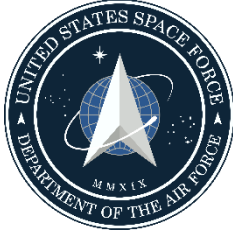


**BY ORDER OF THE SECRETARY  
OF THE AIR FORCE**

**SPACE FORCE INSTRUCTION 13-105**

**12 APRIL 2023**



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

***SPACE FORCES 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 Regular Space Force. This document establishes Space Force (SF) standards for training and certifying personnel performing duties unique to a Space Forces (SPACEFOR) staff for component field commands (C-FLDCOMs). 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 in accordance with procedures in Department of the Air Force Instruction (DAFI) 90-160, *Publication and Forms Management*. 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. **(T-1)** The authorities to waive delta/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. See DAFI 90-160, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestor’s commander for non-tiered compliance items. Ensure all records generated because 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 in the Air Force Records Information Management System. Compliance with the attachment in this publication is mandatory.

<b>Chapter 1—PROCEDURES AND CONCEPTS</b>	<b>4</b>
1.1. Overview.....	4
<b>Chapter 2—PROGRAM MANAGEMENT ROLES AND RESPONSIBILITIES</b>	<b>6</b>
2.1. Headquarters Space Force.....	6
2.2. Space Training and Readiness Command.....	6
2.3. Commander, Space Forces.....	7
<b>Chapter 3—SPACEFOR HEADQUARTERS ORGANIZATION</b>	<b>8</b>
3.1. General.....	8
Figure 3.1. USSF Organizational Structure with Component Field Commands.....	8
3.2. Component Field Command. ....	8
3.3. Space Forces Staff and Operations Center for Space. ....	9
Figure 3.2. Component Field Command Organization as a Space Forces Headquarters Objective Structure. ....	9
3.4. Joint Task Force Headquarters and Joint Force Space Component Commander. ...	9
<b>Chapter 4—SPACEFOR STAFF</b>	<b>10</b>
4.1. General.....	10
4.2. Command Section.....	10
4.3. Space Forces Staff. ....	11
<b>Chapter 5—SPACEFOR OPERATIONS</b>	<b>15</b>
5.1. General.....	15
5.2. Operational Planning. ....	15
Figure 5.1. Space Planning Process Steps.....	15
5.3. Operations.....	15
Figure 5.2. Notional Competition Continuum (Ref: JP 1, Vol 1). ....	16
5.4. Command and Control.....	16
<b>Chapter 6—SPACEFOR STAFF AND OPERATIONS CENTER FOR SPACE     READINESS AND TRAINING</b>	<b>18</b>
6.1. General.....	18
6.2. Individual Training Waivers. ....	18
6.3. Space Forces Staff Training.....	18
6.4. Operations Center for Space Training. ....	18

<b>Chapter 7—SPACEFOR STAFF OPERATIONS, READINESS, AND STRUCTURES SUPPLEMENT</b>	<b>19</b>
7.1. General.....	19
<b>Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION</b>	<b>20</b>
<b>Attachment 2—SPACEFOR STAFF EDUCATION AND TRAINING COURSES</b>	<b>27</b>

## Chapter 1

### PROCEDURES AND CONCEPTS

**1.1. Overview.** The United States Space Force (USSF), in accordance with Joint Publication (JP) 1 Volume (Vol) 2, will organize and present forces to combatant commands (CCMDs) through the Service component construct. The Secretary of the Air Force (SecAF) created C-FLDCOMs to serve as the unit(s) presented to CCMDs as the USSF Service Component (see **Figure 3.1**). SPACEFOR will be led by the Commander, Space Forces (COMSPACEFOR). Personnel assigned to a C-FLDCOM makeup the SPACEFOR staff. This Space Force Instruction (SPFI) provides guidance on a SPACEFOR staff's organization, processes, and training and will not infringe on the combatant command authority vested, by law, in combatant commanders, or the command relationships and authorities specified by the Secretary of Defense.

1.1.1. The SPACEFOR staff and the operations center for space (OC-Sp) collaborate to execute warfighting functions and tasks. 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 through the Chief of Space Operations (CSO) to the SecAF, consistent with Title 10 United States Code Section 162, (10 U.S.C. § 162), *Combatant commands: assigned forces; chain of command*. Service 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.

1.1.2. A SPACEFOR staff consists of functional directorates, a command section, 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 forces, to include organization, training, equipping, and sustainment of SPACEFOR. The SPACEFOR staff also plans, executes, and assesses operations in support of the combatant commander's (CCDR's) campaign and contingency strategies and plans.

1.1.4. The SPACEFOR staff may require augmentation to provide exercise and contingency support; 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 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 United States Space Command (USSPACECOM) on overlapping areas of interest. The SPACEFOR staff develops a steady-state strategy to support the CCDR's theater strategy, campaign plans, and security cooperation plans. Additionally, the SPACEFOR staff will recommend and implement policy for the

conduct of steady-state operations, including planning, execution, and assessment, and provide commander's intent to inform tactical-level planning, execution, and assessment. The SPACEFOR staff will adhere to standing and approved supplemental rules of engagement and will recommend modifications to the rules of engagement as appropriate.

