

4.2.1.9. Ensures training and certification requirements are met for all personnel, to include augmentation personnel, and are identified in supplements to this SPFI, including any required familiarization training specific to the theater and area of responsibility.

4.2.1.10. Assists CCMD Operation Directorates (J3s) in developing unit preparation messages to establish theater requirements for employed in place, rotational, and surge forces. Unit preparation messages communicate training and readiness requirements to USSF to inform institutional training requirements and unit type code readiness requirements in support of command requirements. Unit preparation messages should be informed by priorities, threats, and requirements specific to each CCMD.

4.2.1.11. Exercises operational control over combat formations, when directed by the CCCR (see **paragraph 3.3**). Coordinates with non–assigned and non–attached Guardians training or operating within the CCMD's AOR.

4.2.1.12. Executes the roles and responsibilities of a JTF commander, if designated by a JFC. (See **paragraph 3.4.1**.)

4.2.1.13. Executes the roles and responsibilities of a Joint Force Space Component Commander, if designated by a JFC. (See **paragraph 3.4.2**.)

4.2.1.14. Plans, monitors, and controls assigned and attached space forces in support of CCCR operations.

4.2.1.15. Provides timely total force accountability and force closure visibility at the tactical and operational level for applicable theater force bed down locations.

4.2.1.16. Ensures readiness of assigned and attached forces through exercises and assessments.

4.2.1.17. Ensures the sustainment and resupply of assigned and attached forces.

4.2.1.18. Plans and coordinates with other Space Force commands as necessary to ensure assigned and attached forces are organized, trained, and equipped to conduct theater operations to achieve CCCR objectives.

4.2.1.19. Develops integrated programs, policies, and guidance to execute CCCR force protection guidance.

4.2.1.20. Provides reach back support to deployed teams conducting security cooperation activities.

4.2.1.21. Provides reach back support to combat formations.

4.2.1.22. Coordinates on orders, including those regarding force protection with non–assigned and non–attached Guardians training or operating within that CCMD’s AOR. (See **Attachment 3**.)

4.2.1.23. Synchronizes and coordinates all space activities (e.g., deployed capabilities) with other COMSPACEFORs when supporting another CCMD’s AOR.

4.2.2. Deputy Commander, Space Force Forces. Deputy Commander, Space Force forces responsibilities include:

4.2.2.1. Approves actions, orders, and plans, as authorized by the COMSPACEFOR.

4.2.2.2. Ensures COMSPACEFOR decisions and concepts are implemented by directing and assigning staff responsibilities.

4.2.2.3. Formulates staff policies, review staff actions for adequacy and proper coordination, and ensure required liaisons are established with supporting agencies and commands, host nations, the JFC, and other components.

4.2.2.4. Others as directed by the COMSPACEFOR.

4.2.3. Chief of Staff. The Chief of Staff (CoS) coordinates/directs activities of the SPACEFOR staff.

4.2.3.1. The CoS is also responsible for communicating to Secretary of the Air Force Legislative Liaison (SAF/LL), SF/DS, and SF/COO all Congressional, state, or local government inquiries and requested visits to the SFSCC or subordinate component units.

4.2.3.2. The role of the Chief of Staff may be combined with the deputy commander or other SPACEFOR staff position as necessary or desired.

4.2.4. Senior Enlisted Leader. The SEL is the principal advisor to the COMSPACEFOR 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 SEL is strategically, operationally, and organizationally focused, from the COMSPACEFOR level down to the tactical level, serving as a translator to the forces on strategic objectives. Furthermore, SELs grasp the trans–regional, all–domain, and multifunctional security challenges that their commanders face and the strategic implications of their actions. SEL responsibilities include:

4.2.4.1. Serves as a liaison between the COMSPACEFOR, the enlisted force, and key staff to ensure COMSPACEFOR policies are known and understood.

4.2.4.2. Communicates with the COMSPACEFOR on problems, concerns, and morale.

4.2.4.3. Assesses factors influencing morale/well–being of the force and provide recommendations.

4.2.4.4. Establishes relationships with the higher, subordinate, and supporting headquarter SELs.

#### **4.3. Space Force Forces Staff Directorates.**

4.3.1. The SPACEFOR staff directorates, in conjunction with other components, Services, interagency, and multinational members, are responsible for developing or contributing to the

theater strategy, theater posture plan, operation plans, concept plans, base plans, commander's estimates, campaign support plan, contingency and crisis planning, security cooperation plans and execution, orders, exercises, experiments, and wargames. SPACEFOR staff functions may be combined as the COMSPACEFOR deems appropriate.

4.3.2. Human Capital. The director of human capital (S1) is the principal staff advisor and assistant to COMSPACEFOR for personnel matters, to include: total force accountability; personnel policy and procedures; the establishment and documentation of manpower requirements; organizational structures; liaison with mortuary affairs; liaison with food and force bed down operations; liaison with exchange services; provision of quality-of-life programs to enable and sustain forces, personnel, and services functions as appropriate.

4.3.3. Intelligence. The director of intelligence (S2) is the senior intelligence officer and is the principal staff assistant for intelligence matters. The S2:

4.3.3.1. Supports component targeting activities to include coordination of target development, target nominations, and representation at CCMD target battle rhythm events.

4.3.3.2. Performs unit support functions such as reporting or receiving requests for information to include answering requests for information.

4.3.3.3. Provides COMSPACEFOR with tailored products and relevant information about threats of interest within the AOR.

4.3.3.4. Captures information and assessment requirements and turns them into collection requests on behalf of the COMSPACEFOR.

4.3.3.5. Support the director of operations (S3) by coordinating intelligence support for time-sensitive current operations.

4.3.3.6. Receives requests for information and determines component collection requirements and coordinates, as needed, in CCMD/JFC Requests for Information and collection management processes.

4.3.3.7. Plans and coordinates with other SFSCCs' intelligence operations and missions of mutual interest.

4.3.3.8. Coordinates with DoD, other SFSCCs and National Intelligence organizations on cryptologic, geospatial, and other related intelligence functions to support theater specific missions and ensure proper global integration.

4.3.3.9. Maintains awareness, analyzes, and provides intelligence on threats to U.S. and allied space assets and operations, as well as space threats to U.S. and allied forces in the AOR.

4.3.3.10. Appoints an intelligence oversight program manager and oversees the intelligence oversight program for the COMSPACEFOR and assigned and attached forces in accordance with DoDD 5148.13, *Intelligence Oversight*.

4.3.4. Operations. The director of operations (S3) is the principal staff assistant for the direction and control of all assigned and attached forces and coordination of space support to the theater. When operational control of Space Force units is delegated to the COMSPACEFOR, the S3 ensures they can perform tasked missions. Further, the S3

facilitates unit combat readiness, mission rehearsals, and training activities. S3 will coordinate deployment locations and bed down with the director of mission sustainment (S4) and the director of communications (S6). **(T-2)** To build predictability and a common organizational structure, S3s will typically include special technical operations, information advantage, current operations, and future operations elements. **(T-2)**

4.3.5. Mission Sustainment. The director of mission sustainment (S4) is the principal staff assistant for mission sustainment and logistics and coordinates with relevant host agencies. This will be dependent on USAF support and/or augmentation. Mission sustainment issues may include plans and support, host nation support, civil engineering, antiterrorism, force protection and emergency management, agile combat support, and planning for commercial support.

4.3.6. Plans and Requirements. The director of plans and requirements (S5) is the principal staff assistant for component planning in support of CDR campaign, posture, and contingency plans, to include SPACEFOR operation plan (OPLAN) support planning and space effect integration into CCMD and other Service component's OPLANs.

