Air Component Commander
(COMAFFOR / C/JFACC / AADC / ACA)
Handbook

April 2023

AIR COMPONENT COMMANDER HANDBOOK

PRODUCED BY: 705 TRS/DOA

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SUMMARY OF CHANGES

This is the first publication of the Air Component Commander Handbook. This handbook replaces and combines the former *Commander's Handbook for the COMAFFOR* and *Commander's Handbook for the JFACC.*

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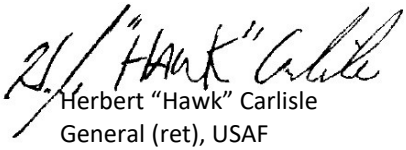
FOREWORD

This handbook provides a quick "spin-up" resource for Air Component Commanders, be it for an exercise, wargame, or real-world operation. It is meant to provide you a resource to be more effective as you navigate the practical reality of air component command.

The Air Force established the terminology of the Air Component Commander to describe the combined roles of the COMAFFOR and C/JFACC. Multi-hatting a single individual with many roles is the most common organizational structure and the proven best practice for command and control of air operations in a joint or combined force.

This handbook along with the JPPA Handbook is a condensed and easy to reference compendium of practical guidance on the Command of an Air Component. It highlights insights, challenges, and issues observed across all AORs and provides helpful information, relevant food for thought, and keys to success. These were gathered through the personal experiences of Senior Mentors, observed recent trends, Air Force and Joint Doctrine, federal law (10 USC), policy and lessons garnered during operations, exercises, and combat operations at the operational level of war.

As the Air Component Commander, you have certain authorities and responsibilities that must be executed in varying time frames and across a wide spectrum of operations. This quick reference tool is to assist you in all your hats (COMAFFOR, C/JFACC, AADC, ACA, EACA, etc.) as you lead your C-MAJCOM/C-NAF headquarters.



Herbert "Hawk" Carlisle
General (ret), USAF
Senior Mentor

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INTRODUCTION

"Tomorrow's Airmen are more likely to fight in highly contested environments and must be prepared to fight through combat attrition rates and risks to the nation that are more akin to the World War II era than the uncontested environment to which we have since become accustomed."

- **Gen C.Q. Brown, Jr., CSAF #22**

Conflicts in the early 2000s saw "air superiority" as a foregone conclusion. Many habits, lessons learned, and assumptions garnered from our combat in the Wars on Terror do not apply to the "peer" fight. Future global conflict will span a majority (if not all) of our combatant commands (CCMD). Happenstance and cardinal headings are no longer sufficient for contemporary challenges. Master all "warfighting hats" and work daily to prepare the entire air component for peer/near-peer conflict.

NOTES

CHAPTER ONE

TERMS YOU NEED TO KNOW

COMMANDER TERMS

Air Component Commander. "The Air Force organizes, trains, and equips forces to be an air component to a JFC. The Air Component Commander's administrative authorities are derived from Title 10, U.S. Code and exercised as the COMAFFOR. The Air Component Commander's operational authorities are delegated from the JFC and exercised as both the COMAFFOR, over Air Force Forces, and as the C/JFACC, over joint air forces made available for tasking. This duality of authorities is expressed in the axiom: Airmen work for Airmen and the senior Airman works for the JFC. Because of airpower's potential to directly affect the strategic and operational levels of warfare, it should be commanded by a single Airman--the Air Component Commander. An Airman is uniquely suited to determine the proper theater-wide balance between offensive and defensive air operations, and among strategic, operational, and tactical applications to best accomplish the JFC's objectives." (AFDP 1)

Commander, Air Force Forces (COMAFFOR). The single Air Force commander of an Air Force Service component command assigned or attached to a Joint Force Commander (JFC) at the unified CCMD, subordinate unified command, or Joint Task Force (JTF) level. The COMAFFOR is a warfighter responsible to the JFC for organizing, training, equipping, sustaining, and employing USAF forces. The COMAFFOR normally exercises operational control (OPCON) over the AFFOR as delegated by the JFC and administrative control (ADCON) as assigned via G-series orders by the Air Force Service chain of command. There is no other commander in the operational branch of the chain of command between the COMAFFOR and the JFC.

Combined/Joint Force Air Component Commander (C/JFACC). The commander of a functional component command established by a JFC to provide unity of command and unity of effort for joint air operations. Normally, the JFC will designate the Service component commander with the preponderance of forces to be tasked and the ability to C2 the joint air effort as the functional component commander-- normally the COMAFFOR serves as the C/JFACC. The JFC delegates tactical control (TACON) over joint air forces made available for tasking to the C/JFACC. The JFC generally assigns the C/JFACC as the AADC and ACA because the three positions are integral to one another.

Area Air Defense Commander (AADC). "The JFC designates an AADC with the authority to plan, coordinate, and integrate overall joint force defensive counter air (DCA) operations. An integrated air defense system (IADS) is normally established by the AADC for DCA with the Combined/Joint Air Operations Center (C/JAOC) leading its operation. With the support of the component commanders, the AADC develops, integrates, and distributes a JFC-approved joint area air defense plan (AADP). As approved by the JFC, the AADC may designate the commander, Army Air and Missile Defense Command (AAMDC), as a deputy area air defense commander (DAADC) for air missile defense (AMD) in support of the AADC for DCA operations. DAADC responsibilities include assisting in AADP development, integrating respective component and multinational AMD into DCA operations" (JP 3-01). For theater-level integrated air and missile defense (IAMD), offensive counter air (OCA) attack operations are commanded by the C/JFACC and DCA is commanded by the AADC. The C/JFACC is responsible for integration between the offensive and defensive counterair components of IAMD.

AUTHORITY TERMS

Airspace Control Authority (ACA). The ACA is "the commander designated to assume overall responsibility for the operation of the airspace control system (ACS) in the airspace control area" (JP 3-52).

The ACA should be the commander with the preponderance of airspace control and management capabilities. The ACA is responsible to provide and operate an adaptive ACS and to plan, coordinate, and use approved joint procedures or develop procedures for unique situations. The ACA coordinates use of airspace through the airspace control plan (ACP), including integration with the host-nation airspace control system, and synchronizes/deconflicts all user requirements using the airspace control order (ACO). The ACA does not have the authority to approve or disapprove combat operations.

Senior Airfield Authority (SAA). The Air Component Commander, as COMAFFOR, is frequently designated by the JFC to be responsible for the control, operation, and maintenance of an airfield to include the runways, associated taxiways, parking ramps, land, and facilities whose proximity directly affects airfield operations. The SAA ensures unity of effort among the various commands and other activities operating on the airfield and serves as the arbitrator between competing interests on the airfield. This is authority is commonly delegated to subordinate commanders.

Electromagnetic Spectrum Coordinating Authority (EMSCA). EMSCA plans, coordinates, monitors, manages, assesses, and prioritizes execution of joint electromagnetic spectrum operations (JEMSO).

Electromagnetic Attack Control Authority (EACA). As a broader evolution of jamming control authority, EACA is the authority to issue orders to transmit (or cease) electromagnetic energy. This authority should be delegated from the JFC.

Delegation of Authority. While ultimate responsibility cannot be relinquished, delegation of authority carries with it the imposition of a measure of responsibility. The extent of the authority delegated must be clearly stated. Note: some authorities are nondelegable or have restrictions on delegation which will be annotated in the

assigning order. Agile combat employment (ACE) should expand the delegation conversation. It is important to convey this guidance in the AOD or other orders during exercises and crisis.

FORCES TERMS

Air Force Forces (AFFOR). The Air Force Service component assigned or attached to a JFC. It includes the Service component commander; all those Service forces, such as individuals, units, detachments, organizations, and installations under that command; and the ability to C2 those forces. Depending on the level of JFC to whom the AFFOR is assigned or attached it may be a C/MAJCOM, C-NAF, or an air expeditionary task force (AETF).

Air Expeditionary Task Force (AETF). Temporary Air Force organization presented to a JFC when there is no in-place Air Force command structure already established (e.g., Air Force forces are attached to a JTF).

AETF-X. Used when a C-NAF or AETF establishes a subordinate provisional command echelon consisting of two or more AEWs. Example: AFCENT established two subordinate AETFs, 9 AETF-Iraq (AETF-I) and 9 AETF-Afghanistan (AETF-A), to provide command over multiple AEWs in their respective joint operations areas. (AFDP 3-30, 30)

Joint Air Component Coordination Element (JACCE). Serves as the direct representative of the Air Component Commander to integrate with other component's deployed headquarters or supported JFC. As such, the JACCE is a liaison element, not a fires element and has no authority to direct or employ forces. The JACCE role is to connect the air component to the HQ to which it liaises for efficient coordination, both in planning and execution. A JACCE is not limited to military entities. JACCEs can be with interagency partners and, certainly, with coalition partners—wherever the demand is.

COMMAND RELATIONSHIP TERMS

Assign. To place units or personnel in an organization where such placement is relatively permanent and/or where such organization controls and administers the units or personnel for the primary function or greater portion of the functions. *Accomplished by the direction of the SecDef in the "Forces for Unified Commands" Memorandum IAW 10 U.S.C., section 162 (odd years), or per section II of the GFMIG [Global Force Management Implementation Guidance] (even years).*

Attach. The placement of units or personnel in an organization where placement is relatively temporary. Such forces will be attached to the gaining command **and JFCs, normally through the Service component commander, who will exercise OPCON over the attached forces**. While it is possible for the SecDef to attach forces across CCMD lines with the specification of TACON rather than OPCON, this would deviate from joint doctrine and result in a chain of command with OPCON and TACON split between two different CCDRs.

Combatant Command (command authority) (COCOM). COCOM is unique to CCDRs for forces assigned to their command by SecDef or presidential action (usually via the *Forces for Memorandum (odd years)/GFMIG (even years)*). COCOM may not be delegated.

Operational Control (OPCON). The JFC will normally delegate OPCON of the US Air Forces to the Air Component Commander as COMAFFOR. OPCON provides authority over all aspects of military operations and joint training necessary to accomplish missions assigned to the command including the authority to:

- Organize and employ commands and forces.
- Assign tasks.
- Designate objectives.
- Provide authoritative direction necessary to accomplish the mission.

Tactical Control (TACON). The JFC will normally delegate TACON over other Services' forces made available for tasking to the Air Component Commander as C/JFACC. TACON is limited to the detailed direction and control of movements, maneuvers, and application of force within the operational area necessary to accomplish assigned missions or tasks. TACON does NOT provide authority to change the function of a subordinate commander nor organizational authority or authoritative direction for administrative and/or logistic support—these authorities reside within OPCON of the service component commander.

Support. The support command relationship per Joint Doctrine establishes and prioritizes support between and among subordinate commanders. See AFDP 3-36 for more. The establishing authority (the common superior) ensures both the supported and supporting commanders understand the degree of authority the supported commander is granted. This can be done via an order (EXORD, OPORD, etc.). If not, then the supported and supporting component commanders should submit an "establishing directive" to the JFC that defines the parameters of the relationship. There are four types of support arrangements (direct, mutual, general, and close).

Administrative Control (ADCON). The direction or exercise of authority over subordinate or other organizations in respect to administration and support including organization of Service forces, control of resources and equipment, personnel management, unit logistics, individual and unit training, readiness, mobilization/ demobilization, discipline, and other matters not included in the operational missions of the subordinate or other organizations.

Note: Specified ADCON is given to non-G-Series commanders.

Coordinating Authority. A consultation relationship between commanders or individuals, not an authority by which command may be exercised, for coordinating specific functions and activities involving forces of two or more military departments or two or more

forces of the same Service.

- The Coordinating Authority can require consultation between the agencies involved but does not have the authority to compel agreement.
- More applicable to planning and similar activities than to operations.
- May be exercised by commanders or individuals at any echelon at or below the level of combatant command.

Direct Liaison Authorized (DIRLAUTH). Granted by any commander to a subordinate allowing direct consult or coordination with another command or agency.

- More applicable to planning than operations and always carries with it the requirement of keeping the commander granting DIRLAUTH informed.
- A best practice with both coordinating authority and DIRLAUTH is for the commander to "introduce" the representative to the hosting organization as a form of empowerment: "This is my rep."

AIR PLANNING TERMS

Air Apportionment. As part of the deliberate planning process (usually 72+ hours out), air apportionment is the total *expected* effort by percentage and/or priority devoted to the various air operations. The Air Component Commander monitors joint campaign progress and, in consultation with the other components, makes apportionment recommendations to the JFC. The JFC approves the apportionment. The common misunderstanding when getting this approved at the JFC level is that this is for planning (~72 hours out), not current execution. The air component takes the JFC's apportionment decision and reflects it in the air operations directive (AOD) at the start of the air tasking cycle. (See JP 3-30 Chapters II and III for more, specifically III-23.).

