

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

AIR FORCE INSTRUCTION 13-103

16 JULY 2025



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

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

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: AF/A3TE

Certified by: AF/A3T

Supersedes: AFI13-103, 19 November 2020

Pages: 65

This publication implements Department of the Air Force Policy Directive (DAFPD) 13-1, *Command and Control (C2) Enterprise*. This publication applies to all civilian employees and uniformed members of the Regular Air Force (RegAF), the Air Force Reserve (AFR), and the National Guard Bureau (NGB). This Air Force instruction (AFI) does not apply to the Civil Air Patrol or the United States Space Force. This document establishes Air Force (AF) standards for training and certifying personnel performing duties unique to an Air Force Forces (AFFOR) staff for service component commands (SCCs). It defines the organizational structure, processes, and functions used by an AFFOR staff as part of an air component headquarters. Refer recommended changes and questions about this publication to the office of primary responsibility (OPR) using the DAF Form 847, *Recommendation for Change of Publication*; route DAF 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. **(T-1)** The authorities to waive wing/unit level requirements in this publication are identified with a Tier number (“T-0, T-1, T-2, and T-3”) following the compliance statement. See DAFI 90-160 for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate tier waiver approval authority, or alternately, to the requestor’s commander for non-tiered compliance items. Ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, *Records Management and Information Governance Program* and are disposed in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. The use of the name or mark

of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

SUMMARY OF CHANGES

This publication has been substantially revised and must be completely reviewed. Changes include the removal of invalid AFFOR SEI information. Some Joint Task Force Headquarters details were removed with the exception of **paragraph 3.4.** The Course Attendance Matrix (CAM) and Continuity of Operation Plans (COOP) information was added for guidance and reference. AFFOR Senior Staff Course (AFSSC) was replaced by Air Component Senior Leader Course (ACSLC). AFFOR Intermediate Staff Course (AISC) has been re-branded and is now called Intermediate AFFOR Leader Course (IALC). AFFOR Staff Toolkit and AFFOR Senior Staff Officer training course (via MyLearning) was removed as they are no longer available.

Chapter 1—PROCEDURES AND CONCEPTS	4
1.1. Overview.....	4
Chapter 2—PROGRAM MANAGEMENT ROLES AND RESPONSIBILITIES	6
2.1. Headquarters Air Force (HAF) Roles and Responsibilities.....	6
2.2. HQ ACC Staff Directorates.	7
2.3. The Air Component.	8
2.4. Air Component Support and Augmentation.	9
Chapter 3—AIR COMPONENT HEADQUARTERS ORGANIZATION	11
3.1. General.....	11
3.2. Service Component Command (SCC).	11
3.3. JTF Headquarters (JTF HQ).	11
Table 3.1. Air Component Headquarters.	11
Table 3.2. Non-Elevated Component Numbered Air Forces.	12
Figure 3.1. Air Operations Center and AFFOR staff as different organizations.	13
Figure 3.2. Air Operations Center as part of AFFOR A3.	13
Chapter 4—AFFOR STAFF RESPONSIBILITIES	14
4.1. General.....	14
4.2. Command Section.....	14
4.3. A-Staff.	15
4.4. Special Staff.....	29
4.5. Functional Advisors.	36

Chapter 5—AFFOR STAFF OPERATIONS	38
5.1. General.....	38
5.2. Operational Planning.	38
5.3. Operations.....	39
Table 5.1. Activities across the competition continuum.....	39
5.4. Command and Control (C2).....	40
Figure 5.1. Air Component Commander’s decision cycle.	40
5.5. Air Component Reporting.....	43
5.6. Air Component Commander Support Capabilities.	44
5.7. AFFOR Continuity of Operations (COOP) Requirements.	44
Chapter 6—AFFOR STAFF READINESS AND TRAINING	46
6.1. General.....	46
6.2. AFFOR Staff Training.	46
6.3. Training Documentation.	49
6.4. SCC OPR Reportable Items.....	49
Chapter 7—AFFOR STAFF OPERATIONS, READINESS, AND STRUCTURES SUPPLEMENT	50
7.1. General.....	50
7.2. Organization.....	50
Attachment 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION	51
Attachment 2—AFFOR STAFF EDUCATION AND TRAINING COURSES	59
Attachment 3—AFFOR MASTER TRAINING TASK LIST	62
Attachment 4—GLOSSARY OF LINKS	63
Attachment 5—COURSE ATTENDANCE MATRIX	64

Chapter 1

PROCEDURES AND CONCEPTS

1.1. Overview. The joint force commander (JFC) normally designates the Commander, Air Force Forces (COMAFFOR) as the Joint Force Air Component Commander (JFACC). When Air Force Forces are assigned or attached as part of a joint force at any level (i.e., combatant command, subordinate unified command, or joint task force), they become the Air Force Service component to that JFC. All Air Force Service components have three common features: Air Force Forces tailored to the needs of the JFC and the tasks to be performed, a single designated air component commander, and the appropriate mechanisms and authorities to command the Air Force Forces. The Air Component Commander requires appropriately sized and configured command and control (C2) capabilities to effectively command and control the Air Force service component and joint air forces made available for tasking. An Air Component Commander's C2 capabilities should include an AFFOR staff and Air Operations Center (AOC). This AFI provides guidance on an AFFOR staff's organization, processes, and training required to accomplish its functions as part of the air component.

1.1.1. An air component performs warfighting functions and tasks and assists the Air Component Commander to fulfill responsibilities to the JFC. The AFFOR staff is the vehicle through which the Air Component Commander fulfills operational and administrative responsibilities for assigned and attached forces across the competition continuum.

1.1.2. In the steady state, the AFFOR staff plans, executes, and assesses operations in support of the Combatant Commander's (CCDR's) theater campaign strategies and plans. The AFFOR staff is responsible for the operational planning that occurs outside the air tasking cycle (e.g., contingency and crisis planning), to include the support of all phase requirements in the Guidance for Employment of the Force (GEF), any joint strategic campaign plans, the Global Force Management Implementation Guidance (GFMIG), and the Global Force Management Allocation Plan (GFMAP). The AFFOR staff also performs administrative responsibilities, to include organizing, training, equipping, and sustainment of AFFOR.

1.1.3. The Air Component Commander may prescribe other functional and specialty processes not provided in this AFI based on Combatant Command (CCMD) operations and activities, to include the declaration of certain forces as "organic" to an Air Force service component.

1.1.4. Based upon mission requirements and available resources, the Air Component Commander may divide responsibilities between the AOC and AFFOR staff.

1.1.5. The AFFOR staff is responsible for translating strategic direction into operational requirements and tactical action. To do so, the AFFOR staff utilizes mission-type orders to empower subordinate initiative to make decisions based on Air Component Commander's guidance outside of the scope of the air or cyberspace tasking orders and to synchronize joint, interagency, intergovernmental, and multinational efforts toward desired end states. Examples of such orders may include setting a baseline force protection condition, directing the move of a unit to another operating base, and overseeing the execution of steady-state or security cooperation operations.

1.1.6. On behalf of the Air Component Commander, an AFFOR staff also develops program and budget requests that comply with CCDR guidance on warfighting requirements and

priorities and informs the CCDR of program and budget decisions that may affect joint operation planning.

1.1.7. The AFFOR staff helps commanders fulfill their Title 10 United States Code (Title 10 USC), *Armed Forces* responsibilities for administration and support, which include the organization of service forces, control of resources and equipment, personnel management, logistics, individual and unit training, readiness, mobilization and demobilization, and discipline.

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

1.1.9. Training requirements for AFFOR staffs, and ARC aligned units, are listed in **Chapter 6**. Personnel should be designated and formally trained to support assigned missions.

1.1.10. Readiness Reporting. AFFOR staff readiness is reported in accordance with AFI 10-201, *Force Readiness Reporting*.

1.1.11. Higher headquarters inspections and staff assistance visits are scheduled and conducted in accordance with DAFI 90-302, *The Inspection System of The Department of the Air Force*, and applicable service component command (SCC) supplements.

Chapter 2

PROGRAM MANAGEMENT ROLES AND RESPONSIBILITIES

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

2.1.1. Director of Cyberspace Operations and Warfighter Communications, Deputy Chief of Staff for Intelligence, Surveillance, Reconnaissance (ISR) and Cyber Effects Operations (AF/A2/6C).

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

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

2.1.2. Director of Spectrum, Information, and Cyber Effects Operations (AF/A3C)

2.1.2.1. Responsible for policy, oversight, and guidance for operations in the electromagnetic spectrum, cyber effects, and information environment, as well as synchronization assessment of influence Operations, Activities, and Investments (OAI).

2.1.2.2. Coordinate Electromagnetic Spectrum Operations (EMSO), Operations in the Information Environment (OIE) (including inform and influence activities), and CEO to achieve information superiority and provide wholistic Counter Command, Control, Computing, Communication, Cyber, Intelligence, Surveillance, Reconnaissance, and Targeting (C-C5ISR) oversight.

2.1.3. Director of Training and Readiness (AF/A3T).

2.1.3.1. Provide policy, guidance, and advocacy for the air component.

2.1.3.2. Serve as the HAF Functional Area Manager (FAM) for the AFFOR staff and the program element manager for the air component.

2.1.3.3. Provide oversight for the air component functional areas to include organizational constructs, training, operations and maintenance funding, unit type code development, mission essential task listing and other related issues.

2.1.3.4. Ensures necessary support to meet CCMD requirements and provide a core capability for steady state (e.g., plan, assess and execute across normalized steady-state operations tempo), wartime/crisis surge (e.g., surge to the most likely wartime scenario until augmentation is available) and service functions.

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

2.1.3.6. Serve as OPR providing policy, oversight, and advocacy for the Joint Air Operations Planning Course.

2.1.4. Deputy Chief of Staff for Logistics, Engineering and Force Protection (AF/A4).

2.1.4.1. Organizes, trains, and equips personnel for all facets of Logistics, Engineering and Force Protection (functional areas within AF/A4's purview) needed to assist in the execution of any power, duty or function of the Secretary or the Chief of Staff.

2.1.4.2. Supports war plan annexes that support the President, the Secretary of Defense, the Joint Staff, and the Combatant Commanders.

2.1.4.3. Monitors combat support components of strategic war planning, programming, budgeting, and logistics sustainability analysis prepared by the Commander, Air Force Forces, AFMC, and the Service Component Commands (SCCs).

2.1.5. Director of Concepts and Strategy, Deputy Chief of Staff for Strategy, Design, and Requirements (AF/A5/7S).

2.1.5.1. Serve as OPR for campaign support planning.

2.1.5.2. Serve as OPR for United States Air Force (AF) Steady-State Campaign Support Planning Course.

2.1.5.3. Promotes interdependencies with allies and partners to pursue mutual security interests.

2.1.5.4. Ensures the integrated strategy, concepts, force design, operational capability requirements, and capability developments are represented in the Air Force Corporate Process to drive and prioritize strategic decisions.

2.1.5.5. Implements strategies, develops threat-informed warfighting concepts, conducts strategic assessments and comparative analysis, identifies, and prioritizes concept required capabilities, assesses capability gaps, builds, and executes portfolio-focused capability development plans, reviews commercial ecosystems for potential solutions, crafts and validates operational capability requirements, and identifies and champions technologies and opportunities that address those capability needs.

2.1.6. Department of the Air Force Chief Information Officer (SAF/CN).

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

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

2.2. HQ ACC Staff Directorates.

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

2.2.2. Directorate of Manpower, Personnel, and Service Division (ACC/A1).

2.2.2.1. Coordinates with Command and Control, Intelligence, Surveillance and Reconnaissance (C2ISR) Division (ACC/A3C) and Air Force Personnel Center (AFPC) to update the AFFOR training personnel processing codes for officer and enlisted assignments.

2.2.3. Command and Control, Intelligence, Surveillance and Reconnaissance (C2ISR) Division (ACC/A3C).

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

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

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

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

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

2.2.3.6. Lead development of AFFOR training distance learning content.

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

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

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

2.2.3.10. Assist Deputy Chief of Staff for Operations (AF/A3) and Director of Current Operations (AF/A3O) to develop, in coordination with SCCs, unit type codes in accordance with AFI 10-401, *Air Force Operations Planning and Execution*, for theater/functional AFFOR staff positions.

2.2.3.11. Support AFFOR staffs in development of an ARC augmentation plan in coordination with SCCs, the National Guard Bureau (NGB) and Air Force Reserve (AFRC).

2.2.3.12. Serve as the Joint Air Operations Planning Course training resource quota identifier manager (TRQI) for ACC.

2.2.4. Directorate of Plans, Programs, and Requirements, C2ISR Enterprise Division (ACC/A5/2C).

2.2.4.1. Serves as OPR for air component C2 capability sustainment, modernization and requirements development through the Joint Capabilities Integration and Development System process and Section 804 of Public Law (PL) 114-92, *National Defense Authorization Act for Fiscal Year 2024*, as required.

2.3. The Air Component.

2.3.1. Air Component Commander.

2.3.1.1. Organize the air component to perform functions and develop unit type codes for the SCC, as required.

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

2.3.1.3. Collaborate with ACC/A3C concerning AFFOR staff training, guidance, and resources.

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

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

2.3.1.6. Designate an AFFOR staff training manager.

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

2.3.2. AFFOR Staff Training Manager.

2.3.2.1. Manage the unit's training program and serve as the Air Component Commander's point of contact for applicable training.

2.3.2.2. Provide guidance and assistance to AFFOR staff training programs.

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

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

2.3.2.5. Report AFFOR staff training program status, limiting factors and recommendations to the commander or designated representative as directed.

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

2.3.2.7. Provides inputs to ACC/A5C or functional SCC point of contact for annual AFFOR staff C2 requirements as required. **Note:** The Air Component Commander may delegate training manager duties to their respective A3 to ensure operational requirements are addressed.