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

## Chapter 2

### PROGRAM MANAGEMENT ROLES AND RESPONSIBILITIES

#### 2.1. Headquarters Space Force.

2.1.1. Deputy Chief of Space Operations for Operations, Cyber, and Nuclear, (SF/COO) informally referred to as the Chief Operations Officer (COO).

2.1.1.1. Provide policy, guidance, and advocacy for SPACEFOR.

2.1.1.2. Serve as the USSF functional area manager (FAM) for the SPACEFOR staff and the program element manager for the C-FLDCOM.

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

2.1.2. 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).

2.1.2.1. Serve 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.

2.1.2.2. Provide policy, guidance, and advocacy on USSF integration of allies and partners to the COMSPACEFOR and the SPACEFOR staff.

2.1.2.3. Provide support and guidance to SPACEFOR staff on global defense posture processes. Coordinate USSF Global Defense Posture equities.

2.1.3. Deputy Chief of Space Operations for Personnel (SF/S1), informally referred to as the Chief Human Capital Officer (CHCO). Provides talent management support and guidance to the SPACEFOR staff.

2.1.4. Deputy Chief of Space Operations for Technology and Innovation (SF/CTIO), informally referred to as the Chief Technology and Innovation Officer (CTIO). Provides technological innovation and stand up of digital service support and guidance to the SPACEFOR staff.

#### 2.2. Space Training and Readiness Command.

2.2.1. Maintain and sustain SPACEFOR staff education and training courses, as required.

2.2.2. Identify additional and emerging training and education resources for SPACEFOR personnel development based on COMSPACEFOR requirements.

2.2.3. Provide space exercise planners and white cell augmentation for planning and execution to support USSF Service component requirements in USSF Service Exercise Plan (SEP) approved CCMD exercises.

2.2.4. Provide space wargame planners and white cell augmentation for planning and execution to support space component requirements in coordination with SF/S5B in accordance with the Wargame Coordination and Alignment Team's Consolidated Wargame Plan.

### **2.3. Commander, Space Forces.**

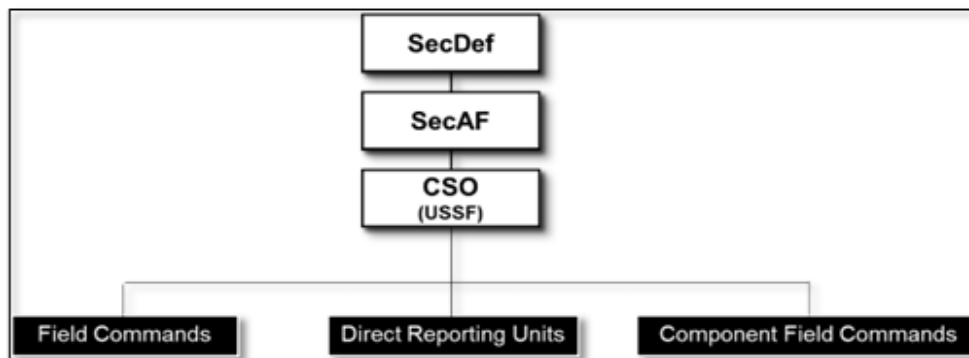
- 2.3.1. The COMSPACEFOR, associated SPACEFOR staff, and OC-Sp will execute the Service component responsibilities as outlined in JP 1 Vol 2.
- 2.3.2. The COMSPACEFOR is responsible to the SecAF for execution of assigned responsibilities contained in 10 U.S.C. § 9013.
- 2.3.3. The COMSPACEFOR exercises ADCON on behalf of the SecAF and with guidance and direction from the SF/COO on behalf of the CSO and is primarily responsible for the administration and support of Space Force forces assigned and attached to their respective CCMD.
- 2.3.4. Execute tasks as assigned by their respective CDR.
- 2.3.5. Serve as the principal SF representative to the CDR, providing subject matter expertise in support of training, employment, and operations.
- 2.3.6. Organize the SPACEFOR staff to perform the Service component functions as required.
- 2.3.7. Support development of operational tactics, techniques, and procedures to maximize the Service component's ability to execute the mission to include protect and support space operations in the information environment. Per this SPFI, the Tactics Development Program (TACDEV) processes (AFMAN 11-260) will be the desired path for development and validation.
- 2.3.8. Up channel to SF/COO concerns regarding SPACEFOR staff's training, guidance, and resources.
- 2.3.9. Identify to Space Training and Readiness Command (STARCOM) the SPACEFOR staff's training and education requirements, to include exercise and wargaming support.
- 2.3.10. Ensure training and certification requirements are met for all personnel, to include augmentation personnel, and are identified in supplements to this SPFI.

## Chapter 3

### SPACEFOR HEADQUARTERS ORGANIZATION

**3.1. General.** The Service component is responsible for supporting JFC requirements across the range of military operations and at all levels of war. A C-FLDCOM is a USSF Service organization that serves as the component to each CCDR or designated JFC (see [Figure 3.1](#)). While exceptions to the proposed C-FLDCOM's organizational structure can exist, the goal of providing a baseline construct is to promote a predictable and consistent structure understandable across CCMDs and Service components, as well as creating organizational efficiencies for smaller staff sizes. [Figure 3.2](#) depicts a proposed/example C-FLDCOM as a SPACEFOR headquarters organization. Units may specify variances to [Figure 3.2](#) in a unit supplement to this SPFI. (T-3) Reference the current Forces For Unified Commands Memorandum Table III-1. (U) *Combatant Command/CCMD/Service Component Command Relationships* and Table III-8. (U) *Space Force Forces for current Space Force Service Components*.