Air Allocation. The translation of the JFC's air apportionment decision into total numbers of sorties by aircraft type available for each operation or task. (See JP 3-30 Chapters II and III for more, specifically III-23 and 24). Allocation is expressed in two ways:

- Allocation of effort against operational objectives, tactical tasks, and the prioritized target list (most used method). This is best communicated as percentages or weights of effort measures.
- Allocation of sorties into a total number of sorties by weapon system type available for each objective and task. Strive to avoid communicating this with specific sortie counts or munition/tonnage delivered metrics.

CHAPTER TWO

COMMAND RELATIONSHIPS (COMREL)

A best practice to fully understand established command relationships is to build an authorities matrix capturing steady state/established COMRELs. This is helpful as a baseline when determining COMREL changes in response to operational environment shifts. Push early involvement of the A1 and A5 to drive work with the JFC/JTFs/Sister Service Components in developing COMRELs that best support the operation whenever new relationships are needed. Clarify every detail and don't forget about your JACCEs. The proposed command structure must be supportable and necessary manpower available. Appendix B provides detailed information on and comparisons of ADCON and OPCON. Combined command relationships require a close read on what the differences and caveats might be when exercising those authorities over non-US forces and personnel.

"NINE COMMANDMENTS" OF COMMAND RELATIONSHIPS

These are not doctrine but represent the distilled wisdom of former Air Component Commanders. There is no equivalent discussion in joint/Air Force doctrine, but these rules are corroborated by language in both.

- Commanders work for commanders…staff's support.
- Command relationships should provide a commander with the requisite authority to accomplish the operational mission for which they are responsible.
- Only commanders have the moral/legal authority to place forces (Airmen) in harm's way.
- Simpler is better: chains of command should be clear, clean, and understandable from the SecDef to the Airman in the field.
- Draw the boxes and lines first…then assign the people.

- Draw both the operational and administrative branches; if drawn correctly, the two will merge at the Air Component Commander.
- Get the boxes right before the operation starts.
- Determine the functions first and then build the team.
- GET IT IN WRITING…written orders for both operational and administrative branches.

CHAPTER THREE

RECOMMENDATIONS FOR THE WARFIGHTING AIR COMPONENT MISSION

AIR COMPONENT ROLES AND RESPONSIBILITIES

The Air Component Commander has responsibilities in both service and operational chains of command. These include:

- **Set Objectives**. Use an effects-based approach in support of the JFC's intent.
- **Accomplish the Mission.** Accountable for mission accomplishment in accordance with (IAW) the JFC's guidance and intent.
  - Includes specified and implied tasks.
  - Use OPCON and TACON authority to employ forces.
  - Maintain situational awareness (SA) on the operations and combat readiness of the air component and essential supporting units (e.g., global air mobility, space, reachback capabilities).
- **Conduct Planning.** Anticipate and support JFC needs.
- **Influence Outcomes.**
  - Recommend proper employment of air power to JFC.
  - Assign missions.
  - Prioritize efforts.
  - Allocate and prioritize resources.
  - Assess and communicate risks.
  - Direct changes.
  - Stay attuned to subordinates and superiors.
  - Guide and motivate efforts toward the end state.
  - Make informed decisions based on SA.
- **Prepare Service Forces to Accomplish Missions and Tasks.**

THE AIR COMPONENT COMMANDER

The Air Component Commander must ensure this C2 of air operations capability is resourced, trained, and ready. The 505 CCW conducts the Initial Qualification Training for the AOC Weapons System and supports advanced training opportunities for both the AOC Weapons System and AFFOR staff culminating with a course for key leaders combining both elements for leading the Air Component as a whole.

When the COMAFFOR is designated as the C/JFACC, the COMAFFOR's staff and C/JAOC, with joint augmentation, become the air component staff. Even so, it is important to ascertain what role, COMAFFOR or C/JFACC, is being exercised when issuing guidance and orders because the delegated authorities differ. For example, the COMAFFOR can use the AFFOR staff to give orders to the Air Force forces that the C/JFACC cannot give.

THE AFFOR STAFF AND THE AIR OPERATIONS CENTER

The Air Component Commander integrates the entire headquarters staff for overall C2 of service and joint air forces made available for tasking. Each element of the air component staff must be clear on their roles to ensure efficient execution of processes.

Consider appointing a deputy COMAFFOR (US Airman) to assist with the Service responsibilities and a separate deputy C/JFACC and D/AADC to assist with joint responsibilities. This will help lead integration and teamwork across the headquarters. The latter need not be an Airman or even US.

(CAUTION) Resources (manpower) will be constrained, so it is critical the staff focus on executing their roles, responsibilities, and functions to optimize output and eliminate overlap, inefficiency, and conflict.

Differences in Air Components.
Air Component organizational structures and composition vary greatly based on scale/scope of primary mission. Air Components with large/complex mission-sets tied to combatant command OPLANS and permanently assigned theater air forces, such as PACAF and USAFE, have significantly greater footprints than that of an Air Component with a mission focus that is more CONPLAN or humanitarian assistance/disaster recovery (HA/DR)/defense support to civil authorities (DSCA) with no theater-assigned air forces, such as AFSOUTH or AFNORTH. Although the A-Staff / C/JAOC structure continues to endure, there really is no single construct for how to resource or achieve the agility and persistence in critical mission sets. Commanders must iteratively tailor and determine their lines of effort and let that analysis guide the organizational structure while ensuring all service and joint functions are efficiently and effectively accomplished in support of the JFC.

Differences between the COMAFFOR and C/JFACC.
- The COMAFFOR is a warfighter and commands the Air Force component and employs its forces, executing C2 through the Battle staff and A-staff.
- The C/JFACC commands combined/joint air missions, executing C2 through the C/JAOC.
- Successful air operations have coordinated COMAFFOR and C/JFACC roles at all levels of planning and execution.
- The COMAFFOR is typically delegated OPCON of assigned/attached USAF forces and can reposition forces because OPCON grants the means to realign Service logistic to support--see Chapter 1 for details.
- The C/JFACC is typically delegated TACON of joint (including USAF) and other nation capabilities made available for tasking.

Location of the A-Staff and C/JAOC.
Unity of command / effort is critical to success of the air component. The A-staff and C/JAOC, whether forward or rear, form an integrated C2 structure under a single commander. Location decisions must

consider all elements of the air component to include the commander, C2 structures, and the air component's relationship to the combined force. Considerations include:

- Access to the JFC. You may establish a HQ either collocated with or in proximity to the JFC. This can help both commanders generate trust, increase cooperation, and influence the successful conduct of the campaign. But it also may not be feasible, and you may need to consider alternatives, like a JACCE, to accomplish the same ends.
- Access to the Air Component Commander. Personnel whose jobs require immediate access to the commander should operate from the same location as the Air Component Commander (e.g., legal advisor, political advisor, strategy division, protocol section, component liaison officers, and some senior HQ staff, e.g., A3).
- Access to Host and Partner Nations. Personnel requiring immediate access to partner-nations to negotiate and manage support agreements (e.g., elements of the contracting support section) often operate from the forward element (this is in coordination with US Embassy team unless assigned to the CCDR).

REACHBACK, DISTRIBUTED, AND FEDERATED OPERATIONS

The location of select staff elements may not be collocated and often employs resources in other commands and agencies. As such, reachback and distributed operations are not the same.

- Reachback provides combat support from the rear (e.g., products, services, equipment, think distributed ground station (DGS)). The intent of reachback operations is support, not command. C2 of forces through reachback is normally provided via a support relationship or service-retained forces.

- Distributed operations indicate involvement in planning/ decision-making from different locations.

- Federated services are shared globally between commands on a priority basis (e.g., ATO development). Integration is not bounded by proximity. Many air component C2 functions can be provided remotely.

Commanders may use a combination of reachback and distributed operations to execute C2 mission tasks in support of the core HQs staff. Communications and information systems are required and must be protected.

Reachback, distributed, and federated operations can:
- Provide resilience.
- Reduce staff footprint.
- Increase availability of fused information.
- Improve decision cycle time to enable rapid response to crises by allowing fixed nodes to support quick-reaction elements.
- Create synergy between major information centers.

(WARNING) Requires heavy reliance on resilient comm, common data management and compatible systems.

Distributed Operations.
- Distributed Operations is fundamentally different than Distributed Control which is a tenant of airpower C2. Commanders may establish a support relationship between distributed nodes.
- The design of a distributed operation should enable a more survivable C2 network.
- For example, sections of the air tasking order (ATO) may be developed from a rear area or backup operation center to reduce the deployed C/JAOC footprint. In this case the C/JAOC is geographically separated and operates via a split operation. AFCENT forward and at Shaw AFB, South Carolina, is an example of a distributed operation.

- Regardless of the number and geographic separation of the nodes, a single commander must have oversight over all aspects of the operation and the same degree of authority over all elements.

Federated Operations.

- Low density, high demand services and global functions are made available as federated services.
- Challenge: articulating needs and priorities to receive a suitable portion of the available resource.
- Numerous ISR processing, exploitation, and dissemination services, targeting assistance from the 363 ISRG, space capabilities, and cyber capabilities are federated.

Planning for Reachback, Distributed, and Federated Ops:

- You may be driven to operate in a distributed mode due to the operating environment (e.g., comm capabilities, joint/combined requirements, political situation, manpower constraints, adversary targeting).
- In a distributed operation, specific roles, functions, and capabilities at each node must be understood, specified, and prioritized. Extensive precrisis planning is required to employ effectively.
- Robust, reliable communications between the forward and rear centers is essential.

FUNDAMENTAL PRECEPTS OF COMMAND AND CONTROL

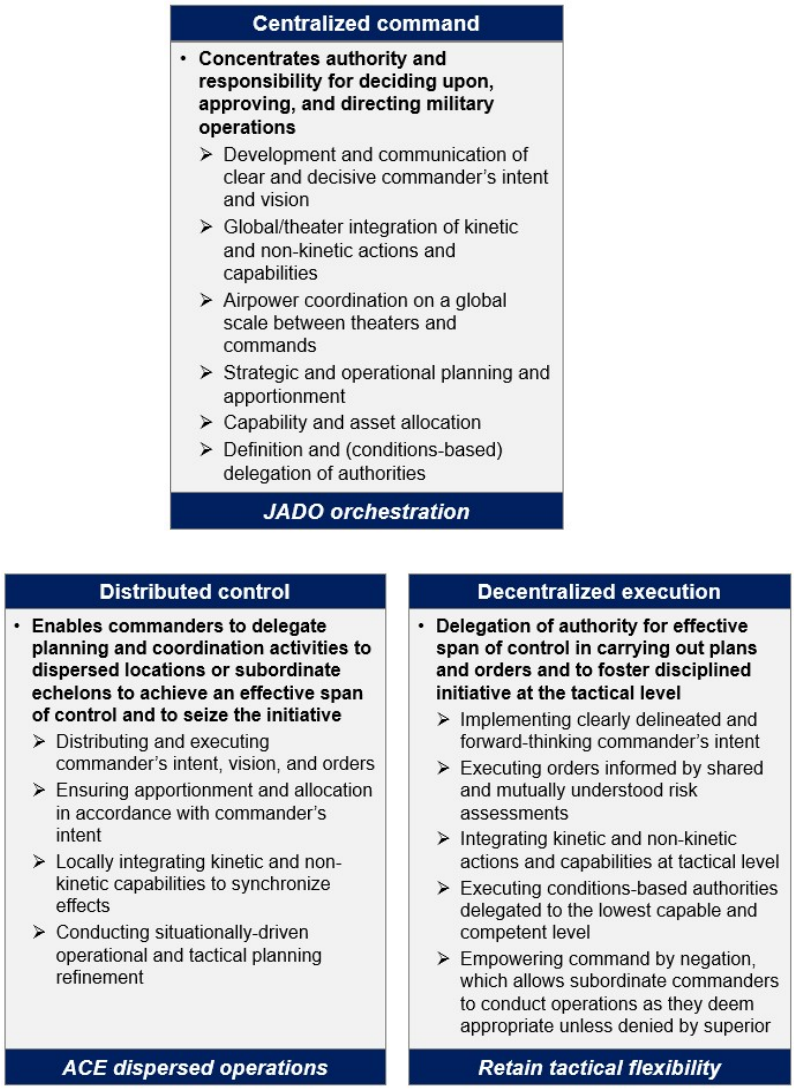

Figure 3.1: Fundamentals Precepts of C2

NOTE: Implementing Distributed Control is a topic among Senior Officer conversations in 2023. Current thoughts favor viewing Air Component level distributed control as the application of air component planning at distributed nodes, federating certain processes and the use of reachback. Collectively, this improves the next echelon below C2 elements and better empowers subordinate commander's ability to conduct decentralized execution within the Air Component Commander's mission and intent. Distributed Control, at present, does not include small scale wing and below level C2 structures to conduct air campaign planning and execution.