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

2.4. Air Component Support and Augmentation.

2.4.1. HQ Air Force Personnel Center (AFPC).

2.4.1.1. Manage personnel processing codes to AFPC/DPPAM (Relocations) AFPC.DP3AM.Relocations@us.af.mil.

2.4.2. Judge Advocate General, Professional Development Directorate, manages judge advocate assignments and handles the AFFOR staff training requirements for judge advocate personnel in accordance with statutory requirements.

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

2.4.4. HQ Air Education and Training Command.

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

2.4.4.2. Maintain and sustain AFFOR staff education courses, as required.

2.4.4.3. Maintain and sustain the Contingency Wartime Planning Course.

2.4.4.4. Provide ACC/A3 with joint warfighting competencies.

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

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

2.4.4.7. Maintain and sustain the Joint Task Force Staff Basic Course (JTFSBC) both in-residence or mobile education delivery format through the Curtis E. LeMay Center for Doctrine Development and Education.

2.4.5. Air Reserve Component (NGB and AFRC).

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

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

2.4.5.3. Collaborate with ACC/A3C and other SCCs concerning AFFOR staff training resources, requirements, limitations, and opportunities (formal schools).

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

2.4.5.5. Coordinate with NGB/A1DC and AFRC/A3M (MAF), AFRC/A3D (CAF), A3J (SOF), A3O (Ops), and A10O (Nuclear) for ARC aligned units to obtain training course allocations from the 505th Command and Control Wing through the 705th Training Squadron Quota Management Team.

2.4.5.6. Coordinate the ARC augmentation plan with supported air components.

2.4.5.7. Identify, associate, and designate selected ARC units for dedicated support.

2.4.6. AFFOR ARC Unit Commanders.

2.4.6.1. Collaborate via NGB/AFR, with ACC/A3C and other supported SCCs concerning AFFOR training resources, requirements, limitations, and opportunities (formal schools).

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

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

Chapter 3

AIR COMPONENT HEADQUARTERS ORGANIZATION

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

3.2. Service Component Command (SCC).

3.2.1. A service component command is the AF component to unified CCMD. It is commanded by the Air Component Commander and includes supporting staff, and all assigned and attached forces. The AFFOR staff integrates component activities across the competition continuum. It supports the COMAFFOR in developing policy, formulating strategic level guidance, conducting administrative management functions, and executing CCDR Title 10 USC responsibilities to accomplish assigned missions, organize forces, and provide authoritative direction over joint training; this includes support related to Title 10 USC and Code of Federal Regulations (CFR) Title 22, *Foreign Relations Security Cooperation* activities.

3.2.2. The SCC is responsible to organize, train and equip the AFFOR staff. The SCC should not duplicate the functions of the AFFOR staff or AOC/Operations Center (OC). Refer to Air Force Doctrine Publication (AFDP) 3-0, *Operations and Planning*, for additional information on component relationships and roles.

3.2.3. It should be noted that the term Component Major Command (Component MAJCOM, or C-MAJCOM) has been previously used to identify the types of units that are now SCCs. Several C-MAJCOMs, including those identified in **Table 3.1** have, as of the time of publication, not yet been officially redesignated as SCCs.

3.3. JTF Headquarters (JTF HQ).

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

3.3.2. The AFFOR staff should be prepared to establish the core of the JTF HQ staff and establish a joint OC, as required.

Table 3.1. Air Component Headquarters.

Combatant Command (CCMD)	Service Component Commands (SCC)* / Component MAJCOMs (C-MAJCOMs)
United States European Command (USEUCOM) & United States Africa Command (USAFRICOM)	United States Air Forces in Europe (USAFE) & Air Forces Africa (AFAFRICA)
United States Southern Command (USSOUTHCOM)	Air Forces Southern (AFSOUTH)*

United States Indo-Pacific Command (USINDOPACOM)	Pacific Air Forces (PACAF)
United States Strategic Command (USSTRATCOM)	Air Force Global Strike Command (AFGSC)
United States Transportation Command (USTRANSCOM)	Air Mobility Command (AMC)
United States Special Operations Command (USSOCOM)	Air Force Special Operations Command (AFSOC)

Table 3.2. Non-Elevated Component Numbered Air Forces.

Component MAJCOM (C-MAJCOM)	Component Number Air Force (C-NAF)
Pacific Air Forces (PACAF)	7 AF, Air Forces Korea (AFKOR)
Combatant Command (CCMD)	
United States Central Command (USCENTCOM)	9 AF, Air Forces Central Command (AFCENT)
United States Cyber Command (USCYBERCOM)	16 AF, Air Forces Cyber Command (AFCYBER)
United States Northern Command/ The North American Aerospace Defense Command (USNORTHCOM/NORAD) & United States Space Command (USSPACECOM)	1 AF, Continental U.S. NORAD Region Air Forces Northern & Air Forces Space (CONR- (AFNORTH & AFSPACE))
Note: C-NAFs identified in this table have not been elevated as of publication of this instruction.	

Figure 3.1. Air Operations Center and AFFOR staff as different organizations.

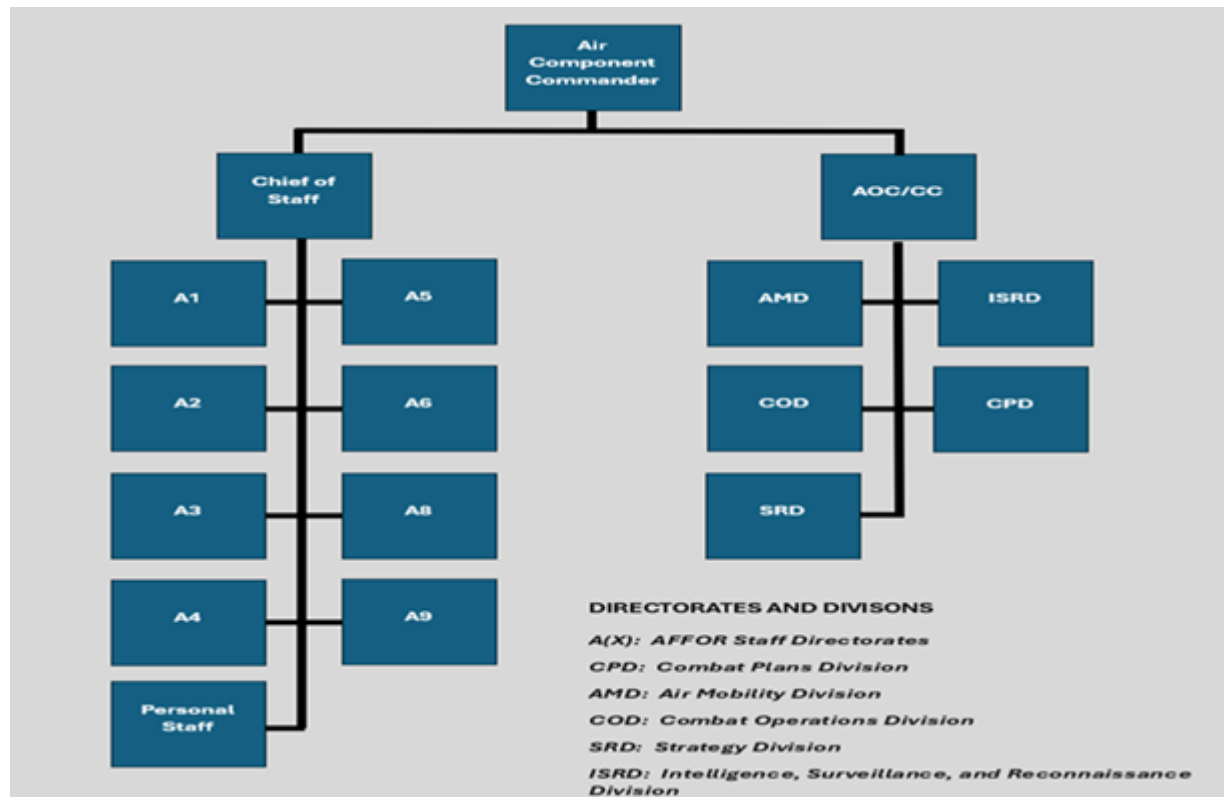
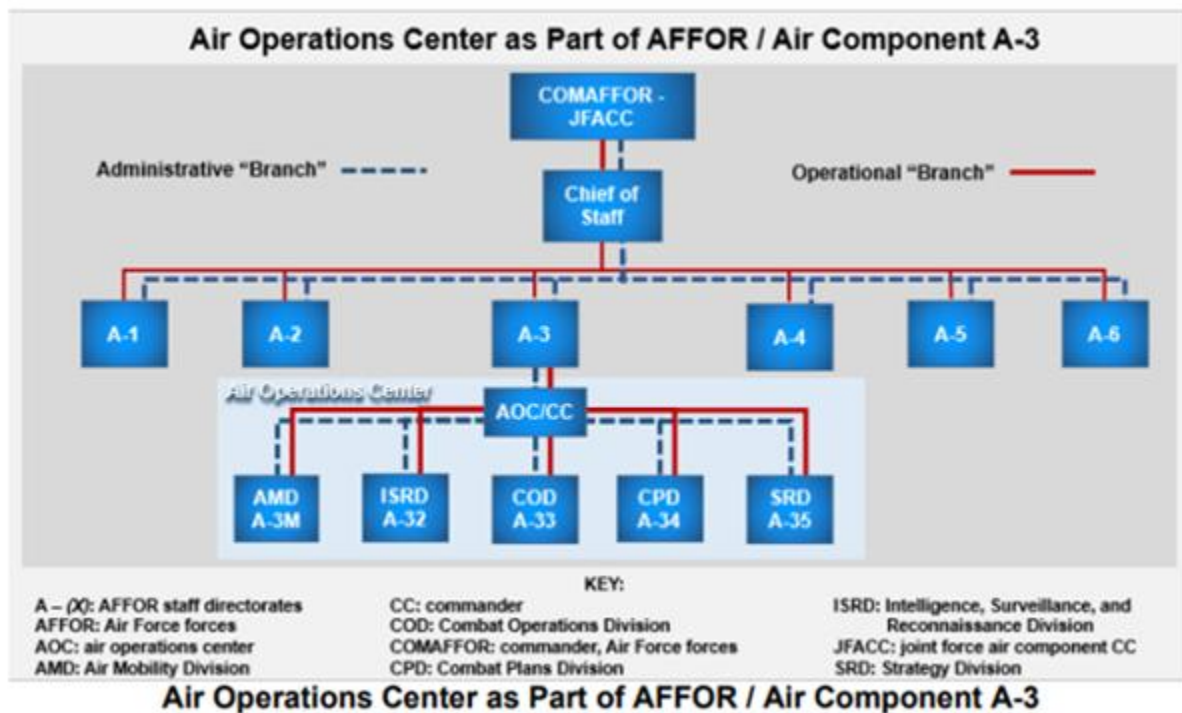


Figure 3.2. Air Operations Center as part of AFFOR A3.



Chapter 4

AFFOR STAFF RESPONSIBILITIES

4.1. General. The AFFOR staff supports air component requirements and integrates air component capabilities into the CCDR's joint force planning. The AFFOR staff coordinates across the SCC, AOC/OC when assigned, and with the CCMD staff as required, to help fulfill the Air Component Commander's full range of responsibilities and to synchronize overall service component staff efforts within the Air Component Commander's battle rhythm. The staff implements and establishes the Air Component Commander policies and procedures (supplemental to CCDR policies and procedures) within the theater of operations. The Air Component Commander is the single commander of an air component assigned or attached to a JFC. The AFFOR staff must establish processes to ensure integration with the CCMD staff, other service component staffs, the SCC, subordinate units, partner nations, governmental and non-governmental agencies for all phases of military operations. **(T-1)** The AFFOR staff plans, organizes, conducts, and assesses steady-state campaign activities in support of the CCDR's campaign plan and conducts service, joint and multinational exercises. The AFFOR staff, comprised of a command section, special staff, A-Staff, and a variety of cross-functional teams may be used to support the Air Component Commander. AFFOR staff tasks and responsibilities may include but are not limited to command section support, public affairs (PA) office, protocol office, staff judge advocate office, strategic level theater security cooperation planners, and base operating support liaisons (as required to ensure the component receives the required support). Establishing a transition plan, to include command structures prior to a crisis scenario, is essential to continuity of operations. Command relationships should be in accordance with Joint Publication (JP) 1, Vol 1, *Joint Warfighting* and JP 1, Vol 2, *The Joint Force*, policy or per Secretary of Defense operational/contingency orders. AFFOR staffs will establish command and control relationships (i.e., operational control, tactical control, administrative control and support). As an example, the formation/reception of new units (coalition, joint, service, etc.) within a theater and the ability to effectively command and control those units is an essential element of planning. **(T-2)**

4.2. Command Section. The command section is typically comprised of the commander, deputy commander, Chief of Staff, Command Chief Master Sergeant, executive assistant, and appropriate administrative support personnel forming the commander's support staff.

4.2.1. Chief of Staff. The Chief of Staff is a member of the SCC command section and coordinates/directs activities of the AFFOR staff. The Chief of Staff responsibilities include:

4.2.1.1. Approve actions, orders, and plans, as authorized by the Air Component Commander.

4.2.1.2. Ensure Air Component Commander decisions and concepts are implemented by directing and assigning staff responsibilities.

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

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

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

4.2.1.6. Provide support and guidance toward synchronizing and integrating operational planning processes. This includes the establishment of coordinating mechanisms with SAF/IA and country security cooperation offices in support of security cooperation activities. Additional SAF/IA roles and responsibilities can be referenced in DAFPD 16-1, *Security Cooperation*.

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

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

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

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

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

4.2.2. Command Chief Master Sergeant. The principal advisor to the Air Component Commander on all matters impacting the health, welfare, morale, effective utilization, education, and progress of the command's military personnel as well as their families. The Command Chief Master Sergeant responsibilities are:

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

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

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

4.2.2.4. Provide guidance/mentorship to subordinate wing Chief Master Sergeants and maintain liaison with component and multinational senior enlisted leaders as required.