**Figure 3.1. USSF Organizational Structure with Component Field Commands.**



### 3.2. Component Field Command.

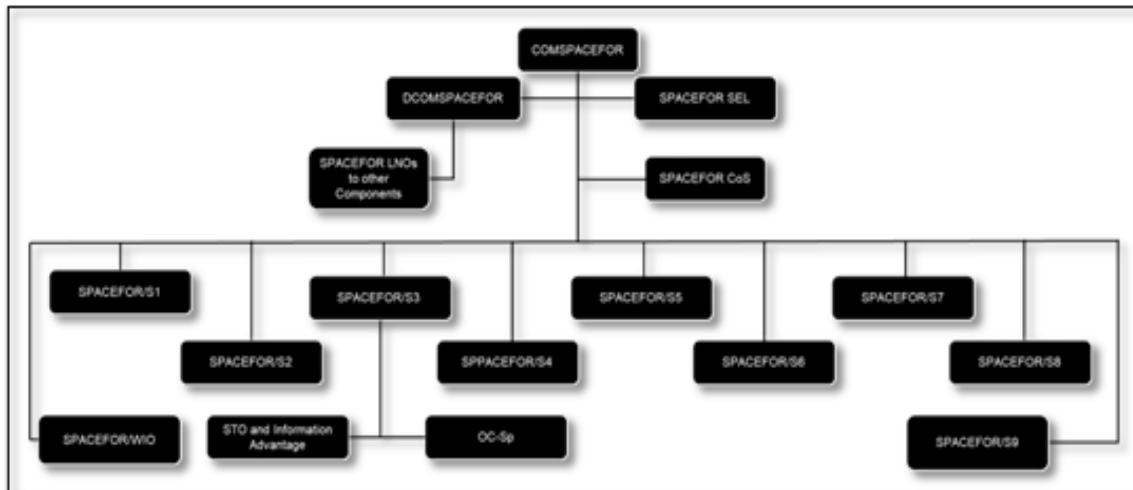
3.2.1. A C-FLDCOM is a subdivision of the Space Force that serves as the USSF Service component for unified CCMDs or subordinate unified CCMDs. Personnel assigned to a C-FLDCOM make up the SPACEFOR staff. A C-FLDCOM assigned to a unified JFC is directly subordinate to the CSO for execution of the SecAF's Title 10 responsibilities. A C-FLDCOM assigned to a subordinate unified command is directly subordinate to the C-FLDCOM assigned to the unified CCMD. The SPACEFOR staff, supports the COMSPACEFOR in developing policy, formulating strategic level guidance, conducting administrative management functions, and executing CCDR Title 10 responsibilities to accomplish assigned missions, organize forces, and provide authoritative direction over joint training; this includes support related to U.S. Code, Title 10 and Code of Federal Regulations Title 22, *Foreign Relations Security Cooperation* activities.

3.2.2. The C-FLDCOM must perform all Title 10 responsibilities, to include organize, train, and equip. (T-1)



**3.3. Space Forces Staff and Operations Center for Space.** The SPACEFOR staff comprises assigned and attached personnel whose function is to support and assist the COMSPACEFOR in preparing the space component to carry out the functions and tasks assigned by the JFC. At a minimum, the SPACEFOR staff will consist of a command section, functional directorates, and liaisons. Multiple functions can be consolidated into a single directorate, as appropriate and required. **Figure 3.2** outlines the SPACEFOR Staff and OC-Sp organization.

**Figure 3.2. Component Field Command Organization as a Space Forces Headquarters Objective Structure.**



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

3.4.1. Service components assigned to CCMDs should be prepared to function as a joint task force headquarters (JTF HQ), while simultaneously functioning as a Service component to the JTF and joint force space component commander (JFSCC), as required.

3.4.2. Secretary of Defense, a CCDR, a subordinate unified commander or 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 establish the core of the JTF headquarters staff and establish a joint operations center, as required. Standup of a JTF HQ requires significant pre-planned augmentation from the CCMD staff, other Services, and C-FLDCOMs to round out the JTF HQ staff and operations centers.

3.4.3. The JFC can establish functional component commands to conduct operations when forces from two or more Services must 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 SPACEFOR staff should be prepared to establish a space functional component command, and the COMSPACEFOR should be prepared to be designated as the JFSCC.

## Chapter 4

### SPACEFOR 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 the space component's OC-Sp and other 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 service component 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 activities in support of the JFC's campaign plan and conducts service, joint, and multinational exercises. 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 (MOA) and/or memorandum of understanding (MOU) with the local United States Air Force (USAF) organization to provide for non-organic support (Protocol, Legal, Chaplain, etc.) in accordance with SecAF direction (ref MOU #: FX7054-21137-430) and Department of Defense Instruction (DoDI) 4000.19, *Support Agreements*.