COMAFFOR and CFACC in Agile Combat Employment (ACE)

- The Air Force is using the term ACE to describe a way of operating that relies less on large traditional main overseas bases as hubs for projecting combat power and more on launching, recovering, and maintaining aircraft from dispersed forward operating locations in concert with allies and partners. ACE shifts operations from centralized physical infrastructures to a network of smaller, dispersed locations that can complicate adversary targeting, improve resilience, and provide more options for joint force commanders. Aircraft are most vulnerable on the ground, and ACE offers the potential to mitigate combat losses using dispersal. The potential benefits that ACE provides for projecting combat power in contested environments come with challenges for the command and control and logistical support of dispersed forces in circumstances where communications are likely to be disrupted and airfields subject to persistent attack.
- ACE presents challenges and opportunities for improving and shaping tactical proficiency and operational art
- How do we effectively conduct ACE at the tactical level and use it at the operational level even when faced with degraded or inconsistent communications?
    - Tactical (single base cluster under the authority of a wing commander): Conducting operations from a single main

operating base and multiple dispersal sites.
    - Operational (air component level): Supporting, managing, and using multiple base clusters across a theater in support of joint force commander campaign requirements.
- The six lines of effort for implementing ACE consist of activities which must be accomplished prior to operations as well as sustained during operations. Likewise, preparing for and executing ACE uses all seven of the joint functions and this is a helpful model when considering actions in the lines of effort. Each is a key consideration for the COMAFFOR and CFACC with the environment being as varied as the theater and operation:
    - LOE 1: Theater preparation includes continuing development of prioritized host nation relationships and materiel pre-positioning for sortie generation ISO CAF, MAF, SOF, and SBF (strat bomber force).
    - LOE 2: ACE-capable force packages: Align ACE requirements with AFFORGEN force element designs and emerging certification model.
    - LOE 3: Multi-capable Airmen: Develop, implement, and institutionalize MCA training model and align it with overall Ready Airman Training construct.
    - LOE 4: Wargames, exercises, and training: Elevate training realism and joint integration in conducting ACE at the tactical level and using it operationally.
    - LOE 5: Information campaign: Integrate the full range of information warfare capabilities into ACE planning, execution, and assessment.
    - LOE 6: Capability investments: Prioritize, fund, develop, and deliver materiel solutions across ACE locations to enable the concept-required capabilities.

Figure 3.2: Overarching concepts of operational maneuver

Posture and preparation: Plans, agreements, and prepositioned equipment that array sustainable forces with effective operational reach

- Resolve emergent host nation emergent legal/policy issues

Movement and maneuver: Direct and execute proactive and reactive dispersal within CCMD timelines at acceptable risk

- Establish how to array forces proactively to provide the desired operational advantage within a given threat scenario

Command and control: Assured C2 of dispersed forces despite kinetic and non-kinetic attacks against TAC C2

- Mass forces from multiple wings or dispersed locations
- Maintain operational initiative through CDO-L environments
- Synchronize ACE maneuver across CAF, MAF, SBF, SOF, and joint/PN forces
- Integrate CONUS-based forces on theater-relevant timelines
- Develop robust commander's intent through mission-type orders
- Integrate ACE with related concepts from USN, USMC, and USA

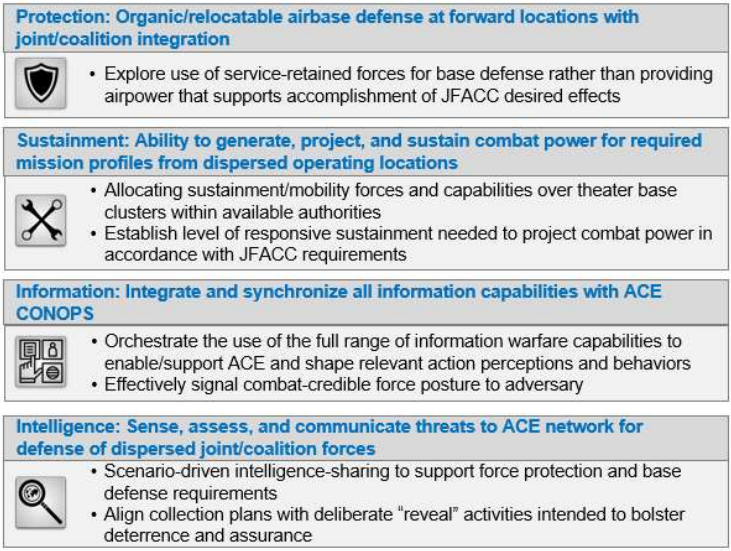

Figure 3.3: Using ACE operationally

- As with many rapidly developing concepts, connect to the 505 CCW's OCTP or a USAF Senior Mentor to obtain the latest information from exercises such as Exercise AGILE FLAG.

AIR COMPONENT COMMANDER CHECKLIST

The list below is compiled from the experiences of previous commanders with a focus on what worked, what needed to get up and running first, what is often forgotten, and what needs to be passed on. It is not exhaustive but intended to provide a start point.

Upon notification of serving as an Air Component Commander:

- Who is the JFC? Talk to them first.
- Learn how to communicate with your boss—build trust (face-to-face, VTC, phone, email, other?).
- Who are the component commanders? Get with them early; connect face to name and personality. Connect with: CFLCC / ARFOR; CFMCC / MARFOR; CFSOCC / TSOC; CMISTF; CYBER; SCA; and OGA.

- **Liaisons.**
  - Consider sending a JACCE and providing them a "face-to-face" introduction to other component commanders. Getting a JACCE sourced will come from your already thin staff or you will need to reach out to your Guard/Reserve aligned units or big AF. If used, ensure your HQ's staff is also aware of, connected to, and supporting the JACCE.
  - Without a "standing" JACCE you may need to balance augmentees with individuals already on staff to provide balance between knowledge in the JACCE and capacity on your primary staff.

- **Determine the Operational Environment:**
  - What is the political and international environment?
    - Coalition, NATO, United Nations (UN)?
    - Determine constraints, restraints, sensitivity points, and potential international concerns.
    - Review public policy statements / press releases (public affairs (PA) and political advisor (POLAD) team), standing policy, and JFC guidance.

        - Are international, nongovernmental, and private voluntary organizations involved?
        - Develop working knowledge of factors that may influence the conduct of the operation. Take a "systems perspective."
            - Evaluate the political, military, economic, social, informational, and infrastructure factors of adversary systems.
            - Evaluate all actors (adversary, friendly, and neutral) and all domains (air, land, maritime, space, and cyberspace).

- **Joint Operations:**
    - What are the interests, needs, and "agendas" of all components of the joint force?
    - What kind of operation is it? Will the air component likely take the lead or a supporting role?
    - What are the support requirements to other components?
    - The Air Component Commander may often be the supported commander during parts of a major combat operations but may primarily be an enabler in irregular warfare.
    - Understand both joint and other Service doctrines when working with the joint team?
    - What can you do now to foster and enrich personal relationships with other commanders?
        - Coalition operations:
            - What are the nations' interests/agendas? Cultural concerns? Contributions?
            - Are there liaison requirements (language and social requirements)?
            - What are the C2 requirements?
            - What are the caveats of each nation?
            - What are the air support requirements to coalition components?

- Is there a need for regional/cultural briefings?
- What capabilities should the air component request of the coalition, by country? Don't be afraid to ask for capabilities.

- **Know/Clarify/Verify Available Assets and Resources**:
  - Intelligence (including SCI and collateral):
    - National/interagency.
    - DoD.
    - Theater.
    - Alliance/coalition contributions (particularly human intelligence).
  - Civilian (government):
    - State Department resources, ambassador, and country team.
    - Capabilities (e.g., Landsat).
    - Geographic and other limitations.
    - Manpower availability.
  - Industry:
    - US companies.
    - Host-nation and foreign-owned companies (e.g., Satellite Pour l' Observation de la Terre (SPOT)).
    - Contractors.
  - International organizations / NGOs:
    - UN (e.g., UN Human Rights Commission and special representatives of Secretary General).
    - International Committee of the Red Cross.
    - Doctors Without Borders.
    - Consortia (e.g., Intelsat, Inmarsat).
  - Status of forces in AOR (limitations and constraints):
    - Air forces available.
    - Surface forces available.
    - Maritime forces available.
    - Coalition forces available.
    - Air mobility resources available.
    - Space resources available.

        - Are the capabilities of other components or nations available for tasking (e.g., United Nations Sending Nations). Be prepared to ask for capabilities.
        - Special technical capabilities available?
        - Prepositioned resources?
        - Host nation and local logistics available?
    - C2 and information resources, equipment, and bandwidth available?
    - Access, Basing, and Overflight status?

- **What Authorities does the Air Component Commander Commonly Have?**
    - COMAFFOR; C/JFACC; AADC; ACA; collection operations management (COM); EACA; and/or supported commander for personnel recovery (PR).

- **What are the Command Relationships and Authorities of the Air Component Commander?**
    - Are other forces and their relationship to the Air Component Commander (assigned, attached, in support) codified by the appropriate authority?
        - Who has OPCON? TACON?
        - What are the specified elements of ADCON over Air Force forces?
    - Do you have all the authorities needed to effectively execute delegated to you in writing? Have you asked?
    - Do you have the rules of engagement (ROE) you need?
    - What support relationships has the JFC established?
        - Are your supported requirements for supporting components spelled out (e.g., Air Component Commander is supported for counterair, strategic attack, airborne ISR assets, JOA-wide air interdiction)?
        - Are your supporting requirements to other components clear (e.g., close air support (CAS), air interdiction (AI) within surface area(s) of operations (AO), space superiority)?

- Know special operations forces (SOF), their missions, and joint special operations areas (locations).
- Air mobility assets, missions, and authorities—airbridge established—airlift and tanker requirements and do you have planners in your staff?

Delegation of Authority

- What else could you accomplish if you were able to delegate some of your activity to your subordinates?
- In what ways would subordinates grow if they could take over some of the important tasks? What are the risks?
- Review current delegations. Is there a correlation between underperformance and a lack of clarity in their delegated authority?
- What authorities can be delegated, which cannot?

Actively work to delegate and think about delegation daily when working through all roles and responsibilities. Think about delegation during transition.

- **Open and Maintain a Daily Dialogue with the JFC:**
  - Determine direction of the JFC's mission and intent.
  - Offer options and capabilities to the JFC.
  - Actively participate in operational design and JFC-level planning efforts.
  - Ensure your staff is participating in joint and component planning activities to shape outcomes.
  - Ensure your products are in the joint format (JPP).

- **Personal Considerations:**
  - Watch your emotions—warfighting organizations get off track when the leader raises their voice or shoots the messenger.
  - Know your long-ball hitters and set conditions/small group meetings to strategize.
  - Guide your staff such that it operates at your level of responsibility and make no attempt to micromanage the

lower echelons of command.

- Watch for burnout in yourself and your staff--compel time off.
- Build your manpower to allow depth in all core positions (plan for the long haul); people are not robots, and someone is going to get sick.
- You are building and/or leading a team, and sometimes you must replace/remove weak or nonperformers.
- It is important for you to set the right environment—you will get smarter, more innovative decisions from your team.

NOTES

CHAPTER FOUR

COMAFFOR MISSION AND RESPONSIBILITIES

AIR COMPONENT COMMANDER AS COMAFFOR

The COMAFFOR has the constant challenge of serving two masters, the Combatant Commander (operational branch) and the SECAF (administrative branch). Shifting from day-to-day C-MAJCOM/ C-NAF duties (to include organize, train, and equip (OT&E) that does not stop even during war) to warfighting is a complex task.

OBSERVATION: Unfortunately, most Tier 1 exercises focus on the C/JFACC's ATO cycle with little emphasis on COMAFFOR tasks. Often, COMAFFOR training objectives such as establishing a base, mass casualties, or loss of a squadron of fighters are overlooked due to the nature and duration of exercises.