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

4.3. A-Staff.

4.3.1. The A-Staff, in conjunction with other components, services, interagency, and multinational members, is responsible for developing or contributing to the Air Component Commander theater strategy, operation plans, concept plans, operation orders, campaign support plan and country plans. The A-Staff functions may be combined (e.g., A4, A3/5, etc.) as the Air Component Commander deems appropriate. A-Staff director positions should be at experience levels commensurate to the scope of the position. Hiring authorities can consider graduated group or wing commanders depending on the scope of mission and responsibility.

Note: The SCC staff should not duplicate functions.

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

- 4.3.2.1. Advise on total force accountability, to include contractors authorized to accompany the force as defined in JP 4-10, *Operational Contract Support*.
- 4.3.2.2. Monitor assigned/attached unit strengths, including contractors authorized to accompany the force, by means of daily personnel status reports.
- 4.3.2.3. Advise the Air Component Commander and staff on unit replacement plans and status.
- 4.3.2.4. Calculate requirements for equipment and facilities and develop plans to ensure force support functions are programmed and budgeted to meet operation plan requirements and support existing operations.
- 4.3.2.5. Calculate requirements for operational and fresh ration support and war reserve material to provide food service support and bed down support to personnel (contractors authorized to accompany the force, when authorized) deployed to the theater.
- 4.3.2.6. Develop, maintain, and execute plans to provide mortuary support for operations, to include coordinating with the command joint mortuary affairs office.
- 4.3.2.7. Serve as service component lead, when designated, for joint manning document development and coordinate with sister services for joint manning document sourcing.
- 4.3.2.8. Coordinate with Air Force Installation and Mission Support Center (AFIMSC) and Air Force Services Center (AFSVC) to establish requirements that provide morale, welfare, and recreation programs to support personnel, including contractors authorized to accompany the force when authorized, deployed to the theater.
- 4.3.2.9. Through the AFSVC, coordinate to establish requirements for Army and Air Force Exchange Service and Armed Forces Entertainment planning within theater.
- 4.3.2.10. In collaboration with AFSVC and AFPC, develop, maintain, and execute plans to provide library and education programs within the theater.
- 4.3.2.11. Advise and assist with contingency policy, procedures, and programs to include, but not limited to, staff augmentation, performance reporting, and awards and decorations.
- 4.3.2.12. Operate and maintain contingency manpower and personnel management systems. AFIMSC FAMs can provide reach back support for AFFOR Force Support FAMs when support is required.

4.3.2.13. Ensure personnel support for contingency operations teams comply with casualty reporting procedures outlined in DAFI 36-3002, *Casualty Services*.

4.3.2.14. Advise and assist to determine manpower and organization requirements including structure of organizations, documenting manpower requirements, and identifying available assigned or attached manpower resources. Participate in the development of the Air Task Force (ATF) structure and ensure the development of organizational and commander orders.

4.3.2.15. Support the operational planning process by codifying requirements in annexes to operation plans, concept plans, campaign support plans, expeditionary support plans, noncombatant evacuation plans, etc. Process includes developing plans and budgets to support planned-for and emerging bed down requirements, as well as calculating and identifying requirements for war reserve materiel facilities and equipment.

4.3.2.16. Support plans development as a member of the OPG and long-range planning group, combat support synchronization working group, and other assigned working groups as required.

4.3.2.17. In collaboration with HQ AETC, establish and execute policy, guidance, and direction regarding joint training, career development, and talent management.

4.3.2.18. In collaboration with the ARC, maintain, coordinate, plan, and source man-day funding for ARC augmentation when there are active duty requirement gaps.

4.3.2.19. Ensure all requests for service contracts consider the risk to mission and risk to force of using contract support in wartime or other contingency response scenarios.

4.3.2.20. In conjunction with A3, determine and request staff augmentation/manning assist requirements in accordance with DAFI 36-2110, *Total Force Assignments*. AFIMSC SCC functional managers, through AFPC, can assist with determining appropriate units to fulfill manning assist requirements.

4.3.3. Intelligence Surveillance & Reconnaissance (A2). The Director of ISR is the air component's senior intelligence officer. This senior officer is responsible for overall orchestration and direction of the ISR enterprise, and the principal advisor to the Air Component Commander and staff on all ISR matters including the synchronization and orchestration of all air, cyber and national ISR assets, planning and direction, collection, processing and exploitation, analysis and production, and dissemination and integration of air component ISR capabilities in the theater. The director is responsible for integrating, synchronizing, and leading the ISR enterprise on behalf of the Air Component Commander, if the Air Component Commander is so assigned, in accordance with appropriate policy, guidance and this AFI. The A2 responsibilities include:

4.3.3.1. Develop ISR policy and direct ISR-related strategy and planning, intelligence analysis, and ISR force management, in support of the Air Component Commander in coordination with the CCMD, J2, headquarters staff and subordinate and supporting units as appropriate.

4.3.3.2. Execute sensitive compartmented information (SCI) management (physical, personnel, information and information systems security), SCI personnel security requirements, and SCI facility management for assigned air component forces.

- 4.3.3.3. Apprise the Air Component Commander of foreign developments, both in theater and globally, that may affect friendly planning and operations.
- 4.3.3.4. Provide current intelligence briefings, focused-intelligence studies and assessments, informational background papers or e-publications, and analytic products to the Air Component Commander and staff.
- 4.3.3.5. Perform analysis of foreign developments; conduct intelligence preparation of the operational environment in order to support planning, operations, and Air Component Commander decisions.
- 4.3.3.6. Lead ISR integration into air component headquarters threat working groups and/or anti-terrorism/force protection working groups. Ensure threat intelligence is provided for all air component activities, operations, and installations.
- 4.3.3.7. Develop and manage Air Component Commander priority intelligence requirements and intelligence-related notification criteria, in accordance with service and joint guidance, while also coordinating efforts across the headquarters staff and subordinate and supporting units to define and submit ISR contributions to the commander's critical information requirements.
- 4.3.3.8. Oversee and co-lead with A3 any theater-specific tactics analysis and reporting program effort.
- 4.3.3.9. Carry out component-level FAM duties in accordance with AFI 10-401, and global force management processes to include identification and submission of air component, theater-based requirements in support of CCMD operations and missions.
- 4.3.3.10. Provide requirements and support to develop and establish functioning tasking, collection, processing, exploitation, and dissemination architectures for ISR sensors and assets.
- 4.3.3.11. Lead component ISR planning and programming efforts related to established ISR capabilities, quick-reaction capabilities, emergent requirements, and interim solutions and initiatives.
- 4.3.3.12. Provide unit support functions for air component assigned/attached units in areas of ISR-related staffing, information systems, analysis, and support that contribute to air component strategy, planning, operations, and assessment.
- 4.3.3.13. Ensure integration of ISR and conduct ISR specific planning for joint and Service exercises on behalf of the air component.
- 4.3.3.14. Serve as a member of the OPG/long-range planning group. Coordinate ISR inputs and responses to OPG and long-range planning group efforts. Provide ISR input to CCMD and component strategy development.
- 4.3.3.15. Develop plans for and execute ISR-focused theater engagement activities in coordination with strategy, integration, and requirements (A5) and CCMD counterparts.
- 4.3.3.16. Manage Defense Intelligence Agency approved systems to integrate ISR capabilities and command, control, communications, computers, ISR systems; evaluate/engineer technical solutions, as required.

4.3.3.17. Identify and coordinate unique ISR system and network requirements at local and wing level for common user systems, particularly Non-secure Internet Protocol Router Network and Secure Internet Protocol Router Network.

4.3.3.18. Manage and protect SCI, including securing and operating Air Force joint worldwide intelligence communications system (AF JWICS) equipment in the theater.

4.3.3.19. A2 is the functional IT focal point for AF JWICS and may establish support agreements with local base communication squadrons, component numbered Air Force communications entities, and/or air communication squadrons to ensure compliance with AF JWICS orders.

4.3.3.20. Manage the air component intelligence-related request for information (RFI) process. Answer RFIs internally, coordinate with applicable AOC/OC ISR divisions, or facilitate intelligence related RFIs to the parent organization (e.g., CCMD) for answer and/or assignment to combat support or national intelligence agencies.

4.3.3.21. Publish a theater intelligence-reporting directive, in coordination with the AOC/OC ISR division.

4.3.3.22. Develop and maintain theater intelligence support to targeting guidance and procedures, including reach back support agreements, consistent with JFC and Air Component Commander guidance. Integrate, prioritize, de-conflict, and oversee target intelligence production in support of the air component. Represent the Air Component Commander, (if the Air Component Commander is so assigned) target intelligence equities to the CCMD, the ISR enterprise, and national agencies.

4.3.3.23. Appoint an intelligence oversight program manager and oversee the intelligence oversight program for the Air Component Commander and assigned/attached units in accordance with AFI 14-404, *Intelligence Oversight*.

4.3.3.24. Synchronize red force assessments with A9 operational assessments and analysis and provide red force data where needed to inform COA analysis, operational assessments, and campaign assessments.

4.3.4. Operations (A3). The director of operations serves as the primary staff advisor to the Air Component Commander in direction and control of air forces. The A3 ensures ATF units, as well as those permanently assigned, are capable of performing operational missions to achieve effects as tasked by the AOC/OC. This includes planning in concert with the AFFOR staff and AOC/OC personnel, monitoring unit deployments and bed down locations and ensuring combat readiness. The A3 responsibilities include:

4.3.4.1. Execute the Air Component Commander's campaign support plan. Following hand-off of the Air Component Commander's campaign support plan from the A5, issue/update operation orders and fragmentary orders, and execute orders as necessary to execute steady-state activities in support of Air Component Commander's theater/functional objectives.

4.3.4.2. Serve as the primary focal point for planning, organizing, and executing the Air Component Commander's service, joint and combined exercise program.

4.3.4.3. Establish and lead, with A5 as co-chair (as required), a cross-functional OPG for proactive crisis planning and to execute Air Component Commander tasks.

- 4.3.4.4. Coordinate planning, execution, and assessment guidance to supporting functional air components and other related government agencies, on a continuing basis for integration and execution of cyberspace defense, offense, and exploitation capabilities.
- 4.3.4.5. Work with appropriate staff entities, especially the Information Warfare (IW) Team or IW Working Group, PA, A5, A9 and AOC/OC, to plan, execute, and assess theater OIE/non-kinetic operations (to include aeromedical evacuation (AE)) and information related capabilities. Coordinate those actions or activities with CCMD staff, as required.
- 4.3.4.6. Provide personnel recovery operations and humanitarian assistance and disaster response events (e.g., non-combatant evacuation operations, AE).
- 4.3.4.7. Coordinate operations planning for all special access programs and advocate operational requirements for special access programs in accordance with AFRD 16-7, *Special Access Programs*.
- 4.3.4.8. Provide reach back support and C2 (if not managed in AOC) to deployed teams conducting security cooperation activities.
- 4.3.4.9. In conjunction with the A2, plan and oversee the deployment of ISR assets into theater in support of CCMD ISR requirements. In addition, specify any theater specific tactics analysis and reporting program. Assist with the development and execution of COMAFFOR priority intelligence requirements, in accordance with service and joint guidance.
- 4.3.4.10. Manage AFFOR staff request for information and request for forces processes.
- 4.3.4.11. Collate the current operations status for the Air Component Commander.
- 4.3.4.12. Serve as the Air Component Commander's lead directorate for the C2 of air forces and operations falling outside the responsibility of the AOC/OC.
- 4.3.4.13. In conjunction with the A2, develop and maintain targeting guidance and procedures including reach back support agreements consistent with JFC and Air Component Commander guidance.
- 4.3.4.14. Establish and lead, in coordination with A4 and A5 a security cooperation operations cell to coordinate planning, programming, execution, and assessment on a continuing basis for integration and execution of security cooperation activities and effects across current operations, future operations and future plans time horizons.
- 4.3.4.15. Ensure combat readiness by coordinating CCMD pre-deployment requirements with the Department of the Air Force expeditionary readiness council in accordance with AFI 10-405, *Ready Airman Training*.
- 4.3.4.16. Establish and maintain contact with the expeditionary readiness council Secretariat to ensure that AFFOR pre-deployment training requirements are addressed.
- 4.3.4.17. Review command remarks codes and recommend changes as needed; review unit line number line remarks to ensure pre-deployment training and reporting instructions are updated to meet supported commander requirements to ensure combat readiness.
- 4.3.4.18. Serve as component-level FAM for air advising/security force assistance and global force management processes. Identify and submit theater air component

requirements in support of CCMD operations missions to include security cooperation activities.

4.3.5. Logistics, Engineering, and Force Protection (A4). The director of logistics, engineering and force protection is the primary advisor to the Air Component Commander for deployment, distribution, sustainment support, engineering, and force protection. The A4 staff is a broad, multi-disciplined organization, generally comprised of logistics plans, munitions, fuels, vehicle management, materiel management, maintenance, transportation, distribution, combat logistics support, general engineering, geospatial engineering, emergency services and force protection. The A4 responsibilities include:

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

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

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

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

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

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

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

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

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

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

4.3.5.11. Establish and lead a combat support synchronization working group to integrate combat and force support activities across the range of military options.

4.3.5.12. In coordination with A3, establish, lead, and integrate mission support activities across the competition continuum. Monitor, assess and plan for the theater resources (aircraft, munitions, equipment, etc.) required to support the Air Component Commander and develop courses of action based on long-range planning group, OPG and AOC/OC objectives.

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

4.3.5.14. Coordinate with the AFIMSC Detachment as needed to develop and maintain sustainment of bases with focused installation and mission support functions.

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

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

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

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

4.3.5.19. Coordinate internally to ensure integration of appropriate capabilities of the Emergency Management and Anti-Terrorism programs as defined in DAFI 10-2501, *Emergency Management Program*, DoDIO-2000.16V1_DAFI 31-145-O, *Anti-terrorism Program Implementation*.