4.3.6.1. S5 plans and assesses basing; and coordinates the Political–Military Assessment in support of the SPACEFOR. S5 coordinates with SF/S5/8 in advising the COMSPACEFOR on activities that build partner capacity, enhance international relationships, secure contingency, and peacetime access, and promote interoperability. S5 coordinates with SF/S5/8 for integration of allies and partners in theater strategy and engagement to ensure alignment with service strategy, resource prioritization and Political–Military guidance.

4.3.6.2. S5 coordinates with SF/S5/8 on status, development and Joint Planning and Execution Community review of CDR's campaign plan, contingency plans, and SPACEFOR support plan.

4.3.6.3. Additionally, S5 is responsible for submitting urgent operational needs to the USSF per Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 5123.0I, *Charter of the Joint Requirements Oversight Council and Implementation of the Joint Capabilities Integration and Development System*. Additionally, S5 should facilitate COMSPACEFOR advise to the CDR on any joint urgent operational needs or joint emergent operational needs that the CCMD staff may be submitting to the Joint Staff.

4.3.7. Communications. The director of communications (S6) is the principal staff assistant for communications, cyber, and electromagnetic spectrum operations. S6 is responsible for information technology infrastructure, and knowledge management. This will be dependent on USAF support and/or augmentation. As well as being responsible for coordinating cyber operations and electromagnetic spectrum operations for space and ground components in the AOR, ensuring proper training, employment, and operations of Service capability in cyberspace and in the electromagnetic spectrum. Additionally, responsibilities include coordinating with the CCMD Command, Control, Communications, and Computers/Cyber Directorate (J6), CCMD Joint Cyber Center and Cyber Operations–Integrated Planning Element, Defense Information System Agency and other CCMDs and other USSF and SFSCC cyber directorates as necessary.

4.3.8. Training and Exercises. The director of training and exercises (S7) is the principal staff assistant for ensuring the readiness of the command through training and exercises. They participate and integrate space domain considerations in all relevant planning events in support of CCMD exercises and coordinate support for training. S7 participates in theater analysis processes. S7 will coordinate across commands to maximize efficient use of exercise opportunities. **(T-2)**

4.3.9. Plans and Programs. The director of plans and programs (S8) coordinates with the SF/S5/8 to align and 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. S8 is the principal staff assistant for providing the COMSPACEFOR comprehensive advice on all aspects of financial management and provide resource advice.

4.3.10. Analysis and Assessments. The director of analysis and assessments (S9) is the principal staff assistant for maintaining all lessons learned, measures of performance, and measures of effectiveness, and conducts all assessments for the SPACEFOR staff.

4.3.11. Strategic Deterrence Operations. The director for strategic deterrence operations (S10) is responsible for the Nuclear Command, Control and Communications (NC3) Integrated Tactical Warning and Attack Assessment (ITW/AA) Weapon System. S10 aids with all things NC3.

4.3.12. Capabilities Integration Office. Capabilities integration office provides a direct feedback link to the space acquisition enterprise for the COMSPACEFOR to ensure space capability acquisitions is aligned and integrated with CCMDs requirements and exercises. Capabilities integration office infuses space capabilities into ongoing wargames and exercises, conducts deliberate and crisis action planning, and delivers direct feedback to the emerging developmental space acquisition program office to better meet warfighter needs. Capabilities integration office also integrates with other USSF Service components to provide subject matter expertise on the development and acquisition of integrated, multi-domain, system-of-system capabilities in the space acquisition portfolio and facilitates transition of new capabilities to create strategic operational effects in support of missions and priorities. Capabilities integration office provides acquisition expertise to assist in shaping space capability needs and shortfalls in support of the USSF Service component requirements process.

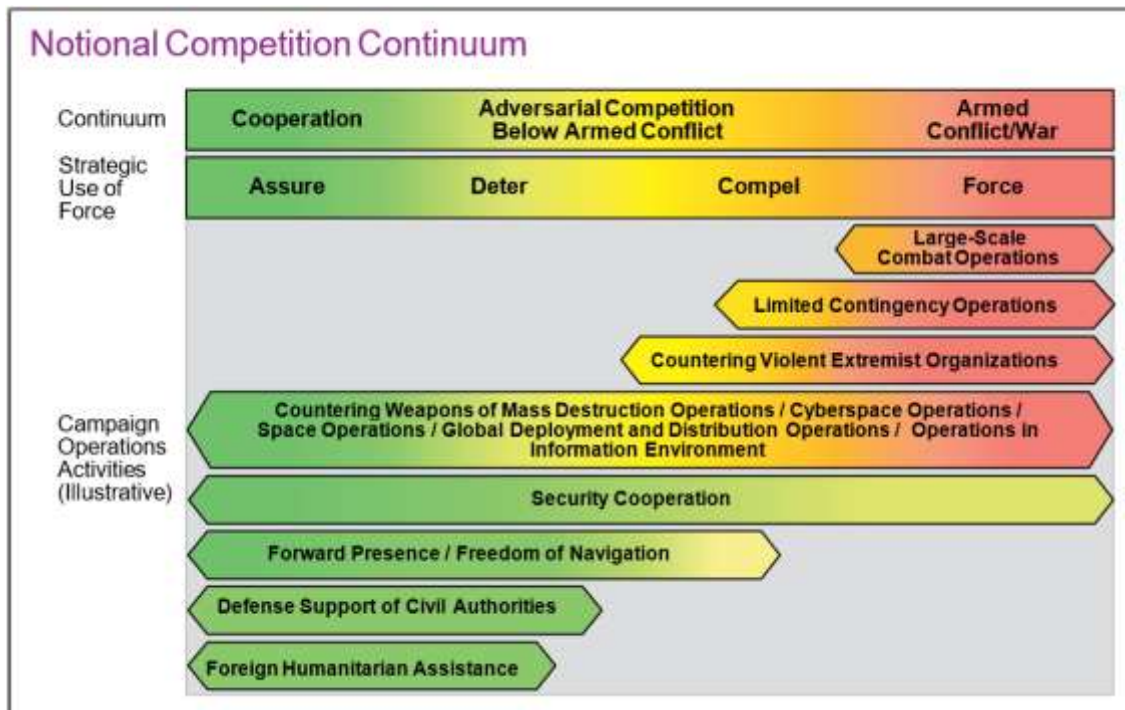
4.3.13. Special Staff. The functions and responsibilities of SPACEFOR Special Staff will be determined on a case-by-case basis and/or as determined by support agreements between the COMSPACEFOR and the Commander, Air Force Forces in accordance with DAF Program Action Directive 20-01, *Establishment of the United States Space Force (USSF) and the Office of the Assistant Secretary of the Air Force for Space Acquisition and Integration (SAF/SQ)*, dated 29 March 2022. **(T-2)**

## Chapter 5

### SPACE FORCES COMMAND AND CONTROL

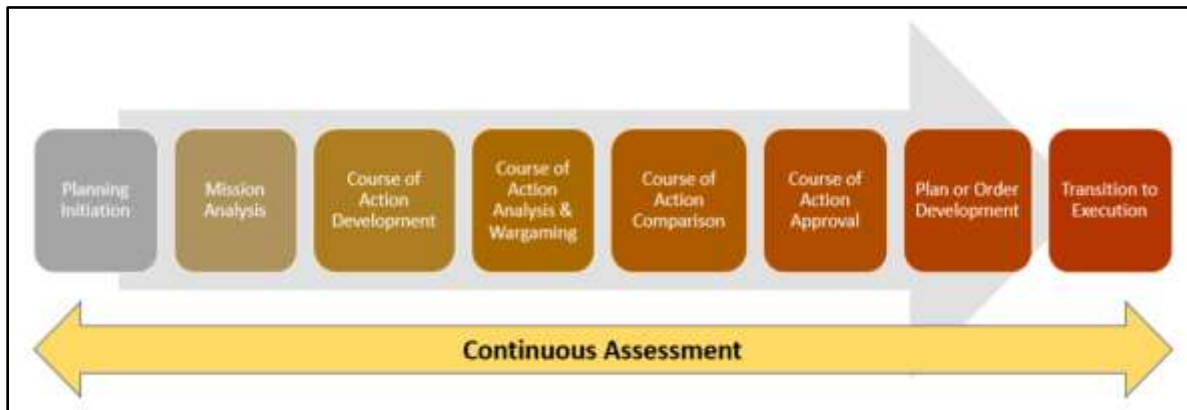
**5.1. General.** This chapter addresses SPACEFOR staff processes that support planning and inter-/intra-CCMD integration to enable operational level-C2 of operations. The COMSPACEFOR executes C2 of assigned and attached forces across the full range of military operations (**Figure 5.1**).