The COMAFFOR's A-Staff plans and oversees the delivery, protection, and sustainment of air power. COMAFFOR processes are enduring across all activities. The Chief of Staff is critical. During contingency, relevant warfighting capabilities will transfer to the Battle staff Director, while steady state functions that must be sustained will remain under control of the Chief of Staff. Regardless the Chief of Staff is expected to remain involved in both the steady-state and crisis planning and execution. The COMAFFOR staff accomplishes their mission through mastery of these competencies: OT&E, deployment of forces, base opening/beddown, force protection, assisting force generation, sustainment, and redeployment.

KEY COMAFFOR PROCESSES AND PRODUCTS

Ensure clearly defined responsible offices for each process along with published timing of key deliverables.

Orders: The military fights wars using orders not emails (or slides). Orders establish official command relationships, officially task subordinate organizations, define COMRELs, request support of subordinate or supporting commands, and provide official command guidance and intent required to accomplish missions.

Orders processing is broken down into three functions:

1) Shaping and processing HHQ orders. **The Air Component should coordinate on (read--heavily edit/write) all HHQ orders prior to publication.** This approach ensures air component equities are properly represented. It is much harder to fix tasking errors or command relationship after an order is published. The staff must have a process to monitor the JTF and CCMD for new orders/guidance, which includes verbal orders of the commander (VOCO). (**CAUTION**) Ensure VOCOs are always followed with a written order.

2) Producing Air Component level orders: Commander-directed taskings to the staff and subordinate units should be in written orders. Using a formal orders process will ensure commander guidance and tasking is codified and received by relevant organizations.

3) Disseminating orders: The staff needs two processes for disseminating orders. First, they need to be able to disseminate orders received from HHQ. This includes receiving and reviewing incoming orders, posting the order, and summarizing air equities/tasking. Second, the staff needs to ensure air component-produced orders are received and acknowledged by subordinate echelon commanders.

- Request for Forces (RFF)/Request for Support (RFS) Process:
  - Required forces (personnel and equipment) must be on hand to conduct contingency operations. The staff should

identify required forces as part of long range and crisis planning. These requirements become RFF/RFSs submitted via the JOPES team. As with orders, an RFF/RFS tracking process will help ensure nothing is overlooked or lost.

- The RFF/RFS process takes time to move through the SecDef orders process. There may be a SecDef-approved force sharing agreement allowing a commander to temporarily "borrow" assets from another theater while the formal RFF/RFS process is completed. The bottom-line - was the RFF/RFS approved and when can the asset be employed? Too often planners focus on when items arrive vs when they can provide an enabling effect to the fight.

- Request for Information (RFI) process:
  - The RFI process is a key enabler for planning and executing operations. RFIs can often turn planning assumptions into facts. RFIs include (e.g., intelligence gaps, clarification on guidance from HHQ, airfield status, projected host nation support, or capabilities available on the local economy).
  - RFIs developed in exercises and pre-hostilities set the conditions for better information flow and better battlespace awareness during a transition to crisis.

- Communication Process:
  - Have a strong knowledge management (KM) plan that enables, coordination, and communication within your staff, with HHQs, with other service components, and with host nation and coalition partners.
  - Have a system that tracks all taskings, assigns OPRs and OCRs, tracks completion, and keeps leadership informed on status, results, and/or issues with mitigation efforts.
  - Consider how information will flow back and forth with tactical units. These units issue a daily situation report (SITREP) with their actions and requirements. Give thought to who needs to receive these SITREPs. Also set

requirements for operational reports (OPREP) to address time sensitive information.

- Long Range and Crisis Planning:
  - The staff should be intimately familiar with the joint planning process for air (JPPA), and you should **insist** on using the process and demand the planning process result in the production of plan/order with required annexes.
  - Reference: Chapter 10 of this handbook, JPPA Handbook – see link at OCTP Community of Excellence (page i of this handbook).

AFFOR AND BATTLE STAFF/CRISIS ACTION TEAM (CAT) ORGANIZATION, ROLES, AND RESPONSIBILITIES

Staff Responsibilities and Functions. Depending upon the level and type of headquarters, the AFFOR staff includes a range of directorates designated A-1 through A-10. Some directorates may be combined (e.g., A-3/6, A- 5/8/9).

- **Chief of Staff:**
  - Manages the commander's battle rhythm.
  - Coordinates and directs daily activities of the staff.
  - Approves actions, orders, and plans as delegated
  - Ensures commander decisions/concepts are implemented by directing and assigning staff responsibilities.
  - Formulates staff policies, reviews staff actions for adequacy and coordination, and ensures required liaison with supporting agencies and commands, host nations, the JFC, and other components.
  - Acts as commander's critical information requirement (CCIR) process manager.
  - With the AOC/CC, C/JAOC Director sorts out tasks between the AFFOR and C/JAOC and sets priorities within the HQ.
- The command chief master sergeant serves as your senior enlisted advisor.

AFFOR key roles, and responsibilities for each Directorate:

- **A1: Manpower, Personnel, and Services.**
  - Manpower: Organizing and sizing the force.
    - Produce G-series orders.
    - "Joint expeditionary taskings" (JET).
    - Joint manning document (JMD) management and support to RFF process (w/A3).
  - Personnel: Deploying and accounting.
    - Personnel support for contingency operations (PERSCO) and support to Reception, staging, onward movement, and integration (RSO&I).
    - Casualty notification.
    - Noncombatant evacuation operation (NEO) assistance (to include Air Force Safe Havens).
  - Force Support: Sustaining and regenerating.
    - Meals, billeting, educational programs, recreational activities, and entertainment events.
    - Mortuary affairs (in coordination with JFC/J4).

- **A2: Intelligence, Surveillance, and Reconnaissance.**
  - Fully integrated Intel effort.
    - Provide intel capabilities for COMAFFOR.
    - Policy and guidance on theater airborne ISR.
    - Threat assessment/briefings.
    - Coordinating intelligence support with national, DoD, Service, joint intelligence elements and coalition intelligence sources.
  - Monitor appropriate sources of intelligence reporting to provide the battle staff awareness and predictive analysis.
  - The A2 Director is normally your senior intel officer and responsible for all intelligence systems.

- **A3: Operations.**
  - Leadership of operations planning group (OPG).
  - Provide joint planning group (JPG) augmentation.
  - Manage RFF process.
  - Operations policy and guidance and articulate combat requirements.
  - Provide component inputs to joint force plans.
  - Write/publish orders.
  - Waiver Authority (as delegated).
  - Monitoring status of deployed forces/situation reports (ground-truth beddown slide is critical).
  - Manage operational movements, to include TPFDD changes/execution.
  - JOPES team is normally located in either A3 or A5.

- **A4: Logistics, Engineering, and Force Protection Directorate.**

NOTE: Traditional A7 roles "Cash, Cops, Concrete" are now in A4 for some air components.

  - Logistics and force sustainment.
  - Aircraft maintenance, fuels, and munitions.
  - Supply.
  - Transportation.
  - Manage acquisition and cross servicing agreements (ACSA).
  - Manage war reserve materiel (WRM).
  - Develop logistics plans.
  - Provide logistics expertise and support to the C/JAOC.
  - Chairs logistics planning group.
  - AFFOR Service validation for to DDOC movements.
  - Advisor for installations, mission support, security, contingency contracting, contingency engineering, and combat support (links to AFISMC at JBSA, Texas).
  - Runway Repair and Crash, Fire, Rescue.
  - Explosive ordnance disposal (EOD).
  - Chemical, biological, radiological, nuclear and high-yield explosives (CBRNE).
  - Facilities Management.

- **A5: Plans, Strategy, and Requirements.**
  - Lead AFFOR branches and sequels planning.
  - Provide JPG augmentation.
  - Lead longer-range planning efforts with C/JAOC Strategy Division (SRD).
  - Lead long range planning group (LRPG).
  - Battle staff lead for Operational Decision Points.
  - Identify force requirements for TPFDD.
  - Lead OPGs or any other JPPA efforts.
  - Provide COMREL expertise.
  - Theater security cooperation focal point
    - Embassy coordination.
    - Mil-to-mil and pol/mil issues, theater engagement/ access, and key senior leader engagements.

- **A6: Communications.**
  - Theater communications infrastructure.
    - Data, voice, video, SATCOM, and radio systems.
    - Air traffic control and landing system maintenance.
    - Manage comm/cyber systems and requirements.
  - Coordinate frequency management.
  - Mitigate and counter threats to network and information flow.
  - Comm architecture oversight.
  - Often dual hatted as the Director, Cyber Forces (DC4) but often not fully trained on all functions of CYBER. Find out how this works day to day and what to expect in crisis or conflict.

- **A8: Strategic Plans and Programs.**
  - Although critical to long-term strategic planning, A8 typically maintains separation from battle staff operations/processes.
  - Tracking of resource expenditures. Build the program objective memorandum (POM) inputs and integrated priority list (IPL) inputs for submission to the CCMD.

- **A9: Studies, Analysis, Assessments, and Lessons Learned.**
  - Analysis and Assessments.
    - Provide analysis to support current operations including COA analysis and development.
    - Mission rehearsal and "Red Teaming."
    - Support C/JAOC's operational assessment team (OAT).
  - Lesson Learned.
    - Provide lessons from previous events to inform the start of operations/exercises.
    - Collect, validate, track, and disseminate insights.

- **A10: Nuclear.**
  - Manage Nuclear Enterprise.
  - Department of Energy and intergovernmental liaison.
  - Nuclear roadmap development.

Personal Staff During Crisis and Contingency.

- **Surgeon General (SG).**
  - Expeditionary medical logistics, aeromedical evacuation support, enroute patient staging, and critical care air transport (with C/JAOC's AMD) and coordination with host nation and coalition partners.
  - Critical enabler of risk mitigation/guidance/advice during medical contingencies to include pandemics, radiological/ biological contamination response, etc.
  - Public health falls under the purview of the SG. Critical for beddown support in evaluating water and food safety and issues that can threaten the force.

- **Safety (SE).**
  - Reviews theater explosives beddown and aircraft parking plans (during contingencies, both will be different than during "normal" ops and may change).
  - Ensures all mishaps are investigated properly and reported except for cases involving damage or injury by direct action of enemy or hostile forces verified not to be friendly fire.
  - Safety personnel travel across the theater, so they can be a great source of recent "eyes on."

- **Public Affairs (PA).**
  - Provides OSD-approved PA Guidance (PAG). Ensure the Battle staff Director reviews the PAG.
  - Coordinates support for news media coverage …ensure they are tied to the battle staff planners.
  - Provides a PA capability to assist in developing a communication synchronization plan for theater security cooperation activities.
  - Note: The media is a weapon system. Our adversaries are skilled in this information realm. Ensure your PA is ready to compete.

- **Staff Judge Advocate (SJA).**
  - Advises on actions and planning of US and coalition forces covering ROE, overflight, beddown, host nation (HN) support, environmental law, legal status of multinational and US personnel, and other issues.

- **Chaplain (HC).**
  - Attends to the spiritual, religious, and morale needs of the force (also excellent trained counselors).
  - (NOTE): Staff members might be working mass casualties one hour and sitting down at the dinner table with family the next hour.

- **Historian (HO).**
  - Leverage the HO to provide research on like-type crises and contingencies and directly provide operational analysis. Have present at key decisions.

- **Financial Management / Comptroller (FM).**
  - Provides funding overviews and implications.
  - Critically important during HA/DR events, which are usually fiscally constrained and other agencies typically hold the spending authority. Expect to have more capabilities than the mission partners have dollars to execute. Spending on efforts not specifically authorized or expenses above and beyond what was specifically authorized will cause significant pain for commanders.

- **International Affairs Advisor – Political Advisor (POLAD).**
  - Will probably not have one, but if one is available, or if the POLAD at the COCOM is accessible, then they can provide great insight into coalition and US policy. Absent a POLAD, you will need to lean on the A5 team or source a government billet or hire a contractor.

Battle staff Operations.
Activate the Battle staff during contingency operations to ensure you have a structure focused solely on the ongoing operation without distraction from steady state taskings.

The chief of staff and battle staff director should set the battle staff's foundation by tailoring the number/skill set of participants to meet projected requirements. As the situation evolves, the structure should adapt.

The battle staff director is the focal point for AFFOR information flow between the air component and the Combatant Command and/or JTF, HHQ, other services, and/or outside agencies. Expect seamless coordination between the AFFOR Staff and C/JAOC.