4.3.5.20. Manage time phased force and deployment data execution through the deployment management team. Coordinates Air Component Commander time phased force and deployment data requirements and movement through CCMD deployment process for planning.

4.3.5.21. Support OCS integration. The OCS responsibilities include:

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

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

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

- 4.3.5.21.4. Refer to AFI 64-105, *Contingency Contracting Support*, for additional OCS roles and responsibilities.
- 4.3.5.22. Supervise appropriate civil engineer functions, to include fire and emergency services, emergency management, general engineering, geospatial engineering, explosive ordnance disposal. Responsibilities include:
- 4.3.5.22.1. Provides CE support to operational planning in support of war plans, contingencies, operations and humanitarian assistance/disaster relief and exercises.
 - 4.3.5.22.2. Support vendor threat mitigation initiatives in conjunction with A2, Office of Special Investigations, OCS, Air Force Installation Contracting Center, and joint partners.
 - 4.3.5.22.3. Validate, develop, and advocate for expeditionary requirements, to include manpower, equipment, resources, and construction at contingency locations.
 - 4.3.5.22.4. Perform installation and mission support master planning, programming, and construction oversight at contingency and planned operating locations in support of the global defense posture and strategic guidance.
 - 4.3.5.22.5. Oversee the employment of integrated agile combat support forces in support of operations and exercises.
 - 4.3.5.22.6. At contingency locations, provide operations support and future plans support for installations and mission support functions.
 - 4.3.5.22.7. Monitor military construction and local contingency construction requirements.
 - 4.3.5.22.8. Collaborate with host nations (as required), other components, and joint staff on explosive ordnance disposal, fire protection, support agreements, requirements, and events.
 - 4.3.5.22.9. Provide explosive ordnance disposal mission capability status per location.
 - 4.3.5.22.10. Manage air component contingency fire and emergency services assets and interface with other agencies.
 - 4.3.5.22.11. Provide counter-weapons of mass destruction consequence management and CBRNE passive defense subject matter expertise to minimize or negate the vulnerability to, and effects of, CBRNE attacks while maintaining the force's ability to continue operations in CBRNE environments.
 - 4.3.5.22.12. Integrate US government civilians and emergency essential contractors into CBRNE planning factors and when possible, into exercises.
 - 4.3.5.22.13. Coordinate with A3 and A5, to plan and source air advisor capabilities in order to support engagements and increase the capabilities of coalition partners in matters of security and defense within a theater of operations.
 - 4.3.5.22.14. Execute explosive ordnance disposal planning, integration, coordination, and tasking functions.

4.3.5.22.15. Provide geospatial engineering integration, analysis, and visualization of data and information to planners, deploying forces, and the supported CCMD as required to identify opportunity, constraints, and impacts in order to validate operational requirements against the physical environment.

4.3.5.23. Oversee emergency management functions to include developing policy and guidance using an all-hazards approach for preparation, response, recovery, and mitigation of major accidents, natural disasters, and incidents resulting from hostile actions such as CBRNE.

4.3.5.23.1. Manage the AFFOR Emergency Management Program. This includes providing situational awareness in coordination with SCC emergency management functions on the impacts of major accidents, natural disasters, and hostile actions. This encompasses consequences such as CBRNE effects on operating locations or assigned forces.

4.3.5.23.2. Provide operational inputs on policy and guidance on preparation, response, recovery, and mitigation measures for major accidents, natural disasters, and incidents resulting from CBRNE hostile actions.

4.3.5.23.3. Provide operational inputs to contingency and supporting plans, and operational orders on emergency management and CBRNE activities and operations.

4.3.5.23.4. Determine emergency management staffing and equipment requirements for deployed and operating locations within the AOR.

4.3.5.23.5. Establish and chair the emergency management working group.

4.3.5.24. Force Protection. The Chief of Force Protection is the senior security forces representative on the AFFOR staff, the Chief of Force Protection retains responsibility for all security forces related issues that directly contribute to force protection in order to execute Air Component Commander guidance. Responsibilities include establishing requirements and policy guidance for integrated defense, law and order, weapon system security, integrated base defense security systems, antiterrorism, military working dog, combat arms training and maintenance, installation access control, and investigations. **Note:** Instances where this force protection organizational construct is not used, this responsibility belongs to the AFFOR staff security forces. The unified command plan assigns the CCMD the responsibility for maintaining security and carrying out force protection responsibilities for the command. In order to execute that task, some Air Component Commanders form a force protection office among the special staff for daily and/or contingency operations (USAFCENT is an example). In these cases, the senior security forces officer or civilian security specialist on the staff assumes the role of chief of force protection, serving as the primary advisor to the Air Component Commander for all force protection matters and integration. Some Air Component Commanders may organize the force protection function under the A4 staff. The responsibilities of the Chief of Force Protection include:

4.3.5.24.1. In coordination with other staff agencies, integrate disciplines that contribute to force protection in order to provide the Air Component Commander with coherent and cohesive plans, programs, policy, and guidance in order to implement Air Component Commander force protection guidance.

- 4.3.5.24.2. Coordinate with the CCMD force protection staff offices.
 - 4.3.5.24.3. Chair the anti-terrorism working group for the Air Component Commander.
 - 4.3.5.24.4. Participate as a primary member in the threat-working group.
 - 4.3.5.24.5. Manage the anti-terrorism program as Air Component Commander's antiterrorism officer.
 - 4.3.5.24.6. Establish anti-terrorism programs and integrate capabilities and resources supporting the anti-terrorism programs into appropriate aspects of multi-domain requirements, plans, and operations.
 - 4.3.5.24.7. Establish force protection of air component forces and installations in the area of responsibility (AOR), except as noted in theater CCMD or Department of Defense guidance.
- 4.3.6. Strategy, Plans, and Requirements (A5). The director of strategy, plans, and requirements is the primary staff advisor to the Air Component Commander for development of steady state and contingency plans, to include development of force flow, service, branch and sequel plans, and security cooperation activities. Additionally, the A5 is responsible for policy, doctrine, requirement identification and prioritization in coordination with A8. The A5 staff responsibilities include:
- 4.3.6.1. Coordinate with appropriate staff entities to ensure comprehensive movement and execution planning during all phases of the contingency campaign including refinement of the force flow, bed down, and redeployment of assigned/attached forces.
 - 4.3.6.2. Prepare and refine the planned force flow, bed down, and redeployment in the time-phased force and deployment data through coordination with assigned CCMD's planning staff for plans.
 - 4.3.6.3. Develop and coordinate the campaign support plan and country support/country engagement plans (theater AFFOR staff only).
 - 4.3.6.4. Assist CCMD surgeon with the development of patient movement requirements.
 - 4.3.6.5. Lead air component agent for Aeromedical Evacuation (AE) plan integration support of patient movement requirements.
 - 4.3.6.6. Work closely with the applicable theater AFFOR staff to ensure desired engagement activities are addressed in the country support/country engagement plans and ensure these activities support the CCMD campaign plan, engagement strategies, and the Guidance for Employment of the Force end states.
 - 4.3.6.7. Work with CCMD staff and country teams to incorporate applicable aviation enterprise-related initiatives in the CCMD theater campaign plan and individual country support/country engagement plans.
 - 4.3.6.8. Incorporate all-domain operations into the air component's campaign support plan.
 - 4.3.6.9. Provide reach back support to deployed teams conducting security cooperation activities.

4.3.6.10. Coordinate with the applicable CCDR's staff for situational awareness of theater security cooperation activities that involve the area of operations, to include security assistance, security force assistance, state partnership program, special operations activities, and those activities conducted by joint or coalition partners in order to achieve unity of effort and avoid duplication.

4.3.6.11. As required, establish, and lead a cross-functional long-range planning group to help integrate complex steady-state campaign and other plan elements. Individuals from across the staff are detailed, not assigned, to support the long-range planning group and should have the skills necessary to help the A5 refine the commander's estimate, develop courses of action, and recommend forces for execution of the courses of action.

4.3.6.12. Serve as a member of the OPG.

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

4.3.6.14. Develop component command strategy in coordination with the Air Component Commander and staff.

4.3.6.15. In coordination with the component aligned security cooperation office, synchronize AOR contract spending with the prioritized operational roles of the command.

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

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

4.3.6.18. Conduct planning for theater security cooperation and building partnerships capacity operations, activities, and investments. Provide subject matter expertise to support the planning of engagements that achieve Country Engagement Plan objectives and increase ally and partner security and defense capabilities.

4.3.7. Cyberspace Operations and Warfighter Communications (A6). The director of warfighter communications is the COMAFFOR's primary staff advisor for monitoring, protecting, integrating, and managing communication and cyberspace requirements and the AF portion of the combatant command's theater information networks. The A6 staff responsibilities include:

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

4.3.7.2. Coordinate with the Director of ISR to formulate courses of action for the Air Component Commander to consider for countering emerging threats to information flow and communications support.

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

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

4.3.7.5. Provide functional oversight to air communications squadrons and combat communications squadrons, other communications units, and units with embedded communications functions assigned to the Air Component Commander, to ensure seamless communications in support of Air Component Commander objectives and ensure wartime readiness.

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

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

4.3.7.8. As the delegated Cyber Warfare Officer, the A6 establishes and leads a cross-functional Cyberspace Effects Planning Team in support of the OPG and long-range planning group, if required. The Cyberspace Effects Planning Team fully integrates cyberspace actions and operational capabilities (e.g., offensive cyberspace operations, defensive cyberspace operations, Department of Defense Information Network Operations, etc.) into the AOC/OC planning cycle.

4.3.7.9. Plan, monitor, and report for assigned and attached communications systems across the competition continuum.

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

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

4.3.7.12. Identify and coordinate unique system, network, and personnel requirements with A6 functional points of contact at SCC and local wing level for communications and computer system support.

4.3.7.13. Maintain all AOC/OC infrastructure and circuits in conjunction with the air communications squadrons for Department of the Air Force approved systems, applications, and software connectivity in accordance with the AOC/OC change control board.

4.3.7.14. Carry out component-level FAM duties in accordance with DAFI 10-401.

4.3.8. Strategic Plans and Programs (A8). The director of programs and resources is responsible to the Air Component Commander for developing programs and supporting the development and execution of the theater campaign plan and operation plans/operation orders. A8 should identify and prioritize capability gaps and advocate for doctrine, organization, training, materiel, leadership & education, personnel, facilities, and policy solutions to fulfill operational requirements. The A8 responsibilities include:

4.3.8.1. Assist the Air Component Commander in the identification of relevant emerging technology through the joint capabilities technology demonstrations.

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

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

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

4.3.9. Studies, Analyses, Assessments, and Lessons Learned (A9). The director of studies, analyses, assessments, and lessons learned leads the integrated analysis and assessment of all-domain operations across the AOC/OC and AFFOR staff. The A9 staff responsibilities include:

4.3.9.1. Assesses operations and make recommendations to the Air Component Commander and deliver assessments to higher headquarters as required.

4.3.9.2. Assists in mission rehearsal and course of action analysis.

4.3.9.3. Improves operations by identifying tools or processes that are broken or missing, and work with the OPR to fix or create workarounds.

4.3.9.4. Serves as member of the OPG and long-range planning group. Inform future plans by providing the assessed results of previous operations and briefing relevant lessons learned.

4.3.9.5. Coordinates with A5/7 to develop assessment criteria for security cooperation activities and periodically conduct security cooperation assessments.

4.3.9.6. Coordinates with A5/7 to develop assessment criteria/methodology for the Air Component Commander's campaign support plan as part of the Air Component Commander decision cycle.

4.3.9.7. Coordinates with A2 to incorporate red force data into operational and campaign assessments and to support COA analysis.

4.3.9.8. Supports the operational assessment team within the AOC/OC strategy division.

4.3.9.9. Serves as the focal point for reach back efforts to the analytic community.

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

4.3.9.11. Develops quantitative and qualitative analytic tools to enhance Air Component Commander insight and to enable rapid and well-informed decision making.

4.3.9.12. Distributes observations and lessons learned to inform and guide planning and execution functions. CJCSI 3150.25H, *Joint Lessons Learned Program*, codifies the joint lessons learned information system as the Department of Defense system of record for the joint lessons learned program. The joint lessons learned information system provides a web-enabled knowledge management system to meet the joint lessons learned program's operational needs. The joint lessons learned program provides for the transfer of knowledge

within the Department of Defense and United States government organizations that are involved in joint operations or supported by military operations. This is done by the rapid distribution of observations and recommendations, after action reports, tactics, techniques and procedures, topic papers or e-publications, briefings, and interviews. The joint lessons learned information system web site can be found at:

NIPR: <https://www.jllis.mil/>

SIPR: <https://www.jllis.smil.mil>.

JWICS: <https://jllis.jsi7ex.ic.gov/>

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

4.3.9.14. Support risk assessment through the Annual Joint Assessment.

4.4. Special Staff. The special staff is directly responsible to the Air Component Commander for the functions described below. Elements of the special staff can be reduced or eliminated, as necessary, through support agreements and reach back.

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

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

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

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

4.4.2. Office of the Staff Judge Advocate. The staff judge advocate provides legal counsel to the Air Component Commander and staff, and the AOC/OC, as required. The staff judge advocate responsibilities are:

4.4.2.1. Oversee the administration of military justice and assist the Air Component Commander in the maintenance of good order and discipline among all members assigned or attached to the air component.

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

4.4.2.3. Judge advocates serve as the principal advisor to the COMAFFOR and staff, as well as to the JFACC (when the COMAFFOR is so appointed) for rules of engagement and rules for the use of force. A judge advocate assists in the development of rules of engagement and rules for the use of force, but the operators (planning and executing in the operational chain of command) have the responsibility to formulate and submit rules of engagement and rules for the use of force for approval.