**Figure 5.1. Notional Competition Continuum (See JP 1, Vol 1).**



**5.2. Operational Planning and Integration.** The SPACEFOR staffs use the space planning process as outlined in Space Doctrine Publication (SDP) 5-0, *Planning Doctrine for Space Forces* (based on the Joint Planning Process in JP 5-0, *Joint Planning*) to enable space integration in CCMD course of action development, staff estimates, and all plans to direct forces made available to accomplish missions in accordance with JFC's priorities. See **Figure 5.2**, SDP 5-0, and JP 5-0 for the space and joint planning processes, respectively.

Figure 5.2. Space Planning Process Steps.



5.2.1. Planning. SPACEFOR staffs, in coordination with other staffs and operations centers, will conduct complementary parallel planning to ensure continued synchronization of multi-domain operations within the CCMD.

5.2.2. Special Technical Operations and Information Advantage. Special Technical Operations elements provide special technical operations and special access program subject matter expertise to the strategy, planning, and operations of space capabilities. Information Advantage elements provide integration of deception, military information support operations, and operations security capabilities for protection of and support to space operations in the information environment.

5.2.3. Integration. SPACEFOR staffs execute joint functions and are responsible for ensuring Space Force effects and capabilities are integrated throughout all CCMD plans; this includes but is not limited to: OPLANs, concept plans, contingency plans, support plans, campaign plans, posture plans, consolidated strategic opportunities, etc. Additionally, SPACEFOR staffs requesting space systems be installed/embedded outside their respective CCMD's AOR (inter-CCMD support) must inform and coordinate with the host SPACEFOR staff to ensure CCMDs alignment. U.S. Space Command through U.S. Space Forces Space (S4S) is responsible for integration and planning of global space capability. **(T-2)** SFSCCs must ensure coordination with S4S for any space related activities that may involve global effects or effects in other AORs in accordance with DoDD 3100.10, *Space Policy*. **(T-1)**

5.2.4. Orders. The S33 current operations is responsible for producing all necessary orders in support of campaign and contingency plans, OPLANs, concept plans, etc. S33 will produce all relevant warning orders, operation orders, and fragmentary orders for execution. **(T-2)** The S33 will coordinate with U.S. Space Command's designated representative to facilitate changes to control and coordination measures to enable operation orders and fragmentary orders execution. **(T-2)** S33 will also lead the COMSPACEFOR's efforts to produce supplemental measures for their CCMD, as required. **(T-2)**

5.2.5. Boards, Bureaus, Centers, Cells, and Working Groups (B2C2WGs). B2C2WGs are regularly scheduled, or as required, meetings to coordinate actions in a cross-functional forum. These groups should be comprised of all relevant individuals regardless of SFSCC or CCMD. SPACEFOR staffs will participate in relevant B2C2WGs to enable the integration of space effects and capabilities. **(T-2)**

**5.3. Operations in Execution.** A responsibility of the S33 current operations element is to monitor and control operations in execution, similar in function to the air operations center combat operations division.

5.3.1. Controlling operations in execution requires appropriate connectivity to the COMSPACEFOR, higher headquarters staffs and operations centers, assigned and attached, space forces, and other inter/intra-CCMD joint or coalition forces and components, as necessary. Personnel performing S33 current operations functions may be co-located with an existing operations center, such as an air operations center, to enable the use of existing tactical data processor and application infrastructure, as required.

5.3.2. S33 current operations consists of an operations crew required to enable battlespace awareness, threat warning, and control and coordination to provide real-time synchronization and deconfliction with joint operations in execution. This may include a watch officer, missile warning operator, intelligence duty operator, non-kinetics duty officer, and other offensive and defensive battle management positions, as required. Crew positions may be designated in a manner that supports mission requirements with available resources.



## Chapter 6

### SPACE FORCE FORCES STAFF READINESS AND TRAINING

**6.1. General.** This chapter provides guidance for SPACEFOR staff certification and orientation training.

**6.2. Individual Training Waivers.** SF/COO delegates individual training waiver authority for SPACEFOR staff certifications to the COMSPACEFOR. 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.

**6.3. Space Forces Staff Training.** Until USSF establishes an enduring training process for SPACEFOR Staff, the COMSPACEFOR is responsible for developing a SPACEFOR staff certification training for all personnel assigned to a SPACEFOR staff. This certification training will consist of completing one training course as outlined in **Table A2.1. (T-3)** Personnel can be credited for courses in **Table A2.1.** already achieved prior to assignment to a SPACEFOR staff. Additionally, courses may be added to **Table A2.1** upon approval by SF/COO. Furthermore, the COMSPACEFOR certification training must include all the Joint Knowledge Online Courses listed in **Table A2.2. (T-3)** Training waivers should be approved on a limited, case-by-case basis. SPACEFOR staffs will maintain currency on Space Force capabilities and knowledge of adversary capabilities. **(T-2)** Currency and advanced training requirements for SPACEFOR staff will be determined by the COMSPACEFOR. **(T-2)** In addition, personnel performing S3 current operations element functions will adhere to DAF Guidance Memorandum 13-602, Volume 1, *Ready Spacecrew Program Training*; Space Force Guidance Memorandum 13-602, Volume 2, *Spacecrew Standardization and Evaluation Program*; and AFI 13-602, Volume 3, *Spacecrew Operations*. **(T-1)**

**6.4. Space Forces Staff Orientation.** Each USSF Service component will develop a Staff Orientation training program. **(T-2)** This orientation training will include, at a minimum:

- 6.4.1. JFC mission, organization, and area of responsibility. **(T-2)**
- 6.4.2. Component mission, roles, and responsibilities. **(T-2)**
- 6.4.3. Component structure and functions of each directorate. **(T-2)**
- 6.4.4. An overview of parallel Service and functional component mission, roles, and responsibilities. **(T-2)**
- 6.4.5. Joint training and exercises. **(T-2)**
- 6.4.6. Threats to Space Operations. **(T-2)**

## Chapter 7

### SPACE COMPONENT HEADQUARTERS SPACEFOR STAFF OPERATIONS, READINESS, AND STRUCTURES SUPPLEMENT

**7.1. General.** This chapter is reserved for units with assigned SPACEFOR staffs to publish a supplement or field instruction to this publication. Differences identified in a supplement or field instruction only apply to that SPACEFOR staff. 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. 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 reference to this instruction “SPFI 13–105, *Space Component Headquarters Spacefor Staff Operations, Readiness, and Structures.*”

DEANNA M. BURT  
Lieutenant General, USSF  
Chief Operations Officer

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

Title 10, United State Code (U.S.C). Section 162, (10 U.S.C. § 162), *Combatant commands: assigned forces; chain of command*

Title 10 U.S.C. § 165, *Combatant commands: administration and support*

Title 10 U.S.C. § 9013, *Secretary of the Air Force*

Title 22 U.S.C. § 1811-1831, *Military Assistance*

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DoDI 4000.19, *Support Agreements*, 16 December 2020

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DoDD 5148.13, *Intelligence Oversight*, 26 April 2017

Forces For Unified Commands” Memorandum, (U) *Space Force Forces for Current Space Force Service Components*.