Each A-Staff directorate and personal staff section assigns personnel to their battle roster requirements. Staff continuity is critical to the ability of the battle staff to support 24/7 operations.

COMAFFOR TIPS/THOUGHTS DURING CONTINGENCY OPS

- Contingencies tend to pull the commander down into the tactical level. Fight to keep the warfighting staff on track in terms of thinking and prepping for future ops and future planning at the operational level. Stay ahead of the fight.
- Continuously refine the warfighting staff's initial assessments, to include reviewing JTF products, guidance, and orders.
- Think through degradation of comms, and how the component will operate WHEN it happens (internal and external communications).
- Focus the Battle staff/CAT to support your decision cycle.
    - What are the next decisions needed? What will be the next question and/or what information is required to make the next decision?
    - Ensure the battle staff/CAT is making recommendations with 2d and 3d order effects considered vs just briefing a problem statement.
- Drive your warfighters to think about the next phase of the operation.
    - What are the implications for each AFFOR division?
    - What should we do to get ready?
- Demand the **"What," "So What," and "Now What"** on all communication and briefs.
    - Do not allow the staff to seek decisions without presenting 'decision grade' materials.
    - Mandate *predictive* analysis…not just the news…no history lessons.
    - Have the staff brief/explain what is being done to mitigate the issue—today, tomorrow, 72 hours?
    - Always have the staff end communications by giving a recommendation on the way forward.

- Timing and tempo (realize, during noncombat operations the staff will not typically give decision briefs without a 100% solution, and ALL the facts – this luxury will rarely be attainable in combat).
    - Get the staff to anticipate warfighting expectations/ imperfect understanding of the battle space/operational environment. They must acknowledge shortfalls and close out issues quickly based upon the best information available and associated facts/assumptions, then move on.
    - Do not drive the staff into becoming a slide building team, utilize prebuilt and preapproved templates to the maximum extent possible. Every moment the staff is working on "making a perfect product" they are aiding the adversary.
    - How is the staff linked with the Joint Force Commander, components, and coalition? The air component staff must identify which boards, bureaus, centers, working groups and cells (B2C2WG) require staff participation or support, and remember relationships matter.
- Be prepared for political constraints and restraints that will hamper, limit, or alter operations during all phases. Keep the POLAD/A5 close to stay ahead of issues.
- Be prepared for the enemy's use of influence/information spectrum to shape the battle space.
- Have the staff determine coalition support (access, basing and overflight) restrictions, host nation capabilities, and how they can be integrated into your concept of operations/support.
- End every meeting with a "**brief back**" to ensure everyone is level on decisions made/guidance and tasks given (OPR, deliverable, and timeline). Combat needs concise communication.
- Meet with senior LNOs from other components and ensure they understand your requirements from their forces and the necessary timeline.
- Encourage your O-6s to identify actions that waste time and resources without value added and eliminate them.

CHAPTER FIVE

C/JFACC ROLES AND RESPONSIBILITIES

AIR COMPONENT COMMANDER AS C/JFACC

Broadly. These include, but are not limited to planning, coordinating, tasking, executing, monitoring, assessing joint air operations, and the allocation and tasking of joint air forces and capabilities made available for tasking, based on the JFC's campaign plan, concept of operations (CONOPS), operation plan (OPLAN), operation order (OPORD), targeting decisions, and air apportionment decisions.

Specifically. The CFACC has the following responsibilities:

- Develops a joint air operations plan (JAOP) to support the JFC.
- Provides planning and execution guidance via the AOD.
- Recommends to the JFC an air apportionment of the combined/joint air effort.
- Allocates and tasks air capabilities and forces made available based on the JFC's air apportionment decision.
- Provides oversight and guidance during execution of joint air operations.
- Orchestrates joint air operations with operations of other component commanders and forces assigned to or supporting the JFC.
- So designated, serve as the Electromagnetic Attack Control Authority (EACA) (See JP 3-85 page II-2 for more).
- So designated, performs duties of the ACA and/or AADC.
- Accomplishes various mission areas to include:
    - Counterair (including integrated air and missile defense)
    - Strategic attack
    - Countersea
    - Airborne ISR
    - Operations in the Information Environment (OIE)

    - Counterland (Normally as the supported commander for the JFC's overall AI effort, while land and maritime component commanders are supported commanders for interdiction in their area of operations)
    - Control intratheater and coordinate intertheater air mobility
    - Performs the duties of the PR coordinator, as required
- Notifies affected component commanders and/or JFC of execution changes to planned joint air operations.
- Performs assessment of joint air operations at the operational (component) and tactical levels. Evaluates results of joint air operations and forwards assessments to the JFC to support campaign assessment efforts.
- Establishes combat identification standard operating procedures and other directives based on JFC guidance.

JOINT AIR TASKING CYCLE

The C/JAOC executes the Joint Air Tasking Cycle.

- The C/JAOC battle rhythm is the Joint Air Tasking Cycle--a deliberate, iterative, and cyclic process for the planning and tasking of joint air missions.
    - A timely ATO is critical--other joint force components conduct their planning and operations based on a prompt, executable ATO.
    - Implied and specified C/JFACC responsibilities:
        - After consulting with other component commanders, recommend apportionment of the joint air effort by priority that should be devoted to various air operations for a given time.
        - Translate air apportionment into allocations and develop targeting guidance into the air operations directive and ATO.
        - Synchronize with space and cyber operations.
        - Coordinate with other component agencies or liaison

elements for integration, synchronization, and deconfliction of overall efforts as well as the tasking of forces and capabilities made available.
    - Compile component target requirements and prioritize targets based on JFC guidance.
    - Accomplish tactical and operational assessment and support higher-headquarters assessments.
    - Establish a process for reporting surface fire engagements, combat damage to air assets, and combat casualties from these events
- **TIP:** Take every opportunity to educate other component commanders on AOC processes and reassure them our efforts are focused on the **joint** force.
- The air tasking cycle consists of six stages:

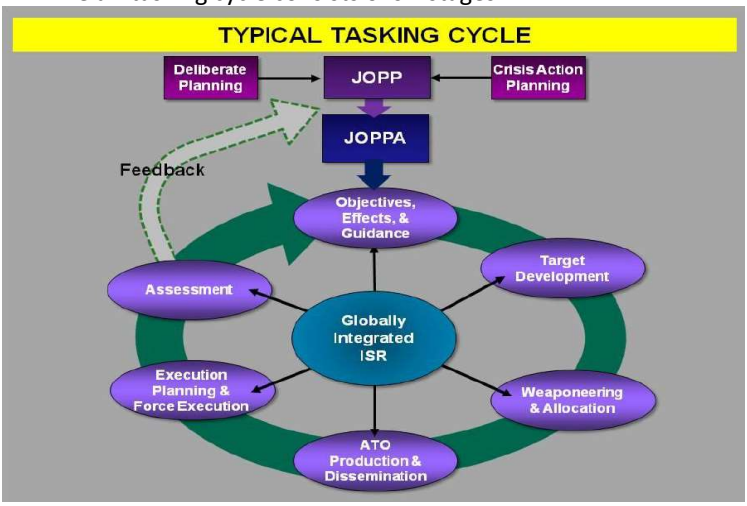

Fig 5.1: Air Tasking Cycle

- **Stage 1:** Objectives, Effects, and Guidance: The JFC's guidance on objectives and effects identifies targeting priorities and the JFC's air apportionment decision.
    - The AOD provides commander's guidance translated into operational objectives.

- **Stage 2:** Target Development: This is tied to the Joint Targeting Cycle. The Targeting Effects Team (TET) prioritizes nominated targets based on the best potential for creation of the JFC's desired effects and components' priorities and timing requirements. Then correlates target nominations to the tactical tasks in the AOD.
    - The Air Component is best suited to run the joint targeting process for the JFC and is normally tasked by the JFC to run the process of developing the joint integrated prioritized target list (JIPTL) through the targeting process leading to the joint target coordination board (JTCB) for approval.
- **Stage 3:** Weaponeering and Allocation: quantifies expected results of employment of all available means to include air, maritime, land, space, cyberspace, and information activities against prioritized targets to create desired effects.
    - Challenge the non-kinetic (NK) planning team and master air attack plan (MAAP) team to “bake” non-kinetics into the process, not just “sprinkle” it on afterward; be creative in a coalition environment with security and classification concerns.
    - Demand adequate detail in the MAAP briefing to ensure you’re comfortable with the plan; there may be a desire to shorten the briefing to create more “white space”; but this briefing is too important to rush through to save time. Ensure targeting restrictions are understood.
- **Stage 4:** ATO Production and Dissemination: ATO production team constructs, publishes, and disseminates the daily ATO and applicable special instructions (SPINS) to appropriate forces. Also included is the ACO.
    - Do not allow critical procedure and ROE changes to be buried in the SPINS; disseminate as separate orders.
    - Engage tasked units (both joint and coalition) to ensure they receive timely and adequate guidance to execute assigned missions.
- **Stage 5:** Execution Planning and Force Execution: During execution, the C/JAOC is the focal point for changes to the ATO

and ACO. It is also charged with coordinating and deconflicting changes with appropriate control agencies and components.

- Fight for delegation of necessary execution authorities from the JFC to enable the Air Component team to act at the "speed of relevance" in response to battlespace and/or guidance changes.
- Be wary of sister components shortcutting the deliberate planning process in favor of dynamic execution of known and fixed targets by using Air Support Requests after the ATO has been published.
- Give the Chief of Combat Operations (CCO) **unimpeded access to you** whenever decisions at your level need to be made; do not allow the battle rhythm to derail plan execution.
- Ask the CCO to periodically report ATO efficiency by tracking what percentage of the ATO (by mission type) flew/executed as briefed. This can yield valuable insights into holes in the teams' planning process or a lack of fidelity by other components with respect to communicating their needs to the air component.

- **Stage 6:** Assessment: continuously plan and evaluate the results of joint air operations and provide assessments to the JFC for consolidation into the overall campaign assessment.

THE AIR OPERATIONS CENTER

Organization of the C/JAOC. The baseline organization includes a command section, five divisions, component liaisons, and multiple support and specialty teams. Each integrates numerous disciplines in a cross-functional approach to planning and execution.

C/JAOC Command Section. Charged with effectively conducting joint and combined air, space, and cyberspace operations and establishing the C/JAOC battle rhythm.

- AOC Commander. The AOC is a formal USAF unit with a designated commander appointed on G-series orders with

ADCON of personnel, systems, and functions in the AOC. This does not include operational authority over forces tasked through the C/JAOC unless also designated as the C/JAOC Director.

(WARNING) Check your unit manning document (UMD) to see if your AOC commander is so designated.

- C/JAOC Director. C/JAOC Director is often delegated day-today oversight of the C/JFACC TACON authority. When the JAOC transforms to the C/JAOC, the AOC Commander may also serve as the C/JAOC Director. Some commands use the Deputy A3 or coalition members in this role.

Strategy Division (SRD):

- Develops, refines, disseminates, and assesses strategy for airpower employment.
- A common understanding of the situation, solid grasp of guidance and intent, shared mission purpose, and trust are arguably the most important aspects of SRD with the CFACC. This requires the Air Component Commander to have direct/regimented/small group interaction with the strategy leads. Demand open and frank two-way communication aimed at delivering understanding, guidance and intent, and commander priorities as the foundational elements underpinning rigorous application of strategy and the planning process.

- **SRD Teams:**

Observation: The commander is the Air Component's Chief Strategist – Ops Design and Planning **require** the commander's personal involvement.

Effective execution requires the rigor garnered via the JPPA, codified within a fully-constructed JAOP or integrated OPORD— failure to conduct detailed planning will place the air component in an untenable reactionary posture that will slow our pace and deliver advantage to our adversaries.

  - Strategy Plans Team (SPT) is the lead for operational-level airpower planning via the joint air operations plan (JAOP). SPT typically leads the air planning group (APG) in conjunction with the A-staff Operational Planning Group (OPG) to develop the air operations plan and orders.
  - Strategy Guidance Team (SGT) translates the JAOP through the lens of the current operational environment to capture and communicate the commander's guidance and intent. The AOD is near-term guidance used to develop the MAAP and ATO and serve as the basis for C/JFACC mission-type orders (MTO).
  - Operations Assessment Team (OAT) collects and provides analytical and subjective data aimed at delivering predictive assessment of airpower effectiveness.

    - Assessment is critical to planning and execution.
      - A measure of performance (MOP) measures task accomplishment: what the blue force did. It is a measure of how well the tasked mission was executed (e.g., the sortie was flown; ordnance was released; it hit the target and caused expected

damage). A measure of effectiveness (MOE) which measures higher-level objective accomplishment. Is the adversary (or other actor) behaving the way we desired/expected because of task accomplishment? If not, why not?