4.4.3. Public Affairs (PA). PA is a principal IW capability with the mission of researching, planning, executing, and evaluating U.S. military public information activities to support the commander's intent and concept of operations. The Director of PA leads Commanders Communication Synchronization, provides capabilities to plan and conduct OIE alone or in concert with other Air Force IW capabilities, joint, partner, and interagency information forces, and advises the Air Component Commander on the impacts of Air Component operations and activities in and through the Information Environment. The Director of PA responsibilities include:

4.4.3.1. Provide guidance and direction to prioritize and direct the public affairs activities of subordinate communication elements.

4.4.3.2. Provide the AOC/OC staff a PA capability to conduct operationally integrated planning and assessment, monitor the impact of current operations on the IE, determine the impacts of future operations, and identify opportunities for OIE to achieve commander's objectives as well as to conduct counterpropaganda and counter-disinformation operations. In some theaters, PA augments the AOC/OC during crisis/exercise situations and when this occurs may lead the combat information cell or IW Team/IW Working Group.

4.4.3.3. Provide the AFFOR staff a PA capability to assist in developing a communication synchronization plan for theater security cooperation activities, operations, exercises, other theater-wide engagements, and to assist in executing the resulting plan.

4.4.3.4. Serve as subject matter expert and OPR for PA and provide PA planning and communication synchronization expertise on OPGs and other planning groups/teams, particularly related to IW or OIE.

4.4.3.5. Develop PA strategies, guidance, or annexes for incorporation within all relevant plans. As required, coordinate PA actions, guidance, or activities with CCMD PA staff. Provide support for crisis and contingency planning and execution.

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

4.4.3.7. Request and provide direction and guidance for PA personnel within the theater of operations to support mission requirements. For known requirements, request PA support at least 120 days from the expected required delivery date during crisis planning, and request support as soon as the need is identified. Coordinate surge requirements with deployed leadership, the component A3, CCMD J3, and SAF/PAR.

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

4.4.3.9. Provide oversight of Air Force combat camera, band, and Audiovisual Production teams and plan for their use during operations as required. Coordinate support requests per [paragraph 4.4.3.7](#).

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

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

4.4.4.1. Reach back. Historians conducting service-level wartime activities (other than special operations activities) at employed-in-place or deployed locations will coordinate directly with the corresponding service component command history team. **(T-1)**

4.4.4.2. Provides guidance concerning material and historical property in accordance with DAFI 84-103, *Department of the Air Force Heritage Program* and DAFPD 84-1, *Department of the Air Force History and Heritage Management*.

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

4.4.4.4. Provides responsive research and reference services to senior leaders.

4.4.4.5. Historian. The Historian will:

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

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

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

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

4.4.5. Chaplain Corps (HC). HC personnel serve as principal advisors to the Air Component Commander on the religious, spiritual, moral, ethical needs, and the morale of personnel assigned. The air component chaplain responsibilities include:

- 4.4.5.1. Serves as principal advisor to the Air Component Commander and facilitates religious support to all assigned military personnel. Maintains religious liaison with partner nations within the AOR.
- 4.4.5.2. Develop all inter-service and inter-departmental support agreements supporting joint force plans and memorandums of understanding. These agreements provide for Chaplain Corps by the component command to organizations outside of the command.
- 4.4.5.3. Maintain liaison with CCMD and service component command chaplains. Maintains liaison with, including but not limited to: Civil Air Patrol, State Partnership Program components, humanitarian assistance/disaster relief (HA/DR), and exercise integration. Assesses and develops contingency religious support requirements (e.g., HA/DR).
- 4.4.5.4. Maintain liaison and communications with Chief of Chaplains (SAF/HC), Chief of Chaplains, personnel, budget, and readiness (SAF/HCP) FAM, Chaplain Corps Consolidated Readiness FAM/scheduler and each duty location.
- 4.4.5.5. Coordinate high demand/low density chaplain seasonal support with deployed leadership and the SAF/HCP FAM.
- 4.4.5.6. For known requirements, request high demand/low density chaplain support at least 120 days from the expected required delivery date; otherwise during crisis planning, request support when need is identified.
- 4.4.5.7. Request and manage Chaplain Corps personnel within the theater of operations to support mission requirements.
- 4.4.5.8. Maintain liaison and communications with AFIMSC/HC Chaplain Corps scheduler, component command A1 staff and deployed personnel functions for basic maintenance of AOR requirements.
- 4.4.5.9. Review unit line numbers to mitigate gaps or unnecessary overlap between rotations. Realign dates and reporting instructions as needed to meet supported commander requirements.
- 4.4.5.10. Review command remarks codes and recommend changes as needed.
- 4.4.5.11. Review unit type codes and unit line numbers to ensure requirements are identified correctly (e.g., joint expeditionary tasking, individual augmentee), and Religious Support Teams are utilized in accordance with force provider agreements and joint business rules.
- 4.4.5.12. Provide AFIMSC/HC Scheduler the location, dates, and estimated tour length to build temporary taskings for high demand/low density chaplains to fulfill seasonal religious requirements.
- 4.4.5.13. Review authorization change request to ensure correct formatting and timely processing of requests.
- 4.4.5.14. Provides Air Force religious affairs FAM as required.
- 4.4.5.15. Responsible for managing office, command & control, communications, computers, resources, logistical, and personnel requirements.

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

4.4.5.17. Serves as a member of the OPG/OPT.

4.4.6. Safety (SE). The Chief of Safety is the principal advisor to the Air Component Commander and staff on risk management, mishap prevention, and nuclear surety issues. Air Force Forces chief of safety (AFFOR/SE) responsibilities are detailed in DAFI 91-202, *The US Air Force Mishap Prevention Program*, and include:

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

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

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

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

4.4.7.1. Coordinate contingency health and environmental threat surveillance and report significant trends and risks to the Air Component Commander.

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

4.4.7.3. Advise the Air Component Commander on the implications of any health-related collateral damage (casualties, adversary threats, non-adversary threats, occupational and environmental CBRN exposures) and support the AOC/OC as required.

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

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

4.4.7.6. Assist AFFOR staff in incorporating medical processes and initiatives in applicable theater security cooperation activities.

4.4.7.7. Serve as member of OPG.

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

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

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

4.4.9. Financial Management (FM). FM provides the Air Component Commander comprehensive advice on all aspects of financial management. FM responsibilities include:

4.4.9.1. Perform duties as the service component liaison with the combatant command comptroller on joint-related issues and with the SCC financial manager for AF specific capabilities.

4.4.9.2. Assist the COMAFFOR in administering AF appropriated funds and serve as a strategic advisor in carrying out financial management responsibilities such as budgeting, execution, and reporting.

4.4.9.3. Financial Management, in coordination with AFIMSC, will advise the COMAFFOR, on the implications of unique financial obligations incurred. **Note:** AFIMSC manages MILCON and FM metrics that support the acquiring of base support needs. FM is the lead organization for advice on execution for the service component. Together FM and AFIMSC provide the full spectrum pay and financial services.

4.4.10. Information Protection (IP). The director of information protection is the principal advisor to the COMAFFOR and AFFOR staff on information protection issues and implements Administrative Assistant to the Secretary (SAF/AA) policy on behalf of the COMAFFOR. The director also serves as the designated security program executive by providing management and oversight of the Air Force security enterprise including personnel security, industrial security, information security, insider threat, continuous evaluation, North Atlantic Treaty Organization security policy implementation, nuclear information security, security education and training, and awareness programs across the command. Ensuring compliance with DoDM5200.01V1-V3_AFMAN16-1404V1-V3 *Information Security Program* series, the director's responsibilities include:

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

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

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

- 4.4.10.4. Chair/participate in security program executive designated forums to address IP concerns. Provides risk-based countermeasure strategies to assure mission protection and success.
- 4.4.10.5. Provide IP direction and guidance to staff directors and special staff.
- 4.4.10.6. Support SAF/AA and SCC inspection and training programs. Administers and monitors access to and use of databases required by collateral security programs.
- 4.4.10.7. Forward requests to establish and disestablish AF sub-registries to the central United States registry. Provide leadership with guidance on information security integration, requirements, programmatic, and prioritization for operational and technical feasibility.
- 4.4.10.8. Implement personnel security, industrial security, information security, insider threat, North Atlantic Treaty Organization security policy implementation, and nuclear information security programs as applicable.
- 4.4.10.9. Coordinate on SAF and command-developed policies, strategies, decisions, and inspection requirements. Provide risk-based countermeasure strategies concerning reported espionage, sabotage, subversive activities, deliberate compromises of classified and CUI, and leaks of classified and CUI to the media. Develop security data calls or responses for the SCC to SAF/AA. Oversee required training for AF personnel and contractor visitor groups.
- 4.4.10.10. Develop and publish supplements when required to DAFI 16-1401, *Information Protection Program*, AFI 16-1402, *Insider Threat Program Management*, DoDM5200.01 V1-V3_AFMAN16-1404V1-V3, *Information Security Program* series, DoDMAN5200.02 _DAFMAN16-1405, *Department of the Air Force Personnel Security Program*, and DoDM 5220.22V2, *National Industrial Security Program: Industrial Security Procedures for Government Activities*.
- 4.4.10.11. Provide oversight of and collect data on Security Reviews, security infractions, and security violations.
- 4.4.10.12. Research program standards to validate program waivers and exceptions.
- 4.4.10.13. Perform continuous evaluations and participate in onsite visits, formal inspections, and staff assistance visits when necessary or requested. Analyzes security violations and infractions to define security impact on protecting classified and CUI.
- 4.4.10.14. Coordinate on security classification guides, instructions, and other program related guidance resources. Coordinates on security classification guides, instructions, and other program related guidance resources.
- 4.4.10.15. Administer and monitor access to and use of databases required by security programs (e.g., defense information system for security, NP2 secure portal, DoD insider threat management and analysis center system of systems, electronic questionnaires for investigations processing, Joint personnel adjudications system, enterprise protection risk management).
- 4.4.11. Foreign Disclosure Officer (FDO). FDOs provide comprehensive advice to the Air Component Commander on foreign disclosure issues. The command FDO is responsible for

overall program oversight and training. All A-Staff and special staff elements and AOC/OCs are responsible for identifying and designating an FDO within their organization to adjudicate disclosure requests specific to their functional area and supported activities. FDOs provide the Air Component Commander, staff, and subordinate and supporting units with guidance on foreign disclosure policy, implementation, and requirements.

4.4.11.1. Serve as a member of the OPG.

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

4.4.12.1. Advise the A5 on the availability of the various types of contractors available in a contested environment.

4.4.12.2. Coordinate contracting force requirements in support of security cooperation events, exercises and CONPLANS/OPLANS.

4.4.12.3. Provide contracting functions, as delegated by the senior contracting official, and serve as the business advisor for purchasing, leasing, renting and otherwise obtaining supplies, equipment, services, and construction.

4.4.12.4. Issue contracting officer warrants as delegated by the senior contracting official.

4.4.12.5. Supervise the government purchase card program.

4.4.12.6. Serve as a member of the OPG.

4.4.12.7. Refer to AFI 64-105 for additional OCS roles and responsibilities.

4.4.13. Political Advisor (POLAD). The POLAD provides analysis and advice to the Air Component Commander on political perspectives and foreign policy positions on political-military issues. The POLAD responsibilities include:

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

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

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

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

4.5. Functional Advisors.

4.5.1. Director of Mobility Forces (DIRMOBFOR). The DIRMOBFOR is the Air Component Commander's designated coordinating authority for air mobility with all commands and agencies both internal and external to the JTF and serves as the primary interface for other air mobility operations occurring in theater. To ensure close coordination with the overall theater air effort, the DIRMOBFOR should establish direct liaison authority with USTRANSCOM, theater CCCR J4, and other elements of the joint deployment and distribution enterprise. The DIRMOBFOR coordinates with the AOC/OC's air mobility division for mobility issues. The

Air Component Commander may elect to establish a permanent DIRMOBFOR staff position or source from within their theater to meet provisional requirements, or the Air Component Commander may request the AMC commander nominate a DIRMOBFOR to meet provisional requirements. When unfilled, the air component's air mobility division chief may act as the DIRMOBFOR for daily operations when designated by the Air Component Commander. The DIRMOBFOR may also assist the A4 staff's logistic planning group (Refer to AFDP, 3-36, *Air Mobility Operations*, for further discussion.)

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

4.5.3. Commander, Installation and Mission Support Center (AFIMSC) Detachment. Provides liaison to AFIMSC for intermediate-level oversight, policy, and guidance for installation engineering, protection services, chaplain, legacy communications as well as logistical distribution, plans and transportation support in order to ensure installation and mission support capabilities. Provides, or obtains through reach-back support, subject matter expertise, analysis, recommendations, and advice for installation and mission support capabilities.

Chapter 5

AFFOR STAFF OPERATIONS

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

5.2. Operational Planning. The COMAFFOR uses the Joint Planning Process for Air found in Joint Publication 3-30, *Joint Air Operations* and AF Doctrine Publication 3-0, *Operations and Planning* to assist the Joint Force Commander in developing courses of action, staff estimates, CONOPS and plans to direct forces made available to accomplish missions. For crisis planning or execution, the Air Component Commander directs the OPG to explore the full range of adversary and friendly options and to analyze and compare friendly multi-domain capabilities. The AFFOR ensures both the OPG and long-range planning group engage in a collaborative manner with the AOC/OC and other components. Team composition (e.g., numbers, specialties, skill levels, etc.) is tailored to unique mission demands for theater and functional combatant commands.

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

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

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

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

5.2.3. Campaign Planning. The AFFOR staff is responsible for developing an Air Component Commander's campaign support plan and individual country support/country engagement plan that both support CDR theater campaign plans and include the enterprise related activities required to achieve theater and individual country objectives.