**4.2. Command Section.** The command section is typically comprised of the Commander, Deputy Commander, Chief of Staff, Senior Enlisted Leader, 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. Deputy Commander Space Forces. SPACEFOR liaison officers (LNOs) to other components will be aligned under the Deputy Commander Space Forces (DCOMSPACEFOR). DCOMSPACEFOR responsibilities include:

4.2.1.1. Approve actions, orders, and plans, as authorized by the COMSPACEFOR.

4.2.1.2. Ensure COMSPACEFOR decisions and concepts are implemented by directing and assigning staff responsibilities.

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

4.2.1.4. Others as directed by the COMSPACEFOR.

4.2.2. Chief of Staff. The Chief of Staff (CoS) is a member of the C-FLDCOM command section and coordinates/directs activities of the SPACEFOR staff. The role of the CoS may be combined with DCOMSPACEFOR or other SPACEFOR staff position as necessary or desired.

4.2.3. Senior Enlisted Leader. The Senior Enlisted Leader (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 must be 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 must grasp the trans-regional, all-domain, and multifunctional security challenges that their commanders face and the strategic implications of their actions. SEL responsibilities include:

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

4.2.3.2. Communicate with the COMSPACEFOR on problems, concerns, and morale.

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

4.2.3.4. Support the COMSPACEFOR's ability to command and control in an all-domain and globally integrated environment.

4.2.3.5. Anticipate and adapt to surprise and uncertainty, recognize change, and assist in transitions, and fully comprehend the core attributes of mission command - understanding, intent, and trust.

4.2.3.6. Establish relationships with the higher, subordinate, and supporting HQs SELs.

#### **4.3. Space Forces Staff.**

4.3.1. The SPACEFOR staff, in conjunction with other components, Services, interagency, and multinational members, are responsible for developing or contributing to the theater strategy, operation plans, concept plans, campaign support plan, contingency plans, crisis action plans, country plans, and operations orders. SPACEFOR staff functions may be combined as the COMSPACEFOR deems appropriate.

4.3.2. Manpower, Personnel, and Services. The director of manpower, personnel and services (SPACEFOR/S1) is the principal staff assistant for manpower and personnel matters. SPACEFOR/S1 is responsible for: 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 assigned and attached; and additional manpower, personnel, and services functions as appropriate.

4.3.3. Intelligence, Surveillance, and Reconnaissance. The director of intelligence, surveillance, and reconnaissance (ISR) (SPACEFOR/S2) is the Senior Intelligence Officer and is the principal staff assistant for Intelligence matters.

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

4.3.3.2. Perform unit support functions to include mission reports and answering Requests for Information.

4.3.3.3. Monitors real-time intelligence feeds and correlates and fuses relevant information to create tailored products and reporting on behalf of the COMSPACEFOR.

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

4.3.3.5. Provide support to the OC-Sp. The Intelligence Duty Officer monitors real-time operations and manages real-time ISR activities.

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

4.3.3.7. Plan and coordinate with other Service components' ISR operations and missions of mutual interest.

4.3.3.8. Coordinates with Department of Defense and National Intelligence organizations on cryptologic, geospatial, and other related intelligence functions to support theater specific missions.

4.3.3.9. Maintains awareness, analyzes, and provides intelligence on threats to US and allied space assets and operations, as well as space threats to US and allied forces in area of responsibility (AOR).

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

4.3.4. Operations. The director of operations (SPACEFOR/S3) is the principal staff assistant for the direction and control of all assigned and attached Space Forces and coordination of space support to the theater. When operational control of Space Force units is delegated to the COMSPACEFOR, the SPACEFOR/S3 ensures they can perform tasked missions. Further, the SPACEFOR/S3 facilitates unit combat readiness, mission rehearsals, and training activities. SPACEFOR/S3 will coordinate deployment locations and bed down with SPACEFOR/S4. To build predictability and a common organizational structure, SPACEFOR/S3s will typically include a special technical operations (STO) officer and information advantage (IA) section and OC-Sp. For C-FLDCOMs, the SPACEFOR/S3 will be dual-hatted as the OC-Sp Director. Where appropriate, the OC-Sp can be collocated with the air operations center (AOC). As noted above, exceptions can exist and should be noted in a supplemental instruction.

4.3.4.1. Orders. SPACEFOR/S3 is responsible for producing all necessary orders in support of campaign and contingency plans, operation plans (OPLANs), concept plans (CONPLANs), etc. SPACEFOR/S3 will produce all relevant warning orders, operation orders (OPORDs), and fragmentary orders (FRAGORDs) to be executed and/or directed by the OC-Sp. The SPACEFOR/S3 will coordinate with USSPACECOM's designated representative to facilitate changes to USSPACECOM space operations control order (SOCO) to enable OPORD and FRAGORD execution. SPACEFOR/S3 will also lead the COMSPACEFOR's efforts to produce a supplemental SOCO for their CCMD, as required.

4.3.4.2. Special Technical Operations and Information Advantage. Chief of STO and IA provides special technical operations and special access program subject matter expertise to the strategy, planning, and operations of space capabilities to include providing integration of IA, deception, military information support operations and operations security capabilities to protect and support space operations in the information environment.