JP 1, Vol 2, *The Joint Force*, 19 June 2020

JP 5–0, *Joint Planning*, 1 December 2020

CJCSI 5123.0I, *Charter of the Joint Requirements Oversight Council and Implementation of the Joint Capabilities Integration and Development System*, 30 October 2021.

DAF Program Action Directive 20–01, *Establishment of USSF and the Office of the Assistant Secretary of the Air Force for Space Acquisition and Integration (SAF/SQ)* 29 March 2022

DAFMAN 11–260, *Tactics Development Program*, 17 March 2023

DAFMAN 90–161, *Publishing Processes and Procedures*, 18 October 2023

DAFI 51–201, *Administration of Military Justice*, 3 October 2024

DAFPD 13–1, *Command and Control (C2) Enterprise*, 22 April 2021

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DAF Guidance Memorandum 13–602 V1, *Ready Spacecrew Program Training*, 9 May 2024

AFI 13–103, *Air Component Headquarters AFFOR Staff Operations, Readiness, and Structures*, 19 November 2020

AFI 13–602V3, *Spacecrew Operations*, 6 September 2019

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

Space Doctrine Publication (SDP) 5–0, *Planning Doctrine for Space Forces*, 20 December 2021

Space Force Guidance Memorandum 13–602 V2, *Spacecrew Standardization and Evaluation Program*, 7 November 2024

***Prescribed Forms***

None

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**ADCON**—Administrative Control

**AFFOR**—Air Force Forces

**AFI**—Air Force Instruction

**AFIOIC**—Air Force Information Operations Integration Course

**AFOC**—Air Force Operations Security Course

**AIC**—Advanced Instructor Course

**AOR**—Area of Responsibility

**APEX**—Adaptive Planning and Execution

**B2C2WGs**—Boards, Bureaus, Centers, Cells, and Working Groups

**C2**—Command and Control

**C2WAC**—Command and Control Warrior Advanced Course

**C4I**—Command, Control, Communications, Computers and Intelligence

**CCDR**—Combatant Commander

**CCMD**—Combatant Command

**CDE**—Collateral Damage Estimation

**C-FLDCOM**—Component Field Command

**COCOM**—Combatant Command (Command Authority)

**CO**—Contingency Operations

**COMREL**—Command Relationships

**COMSPACEFOR**—Commander, Space Force Forces

**COO**—Chief Operations Officer

**COS**—Chief of Staff

**CSFC**—Commander of Space Forces Course

**CSRO**—Chief Strategy and Resourcing Officer

**DAF**—Department of the Air Force

**DAFMAN**—Department of the Air Force Manual

**DAFPD**—Department of the Air Force Policy Directive

**DCOMSPACEFOR**–Deputy Commander, Space Force Forces

**DoD**–Department of Defense

**DoDI**–Department of Defense Instruction

**DOPC**–Defense Operations Security Planners Course

**IA**–Information Assurance

**IALC**–Intermediate Air Force Forces Leader Course

**IE**–Information Environment

**IO**–Information Operations

**ISR**–Intelligence, Surveillance, and Reconnaissance

**ITW/AA**–Integrated Tactical Warning and Attack Assessment

**JC4ICSOC**–Joint Command, Control, Communications, Computers and Intelligence/Cyber Staff and Operations Course

**JC4PC**–Joint Command, Control, Communications and Computers Course

**JCOA**–Joint Center for Operational Analysis

**JCOPC**–Joint Cyberspace Operations Planners Course

**JECC**–Joint Enabling Capabilities Command

**JFC**–Joint Force Commander/Joint Force Command

**JFHQ**–Joint Force Headquarters

**JIOPC**–Joint Information Operations Planners Course

**JIPC**–Joint Information Planners Course

**JKO**–Joint Knowledge Online

**JMTC**–Joint Military Deception Training Course

**JOPES**–Joint Operation Planning and Execution System

**JOPP**–Joint Operations Planning Process

**JP**–Joint Publication

**JPP**–Joint Planning Process

**JPSE JPC**–Joint Planning Support Element Joint Planners Course

**JPSE KM**–Joint Planning Support Element Knowledge Management

**JSPC**–Joint Space Planners Course.

**JSTC**–Joint Space Targeting Course

**JTF**–Joint Task Force

**JTFSBC**–Joint Task Force Staff Basic Course

**JTS**–Joint Targeting School

**LNO**–Liaison Officer

**MAA**–Mission Assurance Assessment

**MILDEC**–Military Deceptive

**MTOC**–Mission Type Orders Course

**MTT**–Mobile Training Team

**NC3**–Nuclear Command, Control and Communications

**NSSI**–National Security Space Institute

**OMD**–Operational Military Deception

**OPCON**–Operational Control

**OPLAN**–Operations Plan

**OPR**–Office of Primary Responsibility

**OPSEC**–Operational Security

**S4S**–Space Forces

**SCC**–Service Cryptologic Component

**SDP**–Space Doctrine Publication

**SecAF**–Secretary of the Air Force

**SEL**–Senior Enlisted Leader

**SFSCC**–Space Force Service Component Command

**SJIOAC**–Senior Joint Information Operations Application Course

**SMTF**–Space Mission Task Force

**SPACEFOR**–Space Force Forces

**SPFI**–Space Force Instruction

**SSC**–Space Systems Command

**STARCOM**–Space Training and Readiness Command

**SWIC**–Space Warfighter Integration Course

**SWPC**–Space Warfighter Preparation Course

**TACON**–Tactical Control

**USAF**–United States Air Force

**USSF**–United States Space Force

**Vol**–Volume

**WIC**–Weapons Instructor Course

***Office Symbols***

**J3**–Operation Directorate of a Joint Staff

**J6**—Command, Control, Communications, and Computers/Cyber Directorate of a Joint Staff

**S1**—Human Capital of a Space Force Forces Staff

**S2**—Intelligence, Surveillance and Reconnaissance of a Space Force Forces Staff

**S3**—Operations of a Space Force Forces Staff

**S33**—Current Operations of a Space Force Forces Staff

**S35**—Future Operations of a Space Force Forces Staff

**S4**—Mission Support and Logistics of a Space Force Forces Staff

**S5**—Plans and Requirements of a Space Force Forces Staff

**S6**—Cyberspace, Electromagnetic Spectrum Operations and Communications of a Space Force Forces Staff

**S7**—Training and Exercises of a Space Force Forces Staff

**S8**—Plans and Programs of a Space Force Forces Staff

**S9**—Analysis and Assessments of a Space Force Forces Staff

**S10**—Strategic Deterrence Operations of a Space Force Forces Staff

**SAF/LL**—Secretary of the Air Force Legislative Liaison

**SAF/FM**—Secretary of the Air Force Financial Management

**SAF/SQ**—Assistant Secretary of the Air Force for Space Acquisition and Integration

**SF/COO**—Space Force Deputy Chief for Operations and Nuclear

**SF/DS**—Space Force Director of Staff

**SF/S1**—Space Force Deputy Chief of Space Operations for Human Capital

**SF/S2**—Space Force Deputy Chief of Space Operations for Intelligence Directorate

**SF/S3/4/7/10**—Space Force Deputy Chief of Space Operations for Operations and Nuclear

**SF/S5/8**—Space Force Deputy Chief of Space Operations for Strategy, Plans, Programs, and Requirements

**SF/S6**—Space Force Deputy Chief of Space Operations for Cyber and Data

### ***Terms***

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

**Air Operations Center**—The senior agency of the Air Force component commander that provides command and control of Air Force air operations and coordinates with other components and Services. Also called AOC.