5.3. Operations. The Air Component Commander executes command and control of assigned/attached forces across the competition continuum (**Table 5.1.**). Responsibilities include:

- 5.3.1. Manage requirements for the CCDR's execution of force flow.
- 5.3.2. Provide timely total force accountability and force closure visibility at the tactical and operational level for all theater force bed down locations.
- 5.3.3. Ensure readiness of assigned/attached forces through exercises and assessments.
- 5.3.4. Provide oversight and guidance on the sustainment and resupply of assigned and attached forces.
- 5.3.5. Interface with AF commands as necessary to ensure assigned/attached forces are trained, organized, and equipped to conduct theater operations.
- 5.3.6. Develop integrated programs, policies, and guidance to execute CCDR force protection guidance.
- 5.3.7. Provide reach back support to deployed teams conducting security cooperation activities.

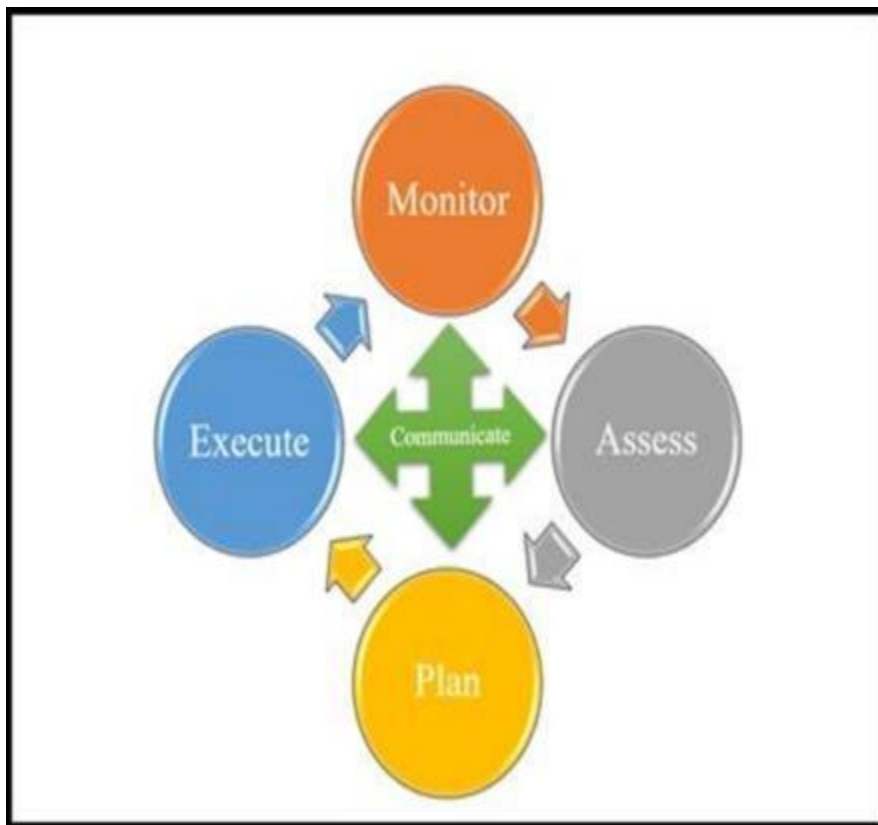
Table 5.1. Activities across the competition continuum.

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

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

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

Figure 5.1. Air Component Commander's decision cycle.



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

- 5.4.1.1.1. Commander's critical information requirements and requests for information.
 - 5.4.1.1.2. Operational situation.
 - 5.4.1.1.3. Critical subordinate unit actions.
 - 5.4.1.1.4. Critical supporting force actions.
 - 5.4.1.1.5. Protection information throughout the force (threat levels and threat warnings).
 - 5.4.1.1.6. Unit strength, current and projected.
 - 5.4.1.1.7. Adversary actions and reactions.
 - 5.4.1.1.8. Logistics status, current and projected.
 - 5.4.1.1.9. Status of national, theater, and organic intelligence and intelligence-related assets.
 - 5.4.1.1.10. Agile combat support capabilities.
 - 5.4.1.1.11. Status of communications systems (confidentiality, integrity, and availability).
 - 5.4.1.1.12. Monitor and evaluate progress of security cooperation activities.
- 5.4.1.2. Assess. The AFFOR staff evaluates progress in designated mission areas as measured against the plan to assess impact of events as they relate to overall mission accomplishment. These judgments allow the Air Component Commander and staff to determine where operational adjustments are necessary and serve as a catalyst for planning. Key tenets of the assessment process are:
- 5.4.1.2.1. Measuring the overall effectiveness of forces and capabilities during military operations, using measures of performance and measures of effectiveness.
 - 5.4.1.2.2. Assessing the progress toward accomplishing a task, creating an effect, or achieving an objective, using measures of performance and measures of effectiveness.
 - 5.4.1.2.3. Analyzing the security, effectiveness, and potential of an existing or planned intelligence activity.
 - 5.4.1.2.4. Judging the motives, qualifications, and characteristics of present or prospective enemy forces.
 - 5.4.1.2.5. The AFFOR staff assesses potential impacts to bed down decisions, impacts of time-phased force and deployment data, feasibility, and force closure estimates.
 - 5.4.1.2.6. Assesses the progress of security cooperation activities.
- 5.4.1.3. Plan. During planning, the commander and staff adjusts the current plan or develops a new plan with the purpose of successful completion of the broader mission. The Air Component Commander's planning guidance starts in the initiation phase and continues throughout the planning process, setting the conditions for successful plan development. It provides the staff insight into how the commander wants to plan and conduct operations. As the staff continues to plan, the commander provides additional

guidance such as refining courses of action, identifying items requiring further analysis, or modifying parts of the draft operation order. For more information on planning, refer to JP 5-0, *Joint Planning* and JP 3-30. The AFFOR staff is the critical linkage between the joint planning process (JP 5-0) and the air tasking cycle. The AFFOR staff works in close coordination with the AOC/OC strategy plans team during strategy development and other planning processes. AFFOR staff planning must enable and support the strategy and combat plans divisions' efforts, ensuring the plans are executable and sustainable from a service component perspective.

5.4.1.4. Execute. The execution process converts the commander's decisions into effective action by subordinate organizations. Execute functions may occur independently or in parallel with AOC/OC operations (e.g., execute plans such as force bed down). This direction is accomplished with the broader purpose of achieving the overall mission. The outputs of the execution process allow the Air Component Commander to direct actions to ensure that current orders and directives are completed as intended. The AFFOR staff supports operational missions by:

5.4.1.4.1. Guiding the air forces toward mission accomplishment.

5.4.1.4.2. Making recommendations to assign missions.

5.4.1.4.3. Executing courses of actions defined during planning.

5.4.1.4.4. Prioritize and allocate resources based on planning priorities.

5.4.1.4.5. Direct and adjust force laydown.

5.4.1.4.6. Synchronize out of theater support to the joint AOC/OC's intelligence efforts, transportation requirements, additional resources (to include aircraft, people and equipment).

5.4.1.4.7. Organize assigned and/or allocated/attached forces.

5.4.1.4.8. Synchronize/de-conflict the actions of subordinate commanders.

5.4.1.4.9. Synchronizing out-of-theater support for security cooperation efforts.

5.4.2. Air Component Commander's battle rhythm. The Air Component Commander's battle rhythm is a logical arrangement of boards, centers, cells, and working groups/activities with a clearly defined purpose and outcome. The Joint Force Headquarters establishes a battle rhythm and, within this, the Air Component Commander and subordinate commanders nest their battle rhythm. The battle rhythm is regulated by the flow and sharing of information that supports the commander's decision cycle. The Air Component Commander's battle rhythm consists of the scheduling of a series of meetings, report due times, and other activities. The AOC/OC director and AFFOR Staff chief/director of staff collaborate to develop a synchronized battle rhythm to provide the commander a timeline for receiving critical information to establish set decision points. The chief/director of staff is the OPR for managing the battle rhythm and knowledge management planning.

5.4.2.1. The AFFOR staff supports the Air Component Commander's battle rhythm by requesting information updates and providing data to:

5.4.2.1.1. Plan the most effective use of assigned, attached, and supporting forces to achieve the JFC's strategic, operational, and tactical objectives.

- 5.4.2.1.2. Deploy, bed down, and sustain forces when and wherever needed to conduct the full range of military operations.
 - 5.4.2.1.3. Disengage, redeploy, and reconstitute forces as needed.
 - 5.4.2.1.4. Submit reports based on situations and as required by Air Force directives.
 - 5.4.2.1.5. Conduct operational-level assessments to determine mission and overall effectiveness as required by the JFC to support the theater assessment.
 - 5.4.2.1.6. Develop course of action alternatives for the Air Component Commander.
 - 5.4.2.1.7. Develop service component course of action alternatives and supporting actions for the COMAFFOR.
 - 5.4.2.1.8. Communicate capabilities to fully integrate strategic and operational planning and execution processes to ensure consistency between intent and effect.
- 5.4.2.2. Boards, Bureaus, Centers, Cells, and Working Groups. Boards, bureaus, centers, cells, and working groups are regularly scheduled meetings, or as required, to coordinate actions in a cross- functional forum. These groups include representatives from within or outside a warfighting function and from other commands in some cases. Membership and composition of each meeting depends on the issue or mission at hand. The meeting is a control measure for regulating a specific action, process, or function and for formalizing routine staff work under a structured approach to support the organization's decision cycle.
- 5.4.2.2.1. Effective staff integration is achieved when functional expertise from across the staff and from external mission partners is brought together in direct support of the commander's decision requirements, working groups, operational planning teams and decision boards, leveraging the analytical capability of the entire staff and mission partners to support decision requirements. The use of such staff integrating elements (sometimes referred to as cross-functional organizations and events) makes staff coordination more routine; facilitates monitoring, assessment, and planning; and allows for the management of activities across the three event horizons (current operations, future operations, and future plans).
 - 5.4.2.2.2. The battle rhythm provides the cross-functional collaboration structure for managing the AFFOR's most important resources, the time and knowledge of the commander and staff. Coupling the battle rhythm with the staff integration process in both steady-state and crisis environments is the best solution for integrating and synchronizing tasks and processes toward completing the mission.

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

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

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

5.6. Air Component Commander Support Capabilities. Agile Combat Support. The AFFOR staff utilizes tools, systems, and processes to manage theater-wide apportionment, allocation, and distribution of resources in support of operational requirements. Agile combat support provides capabilities to support operational missions. At the tactical level, commanders and their staffs forecast the consumption of resources associated with conducting operations over extended distance and time. Agile combat support systems support each phase of the operation and provide a key component of AFFOR staff support. If required, the Air Component Commander should identify an organization on the air component to lead agile combat support integration and synchronization.

5.7. AFFOR Continuity of Operations (COOP) Requirements. AFFOR staffs will ensure COOPs are established and meets the following requirements:

5.7.1. Appoint a COOP Program Manager (PM) responsible to the organizations' Commander for COOP. **(T-1)**

5.7.2. Develop and publish a viable and executable COOP. **(T-0)** It is acceptable for a HQ staff/subordinate unit to incorporate their Mission Essential Functions (MEFs)/plan information into a consolidated higher organization's plan.

5.7.3. Review, validate, and update COOP every two years. **(T-0)**

5.7.4. Ensure all individuals designated in the COOP to relocate as part of the COOP are fully qualified, informed, and ready to accomplish MEFs with no advance notice. **(T-3)** Functional commanders will include requirements for emergency operations in the contract Performance Work Statement (PWS) for contractors, if necessary. **(T-3)**

5.7.5. Ensure civilians who support COOP MEFs accept COOP responsibilities and that position descriptions reflect COOP requirements, to include necessary security clearances. **(T-3)** In order to accommodate COOP staff turnover, COOP responsibilities may be incorporated into position description addendums and associated with core position descriptions as appropriate.

5.7.6. Exercise COOP in accordance with DAFI 90-302. COOP exercises should include a test of ability to operate across a wide range of functions (e.g., personnel, intelligence, operations, logistics, civil engineering, and force protection) in a degraded cyber environment.

5.7.7. Encourage use of the COOP Self-Assessment Communicator in MICT in accordance with AFI 90-302.

5.7.8. Ensure that continuity programs are adequately planned, programmed, and budgeted. **(T-0)**

5.7.9. Establish a COOP working group to help facilitate MEF/COOP requirements and to ensure COOP planning includes tenant organizations and is documented in support agreements. **(T-3)**

5.7.10. For additional guidance to include writing plans, identifying, and assessing mission essential functions and other COOP requirements, please refer to DAFI 10-208. For SCC specific guidance, please refer to the SCC or Air Force Institutional Command Supplements listed below:

5.7.10.1. DAFI10-208_ACCSUP

5.7.10.2. DAFI10-208_AFGSCSUP

5.7.10.3. DAFI10-208_AFRCSUP

5.7.10.4. DAFI10-208_AFSOCSUP

5.7.10.5. AFI10-208_AMCSUP_I

Chapter 6

AFFOR STAFF READINESS AND TRAINING

6.1. General. This chapter provides guidance for the Air Component and its ARC aligned units. It establishes training practices, management criteria, and administrative practices required for personnel to achieve and maintain AFFOFR staff certifications. For the purposes of training, the AFFOR staff is not considered a weapon system.

6.1.1. The following offices are responsible for approving AFFOR staff training objectives: AFGSC/A3O; AFSOC/A3O; AMC/A3C; PACAF/CSK; USAFE-AFAFRICA/CST; AFNORTH /A9T; 7 AF (AFKOR)/A3T; AFSOUTH/A3T and AFCENT/A37 in coordination with ACC/A3C.

6.1.2. The NGB/A3C is the OPR for Air National Guard training and AFRC/A3M (MAF), A3D (CAF), A3J (SOF), A3O (Ops), and A10O (Nuclear) are OPRs for Air Force Reserve training. Training requirements should be based on the gaining air component's training programs.

6.1.3. Due to the nature of their organizational structure and differing processes, functional AFFOR component staff training program requirements should be addressed in functional SCC/unit supplements. Refer to [Attachment 3](#) for the AFFOR Master Training Task List.