4.3.5. Mission Support and Logistics. The director of mission support and logistics (SPACEFOR/S4) is the principal staff assistant for mission support and logistics and coordinates with relevant host agencies. Logistics 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 (SPACEFOR/S5) is the principal staff assistant for component planning in support of CCDR campaign and contingency plans, to include SPACEFOR OPLAN support planning. SPACEFOR/S5 plans and assesses basing; and coordinates the Political-Military (Pol-Mil) Assessment in support of the SPACEFOR. Additionally, SPACEFOR/S5 coordinates with SAF/IA and SF/S5P to lead and advise the COMSPACEFOR on activities that build partner capacity, enhance international relationships, secure contingency, and peacetime access, and promote interoperability. Additionally, SPACEFOR/S5 coordinates with SF/S5P for integration of allies and partners in theater strategy and engagement to ensure alignment with service strategy, resource prioritization and Pol-Mil guidance. SPACEFOR/S5 coordinates with the SF/S5R to align and translate operational requirements into programmatic terms to support CCMD integrated priority list and Service program objective memorandum (POM) processes and document shortfalls where funding cannot be sourced.

4.3.7. Cyberspace and Electromagnetic Spectrum Operations and Warfighting Communications. The director of cyber and electromagnetic spectrum operations (EMSO) and warfighting communications, (SPACEFOR/S6) is the principal staff assistant for communications, cyber and EMSO. SPACEFOR/S6 is responsible for information technology infrastructure, video teleconferencing, 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.

4.3.8. Force Development. The director of force development (SPACEFOR/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. SPACEFOR/S7 participates in theater analysis processes. SPACEFOR/S7 will coordinate across commands to maximize efficient use of exercise opportunities.

4.3.9. Strategy and Programs. The director of strategy and programs (SPACEFOR/S8) is the principal staff assistant for providing the COMSPACEFOR comprehensive advice on all aspects of financial management (POM, etc.) and provide resource advice.

4.3.10. Analysis and Assessments. The director of analysis and assessments (SPACEFOR/S9) is the principal staff assistant for maintaining all lessons learned, measures of performance (MOPs), and measures of effectiveness (MOEs) and conducts all assessment for the SPACEFOR staff and OC-Sp. The SPACEFOR/S9 will host LNOs for planning, security cooperation, or acquisition program awareness purposes.

4.3.11. Warfighting Integration Officer. The Warfighting Integration Officer (SPACEFOR/WIO) provides a direct feedback link to Space Systems Command (SSC) for the COMSPACEFOR to ensure SSC's capability acquisitions is aligned and integrated with CCMDs requirements and exercises. SPACEFOR/WIO personnel will be part of the SPACEFOR staff and assigned on the component's unit manning document. The SPACEFOR/WIO will infuse space capabilities into ongoing wargames and exercises, delivering direct feedback to the emerging developmental space acquisition program office to better meet warfighter needs. The SPACEFOR/WIO will also integrate with USSF service component commands to provide subject matter expertise on the development and acquisition of integrated, multi-domain, system-of-system capabilities in the USSF portfolio and facilitate transition of new capabilities to create strategic operational effects in support of missions and priorities.

4.3.12. Special Staff. The functions and responsibilities of SPACEFOR Special Staff will be determined by support agreements between the COMSPACEFOR and the COMAFFOR in accordance with DAF Program Action Directive (PAD) 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.

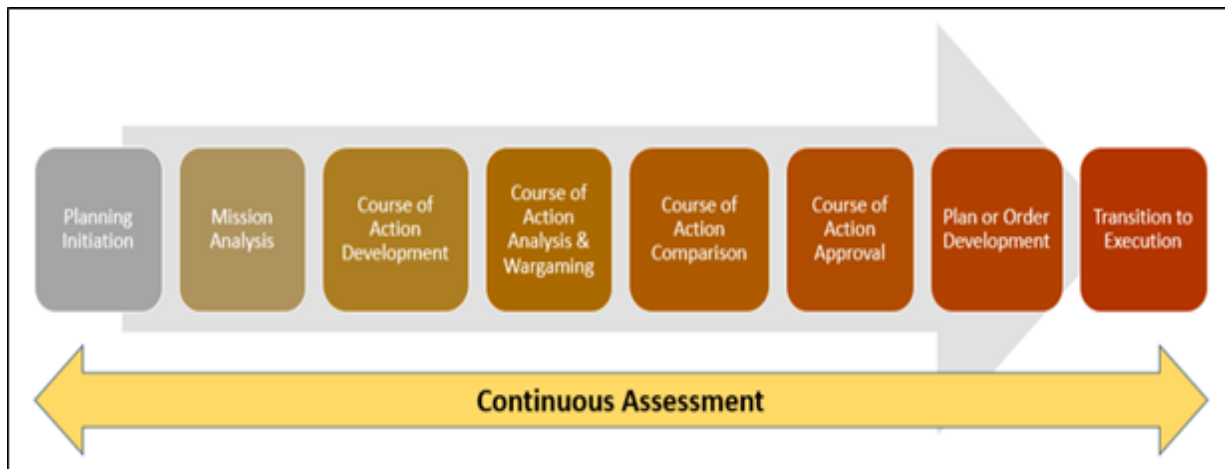
## Chapter 5

### SPACEFOR OPERATIONS

**5.1. General.** This chapter addresses SPACEFOR processes that support operational level near-term planning, in-execution monitoring, and command & control (C2).

**5.2. Operational Planning.** SPACEFOR use the space planning process (SPP) 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 (COA) development, staff estimates, and all plans to direct forces made available to accomplish missions in accordance with JFC's priorities. See [Figure 5.1](#), SDP 5-0, and JP 5-0 for the SDP and joint planning process.