- Ensure the staff is showing the effects of air component actions in the battlespace (the "so what") vs a simple recounting of "what we did" (e.g., are we "on plan" for reducing enemy TBM because coalition air forces are eliminating them, or because the enemy is firing them at us in large numbers?).

- Assessment should provide the commander with the answers to these basic questions:
  - Are we doing things right?
  - Are we doing the right things?
  - Are we measuring the right things?
  - Tactical or combat assessment (CA) will be extremely important as soon as plan execution starts. CA is composed of three related elements: battle damage assessment (BDA), munitions effectiveness assessment (MEA), and future targeting or reattack recommendations.
    - BDA is composed of physical and functional damage assessment as well as target system assessment.
    - MEA is used to recommend required changes to methodology, tactics, weapon system, munitions, fusing, and/or weapon delivery parameters.
    - Recommended targeting and reattack help formulate required follow-up action(s) toward achieving JFC objectives.

- **Tips for Operational Assessment:**
  - Insist on assessments supporting commander decisions.

- Ensure OAT and Air Component leadership share a common understanding of criteria for being on/off Plan.
- Key decisions must be planned and tracked as the JAOP or CONOPS executes; the OAT collection plan should reflect the information needed to make these decisions.

- **Functions and Interactions:**

> "How do you tell if you have "enough" air superiority? May be hard to measure in raw numbers. You must often rely on indicators instead of measures–often subjective ones."
>
> **USAF Senior Mentor**

  - All major SRD functions require commander involvement. These processes result in the JAOP, AOD, and operational assessment reporting to the JFC.
  - In coordination with TET, MAAP, and other components, SPT develops the **Air Component Commander apportionment recommendation** for the JFC. The JFC approves the apportionment. This JFC apportionment decision and any associated guidance is used by SGT for AOD priority and weight of effort development.

Combat Plans Division (CPD):

- Provides near-term air operations planning (within 48 hours prior to ATO execution).
- Applies operational art to develop detailed execution plans for air power with integrated space and cyberspace capabilities. The result is publication and dissemination of a daily ATO and other planning and tasking documents.
- Approval of the draft JIPTL at the JTCB as well as the MAAP brief are key battle rhythm events. This represents the last opportunity to shape the plan for the next ATO period before publication.

- **CPD Teams:**
  - TET's mission is to incorporate all joint force prioritized target selections for a given ATO period into a JIPTL that will achieve desired JFC effects based on guidance from the AOD.
  - MAAP is the Air Component Commander's time-phased air scheme of maneuver for a given ATO period.
  - C2 Plans Team is composed of airspace management, air defense, C2 architecture, C2 communications planning, air support, and special instructions (SPINS) cells. The functions of these cells are directly related to the Air Component Commander's roles as the ACA and AADC. The airspace management planning cell, which is supported from the C/JAOC airspace specialty team, is responsible for developing the ACP and producing the ACO.
  - ATO Production Team constructs, publishes, and disseminates the daily ATO and applicable SPINS to appropriate forces which tasks Air Component Commander allocated air, space, and cyberspace operations capabilities and assets IAW the MAAP.
- **Functions and Interactions:**
  - Major functions include planning for the application of specific capabilities and assets to accomplish Air Component Commander tasks shaped by the JFC objectives. Apportionment guidance, the AOD, forces made available for tasking via the allocation request (ALLOREQ), and the operational environment (OE) shape the air scheme of maneuver.
  - These functions result in the publication of standing and near-term guidance in the form of:
    - Standing Products: JAOP, SPINS, ACP, ROE, Operational Tasking Data Link (OPTASK LINK), AADP, C2 Comm Plan, Database.
    - Daily guidance: AOD, JIPTL, MAAP, ATO, Daily Comm Plan, Daily SPINS.
  - Major inputs include the JAOP; AOD; other Air Component

Commander guidance; joint target list; no-strike list; restricted target list; daily component target nomination lists; component allocation requests; component air support requests; requests for airspace control measures (ACM); joint ISR collection requirements and associated data; medical inputs for any chemical associated targets; inputs from C/JAOC points of contact for specific ATO SPINS; reconnaissance, surveillance, and target acquisition (RSTA) annex; and feedback from other C/JAOC divisions.

Combat Operations Division (COD):

- Responsible for execution of the current ATO (usually the 24 hours encompassing the effective period of the ATO) and ACO through constant monitoring of the environment and leveraging subordinate C2 TACS capabilities. COD responds to battlefield dynamics by C2 of air, IO, and missile defense operations.
- The CCO must have the temperament and judgement required to meet your trust.
- Ensure the CCO is one of the small group of officers with **unfiltered and unfettered access to you** in the execution of their duties—even to interrupt a call with the JFC if the situation warrants.
- **COD Teams:**
    - Offensive Operations Team monitors and adjusts force application and support sorties/missions during ATO execution and supports engagement of dynamic and time sensitive targets either through retasking of assets to support execution or within the time sensitive targeting (TST) cell.
    - Defensive Operations Team has authority delegated from the AADC and/or Air Component Commander through the CCO to execute C2 battle management. Has oversight of the overall coordination and execution of IAMD. Monitors the status of air defense assets and assists the senior offensive duty officer. Directs attached units relative to air defense

operations and changes to air defense warning condition and weapons control states.

- Senior Intelligence Duty Officer Team is the focal point for threat warning; real-time situational and predictive analysis of the adversary; monitoring and supporting dynamic targeting; and dynamic ISR operations. Coordinates C2 decisions with the CCO to ensure theater ISR is executed IAW the RSTA annex.
- Interface Control Team supports joint data network (data link) inputs to the common tactical picture supporting the CCDR's common operational picture.

- **Functions and Interactions:**
  - Real-time execution and adjustment of the plans and orders dictating the current operations by issuing orders to subordinate C2 agencies and installation control centers. Maintains currency of the directives by modifying the published ATO, ACO, and RSTA Annex.
  - COD interacts vertically along the TACON lines via the CCO to the C/JAOC Director and C/JFACC or deputy as well as down to subordinate TACS elements. COD pushes out a stream of interactive feedback, assessment data, and consolidated reports to the other C/JAOC divisions, AFFOR Staff, sister components, partner nations and agencies, and higher HQ.
  - Major inputs include the JAOP, AOD, ATO Folder, ACP, AADP, ATO with SPINS, ACO, tactical operational data (TACOPDAT), OPTASK LINK, friendly order of battle, enemy order of battle, restricted target list, no-strike list, prioritized target list, prioritized collection list, RSTA annex, MAAP brief, and ROE.

ISR Division (ISRD):

- Provides the Air Component Commander, C/JAOC, and subordinate units with predictive and actionable intelligence, ISR operations, and targeting to help drive the air tasking cycle.
- Improves knowledge of the OE to enable the Commander to

anticipate conditions, establish priorities, and exploit emerging opportunities.

- **ISRD Teams:**
  - Analysis, Correlation, and Fusion (ACF) Team is responsible for conducting dynamic intelligence preparation of the operational environment (IPOE) for adversary IADS and theater ballistic missile (TBM) systems and other threats to understand the adversary's capabilities, options, and intentions. The team also satisfies subordinate units' (USAF, sister service and coalition air forces tasked by the C/JFACC) substantive analytical intelligence requirements.
  - Targets/Tactical Assessment (TTA) Team evaluates potential targets for military, economic, and political importance based on intended effects found within the AOD and IAW the TET chief's guidance. The team also manages and provides physical and functional damage assessments and coordinates target system damage assessments.
  - ISR Operations Team is responsible for ISR operations planning and requirements management which generate executable ISR tasking to meet command collection requirements. The team also manages information requests that support C/JFACC planning and execution.
  - Processing, Exploitation and Dissemination (PED) Management Team is the ISRD focal point for implementing, coordinating, maintaining, and assessing PED support from units or agencies external to the C/JAOC; in some C/JAOCs, PED Management is a cell under the ISR Ops Team.
  - Imagery Support Element (ISE) and National Tactical Integration (NTI) The ISE directly supports the C/JAOC with geospatial products. The NTI is the Air Component's primary source for perishable national-level intelligence data including time sensitive targeting, PR/combat search and rescue (CSAR), and imminent threat warning (ITW).

- **Functions and Interactions:**
  - The ISRD team works closely with the entire "ISR Enterprise"; A2, ISRD, ISR Group (in theaters with a distributed common ground system (DCGS)-assigned unit), ISR reachback units (e.g., the 363 ISRW for targeting and analysis support) and ISR collection units, as well as JFC, sister Service and coalition Intelligence personnel.
  - JCMB issues are recurring as components get passionate over airborne ISR priorities. Keep in mind, the JFC and CCMD staff set collection priorities that the C/JAOC actions on the JFC's behalf. The air component executes the collection plan as an honest broker as part of the joint enterprise. (See ISR chapter for more specific details)

Air Mobility Division (AMD):

- AMD is responsible for the planning, tasking, and execution of **intratheater** airlift, aeromedical evacuation, and air refueling missions. These missions often make up a large portion of the ATO.
- Challenges for the AMD occur when requirements exceed capacity, requiring either an increase in capacity (request to AMC) or reduced support for lower priority requests.
- AMD coordinates with:
  - JFC movement requirements, priority, and control authority are provided by the Theater Deployment and Distribution Operations Center (TDDOC).
  - The COMAFFOR may withhold theater mobility assets to enable COMAFFOR efforts to execute ACE.
  - DIRMOBFOR.
  - A3 and A4 directorate staffs.
  - AMC 618 AOC.
- **AMD Teams:**
  - Airlift Control Team plans airlift and air drop missions per prioritized list by the TDDOC and then creates the plan and schedules the assets in the ALCT.
  - Air Refueling Control Team plans air refueling missions. As

AR planning is normally done towards the end of the MAAP process, the ARCT is typically physically located within the Combat Plans Division. A tanker duty officer is also embedded on the COD floor to address dynamic tanker issues.

- Air Mobility Control Team functions as a "mini-COD" for the execution of air mobility missions.
- Aeromedical Evacuation Control Team is responsible for planning and executing theater AE missions. They identify and source AE teams for the specific patient requirements, and coordinate with the airlift planning teams to source the aircraft. They also work closely with the 618 AOC for patients requiring follow-on AE movements out of theater.

- **Functions and Interactions:**
  - Major functions include developing the airlift schedule, tanker schedule, and aeromedical evacuation schedules.
  - Other functions and outputs include ATO SPINS inputs, daily situation reports to inform all higher HQ and commanders of air mobility activity in the AOR/JOA, after action reports; lessons learned inputs; targeting nominations; and airspace control measures (ACM) requests.
  - Airdrop missions can provide rapid resupply to areas where landing aircraft to offload is not feasible or practical, but requires specialized equipment, aircrews, and tactics while introducing additional risk considerations. The AMD will work closely with the DIRMOBFOR on airdrop missions as required.
  - AMD interacts closely with the joint logistics community in theater and are key players in the Joint Logistics and Movement Boards.
  - Air refueling guidance comes from the C/JFACC based on his/her overall air component priorities.
  - Aeromedical Evacuation requirements come from the Theater Patient Movement Requirements Center who validates all patient movement requests.
  - Major process inputs include USTRANSCOM, AMC, and joint

movement center (JMC)/joint deployment and distribution operations center (JDDOC) validated requirements, timed-phased force deployment data, JAOP, AOD, JIPTL, ACP, AADP, ACO, ATO, SPINS, TACOPDAT, ROE, OPORD, and operational reports.

Component Liaisons:

- Each division relies on expertise from other component liaisons for direct coordination.
- Component liaisons work for their respective component commanders, with the Air Component Commander and staff, and should:
  - Possess the credibility and authority to represent their component commander.
  - Be equipped and authorized to communicate directly with their respective component commander.
  - Present component perspectives and considerations regarding planning, tasking, and executing joint air, space, and cyberspace operations.
- Use the component liaisons to integrate and coordinate air component COAs and schemes of maneuver with those of other components.
- Liaisons from other components include:
  - Battlefield Coordination Detachment (BCD). Army adjunct to the C/JAOC and the primary mechanism for the Air and Land Component Commander interface. The BCD is usually the largest liaison element in the C/JAOC because the air and ground schemes of maneuver are complex elements of the JFC's COA and require close coordination. They provide air support requests from the land force commander.