6.2. AFFOR Staff Training. The AFFOR training program is sequentially phased and structured using three training tracks based on an individual's rank or equivalent civilian positions. Completion of the program is required to attain and maintain certification status. Training phases are initial certification training (ICT), mission certification training (MCT), and continuation training. Training tracks are Basic (E-1 to E-5 and O-1 to O-2), Intermediate (E-6 to E-9 and O-3 to O-5), and Senior Leader (O-6). AFFOR staff members initiate ICT by the 45th day of assignment and must complete ICT no later than 180 days after assignment to the AFFOR staff (RegAF) and 365 days for ARC. **(T-2)**

6.2.1. Deployers tasked to support an AFFOR Staff must complete applicable computer-based training NLT 30 days upon arrival.

6.2.2. Designated "A staff" personnel (A4, A5, A8) should attend Joint Capabilities Integration and Development System training provided by the Defense Acquisition University.

6.2.3. Initial Certification Training (ICT). ICT is the first phase of the AFFOR staff training program designed to provide baseline knowledge on operational level planning and AFFOR staff functions in order to provide the Air Component Commander with specialized expertise to support operational missions and activities.

6.2.3.1. ICT Requirements:

6.2.3.1.1. Complete the applicable on-line AFFOR staff training courses on MyLearning. Refer to [Attachment 4](#) for direct links to training.

6.2.3.1.2. Basic Track (E-1 to E-5 and O-1 to O-2): Complete the on-line Fundamental AFFOR training course (FAC) on MyLearning.

6.2.3.1.3. Intermediate Track (E-6 to E-9 and O-3 to O-5). Complete the on-line AFFOR Staff Officer training course (ASO) on MyLearning.

6.2.3.1.3.1. In addition to the ASO referenced in 6.2.3.1.3, AFFOR staff personnel in the ranks of O-4 to O-5/civilian equivalents and Senior Non-Commissioned Officers (SNCOs)/civilian equivalents filling supervisory/leadership positions must attend Intermediate AFFOR Leader Course (IALC) to obtain ICT. **Note:** Completion of AFFOR Staff Officer training course (ASO) via MyLearning is a mandatory prerequisite for attending IALC. **Exception:** AFFOR Intermediate Staff Course (AISC) graduates and/or personnel that have completed ICT as of the date of this publication are not required to complete IALC.

6.2.3.1.3.2. Select CMSgts nominated by leadership may attend Air Component Senior Leaders Course (ACSLC).

6.2.3.1.4. AFFOR Senior Leader Track (O-6).

6.2.3.1.4.1. AFFOR staff personnel in the rank of Colonel and civilian equivalents will take FAC or ASO to satisfy ICT requirement.

6.2.3.1.4.2. In addition to 6.2.3.1.4.1, AFFOR senior leaders in the rank of Colonel/civilian equivalents filling Chief of Staff and director positions must attend ACSLC to satisfy ICT requirement.

6.2.3.1.5. ICT is mandatory for ARC aligned personnel to ensure units are trained to integrate with an AF component headquarters. ARC personnel will complete the applicable on-line AFFOR staff training courses on MyLearning. **(T-3)**

6.2.4. Mission Certification Training (MCT).

6.2.4.1. Definition. MCT is theater-specific training or functional training designed to prepare the AFFOR staff to accomplish air component assigned missions. In addition, MCT provides training in those processes and functions identified in **Chapter 4** of this AFI. Air component OPRs listed in **paragraph 6.1.1** are responsible for the SCC mission certification-training program. NGB and AFR are offices of primary responsibility for ARC training (**paragraph 6.1.2.**).

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

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

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

6.2.4.4.1. Contingency Wartime Planning Course, intermediate track for A-Staff A4 and designated A2, A6, A3 and A5 personnel, and for general planners.

6.2.4.4.2. Joint Air Operations Planning Course, for A-Staff A4, A5, designated A2, A3 and A6 personnel, and for general planners. **Note:** Officer and enlisted members are eligible for award of the USAF operations staff planner special experience identifier

after completion of Contingency Wartime Planning Course, Joint Air Operations Planners Course, and Joint Air Operations Course with War Planning and Policy Division (AF/A3OD) approval. Consideration for the award will also be made for graduates of the School of Advanced Military Studies, the School of Advanced Warfighting, or the Maritime Advanced Warfighting School. **(T-1)**

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

6.2.4.4.4. Command & Control Warrior Advanced Course (C2WAC) is for lead planners. This advanced, multi-domain, integration course trains air component headquarters personnel how to plan and execute air component operations at the operational level to meet Joint Force Commander (JFC) requirements. Successful completion of C2WAC supports designation as a USAF “Operational Warfare Planner” and award of the “A” AFSC prefix for officers and “M” prefix for enlisted.

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

6.2.4.5.1. Start MCT for ARC not later than 90 days after ICT and ensure completion not later than 365 days after training start.

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

6.2.4.5.3. MCT is complete when all unit training requirements are met.

6.2.5. Continuation Training.

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

6.2.5.2. Continuation training accomplishes two purposes: maintaining AFFOR staff certification (MCT status) and expanding operational level knowledge and C2 skills. Continuation training is the Air Component Commander’s tool to ensure that the AFFOR staff is prepared to support the CDR and Air Component Commander as required at all times.

6.2.5.3. AFFOR staff and mission certified ARC personnel must participate in annual exercises. **(T-2)** This requirement may be met by participating in a real world mobilization or planning event in an AOC/OC or AFFOR staff position or by attending an in-residence course listed in **paragraph 6.2.3.4.2** through **paragraph 6.2.3.4.4.**

6.2.5.4. Continuation training timeline.

6.2.5.4.1. Continuation training requirements should begin no later than 30 days after the individual is AFFOR staff certified. Members must complete CT within 1 year and accomplish CT each additional year thereafter.

6.2.5.4.2. Additional continuation training requirements for AFFOR staff should be addressed in unit/SCC supplement.

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

6.2.6. Training Exceptions.

6.2.6.1. Individual Training Waivers. AF/A3T delegates individual training waiver authority to AFGSC/A36; AFSOC/A3; AMC/A3; PACAF/CS; USAFE-AFAFRICA/CST, AFCENT/A3, AFNORTH/A9, AFSOUTH/A3 and ACC/A3. ARC aligned units submit individual training waivers through NGB/A3C or AFRC/A3M (MAF), A3D (CAF), A3J (SOF), A3O (Ops), or A10O (Nuclear). Reserve and Guard component commanders are the approval authority for initial certification, mission certification and continuation training.

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

6.3. Training Documentation.

6.3.1. AFFOR Staff Documentation. Document all training and maintain training records to include the following milestones: date assigned station, upgrade training start and completion dates, ICT and MCT start and completion dates, deployment dates and continuation training dates to include exercises, operations and formal school completion dates, and any other significant training dates. **(T-2)** ARC units maintain their own records.

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

6.3.3. Use the official memorandum format established in Department of the Air Force Handbook (DAFH) 33-337, *Tongue and Quill*, for mandatory reporting.

6.4. SCC OPR Reportable Items.

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

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

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

Chapter 7

AFFOR STAFF OPERATIONS, READINESS, AND STRUCTURES SUPPLEMENT

7.1. General. This chapter is reserved for units with assigned or aligned AFFOR staffs, to publish a supplement or field instruction to this publication. Air components that support functional AOC/OC are encouraged to publish supplements and/or field instructions to this publication to be included in this chapter. Forward copies to respective SCC/A3 and ACC/A3C for review and approval. Differences identified in a supplement or field instruction only apply to that AFFOR staff and any aligned ARC AFFOR staff unit. Publish in accordance with DAFI 90-161. Procedures in the field instruction or supplement should not be less restrictive than those contained elsewhere in this instruction. Include a statement in the opening paragraph of the field instruction advising the reader that it further implements and is incomplete without AFI 13-103, *AFFOR Staff Operations, Readiness and Structures*. The field instruction is not intended to be a single-source document for procedures contained in other official publications, directives, or regulations. Avoid unnecessary repetition of guidance provided in other official publications; however, reference to those publications is acceptable when it serves to facilitate location of information necessary for local operating procedures. Follow instructions on page 1 of this AFI for approval/distribution of field instruction.

7.2. Organization. The sample outline below should be used to develop air component supplements to this AFI:

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

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

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

Code of Federal Regulations, Title 22, Foreign Relations, 8 January 2024

DoDM5200.01V1_AFMAN16-1404V1, Information Security Program: Overview, Classification and Declassification, 6 April 2022

DoDM5200.01V2_AFMAN16-1404V2, Information Security Program: Marking of Classified Information, 7 January 2021

DoDM5200.01V3_AFMAN16-1404V3, Information Security Program: Protection of Classified Information, 12 April 2022

DoDMAN5200.02_DAFMAN16-1405, Department of the Air Force Personnel Security Program, 1 August 2018

JP 3-0, Joint Campaign and Operations, 18 June 2022

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

JP 3-33, Joint Task Force Headquarters, 9 June 2022

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

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

JP 5-0, Joint Planning, 1 December 2020

CJCSI 3150.25H, Joint Lessons Learned Program, 30 December 2021

CJCSM 3150.25B, Joint Lessons Learned Program, 12 October 2018

HAFMD 1-16, Deputy Under Secretary of The Air Force, International Affairs, 13 September 2022

AFDP, 3-0, Operations and Planning, 4 November 2016

AFDP, 3-36, Air Mobility Operations, 28 June 2019

AFDP 3-84, Legal Support, 24 January 2020

DAFPD 10-25, Emergency Management Program, 6 February 2024

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

AFPD 16-7, Special Access Programs, 21 November 2017

DAFPD 84-1, Department of The Air Force History and Heritage Management, 26 July 2021

AFI 10-201, Force Readiness Reporting, 5 June 2024

DAFI 10-208, Continuity of Operations (COOP) Program, 12 May 2023

AFI 10-401, Operations Planning and Execution, 19 July 2024

AFI 10-405, Ready Airman Training, 28 August 2023

AFI 10-1301, Air Force Doctrine Development, 26 April 2023

AFI 10-1302, Air Force Lessons Learned Program, 30 July 2019
DAFI 10-2501, Emergency Management Program, 16 October 2023
DAFI 14-404, Intelligence Oversight, 23 January 2025
DAFI 16-1401, Information Protection Program, 3 February 2023
DAFI 16-1402, Insider Threat Program Management, 10 May 2024
AFI 33-322, Records Management and Information Governance Program, 23 March 2020
DAFI 36-2110, Total Force Assignments, 2 August 2021
DAFI 36-2670, Total Force Development, 25 June 2020
DAFI 36-3002, Casualty Services, 4 February 2021
AFI 38-101, Manpower and Organization, 29 August 2019
AFI 64-105, Contingency Contracting Support, 1 October 2020
DAFI 84-101, Aerospace Historian Responsibilities and Management, 16 March 2023
DAFI 84-103, Department of the Air Force Heritage Program, 12 May 2021
DAFI 84-105, Organizational Lineage, Honors, and Heraldry, 17 June 2021
DAFI 90-160, Publications and Forms Management, 14 April 2022
DAFI 90-301, Inspector General Complaints Resolution, 4 January 2024
DAFI 90-302, The Inspection System of the Department of the Air Force, 15 March 2023
AFI 90-401, Relations with Congress, 15 September 2020
DAFI 91-202, The US Air Force Mishap Prevention Program, 12 March 2020
AFMAN 10-206, Operational Reporting (OPREP), 18 June 2018
AFMAN 24-604, Preparing Hazardous Materials for Military Air Shipments, 9 October 2020
Department of the Air Force Handbook 33-337, Tongue and Quill, 27 May 2015

Prescribed Forms

None

Adopted Forms

DAF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

A1—Manpower, Personnel, and Services

A2—Intelligence Surveillance & Reconnaissance

A3—Operations, Plans and Requirements

A4—Logistics, Engineering, and Force Protection Directorate

A5—Strategy, Integration and Requirements

A6—Communications
A8—Strategic Plans and Programs
A9—Studies, Analyses, Assessments, and Lessons Learned
ACC—Air Combat Command
AE—Aeromedical Evacuation
AETC—Air Education and Training Command
AF—Air Force
AFDP—Air Force Doctrine Publication
AF JWICS—Air Force Joint Worldwide Intelligence Communications System
AFAFRICA—Air Forces Africa
AFCYBER—Air Forces Cyber
AFFOR—Air Force Forces
AFFOR/SE—Air Force Forces Chief of Safety
AFGSC—Air Force Global Strike Command
AFI—Air Force Instruction
AFIMSC—Air Force Installation and Mission Support Center
AFKOR—Air Forces Korea
AFNORTH—Air Forces Northern
AFPC—Air Force Personnel Center
AFR—Air Force Reserve
AFRC—Air Force Reserve Command
AFSOC—Air Force Special Operations Command
AFSOUTH—Air Forces Southern
AFSTRAT—Air Forces Strategic-Air
AFSVC—Air Force Services Center
AMC—Air Mobility Command
AMD—Air Mobility Division
AOC—Air Operations Center
AOR—Area of Responsibility
ARC—Air Reserve Component
ATF—Air Task Force
C2—Command and Control

C2WAC—Command and Control Warrior Advanced Course
CBRNE—Chemical, Biological, Radiological, Nuclear and High-Yield Explosives
CCDR—Combatant Commander
CCMD—Combatant Command
C-NAF—Component Numbered Air Force or Component Named Air Force
COMAFFOR—Commander, Air Force Forces
COD—Combat Operations Division
COOP—Continuity of Operations
CPD—Combat Plans Division
CUI—Controlled Unclassified Information
DIRCYBERFOR—Director of Cyber Forces
DIRMOBFOR—Director of Mobility Forces
FAM—Functional Area Manager
FDO—Foreign Disclosure Officer
HA/DR—Humanitarian assistance/disaster relief—Chaplain Corps
HO—Historian
HQ—Headquarters
IALC—Intermediate AFFOR Leader Course
ICT—Initial Certification Training
IG—Inspector General
IP—Information Protection
ISR—Intelligence, Surveillance and Reconnaissance
ISRД—Intelligence, Surveillance and Reconnaissance Division
IW—Information Warfare
J-GSOC—Joint-Global Strike Operations Center
JFACC—Joint Forces Air Component Commander
JFC—Joint Force Commander
JP—Joint Publication
JTF—Joint Task Force
MCT—Mission Certification Training
NGB—National Guard Bureau
NORAD—The North American Aerospace Defense Command