**Figure 5.1. Space Planning Process Steps.**



5.2.1. CCMD Plans. SPACEFOR execute warfighting 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, CONPLANs, crisis action plans, contingency plans, support plans, consolidated strategic opportunities, etc. Additionally, SPACEFOR are responsible for ensuring any necessary coordination with the Joint Integrated Space Team to ensure CCMD and USSPACECOM alignment.

5.2.2. 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 Service component or CCMD. SPACEFOR staff will participate in relevant B2C2WGs to enable the integration of space effects and capabilities.

**5.3. Operations.** The COMSPACEFOR executes C2 of assigned/attached forces across the full range of military operations ([Figure 5.2](#)). Responsibilities include:

- 5.3.1. Plan, monitor, and adjust as necessary for CDR's execution of force flow.
- 5.3.2. Provide timely total force accountability and force closure visibility at the tactical and operational level for all theater force bed down locations.
- 5.3.3. Ensure readiness of assigned/attached forces through exercises and assessments.

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

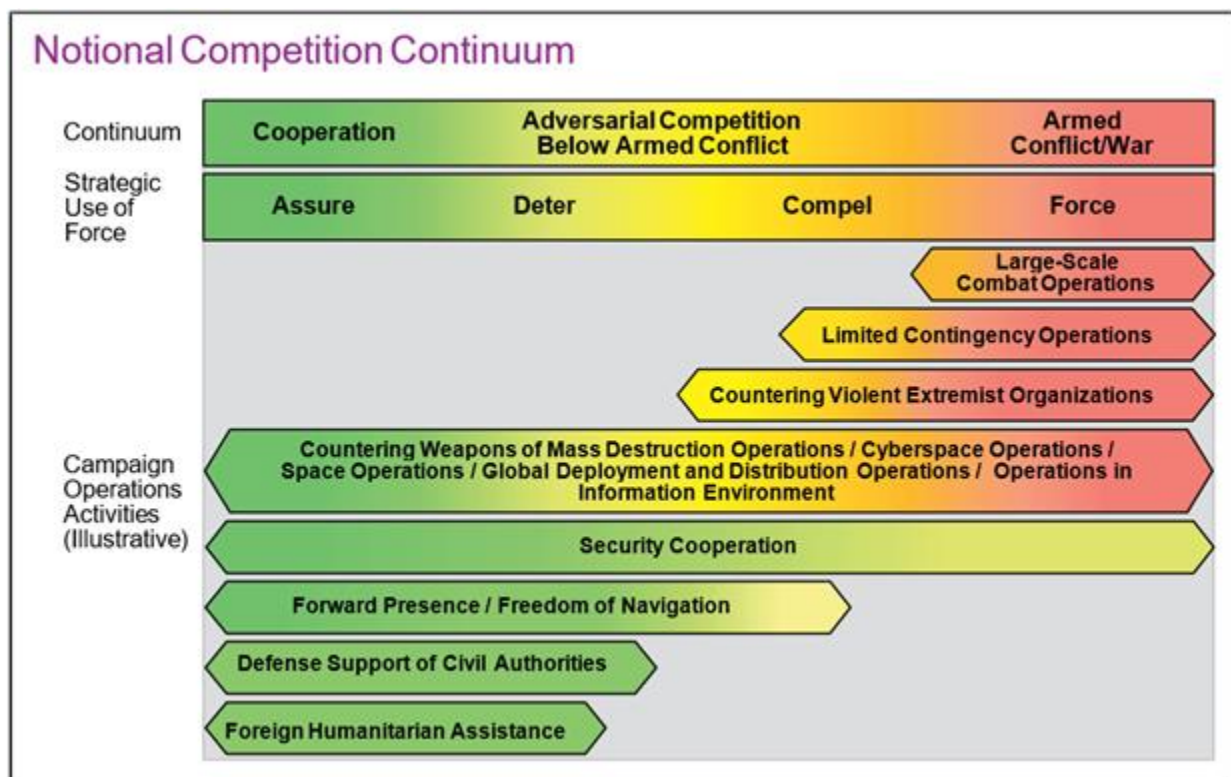
5.3.5. Plan and coordinate with Space Force commands as necessary to ensure assigned/attached forces are organized, trained, and equipped to conduct theater operations.

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

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

5.3.8. Provide reach back to support combat squadrons and combat detachments.

**Figure 5.2. Notional Competition Continuum (Ref: JP 1, Vol 1).**



**5.4. Command and Control.** The OC-Sp is the COMSPACEFOR's C2 center that provides the capability to plan, direct, and assess activities of assigned and attached forces. The OC-Sp mission is to monitor and assess space operations on behalf of the COMSPACEFOR. The COMSPACEFOR exercises C2 of assigned and/or attached forces through the OC-Sp.

5.4.1. Operations Center for Space Operations. The OC-Sp, in coordination with other relevant operations centers, will conduct complementary parallel planning and execution operations to ensure continued synchronization of multi-domain operations within the CCMD. (T-1) This requires appropriate connectivity to the COMSPACEFOR and higher headquarters operations centers (e.g., to the joint force headquarters for the operational branch, and to USSF headquarters for the administrative branch), other joint or coalition force components, assigned and attached joint space units, and global and geographic operations centers and OC-Sps as



necessary. Although the USSF provides the core personnel for the OC-Sp, other service and combined force components should provide personnel in support of exercises and contingency operations. The OC-Sp may be collocated with an existing operations center, such as an AOC, to enable the use of existing tactical data processor and application infrastructure, as required.