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

**Assigned Forces**—Those units, equipment, and resources that have been placed under the command authority of a unified commander by the Secretary of a Military Department and by the direction of the Secretary in his “Forces for Unified Commands” Memorandum in accordance with Title 10 U.S.C. § 162.

**Attached Forces**—Forces temporarily placed under operational control or tactical control of a combatant commander.

**Combat Delta**—A subdivision of USSF presented to a combatant commander through the C-FLDCOM. Combat deltas support the operational-level mission space operations planning, execute C2 of assigned, attached, or allocated forces, and synchronize and coordinate with allies and partners operating at a commensurate level.

**Combat Detachment**—Space Force’s deployable operational formation. Detachments deploy as forces allocated to support of combatant-command requirements.

**Combat Squadron**—A combat squadron is an employed-in-place operational formation assigned to a combatant command to provide space effects supporting combatant-command mission requirements.

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

**Command and Control**—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.

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

**Command**—1. The authority that a commander in the armed forces lawfully exercises over subordinates by virtue of rank or assignment. 2. An order given by a commander; that is, the will of the commander be expressed for the purpose of bringing about a particular action. 3. A unit or units, an organization, or an area under the command of one individual.

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

**Commander, Space Force Forces**—The single Space Force commander of a Space 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.

**Component Field Command**—A major subdivision of the USSF that is assigned to serve as a unit presented to a combatant commander as the USSF Service component, responsible for



fielding capabilities, presenting trained and equipped forces to combatant commands as directed. A component field command is directly subordinate to the Chief of Space Operations for execution of the SecAF's Title 10 responsibilities for Service-specific administration and support functions.

**Consolidated Strategic Opportunities**—Consolidated strategic opportunities are planning guidance to the Joint Force to globally integrate military operations, activities, and investments to achieve global campaign plan objectives. Consolidated Strategic Opportunities are proposed by CCMDs and Services and endorsed by the Secretary of Defense.

**Contingency Plan**—A plan for major contingencies that can reasonably be anticipated in the principal geographic subareas of the command.

**Control**—Authority that may be less than full command exercised by a commander over part of the activities of subordinate or other organizations.

**Field Command**—A major subdivision of the USSF that is assigned a key part of the USSF mission. A field command is directly subordinate to the Headquarters Space Force. All USSF field commands report to the Chief of Space Operations.

**Force Element**—A subordinate formation of a combat squadron or combat detachment that performs a distinct activity in support of the mission. There are three force elements: operations crew, mission-planning cell, and a mission support element.

**Fragmentary Order**—An abbreviated form of an operation order issued as needed after an operation order to change or modify that order or to execute a branch or sequel to that order. Also called FRAGORD.

**Functional Component Command**—A command normally, but not necessarily, composed of forces of two or more Military Departments which may be established across the range of military operations to perform particular operational missions that may be of short duration or may extend over a period.

**Information Advantage**—The operational advantage gained through the joint force's use of information for decision making and its ability to leverage information to create effects on the information environment.

**Information Environment**—The aggregate of social, cultural, linguistic, psychological, technical, and physical factors that affect how humans and automated systems derive meaning from, act upon, and are impacted by information, including the individuals, organizations, and systems that collect, process, disseminate, or use information. Also called IE.

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

**Joint Force Commander**—A general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force. Also called JFC.

**Joint Force Space Component Commander**—The commander within a unified command, subordinate unified command, or joint task force responsible to the establishing commander for recommending the proper employment of assigned, attached, and/or made available for tasking

space forces (allocated); planning and coordinating space operations; or accomplishing such operational missions as may be assigned. Also called JFSCC.

**Joint Planning**—Training, preparation, mobilization, deployment, employment, support, sustainment, redeployment, and demobilization of military forces assigned or committed to a joint operation.

**Liaison**—Contact or intercommunication maintained between elements of military forces or other agencies to ensure mutual understanding and unity of purpose and action.

**Measures of Effectiveness**—A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. Also called MOE.

**Measures of Performance**—A criterion used to assess friendly actions that is tied to measuring task accomplishment. Also called MOP.

**Mission Planning Cell**— Subdivision of a force element that leads planning, scheduling, and assessment for operational activities.

**Mission Support Element**— Subdivision of a force element that conducts support activities like engineering, analysis, maintenance, and communications. These may include Airmen in non-Space Force specialties who provide capabilities required to execute the mission (e.g., force protection, emergency services, civil engineering).

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

**Operation Plan**—1. Any plan for the conduct of military operations prepared in response to actual and potential contingencies. 2. A complete and detailed joint plan containing a full description of the concept of operations, all annexes applicable to the plan, and a time- phased force and deployment data. Also called OPLAN.

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

**Operations Crew**—Subdivision of a force element that performs weapon system operations in support of mission activities.

**Operations in the Information Environment**—Military actions involving the integrated employment of multiple information forces to affect drivers of behavior. Also called OIE.

**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 DAF. Policy translates the ideas, goals, or principles contained in the mission, vision, and strategic plan into actionable directives. 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.

**Service Component Command**—Command responsible for recommendations to the joint force commander on the allocation and employment of Service forces within a combatant command.

**Service— Institutional Forces**—Those remaining forces that conduct the administrative functions of their respective military department Secretaries, such as Service headquarters staffs and Service academies.

**Service— Retained Forces**—Forces that are specifically designed to execute operational missions when allocated to CCDRs via global force management process. In the absence of a COCOM relationship, allocation through the global force management process is required to delegate operational control of those forces to a CCDR.

**Space Force Forces Staff**—The agency of the Space Force component commander that provides command and control of Space Force space operations and coordinates with other components and Services.

**Space Forces**—U.S. Space Force forces designated by the Secretary of Defense that are specifically organized, trained, and equipped to conduct space operations in support of combatant commanders.

**Space Mission Task Force**—SMTF is the Space Force— unique force presentation model tailored to service— specific warfighting requirements. Every SMTF is comprised of a commander (i.e., the COMSPACEFOR), an element which performs command and control on behalf of the commander (i.e., the SPACEFOR staff), and combat formations which conduct military space operations.

**Special Access Program**—A sensitive acquisition, intelligence, or operations and support program, that imposes need— to— know and access controls beyond those normally provided for access to confidential, secret, or top— secret information.

**Special Technical Operations**—Operations that uses and integrates special access program capabilities. The support includes operations support and program management.

**Subordinate component unit**—A subdivision of the USSF that is assigned to serve as a USSF Service component to a sub unified commander, responsible for fielding capabilities, presenting trained and equipped forces as directed. A subordinate component unit is directly subordinate to a component field command.

**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 like those of the commanders of unified commands and exercise operational control of assigned commands and forces within the assigned operational area.

**Tactical Control**—The authority over forces that is limited to the detailed direction and control of movements or maneuvers within the operational area necessary to accomplish missions or tasks assigned. Also called TACON.

**Warning Order**—1. A preliminary notice of an order or action that is to follow. 2. A planning directive that initiates the development and evaluation of military courses of action by a supported commander and requests that the supported commander submit a commander's

estimate. 3. A planning directive that describes the situation, allocates forces and resources, establishes command relationships, provides other initial planning guidance, and initiates subordinate unit mission planning. Also called WARNORD.