OC—Operations Center
OCS—Operational Contract Support
OIE—Operations in the Information Environment
OPG—Operational Planning Group
OPR—Office of Primary Responsibility
PA—Public Affairs
PACAF—Pacific Air Forces
POLAD—Political Advisor
RegAF—Regular Air Force
RFI—Request for Information
SAF—Secretary of the Air Force (Office Symbol)
SCI—Sensitive Compartmented Information
SCC—Service Component Command
SE—Safety
SRD—Strategy Division
USAF—United States Air Force
USAFCENT—United States Air Forces Central
USAFE—United States Air Forces in Europe
USAFRICOM—United States Africa Command
USCENTCOM—United States Central Command
USCYBERCOM—United States Cyber Command
USEUCOM—United States European Command
USFK—United States Forces Korea
USINDOPACOM—United States Indo-Pacific Command
USNORTHCOM—United States Northern Command
USSOCOM—United States Special Operations Command
USSOUTHCOM—United States Southern Command
USSPACECOM—United States Space Command
USSTRATCOM—United States Strategic Command
USTRANSCOM—United States Transportation Command

Office Symbols

ACC/A1—Directorate of Manpower and Personnel, Personnel Division

ACC/A3—Directorate of Air and Space Operations

ACC/A3C—Director of Spectrum, Information, and Cyber Effects Operations

ACC/A589 A5/2C—C2ISR Enterprise Division

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

AF/A2/6C—Deputy Chief of Staff for Intelligence, Surveillance, Reconnaissance and Cyber Effects Operations

AF/A3—Deputy Chief of Staff for Operations

AF/A3O—Director of Current Operations

AF/A3OD—War Planning and Policy Division

AF/A3T—Director of Training and Readiness

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

AF/A5/7S—Director of Concepts and Strategy, Deputy Chief of Staff for Strategy, Design, and Requirements

AF/HO—Air Force Historian

ANG A3/10—Air National Guard Operations Directorate

ANG/A3C—Air National Guard Operations Division

SAF/AA—Administrative Assistant to the Secretary

SAF/CN—DAF Chief Information Officer

SAF/HC—Chief of Chaplains

SAF/HCP—Chief of Chaplains, personnel, budget and readiness

SAF/IA—Air Force International Affairs

SAF/PA—Air Force Public Affairs Agency

Terms

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

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

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

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

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

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

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

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

Geospatial Engineering—Engineering capabilities and activities that contribute to a clear understanding of the physical environment by providing geospatial information and services to commanders and staffs.

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

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

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

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

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

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

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

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

Service Component Command (SCC)—A major subdivision of the AF that is assigned a major part of the AF mission. An SCC is directly subordinate to Headquarters US Air Force. Most SCCs have the word “command” as part of their designation. SCC headquarters are management headquarters and thus have the full range of functional staff. Several of ACC’s Component Numbered Air Forces (C-NAFs) have been elevated to SCCs.

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

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

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

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

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

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

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

Attachment 2

AFFOR STAFF EDUCATION AND TRAINING COURSES

A2.1. AFFOR staff education and training are designed to prepare AFFOR staff and senior leaders for their roles and responsibilities as indicated. AFFOR staff training consists of education and training online courses, mobile training teams, tailored training and on-the-job training with applicable SMEs, classroom academics, self-study, and practice as necessary.

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

DESCRIPTION
Computer Based Training: AFFOR Initial Certification Training (ICT) is accomplished via completion of one of two computer-based training (CBT) modules, depending on rank. Component commands may specify additional training. Fundamentals AFFOR Course (FAC): E-1 to E-5, O-1 and O-2, civilian equivalents AFFOR Staff Officer Training Course (ASO): E-6 to E-8, O-3 to O-5, civilian equivalents Note: Senior leaders in the rank of O-6 will take FAC or ASO to satisfy ICT requirement. CMSgts will accomplish ASO to satisfy ICT requirement.
Intermediate AFFOR Leader Course (IALC). Develops the skills necessary to execute warfighting headquarters staff responsibilities on behalf of the COMAFFOR as part of the Air Force component in support of JFC objectives. IALC is included in Initial Certification Training (ICT) for O-4 to O-5s, senior NCOs, and civilian equivalents in leadership or supervisory positions assigned to, or in support of, an Air Force Component Headquarters AFFOR Staff.
Air Component Senior Leader Course (ACSLC). Purpose is to educate, and train selected military and civilian personnel to serve in a USAF Air Component Command headquarters as senior staff for the Commander, Air Force Forces (COMAFFOR) and Joint Force Air Component Commander (JFACC). Upon successful completion of the course, personnel will understand and be able to employ joint command relationships, command and control (C2) of joint fires and targeting, the joint air tasking cycle, AFFOR staff organizational roles and responsibilities, and force presentation in a dynamic, multidomain environment to meet national security strategy challenges for the joint force.
Command & Control Warrior Advanced Course (C2WAC). 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 Joint Force Commander (JFC) requirements. The course uses the Joint Planning Process for Air (JPPA) 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 C2WAC supports designation as a USAF “Operational Warfare Planner” and award of the “A” AFSC prefix for officers and “M” prefix for enlisted.

Joint Air Operations Planning Course (JAOPC). This course is designed to educate Airmen from joint or supporting air component commands in the fundamental concepts, principles, and doctrine required to develop the air portion of a joint / combined campaign plan.

Contingency Wartime Planning Course (CWPC). A 10-day course that produces skilled air logistics planners who understand the art and science of contingency wartime planning as part of a joint operation. Graduates learn to be multi-faceted planners capable of fostering and providing critical thinking skills as they learn to apply the Joint Planning Process (JPP). Additionally, graduates learn about Joint All Domain Operations, mobilization, security cooperation, expeditionary site planning and sustainment, multi-capable airman considerations, command relationships, and other key doctrinal principles.

Joint Task Force Staff Basic Course (JTFSBC). A tailorable, doctrine-based framework for USAF personnel and HQ elements selected to be deployed and/or employed as a JTF HQ. The course addresses several educational needs that are not available in a single, “just in time” format elsewhere and prepares selected Air Force personnel to rapidly transition with their counterparts to an operational-level JTF mission and lead within the JTF HQ Staff. The curriculum is focused on processes, activities and tasks performed by JTF HQ staff with lesson materials derived from established JTF HQ Joint Mission Essential Tasks (determined by Joint Staff J7).

Air Component Special Technical Operations Planners Course (ACSTOPC). Provides education and training on STO doctrine; AOC organization and processes; STO manning; program indoctrination; personnel security; STO roles and responsibilities within the Air Component Headquarters; and STO-specific requirements and applications. The course covers how to plan and integrate STO capabilities into an AOC. Training consists of academic lectures, guided discussions, demonstrations, performance evaluations, and a comprehensive end-of-course exercise.

(AMC Staff Only) Mobility Air Force Forces Intermediate Staff Course (M-AISC). The Mobility Air Force Forces Intermediate Staff Course (M-AISC) establishes foundational student knowledge for Mobility Air Force Forces (AFFOR) Intermediate Staff personnel conducting and supporting operational-level planning and execution. Lessons are designed to develop skills necessary to execute warfighting staff responsibilities.

(AMC Staff Only) Mobility Air Forces (MAF AFFOR) Senior Staff Course (M-ASSC)
The Mobility Air Force, Air Force Forces (MAF AFFOR) Senior Staff Course establishes foundational student knowledge for MAF AFFOR Senior Staff personnel conducting and supporting operational-level activities with a focus on senior-level decision-making responsibilities and considerations. Open discussions are designed to develop skills necessary to facilitate warfighting staff responsibilities.

Joint Operation Planning and Execution System Support Personnel Course (JSPC). This is a course designed for Joint Operation Planning and Execution System support personnel who use Joint Operation Planning and Execution System information technology applications in support of the joint planning and execution process. Students are taught to build, modify, and delete time-phased force and deployment data requirements, and participate in time-phased force and deployment data validation. The Joint Operation Planning and Execution System Support Personnel Course includes considerable hands-on practical exercises and reinforcement questions that provide the students with the opportunity to learn how Joint Operation Planning and Execution System applications and procedures are used in response to a crisis.

USAF Steady-State Campaign Support Planning Course. This online course prepares AFFOR staff planners to develop strategy, and design, plan, prepare, execute, and assess steady-state operations and activities in support of combatant command campaign plans. Steady-state operations include Joint, Service, and multinational exercises, as well as security cooperation activities that build partner capacity, enhance international relationships, secure contingency, and peacetime access, and promote interoperability.

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

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

<https://intelshare.intelink.gov/sites/aoc/a3c/affor/AFFOR%20Training/Forms/AllItems.aspx?View=%7B7BC3D471%2D3EEE%2D4F5E%2DB5A4%2DE956E8501A37%7D>

OPR: ACC/A3C

Attachment 4
GLOSSARY OF LINKS

Figure A4.1. Glossary of Links.

705 TRS Portal Page:

Site: <https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC13374A0FB5E044080020E329A9>

Enlisted and Officer Assignments Personnel Processing Codes:

Site: <https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA08300000001YGCAY>

AF Officer Classification Directory:

Site: <https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA0t0000000w1CzCAI>

AF Enlisted Classification Directory:

Site: <https://myfss.us.af.mil/USAFCommunity/s/knowledge-detail?pid=kA0t0000000w1DpCAI>

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

Site:

<https://intelshare.intelink.gov/sites/aoc/a3c/affor/AFFOR%20Training/Forms/AllItems.aspx?View=%7B7BC3D471%2D3EEE%2D4F5E%2DB5A4%2DE956E8501A37%7D>

MyLearning:

AFFOR Staff Officer Training Course:

Site: <https://lms-jets.cce.af.mil/moodle/course/view.php?id=14976>

Fundamental Air Force Forces (AFFOR) Course

Site: <https://lms-jets.cce.af.mil/moodle/course/view.php?id=13558>

Attachment 5

COURSE ATTENDANCE MATRIX

Figure A5.1. Course Attendance Matrix.

Generic AFFOR Staff (rank/position appropriate training) Basic (E-1 thru E-5, O-1 and O-2) Intermediate (E-6 thru E-9, O-3 thru O-5) Senior (O-6)	ICT FAC PDS:23T	ICT ASO PDS:23U	IALC PDS:134	C2WAC PDS:1ZZ	ACSLC PDS: 2U5	JAOPC PDS:W1B	CWPC PDS: 82U
Command Section							
Chief of Staff (O-6/O-5)					M		
Select CMSGts (E-9)		M ²	M ²		D ¹		
A1-A9, Personal Staff							
Staff Directors (O-6, O-5)					M		
Deputy Staff Directors (O-5 and below)		M ²	M ³		D		
Team supervisors / leaders		M ²	M ³	D ²	D ⁴		
A1							
Directorate Members	M ¹	M ²	D ³		D ⁴		
A2							
Directorate Members	M ¹	M ²	D ³		D ⁴	D ¹	D ¹
A3							
Directorate Members	M ¹	M ²	D ³		D ⁴	D ¹	D ¹
A4							
Directorate Members	M ¹	M ²	D ³		D ⁴	D ¹	D
A5							
Directorate Members	M ¹	M ²	D ³		D ⁴	D ¹	D ¹
A6							
Directorate Members	M ¹	M ²	D ³		D ⁴	D ¹	
A8							
Directorate Members	M ¹	M ²	D ³		D ⁴		
A9							
Directorate Members	M ¹	M ²	D ³		D ⁴		
Personal Staff							
All members	M ¹	M ²	D ³		D ⁴		
Functional Advisers							
DM4		M ²	D ³		D ⁴		
DC4		M ²	D ³		D ⁴		
Cross-Directorate Functional Teams / Specific Positions or Expertise							
OPG/OPT members (led by A3)	M ¹	M ²	M ³	D ²			
LRPG/LRPT members (led by A5)	M ¹	M ²	M ³	D ²			
Security cooperation	M ¹	M ²	M ³				
General planners	M ¹	M ²	M ³			D	D
JA	M ¹	M ²	M ³		M ⁴		
Attendance Legend							
M - Mandatory							
M ¹ - Mandatory E-1 to E-5, O-1 to O-2, GG/GS-7 to -9							
M ² - Mandatory E-6 to E-9, O-3 to O-5, GG/GS-11 to -14							
M ³ - Mandatory O-4, O-5, SNCO, GG/GS-11 to -14 in team lead/supervisory positions							
M ⁴ - Mandatory O-6s/Staff Judge Advocate							
D - Desired							
D ¹ - Designated individuals							
D ² - Team leads							
D ³ - O-5 and below							
D ⁴ - O-6 and GS-14/15							
Course Legend							
ICT - AFFOR CBT Series - FUN PDS:23T							
ICT - AFFOR CBT Series - ASO PDS:23U							
IALC - Intermediate AFFOR Leader Course PDS:134; O-4 to O-5, E-6 to E-9, GG/GS-11 to -14 in team supervisory / leadership position							
C2WAC - Command & Control Warrior Advanced Course PDS:1ZZ; E-6 through E-8, O-3 through O-5, or GS-12 through GS-14							
ACSLC - Air Component Senior Leader Course PDS: 2U5; O-5 through O-7; select E-9s; GS-14 through SES; dependent on position							
JAOPC - Joint Air Operations Planning Course (MCADRE003) PDS:W1B; O-3 to O-5, Senior NCOs							
S2CSPC - USAF Steady-State Campaign Support Planning Course (MCADRE011) PDS:1VC; E-7 to O-5							
CWPC - Contingency Wartime Planning Course (MCADRE002) PDS:82U; E-5 to O-5							