5.4.2. Operations Center for Space Organization. The OC-Sp will consist of the operations crew required to execute and/or direct any relevant OPORDs/FRAGORDs. The operations crew will include any necessary positions to execute COMSPACEFOR direction. This may include a crew chief, missile warning operator, intelligence duty operator, IA (also known as information warfare /operations in the information environment), and others as required. An OC-Sp may organize in a manner that supports mission requirements and works within manning constraints. The OC-Sp will direct current OPORDs, FRAGORDs, and component coordination for the USSPACECOM SOCO. The OC-Sp accomplishes these tasks through constant monitoring of the operational environment and leveraging C2 capabilities. In general, the OC-Sp responds to battlespace dynamics by orchestrating space operations and by publishing relevant FRAGORDs and coordinating changes to the USSPACECOM SOCO to facilitate changes in mission requirements.

## Chapter 6

### SPACEFOR STAFF AND OPERATIONS CENTER FOR SPACE READINESS AND TRAINING

**6.1. General.** This chapter provides guidance for training programs for personnel assigned to SPACEFOR staffs and OC-Sp. It establishes training practices, management criteria, and administrative practices required for personnel to achieve and maintain SPACEFOR staff and OC-Sp certifications.

**6.2. Individual Training Waivers.** SF/COO delegates individual training waiver authority for SPACEFOR staff and OC-Sp 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.** Personnel assigned to a SPACEFOR staff will complete at least one corresponding training program as outlined in **Table A2.1. (T-3)** Training waivers should be approved on a limited, case-by-case basis. Additionally, courses may be added to **Table A2.1** upon approval by SF/COO. SPACEFOR staff will maintain currency on Space Force capabilities and knowledge of adversary capabilities. Currency and advanced training requirements for SPACEFOR staff will be determined by the COMSPACEFOR. **(T-2)**

**6.4. Operations Center for Space Training.** In addition to SPACEFOR staff training requirements, personnel performing OC-Sp spacecrew operations will adhere to SPFI 13-602 V1, *Ready Spacecrew Program Training* guidance.

## Chapter 7

### SPACEFOR STAFF OPERATIONS, READINESS, AND STRUCTURES SUPPLEMENT

**7.1. General.** This chapter is reserved for units with assigned or attached 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 SPFI 13-105, *SPACEFOR Staff Operations, Readiness, and Structures*.