  - Naval and Amphibious Liaison Element (NALE). A NALE Director serves as the JFMCC/NCC's representative to the Air Component and acts as the interface between the JFMCC/NCC.
    - The NALE provides working level liaisons to divisions,

teams, and other elements within the C/JAOC to help the AOC Divisions understand the maritime scheme of maneuver and Naval capabilities/limitations. It monitors and interprets the maritime battle situation for the C/JAOC and to serves as the Maritime Operations Center (MOC) primary point of contact in the C/JAOC. If there is a MARLE/MARLO, the NALE and MARLE/MARLO should be synchronized.

- The NALE plays a critical role in integrating JFMCC objectives into the AOD; developing, integrating, and monitoring airspace coordination measures (ACM); and ensuring that JFMCC/NCC target nominations reflect desired effects in the JFC's joint integrated prioritized target list (JIPTL). During planning and operations, the NALE coordinates, integrates, and deconflicts naval air and surface activities in the ATO and ACO.
- The NALE may by augmented by specialty/platform LNO positions to cover specific maritime platforms and capabilities that require special coordination.

- Special Operations Liaison Element (SOLE). Coordinates and synchronizes all special operations component activities in the AOR with the C/JAOC.

- Marine Liaison Element (MARLE). USMC commander's representative within the C/JAOC. Supports the Air Component Commander in integrating Marine air-ground task force (MAGTF) fires, maneuver, and Marine air into the JAOP. USMC liaison also usually includes a Marine fighter duty officer that works directly with the senior offensive duty officer within the C/JAOC combat operations division to help integrate Marine air.

- Other government agency (OGA) liaison elements from agencies such as Central Intelligence Agency or Defense

Intelligence Agency may be appropriate in specific circumstances to help the Air Component Commander and staff to obtain proper reachback assistance, especially with intelligence, assessment analysis, support to targeting, space and cyberspace operations.

Coalition Liaisons:

- Represent coalition/allied air forces.
- Improve C/JAOC situational awareness, especially when those forces do not have a large TACS presence (which is often the case).
- May be teamed with linguists to help with language issues.
- The Air Component Commander should devise a plan for information sharing with coalition partners. Many will not be cleared to access US classified information.

Specialty and Support Teams.

Below is a partial listing of these organizations, which provide diverse capabilities to help C2 air, space, and cyberspace forces and capabilities.

- Non-Kinetic Team (NKT). Responsible for operations in the information environment (OIE) and integrated non-kinetic effects planning, coordination, synchronization, deconfliction, and assessment. The NKT is the non-kinetic capabilities integrator. Its personnel typically report to the NKT Chief but can be attached/assigned to any C/JAOC division. The NKT consists of representatives from cyberspace operations, electromagnetic warfare, space operations, and OIE, and leverages special technical operations. See Chapter 13 for more on Operations in the Info Environment.
    - **(CAUTION)** The NKDO synchronizes non-kinetic actions in the COD. The NKDO is often sourced from augmentation because there is limited activity in steady state operations. Fill NKDO carefully or source it with someone who is fully trained.

- Knowledge Operations Support Team. Responsible for the information management processes, designing/executing the air component's information flow strategy, and optimizing the use of the information infrastructure to support the commander's needs for relevant and timely information.
- Judge Advocate Team. Provides legal expertise and resources specific to ROE, targeting, intel and questions from coalition and political entities.
- Weather Specialty Team. Provides timely notification of meteorological and oceanographic impacts affecting launch and recovery bases, active orbits/tracks, routes of flight, and other areas of operations.
- Combat Support Team (CST):
    - Focal point for combat support-related issues affecting the C/JAOC's ability to plan and execute combat airpower.
    - The primary source of combat support information will come from collaboration with the AFFOR HQ staff.
    - It should be staffed accordingly with joint and coalition logistics specialists as required.
- Weapons System Manager. Responsible for the setup and successful operation of all systems integrated into the C/JAOC weapons system site baseline. Ensures C/JAOC systems are installed, configured, and operating in a manner that meets operational needs and satisfies the site-specific engineering plan.
- AOC Communications Team (ACOMS):
    - Ensures C/JAOC systems are integrated and operating with other partners, partner nations, and OGA systems.
    - Provide C/JAOC-unique communications services and tools for planning, generation, employment, and direction of forces.
    - Unlike the C/JAOC divisions, the ACOMS is usually a subordinate squadron under the AOC Commander with its own G-series-order commander.

- Joint Personnel Recovery:
  - Since PR operations often rely on air assets to accomplish some of the PR execution tasks, coordination between the joint personnel recovery center (JPRC) and C/JAOC is essential. The JPRC is responsible for providing the information that goes into the PR portion of the ATO SPINS.
  - The Air Component Commander should ensure the ATO includes air assets sufficient to accomplish PR.
  - When the CFACC is the supported commander for PR, the personnel recovery coordination cell (PRCC) and associated communications structure may be collocated and forms the nucleus of the JPRC (a joint augmented PRCC).
- Air Support Operations Center (ASOC):
  - Directly subordinate to the C/JAOC.
  - Primary control agency of the TACS that facilitates CAS, AI, SEAD, mobility, and ISR missions.
  - Does not deploy independently—they rely on their associated ground forces for much of their support. Tailored in size depending on the task and character of the conflict. Usually has a G-series-order commander.

Notes on the Theater Air Ground System

The C/JFACC must ensure all elements of the TAGS are in place and the various liaison positions are filled as soon as possible:

TACS: COMAFFOR's Theater Air Control System. The AOC is the senior element.
AAGS: Army Air-Ground System.
MACCS: Marine Air C2 System.
CWC: Navy's Composite Warfare Commander.
SOAGS: Special Operations Air-Ground System.

Air Mobility and some ISR platforms are not parts of the classical TACS/AAGS. Air Mobility Liaison Officers (AMLOs) are liaison positions between AMC and the Army—the AMD has oversight. ISR LNOs are part of the ASOC.

The C/JFACC is responsible for getting the ATO to each of the components and members of the Coalition. Services and coalition partners then use their own C2 to distribute the orders.

HIGH INTEREST AREAS

Challenges in Executing TACON--Unmanned Aircraft System (UAS) and Remotely Piloted Aircraft (RPA):

- UAS should be treated similarly to manned systems regarding established doctrinal warfighting principles; however:
  - RPA communication links are generally more critical than those required for manned systems.
  - RPA may be able to transfer control of the aircraft/payload to multiple operators while airborne.
  - Compliance with the ACO is critical as RPAs cannot "see and avoid" other aircraft.
- The JFC process for determining what UAS to allocate to the Air Component Commander will be no different than for the manned aircraft allocation decision process.
- RPA can be critical to the success of dynamic execution missions and prosecution of targets of opportunity or TSTs in an uncontested environment.
- Provide clear guidance on RPA mission priorities between ISR and strike tasks based on theater mission requirements and JFC guidance and establish procedures for changing mission sets during ATO execution.

Fire Support Coordination Measures (FSCM) and Placement of the Fire Support Coordination Line (FSCL).

- This is part of the ACA authority and necessary to facilitate the rapid engagement of targets and simultaneously provide safeguards for friendly forces. Effective use of airspace does not provide an enemy sanctuary.
- Divided into two categories: permissive and restrictive.
  - Permissive FSCMs facilitate attacks, include coordinated fire lines, free fire areas, and FSCLs. This includes killboxes if the JFC incorporates FSCMs into the killbox structure.
  - Restrictive measures safeguard friendly forces and include no-fire areas, restrictive fire areas, restrictive fire lines, and airspace coordination areas.

- FSCMs must be clearly defined, easily controlled, and not overly restrictive—this reduces the risk of friendly fire incidents and does not encumber airpower's inherent advantages of flexibility and versatility. For detailed information on FSCMs, see JP 3-52, *Joint Airspace Control,* and JP 3-09.3, *Close Air Support (CAS)*.
- FSCMs are required for long-range Army Tactical Missile System shots to ensure deconfliction and prevent multiple assets attacking the same target.
- The FSCL is well defined when working with the Army. There is still work to be done on how to apply FSCMs in support of the Navy. USMC has an established concept, but in open waters there needs to be significant coordination.

OPERATION IRAQI FREEDOM FIRE SUPPORT COORDINATION MEASURES

Operation IRAQI FREEDOM employed traditional fire support coordination measures. Since traditional FSCMs are not versatile and cannot be quickly moved, the initial FSCL was placed well beyond the range of land fires to accommodate the anticipated rapid movement of land forces into Iraq.

The rapid movement of land forces into Iraq was realized, but the deep placement of the FSCL hampered the efficiency of airpower. Since aircraft must coordinate with ground maneuver units prior to expending ordnance short of the FSCL, airpower could not quickly attack targets in this area. The large distance between the range of land fires and the start of where airpower could quickly attack effectively created a sanctuary for enemy forces.

Additional challenges were also encountered with the command and control of airpower. Traditional ASOCs, the control agency with primary responsibility for the coordination of airpower short of the FSCL, are not manned or equipped to handle the large FSCM area created at the start of Operation IRAQI FREEDOM. Radio frequency saturation and radio line of sight problems were common, further hampering the efficiency of airpower.

CHAPTER SIX

THE AADC ROLE AND RESPONSIBILITIES

AIR COMPONENT COMMANDER AS AADC

The AADC has the authority to plan, coordinate, and integrate overall joint force area air defense operations. The AADC is normally the component commander with the preponderance of air and missile defense capability and the C2/intelligence capability to plan, coordinate, and execute defensive operations, including real-time battle management. The JFC will define the command relationships between the AADC and joint force component commanders.

- Responsibilities:
  - Develop, integrate, and distribute the JFC's AADP.
  - Develop and execute a plan to disseminate timely air and missile warning and cueing information to all partners.
  - Develop and implement identification and engagement procedures.
  - Ensure timely and accurate track reporting to provide a consistent common operational picture.
  - Establish sectors or regions (as appropriate) to enhance decentralized execution.
  - Establish appropriate joint, fighter, and missile engagement zones in coordination with the regional or sector air defense centers (RADC/SADC), and ACA.
  - Ensure support assets, including surface-based and space-based early warning systems, are coordinated to support area air defense operations.
  - **Make area air defense recommendations to the JFC** or Air Component Commander (if not designated as the AADC) after consultation with DCA representatives from the joint force components.
  - Prevent friendly fire incidents.
  - Appoint a DAADC to advise on how to integrate and synchronize their Service component capabilities and

assets. NOTE: Designating the Commander, AAMDC as the DAADC provides the following benefits:
    - Synchronization of the ground-based effort.
    - Expertise on Army forces (ARFOR)/JFLCC systems.
    - A theater missile focus to the effort.
- Global missile defense (MD) encompasses MD activities affecting more than one combatant command and require planning synchronization among the affected commands. Per the Unified Command Plan (UCP), CDRUSSTRATCOM synchronizes planning for global MD with other CCDRs, the Services, and other US Government (USG) organizations.

LEADERSHIP TIPS/CHALLENGES

- Functions of the C/JFACC, AADC, and ACA must be integrated to ensure fully consolidated and synchronized operations.
- All active defense forces are subject to the JFC-approved ROE, airspace, weapons control measures, and fire control orders established by the Air Component Commander, AADC, and ACA.
- The JFMCC typically has robust AMD capabilities that can be employed in support of joint counterair. JFMCC AMD assets represent some of the most rapidly relocatable systems, often making them a key option to close gaps created by loss or degradation of other systems. Due to the interrelated nature of air, surface, and subsurface operations, if the JFC establishes a maritime AO, it may include a congruent regional or sector AD command covering the open ocean and littorals, for which the JFMCC should be granted sufficient authorities to conduct operations and defend fleet units, including the authority to engage missile platforms such as submarines, patrol boats, aircraft, and/or coastal defense cruise missiles (CM). In the case of maritime AD regions, the JFMCC may recommend a subordinate maritime commander who possesses planning and C2 capabilities to the AADC for assignment as a RADC/SADC.

- Normally, the AAMDC is under OPCON of the JFLCC and in direct support of the AADC. When the Commander, AAMDC is designated as DAADC, they must balance the Army counterair assets/capabilities between Army/JFLCC maneuver units and theater-level requirements established in the JFC-approved DAL and AADP.
    - Typically for forces made available for DCA, the AADC retains TACON of air sorties, while surface-based air and missile defense forces may be provided in support (e.g., Patriot).
    - The AAMDC should be collocated with the C/JAOC. During distributed operations, the AAMDC may not necessarily be in the C/JAOC but will remain functionally tied to it.