## Attachment 2

## SPACEFOR STAFF EDUCATION AND TRAINING COURSES

**A2.1. SPACEFOR Staff Education and Training.** Education and training are designed to prepare SPACEFOR staff and senior leaders for their associated roles and responsibilities. All individuals assigned to a SPACEFOR staff will attend at least one of the courses outlined in **Table A2.1.** as part of the certification training. **(T-3)** Alternative courses will be considered on a case-by-case basis and may be approved by the appropriate COMSPACEFOR. **(T-2)** New course additions to **Table A2.1.** will be approved by SF/COO. **(T-1)**

**Table A2.1. SPACEFOR Staff Education and Training Courses.**

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| <p><b>Command and Control Warrior Advanced Course (C2WAC)</b><sup>2</sup>. This course is an advanced, multi-domain, integration course that trains air component headquarters personnel how to plan and execute air component operations at the operational level to meet JFC requirements. The course uses the Joint Planning Process for Air and the Joint Air Tasking Cycle framework to steep students in the planning, integration, and execution responsibilities of the air component across the competition continuum at the operational level. Successful completion of this course supports designation as a USAF "Operational Warfare Planner" and award of the "A" Air Force Specialty Code prefix for officers and "M" prefix for enlisted. (705th Training Squadron).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| <p><b>Commander of Space Forces Course (CSFC)</b><sup>1</sup>. This one-week course focuses on training senior space leaders on space effects for combat operations in support of combatant commander objectives. Students gain knowledge in relevant space operations and space capabilities to execute Commander of Space Force Service and operational responsibilities. National Security Space Institute (NSSI).</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| <p><b>Defense Operations Security Planners Course (DOPC)</b><sup>2,3</sup>. This is a five-day course that provides positional training to Guardians as Operational Security (OPSEC) planners to integrate OPSEC into Joint Planning. (Joint Forces Staff College). <b>(S3 OPSEC inbounds)</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| <p><b>Intermediate Air Force Forces Leader Course (IALC)</b><sup>2</sup>. The five-day course trains on the roles and responsibilities of an Air Force Component Headquarters staff organization in supporting the Commander, Air Force Forces in accomplishing the functions and tasks of an Air Force component commander to a JFC. The course focuses on how the Air Force organizes and commands and controls its forces, with special emphasis on the AFFOR staff roles and responsibilities, command relationships and authorities that reside at the JFC, Commander, Air Force Forces, and Joint Force Air Component Commander levels. Course includes guided-discussion and practical activities on the joint planning process for air, the operations planning groups, and AFFOR staff and Combined/Joint Air Operations Center touchpoints. Additional topics include global force management, adaptive planning, and execution (APEX), defense support of civil authorities, security cooperation, combat support, airbase opening, force planning, and current AFFOR staff issues; there are also numerous hands-on exercises to reinforce learning objectives. Graduation from this course fulfills AFFOR initial certification training requirements, in accordance with AFI 13-103, AFFOR Staff Operations, Readiness, and Structures. (705th Training Squadron).</p> |
| <p><b>Joint Cyberspace Operations Planners Course (JCOPC)</b><sup>2</sup>. This is a 9-day course hosted by U.S. Cyber Command to train CCMD and Joint Force Command (JFC) staffs on the integration of cyberspace operations into CCMD/JFC level operational planning. U.S. Cyber Command</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |

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| mobile training teams host this course approximately annually at each CCMD Headquarters. This course is recommended for all Guardians performing CO planning at the Service Component level. (U.S. Cyber Command/J7)                                                                                                                                                                                                                                                                                                                                                                                                     |
| <b>Joint Command, Control, Communications, Computers and Intelligence/Cyber Staff and Operations Course (JC4ICSOC):</b> Three-week operational level resident course to educate and train joint C4I decision makers in C4I and cyberspace concepts in the joint/interagency/multinational environments, the DoD's organization and how it supports the C4I process, and the management and operation of current joint C4I systems. (Joint Forces Staff College) <b>(S2, S3, and S6 cyber/C4ISR inbounds)</b>                                                                                                             |
| <b>Joint Command, Control, Communications and Computers Course (JC4PC):</b> Joint-certified four-week training course sponsored by the JCS/J6 is to educate C4 Planners in Doctrinal C4 concepts in the Joint, Interagency, and Coalition environments. Prepares mid-grade C4 Planners for planning Joint net-centric operations. The course focuses on the operational and technical aspects of joint C4 planning associated with Strategic, Theater and Tactical level systems within the deliberate and crisis action planning processes. (U.S. Army Cyber Center of Excellence) <b>(S3 and S6 cyber/C4 planners)</b> |
| <b>Joint Information Operations Planners Course (JIOPC).</b> <sup>2,3</sup> This is a 19-day course that provides positional training to Guardians as IA planners to integrate Information Warfare/Operations in the Information Environment into Joint Planning. (Joint Forces Staff College). <b>(S3 IO inbounds)</b>                                                                                                                                                                                                                                                                                                  |
| <b>Joint Information Planners Course (JIPC) Phase I:</b> Distant learning course for military members and DOD civilians, who would like a basic understanding of the joint operations, information joint function, and operations in the information environment. (Joint Forces Staff College) <b>(S3 IO, OPSEC, MILDEC inbounds)</b>                                                                                                                                                                                                                                                                                    |
| <b>JIPC Phase II:</b> In-residence follow-on to Phase I with a mission to establish a common understanding for information planners and information capability specialists who will serve in joint strategic and operational-level billets. This course is primarily for personnel assigned to the Joint information career force, but seats may be available to other personnel depending on the circumstances. Graduates receive course equivalency for the Defense OPSEC Planners Course (DOPC) as well as the Joint MILDEC Training Course (JMTC). <b>(S3 IO, OPSEC, MILDEC Inbounds)</b>                            |
| <b>Joint Military Deception Training Course (JMTC).</b> <sup>2,3</sup> This is a seven-day course that provides positional training to Guardians as operational security (OPSEC) planners to integrate Deception into Joint Planning. (Joint Forces Staff College). <b>(S3 OPSEC/MILDEC inbounds)</b>                                                                                                                                                                                                                                                                                                                    |
| <b>Joint Mission Assurance Course (OPSEC Planner only).</b> <sup>2,3</sup> This is a four-day course that provides training on the DoD mission assurance assessment (MAA) program, which is an integrated approach to assessing risk to mission. Students are provided the methodologies and tools to conduct MAAs of assets identified as critical to mission accomplishment and will also be introduced to the mission assurance related programs and activities using the DoD MAA benchmarks. (Joint Forces Staff College). <b>(S9 inbounds)</b>                                                                      |
| <b>Joint Planning Support Element Joint Planners Course (JPSE JPC)</b> <sup>2</sup> . Trains personnel as members of a joint planning group to apply operational art, operational design, and the joint planning process (JPP) to create a joint task force level operations order with Annex A. The curriculum is organized around the seven steps of the JPP and operational design. It also provides an overview of JTF organization, an understanding of how strategic guidance shapes JTF planning, Commander's Communication Synchronization, and an appreciation of                                               |