DEANNA M. BURT  
Lieutenant General, USSF  
Chief Operations Officer

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

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*Adopted Forms*

AF Form 847, *Recommendation for Change of Publication*

*Abbreviations and Acronyms*

**ADCON**—Administrative Control

**AFI**—Air Force Instruction

**AFMAN**—Air Force Manual

**AFR**—Air Force Regulation

**AOC**—Air Operations Center

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

**C2**—Command and Control

**CCDR**—Combatant Commander

**CCMD**—Combatant Command

**C-FLDCOM**—Component-Field Command

**CHCO**—Chief Human Capital Officer

**COA**—Course of Action

**COMAFFOR**—Commander, Air Force Forces

**COMSPACEFOR**—Commander, Space Forces

**CONPLAN**—Concept Plan

**COO**—Chief Operations Officer

**CoS**—Chief of Staff

**CSO**—Chief of Space Operations

**CSRO**—Chief Strategy and Resourcing Officer

**CTIO**—Chief Technology/Information Officer

**DAF**—Department of the Air Force

**DAFI**—Department of the Air Force Instruction

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

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

**DCOMSPACEFOR**—Deputy Commander, Space Forces

**FAM**—Functional Area Manager

**FRAGORD**—Fragmentary Order

**FY**—Fiscal Year

**ISR**—Intelligence, Surveillance, and Reconnaissance

**JTF**—Joint Task Force

**JFC**—Joint Force Commander

**JFSCC**—Joint Forces Space Component Commander

**JP**—Joint Publication

**JTF HQ**—Joint Task Force Headquarters

**MAA**—Mission Assurance Assessment

**MOA**—Memorandum of Agreement

**MOE**—Measure of Effectiveness

**MOP**—Measure of Performance

**MOU**—Memorandum of Understanding

**OCR**—Organizational Change Request

**OC**—Sp – Operations Center for Space

**OPLAN**—Operations Plan

**OPORD**—Operations Order

**OPR**—Office of Primary Responsibility

**OPSEC**—Operational Security

**PAD**—Program Action Directive

**Pol**—Mil – Political-Military

**POM**—Program Objective Memorandum

**RegSF**—Regular Space Force

**RFI**—Request for Information

**SAF/IA**—Secretary of the Air Force International Affairs

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

**SecAF**—Secretary of the Air Force

**SEP**—Service Exercise Plan

**SDP**—Space Doctrine Publication

**SEL**—Senior Enlisted Leader

**SF**—Space Force

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

**SF/CTIO**—Space Force Deputy Chief of Space Operations for Technology and Innovation

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

**SF/5/8**—Space Force Deputy Chief of Space Operations for Strategy, Plans, Programs and Requirements

**SF/5P**—Space Force Global Partnership Directorate

**SOCO**—Space Operations Control Order

**SPACEFOR**—Space Forces

**SPACEFOR/S1**—Space Forces Manpower, Personnel, and Services

**SPACEFOR/S2**—Space Forces Intelligence, Surveillance, and Reconnaissance

**SPACEFOR/S3**—Space Forces Operations

**SPACEFOR/S4**—Mission Support and Logistics

**SPACEFOR/S5**—Space Forces Plans and Requirements

**SPACEFOR/S6**—Space Forces Cyberspace and Electromagnetic Spectrum Operations and Warfighting Communications

**SPACEFOR/S7**—Space Forces Development

**SPACEFOR/S8**—Space Forces Strategy and Programs

**SPACEFOR/S9**—Space Forces Analysis and Assessments

**SPFI**—Space Force Instruction

**SpOC**—Space Operations Command

**SPP**—Space Planning Process

**SSC**—Space Systems Command

**STARCOM**—Space Training and Readiness Command

**STO**—Special Technical Operations

**TACDEV**—Tactics Development

**USSF**—United States Space Force

**USSPACECOM**—United States Space Command

**WARNORD**—Warning Order

**WIO**—Warfighting Integration Office

### *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.

**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. Also called CMD. See also area command; combatant command; combatant command (command authority).

**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.

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

**Commander, Space 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 Space Staff Headquarters Air Force.

**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.

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

**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 Space Staff Headquarters Air Force. All USSF field commands report to the CSO

**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 of time.

**Information Advantage (Formally known as Information Operations)**—The integrated employment, during military operations, of information-related capabilities in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries while protecting our own. Also called IA.

**Information Environment**—The aggregate of individuals, organizations, and systems that collect, process, disseminate, or act on information.



**Information Operations Force**—A force consisting of units, staff elements, individual military professionals in the Active and Reserve Components, and DOD civilian employees who conduct or directly support the integration of information-related capabilities against adversaries and potential adversaries during military operations as well as those who train these professionals. Also called IO force.

**Information Operations Intelligence Integration**—The integration of intelligence disciplines and analytic methods to characterize and forecast, identify vulnerabilities, determine effects, and assess the information environment. Also called IOII.

**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; 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.

**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**—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 Center for Space**—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. Also called OC-Sp.

**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.

***Prescribed Form*** - *A form designed to support the implementation of requirements in a directive publication. Use and purpose of a prescribed form must be contained in the publication it supports (also known as the prescribing publication).*

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

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

**Space Operations Control Order** – The SOCO is the order that provides the specific control procedures. Space Operations Control Procedures produce the SOCO and includes the C2 processes a commander uses to engage in the space Area of Responsibility (AOR). USSPACECOM will produce the SOCO with which all SPACEFORs will coordinate across their respective CCMDs.

**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 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 or OC-Sp should attend at least one of the courses outlined in **Table A2.1**. Alternative courses will be considered on a case-by-case basis and may be approved by the appropriate COMSPACEFOR. New course additions to **Table A2.1** will be approved by SF/COO.

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

<p><b>Commander of Space Forces Course (CSFC).</b> 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. (319 CTS).</p>
<p><b>Senior Joint Information Operations Application Course (SJIOAC).</b> 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).</p>
<p><b>Space Warfighter Preparation Course (SWPC)</b> (in sunset). SWPC is a three-week course designed to prepare space professionals to effectively augment theater AOCs 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. (319 CTS).</p>
<p><b>Space Warfighter Integration Course (SWIC)</b> (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 training - Agile Client, TRS-Dashboard, PDS-M, ISSA. (319 CTS).</p>
<p><b>Combat Operations Division (COD) Space Position Training (CSPT)</b> (in development). This one-week course will provide positional training to Guardians assigned to COD Space in an AOC. It will provide AOC COD fundamentals to include "on-console" training for tactical display processors. (319 CTS).</p>
<p><b>Space Power Discipline – Military Intelligence 100 (SPD-MI 100).</b> The SPD-MI 100 course is a TOP SECRET//SCI course for USSF military and civilian personnel. It prepares intelligence professionals for duties involving space operations prior to attending unit-level qualification</p>

courses. This course is presented as a two-week in-residence TOP SECRET//SCI class. An optional unclassified distance learning (DL) supplemental course will be available to members selected for the in-residence portion. This course provides students a broad-based understanding of the fundamental principles of space operations including (but not limited to): space as an operational domain, orbital mechanics, doctrine, electronic warfare, threats, and US/allied/adversary capabilities/limitations. (319 CTS).

**Joint Space Planners Course (JSPC).** This course is designed for military and civilian members from the United States and select allied nations destined for, or currently filling, space planning billets. JSPC 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 OPORD from the course of action selected during the joint planning process. (National Security Space Institute).

**Weapons Instructor Course (WIC) / Advanced Instructor Course (AIC).** 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).

**\*Joint Information Operations Planners Course (JIOPC).** This is a 19-day course that provides positional training to Guardians as IA planners to integrate Information Warfare/Operations in the Information Environment (OIE) into Joint Planning. (Joint Forces Staff College).

**\*Joint Military Deception Training Course (JMTC).** 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).

**\*Defense Operations Security Planners Course (DOPC).** This is a five-day course that provides positional training to Guardians as OPSEC planners to integrate OPSEC into Joint Planning. (Joint Forces Staff College).

**\*Joint Mission Assurance Course (OPSEC Planner only).** 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).

**Mission Type Orders Course (MTOC).** This course prepares USSF and partner personnel 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. (National Space Security Institute).

**\* Courses 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.**