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| incorporating all elements of national power. The course emphasizes working within a Joint Planning Group, interagency and multinational coordination, writing orders, and briefing senior leaders. Space available for non-Joint Enabling Capabilities Command (JECC) personnel. <b>(S2, S3, S4, S5, S7 planner inbounds)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <b>JPSE Knowledge Management (KM) Course:</b> Intended to establish a Knowledge Management (KM) foundation for JECC active and reserve component personnel. Attendees will be introduced to the basic concepts and terminology of KM as currently defined in service and joint doctrine, the fundamentals of KM, the JPSE deliberate approach to KM implementation in support of a Joint Force Headquarters (JFHQ), and the skills used to achieve mission success. (JECC) <b>(CoS, operations center, battle staff inbounds)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Joint Professional Military Education Phase II<sup>2</sup>.</b> Educates national security professionals to plan and execute joint, interagency, intergovernmental, and multinational operations. Graduates are critically-thinking, operationally minded, skilled joint warfighters who can operationalize national, military, and theater security strategies into design-informed operational plans. Graduates have a primary commitment to joint, interagency, intergovernmental, and multinational teamwork, attitudes, and perspectives. (Joint and Combined Warfighting School)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Joint Space Planners Course (JSPC).<sup>2</sup></b> This course is designed for military and civilian members from the U.S. and select allied nations destined for, or currently filling, space planning billets. Graduates will be able to apply the operational art and operational design model to the joint planning process for the space warfighting domain. In addition, graduates will be able to construct an operation order from the course of action selected during the joint planning process. (NSSI). <b>(S2, S3, S4, S5, S7 planner inbounds)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Joint Space Targeting Course (JSTC). 2</b> This course produces space professionals who understand the unique aspects involved in space targeting and Joint fires engagement. Students will be able to apply knowledge of joint doctrine to space capabilities and develop options for achieving offensive and defensive space control. (NSSI). <b>(S2, S3, S5 targeteer inbounds)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Joint Targeting School (JTS):</b> Provide doctrinally based joint targeting education and training in order to prepare Service, Interagency, and Allied personnel for operational-level targeting duties. JTS teaches four courses, in-residence and as a mobile training team (MTT): Joint Targeting Staff Course (2 weeks), Joint Targeting Applications Course (1 week), Combat Assessment Course (1 week), Collateral Damage Estimation (CDE) Course (1 week). (JCS/J7) <b>(S2, S3, S5 targeteer inbounds)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Joint Task Force Staff Basic Course (JTFSBC).<sup>2</sup></b> This is a 10-day, joint accredited course that teaches the Joint Planning Process (JPP) thru academics and real-world practicums to produce joint-capable planners and warfighters to operate effectively across all staffs/services in joint, coalition, and interagency environments. In addition to learning the JPP, this course's students will graduate with an understanding of Joint All-Domain Operations, command relationships, the joint functions, and the production of five-paragraph mission-type orders. Within the context of the JPP, graduates also receive exposure to Agile Combat Employment operations, the multi-capable Airman concept, and the importance of synchronizing joint capabilities to prevail in uncertain environments against current strategic competitors and future near-peer threats. The curriculum is focused on processes, activities and tasks performed by JTF headquarters staff with lesson materials derived from established JTF headquarters Joint Mission Essential Tasks (determined by Joint Staff J7). (LeMay Center). <b>(S2, S3, S4, S5, S7 planner inbounds)</b> |
| <b>Mission Type Orders Course (MTOC).<sup>2,3</sup></b> This course prepares USSF and partner personnel                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

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| to effectively employ the space planning process, as described in Space Doctrine Publication 5–0, to produce clear statements of the superior commander's intent, as well as each subordinate unit's tasks in terms of operational effects to be achieved. (NSSI).                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b>Senior Joint Information Operations Application Course (SJIOAC).</b> <sup>1</sup> This three–day course prepares selected general/flag officers and senior executive civilians to develop Information Operations (IO) into a warfighting core military competency that will enable Combatant Commanders to target adversary decision–making while protecting our own. (Joint Forces Staff College). (S3 IO inbounds)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| <b>Space Warfighter Integration Course (SWIC)</b> <sup>2</sup> (in development). This three–week course will prepare Guardians presented to CCDRs as part of the COMSPACEFOR staff. This course will prepare Guardians for theater related operational and Service level responsibilities. The course will not include tactical data processor and application.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Space Warfighter Preparation Course (SWPC).</b> <sup>2</sup> This is a three–week course designed to prepare space professionals to effectively augment theater air operations centers during exercise and real–world contingencies. This course provides both academic instruction and hands–on equipment training needed to prepare graduates to integrate air and space power in global support of theater commanders. (NSSI)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Weapons Instructor Course (WIC)</b> <sup>4</sup> / <b>Advanced Instructor Course (AIC).</b> <sup>4</sup> The goal of the course is to train students to be tactical experts in their combat specialty while also learning the art of battle–space dominance. This ability creates such a complete overmatch in combat power in any domain of conflict that adversaries have no choice but to submit or capitulate. Using an integrated approach means that Weapons School graduates are extensively familiar not only with the weapons platform or system they have been trained in through their career path, but also in how all USAF and DOD assets can be employed in concert to achieve synergistic effects. (328th Weapons Squadron).                                                                                                                                                                                                               |
| <sup>1</sup> Senior Leader required training at Service Components (E–8 –E–9, O–6 & above).<br><sup>2</sup> Course ensures a standardized baseline of knowledge exists within the Service Component staffs. Until STARCOM has a dedicated staff officer level course for Service components, this course is sufficient for SPACEFOR Staff initial training. If course no longer available, course credit is retroactive.<br><sup>3</sup> Course will be funded by SF/COO to support joint planning. The prerequisites to attend the following courses are the Air Force Information Operations Integration Course (AFIOIC), Air Force Operational Military Deception (OMD) Course and the Air Force Operations Security Course (AFOC) or Service equivalent. Both a prerequisite and the course must be accomplished prior SPACEFOR Staff initial training credit is awarded.<br><sup>4</sup> W–Prefix billets credited for SPACEFOR Staff initial training. |

**A2.2. Joint Knowledge Online (JKO) Courses.** JKO courses offers the SPACEFOR staff an in–depth exposure to joint processes that can be applied to joint space planning, joint space operations, and execution of space capability in a joint environment. Alternative courses will be considered on a case–by–case basis and may be approved by the appropriate COMSPACEFOR. New course additions to **Table A2.2.** will be approved by SF/COO.



Table A2.2. JKO Courses. (<https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf>)

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| <p><b>Introduction to Joint Fundamentals (2 hrs.):</b> This course is designed to enhance operational effectiveness of joint forces, it is important to understand the fundamental principles that guide the employment of U.S. military forces in coordinated and, where and when appropriate, integrated action toward a common objective.</p> <p>(<a href="https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&amp;course_number=P-US1141">https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&amp;course_number=P-US1141</a>)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <p><b>Joint Operations (2 hrs.):</b> This course focuses on the elements of military operations, differences between various types of operations, and how a balance of operations and operation phasing guides campaign execution. This course covers: Joint employment of air, land, sea, and special operations forces (SOFs) capabilities across all phases; range of military operations including engagement, crisis response and limited contingencies; major operations, and campaigns Joint task force (JTF) operational transitions.</p> <p>(<a href="https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&amp;course_number=P-US1143">https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&amp;course_number=P-US1143</a>)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b>Joint Planning Process (2 hrs.):</b> The successful conduct of military operations relies on comprehensive and thorough planning. More specifically, joint operation planning relies on procedures in the Joint Operation Planning and Execution System (JOPES), joint operation planning process (JOPP), and Adaptive Planning and Execution (APEX) system. JOPES, JOPP, and APEX share the same basic approach and problem-solving elements, such as mission analysis and course of action development. JOPP applies to deliberate planning and crisis action planning in APEX and JOPES and can be viewed as complementing the overall approach to planning. This course presents an overview of joint operation planning conducted by a JFC and staff. Joint planning is currently in the process of adopting an adaptive planning framework. Thus, it is important to know the basics of the original JOPES and the new APEX System. Other topics include key steps of JOPP and the integration of deployment planning into this process.</p> <p>(<a href="https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&amp;course_number=P-US1145">https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&amp;course_number=P-US1145</a>)</p> |
| <p><b>Commander's Critical Information Requirements at the Operational Level (1 hr.):</b> This course shares insights and best practices on the purpose, development, and use of Commander's Critical Information Requirements at operational-level headquarters. The content contained in this course is largely based on the second edition of the Insights and Best Practices Focus Paper number 1 published by the Joint Staff J7 Deployable Training Division.</p> <p>(<a href="https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&amp;course_number=P-US1149">https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&amp;course_number=P-US1149</a>)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| <p><b>Gaining and Sharing Information and Knowledge (1 hr.):</b> This course shares some important insights and best practices in gaining and sharing information and knowledge at operational headquarters. The content contained in this course is largely based on information contained in the Insights and Best Practices Focus Paper 1 and 2 published by the Joint Staff J7 Deployable Training Division.</p> <p>(<a href="https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&amp;course_number=P-US1150">https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&amp;course_number=P-US1150</a>)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| <p><b>Interorganizational Coordination (2 hrs.):</b> This course describes insights and best practices to interorganizational coordination specifically correlating to narrowing the coordination void, organizational responsibilities, and building relationships and inclusion. Examples from the Operation UNIFIED RESPONSE JCOA briefing will be used to exemplify and reinforce the objectives of this course.</p> <p>(<a href="https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&amp;course_number=P-US1151">https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&amp;course_number=P-US1151</a>)</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| <p><b>JTF Level Command Relationships and Joint Force Organizations (1 hr.):</b> This course shares insights and best practices about how leaders organize Joint Task Forces (JTFs) and establish command relationships to effectively accomplish the mission in a complex</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |

environment. The content contained in this course is based on information from the *Insights and Best Practices* papers published by the Joint Warfighting Center Joint Training Branch, the Capstone Mission Command seminar, and the Chairmen of the Joint Chiefs of Staff's white papers "America's Military – A Profession of Arms" and "Mission Command."

[https://jkodirect.jten.mil/html/COI.xhtml?course\\_prefix=J3O&course\\_number=P-US1152](https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&course_number=P-US1152)

**Design and Planning (1.5 hrs.):** This course discusses some of the challenges of design and planning as it relates to the commander's decision cycle. It presents some important insights and best practices from joint commands including how they have implemented design and planning in exercise and operational contexts. The content in this course is largely based on information contained in the Insights and Best Practices Focus Paper 12, and other Capstone briefings published by the Joint Staff J7 Deployable Training Division.

[https://jkodirect.jten.mil/html/COI.xhtml?course\\_prefix=J3O&course\\_number=P-US1153](https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&course_number=P-US1153)

**Joint Headquarters Organization, Staff Integration, and Battle Rhythm (1 hr.):** The purpose of this course is to share some important insights and best practices that assist leaders in overcoming the many challenges of Joint Task Force (JTF) organization, staff integration and battle rhythm development at operational headquarters in today's complex environment. The content in this course is largely based on information contained in the Insights and Best Practices Focus Paper 7, and other Capstone briefings published by the Joint Staff J7 Deployable Training Division.

[https://jkodirect.jten.mil/html/COI.xhtml?course\\_prefix=J3O&course\\_number=P-US1155](https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&course_number=P-US1155)

**Assessment (1 hr.):** This course shares some important insights and best practices on prioritizing and allocating resources at Combatant Commands and Joint Task Force (JTF) headquarters. The content in this course is largely based on information contained in the Insights and Best Practices Focus Paper 11, and other Capstone briefings published by the Joint Staff J7 Deployable Training Division.

[https://jkodirect.jten.mil/html/COI.xhtml?course\\_prefix=J3O&course\\_number=P-US1159](https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&course_number=P-US1159)

**Authorities Course (1 hr.):** The purpose of this course is to provide a basic understanding of the challenges of identifying, understanding, and gaining approval of the authorities that support joint and multinational operations. It presents some important insights and best practices regarding the relationship between the authorities found in law and policy, and the commander's guidance and intent. This course also focuses on the critical role that authorities play in the planning and execution of operations.

[https://jkodirect.jten.mil/html/COI.xhtml?course\\_prefix=J3O&course\\_number=P-US1160](https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&course_number=P-US1160)

**Forming a JTF Headquarters (1 hr.):** The purpose of this course is to identify the challenges of joint force headquarters formation, understand the forming framework, and to identify the best practices to assure mission accomplishment.

[https://jkodirect.jten.mil/html/COI.xhtml?course\\_prefix=J3O&course\\_number=P-US1313](https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3O&course_number=P-US1313)

**Influence Awareness (1.5 hrs.):** The Influence Awareness course covers aspects of the Information Environment relevant to U.S. Military and DoD personnel. The purpose of this course is to prepare U.S. military and DoD personnel to 1. recognize influence attempts and select threats and trends in the IE, 2. have increased awareness of activities, patterns, and tactics by which enemies, adversaries, and competitors target the U.S. and the DoD in the IE, 3. cope with evolving and future considerations in the IE, and 4. have knowledge, skills, abilities, situational awareness, and tools to detect and counter influence attempts.

[https://jkodirect.jten.mil/html/COI.xhtml?course\\_prefix=J3S&course\\_number=T-US1396](https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3S&course_number=T-US1396)

**Protecting Access to Space<sup>1</sup> (1 hr.):** The purpose of this course is to provide a useful guide to the protection of access to the global commons of space for senior leaders and managers, both civilian and military, in government and commercial organizations. The course begins with a description of the fundamentals of space. Next a framework is proposed for protecting access to space. In this section, the hazards and threats to space access and the potential consequences of disruption or denial of space capabilities is considered. The last section proposes a framework to protect access to space and a collaborative mitigation concept to manage the risk of disruption or denial effects on space capabilities due to the potential loss or degradation of space assets to hazards and threats.

([https://jkodirect.jten.mil/html/COI.xhtml?course\\_prefix=J3S&course\\_number=T-US1218](https://jkodirect.jten.mil/html/COI.xhtml?course_prefix=J3S&course_number=T-US1218))

<sup>1</sup> Not necessary for Staff Certification.

### Attachment 3

#### ADMINISTRATIVE CONTROL RESPONSIBILITIES OF THE COMSPACEFOR

**A3.1 General.** Commanders of Space Force Service components have responsibilities and authorities that derive from their roles in fulfilling the Service's administrative control (ADCON) function. ADCON is the authority necessary to fulfill Military Department Title 10 responsibilities for administration and support. Among these responsibilities are:

A3.1.1. Organization of Service forces.

A3.1.2. Control of resources and equipment.

A3.1.3. Personnel management.

A3.1.4. Logistics.

A3.1.5. Individual and unit training.

A3.1.5. Readiness.

A3.1.7. Mobilization & demobilization.

A3.1.8. Discipline.

A3.1.9. Other matters not included in the operational missions of the subordinate or other organizations.

**A3.2 Coordination with Non-Assigned and Non-Attached Guardians in a Combatant Command Geographic AOR.** The COMSPACEFOR should be focused on and have authority for those administrative branch tasks that are necessary to carry out the operational branch tasks as assigned or attached Space Force Service component forces. However, all non-assigned and non-attached Guardians training or operating within a CCMD AOR must notify the applicable COMSPACEFOR for situational awareness and comply with any applicable CCMD Reporting Instructions, orders, and regulations. **(T-1)** This enables the forward COMSPACEFOR to coordinate as needed with those Guardians (and their home units) regarding logistics support, good order and discipline, changes in the operating environment, force protection, deconfliction and compliance of intelligence and operational activities, safety, welfare, and security. Non-assigned and non-attached Guardians remain in their home unit chains of command, which will typically maintain ADCON; but those Guardians still must notify the applicable COMSPACEFOR as soon as they know they will be training or operating in that CCMD AOR by the JFC. **(T-2)** Within the administrative branch, the COMSPACEFOR has ADCON of all assigned Space Force Service component forces.

A3.2.1. For such forces, the sending CCCR may or may not delegate OPCON to their COMSPACEFOR. Frequently, these sending CCMDs act as supporting commanders to the supported geographic CCRs but may also be the supported commander for certain operations.

A3.2.2. In those cases where such forces bed down in another CCCR's AOR, the receiving CCCR's COMSPACEFOR:

A3.2.2.1. Should be aware of all Space Force forces in theater, and be updated, as appropriate, for accountability purposes.

A3.2.2.2. May exercise TACON for force protection and other activities as delegated.

A3.2.2.3. May possess concurrent authority for Uniform Code of Military Justice in accordance with DAFI 51-201.

A3.2.2.4. Coordinates on availability of dining and lodging facilities.