KEY PROCESSES AND PRODUCTS

- The Area Air Defense Plan development process uses the existing joint planning group model. Throughout development, the AADP should be rigorously analyzed through the JAOP lens, leveraging war gaming and COA analysis thinking, while remaining well synchronized with the ACP and SPINS.
- The AADP development process should:
    - Arrange an integrated, layered, and overlapping defense to allow for multiple engagement opportunities.
    - Include OIE strategies for counterair.
    - Contain detailed weapons control and engagement procedures integral to a joint counterair operation.
    - Specify ACMs.
    - Include all surface-to-air capabilities assigned, attached, and supporting the joint force.
    - Provide for high value airborne asset (HVAA) protection.
    - Employ electromagnetic warfare (EW) to disrupt or destroy guidance systems.
    - Include alternate, contingency, and emergency procedures to cope with communications, C2, and sensor degradation scenarios.

- Assets nominated for the critical asset list (CAL) are usually prioritized based on a methodology of assessing the three major factors of criticality-vulnerability-threat (CVT). From the CVT methodology the DAL is developed and approved by the JFC. It identifies the prioritized assets from the CAL to be provided with active defense resources, considering levels of protection and levels of engagement effectiveness which is the DAL.
- The defended asset list (DAL)
    - Must be continuously assessed, especially in a dynamic, multiphase campaign.
    - Is the critical driver of the AADC's positioning of active air defense forces.
    - Changes as a campaign progresses through each phase.
    - Is reviewed periodically for recommended changes.
- There will always be shortfalls to cover all CAL assets. Therefore, the AADC must maintain high awareness regarding joint decisions on what is to be defended when recommending courses of action to the JFC.
- **The AADC must coordinate the CAL and DAL with the other components and coalition before bringing it forward with a recommendation to the JFC for approval.**

CHAPTER SEVEN

AIRSPACE CONTROL AUTHORITY ROLE AND RESPONSIBILITIES

AIR COMPONENT COMMANDER AS ACA

- Operation of the airspace control system to maximize combat effectiveness and reduce risk in the designated airspace control area, which could include denied, contested, or permissive environments.
- **Recommends (for JFC approval) boundaries** within which airspace control is exercised and provides priorities on its use.
- Establish a mission-enabling system, integrated with that of the host nation (assist in establishing a civil structure if none exists), and which coordinates user requirements.
    - Combines *procedural and positive* control to prevent friendly fire/collateral damage and facilitate joint fires.
    - Implements the ACP through the ACO. The Airspace Management Planning Cell located in the C2 Planning Team of the Combat Plans Division manages these.

AIRSPACE CONTROL PLAN (ACP)

Approved by the JFC, it provides specific planning guidance and procedures for the airspace control system for the JOA. The ACP should enhance Air and Missile defense, enhance movement of surface forces, and maximize the effectiveness of air power.

- ACP considerations:
    - Specify ACMs to be used in the JOA and how these measures will be distributed and implemented.
    - Support an orderly transition from peacetime operations to combat operations and back.
    - Knowledge of political constraints.
    - Capabilities of all nations involved.
    - General location of friendly and adversary forces.
    - Facilitate joint counterair operations by closely

coordinating with airspace control functions.

- Delineate positive identification procedures.
- Provides guidance on what fire support coordination measures (FSCM) will be placed on the ACO.
- Provide guidance on component-unique ACMs, terms, or graphics.
- Provide procedures to integrate the resources of the military air traffic control (ATC) facility responsible for terminal-area airspace control.
- Include detailed engagement procedures and a plan for operations with degraded communications.
- Provide geographic arrangement of weapons, location of air defense operations, and procedures for aircraft identification.
- Distribute to all forces providing inter- as well as intra-theater support. Not doing so could result in hazardous traffic situations, cause confusion between aircraft and control agencies, and increase the risk of friendly fire.

AIRSPACE CONTROL ORDER (ACO)

- Implements the ACP for a specified period.
- Provides details of the approved requests for airspace and fire control measures
- Published either as part of the ATO or as a separate document.

ACA PORTION OF SPECIAL INSTRUCTIONS (SPINS)

- Provides operational and tactical direction at appropriate levels of detail.
- Should be very explicit when forces operate from different bases and when multicomponent and/or composite missions are tasked.

LEADERSHIP TIPS AND CHALLENGES

The ACA hat is one of the trickiest and more dynamic roles. As airspace moves in and out of control by host nations, sister component op areas change and FSCMs compete, it can be difficult to stay ahead of the changes. Keep the team focused by showing direct interest.

- Have Airspace Management team brief the ACP for your operation.
    - Ask for specifics on min risk routing procedures and any operational challenges.
    - Are there any "component-centric" requirements?
        - Forcible entry operations (FEO)?
        - Theater maneuver control measures or FSCMs?
- Many issues will come down to relations with host and partner nations. For this reason, the negotiation of airspace will likely require personal attention to those relationships. Are there requests of the host nation (e.g., security control of air traffic and air navigation aids)?
- Will there be requirements for near-real time updates that could significantly affect theater operations?
- Does the plan have well-rehearsed ACM that optimize joint fires and allow commanders to maintain flexibility and momentum?

NOTES

CHAPTER EIGHT

JOINT CAMPAIGN PLANNING

This chapter will discuss JPPA at a high level to offer tips and advice on guiding planners and operational considerations to tailor planning. For greater detail on the planning process, the **JPPA Handbook** published by the 705 TRS offers planners a wealth of granularity. Have a copy of this handbook, and ensure it is disseminated widely in the headquarters. The air component's process must mesh and complement those of the JFC and other components. Your products should include all the joint functions. The JPPA Handbook can be found at:
https://intelshare.intelink.gov/sites/C2/OCTP/SitePages/Home.aspx

THE SEVEN JOINT FUNCTIONS

In US doctrine, there are seven joint functions that must be covered for planning efforts to be considered comprehensive. These are: **Intelligence, Movement and Maneuver, Fires, Information, Protection, Sustainment, and C2.**

These functions are the foundation of operational doctrine and define what the staff must consider at the operational level of war. For each function, the plan must answer the who, what, when, where, why, and how questions.

JOINT PLANNING PROCESS FOR AIR (JPPA) OVERVIEW

JPPA is a seven-step process aligned with the joint planning process.

See Joint Publication (JP) 3-30, *Joint Air Operations*, Chapter III for additional detail.

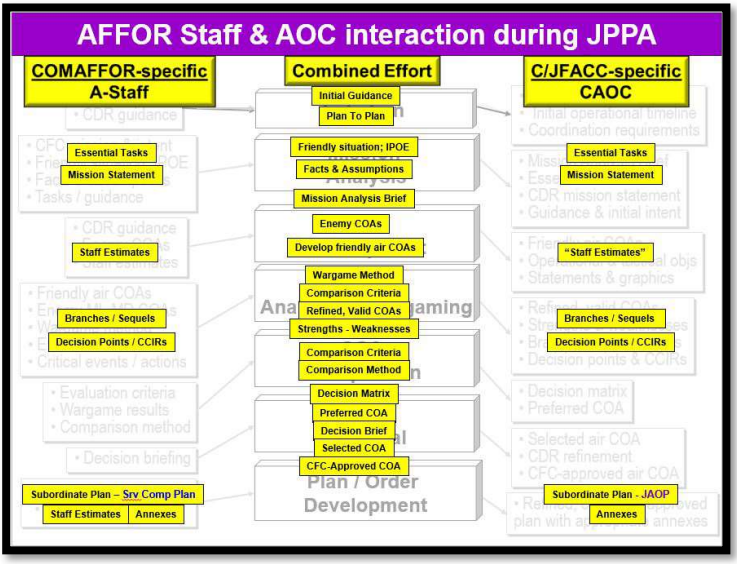

Figure 8.1: Air Component Interaction during JPPA

The JPPA steps are presented in sequential order; however, working through them is iterative and can be either parallel or sequential. This drives a need to integrate across staffs. The C/JAOC SRD SPT is primarily responsible for developing and managing the JAOP, while the A3/5 team manages the OPLAN work. Figures 8.2 and 8.3 shows the steps and outputs.

Key Inputs	JPPA Steps	Key Outputs
• JFC tasking. • *Air Component Commander guidance.*	**Initiation**	• Initial planning timeline. • *Air Component Commander's initial guidance*.
• JFC mission and intent. • Friendly situation. • JIPOE • Facts and assumptions. • *Air Component Commander tasks/guidance.*	**Mission Analysis**	• Mission analysis brief. • Essential tasks. • *Air Component Commander mission statement.* • *Guidance and initial intent.*

Figure 8.2: First two steps of JPPA

In many cases the staff will conclude planning with Mission Analysis and submit a Commander's estimate to HHQ. Many "taskings" from HHQ are research to develop their own courses of action or inform resource requirements. The Commander's estimate satisfies such asks.

In other cases, Air Component planning will continue through the entire seven steps.

Key Inputs	JPPA Steps	Key Outputs
• *Air Component Commander operational approach and guidance.* • Enemy COAs. • Staff estimates.	**COA Development**	• Friendly air COAs. • Operational and tactical objectives. • Statements and graphics.
• Friendly air COAs. • Enemy most likely/most dangerous COAs. • Wargame method. • Evaluation criteria.	**COA Analysis and Wargaming**	• Refined, valid air COAs. • Strengths and weaknesses. • Branch/sequel requirements. • *Decision points and CCIRs*.
• Evaluation criteria. • Wargame results. • Comparison method.	**COA Comparison**	• Decision matrix. • Preferred COAs.
• *Decision briefing.*	**COA Approval**	• *Selected air COA.* • *Air Component Commander refinement.* • JFC-approved air COA.
• Approved air COA staff estimates.	**Plan/Order Development**	• *Refined and approved plan/order with appropriate annexes.*

Figure 8.3: Remaining five steps of JPPA

JPPA TIPS FOR THE AIR COMPONENT COMMANDER

Use the JPPA Process. It is important **YOU** drive a staff planning culture. Enforce the process and enforce the steps. JPPA is not just for crisis. Encourage the staff to use JPPA at every opportunity. Doing so creates a staff capable of deconstructing complicated problems and providing viable options. This also ensures your planning integrates with the other components and the JFC.

Be Clear on Strategic Ends. Trust the staff to develop the "Ways" and "Means" but the commander is ultimately responsible for the "Ends." Provide some bounds of what planning is to achieve. Also providing your insight by articulating constraints and restraints and significant elements of the strategic environment starts the planners off right.

Build a Relationship with Planners. Devote time during steady state to sit with the SPT chief, SRD Chief, A3, and A5 planners to discuss strategy and perspectives. It is important for them to know how you think and to secure trust.

Thinking. Today's strategic environment forces us to think multi-domain. When executing JPPA, our Airmen must understand other domain capabilities and processes. Foster a culture where multi-domain approaches are instinctive. Some issues may best be addressed by the national intelligence agencies, State Department, or law enforcement agencies.

Understand JPPA Outputs. The process can go as fast or slow as you have time for planning. Stay focused on the bigger picture when guiding JPPA. Emphasize thinking through the problem and not leaping to a solution. Ask questions and give guidance that pushes the staff, be rigorous in challenging assumptions, and discourage bias towards a specific COA. Stay focused on the outputs from each JPPA step.

Some key observations:

- Mission Analysis is the most important step. Many JPPA events end here with written staff estimates.
- COAs need to be distinct and not just slightly different.
- Conduct rigorous red team or wargaming with clear evaluation criteria -- this is usually given little attention.
- At the end of JPPA -- have a written plan or order!

OTHER CONSIDERATIONS

Planning for Transition to Combat.

- Plans should consider how to transition air component forces and staffs into combat.
- Consider and plan to the following:
    - The enemy initiates hostilities prior to having desired resources. Understanding the build of air component combat capability over time enables you to exploit opportunities.
    - Hostilities erupt after completion of the TPFDD. How will the air component position itself to bring maximum and rapid lethality to gain/hold the initiative?
    - Each of these scenarios drives a wildly different posture of forces and equally varied ROE and authorities' matrices.

HUMANITARIAN ASSISTANCE/DISASTER RELIEF

- HA/DR missions almost always start with crisis planning yet follow the same JPPA process as combat.
- The costs associated with skipping the first few steps is constantly relearned.
- HA/DR planning is a parallel and integrated act between the AFFOR staff and C/JAOC. The key difference is the leadership. HA/DR planning is generally a more AFFOR centric endeavor.
- DoD will <u>not</u> have the lead. *Keep the POLAD close*. If there isn't one assigned to the air component, reach out for

connections to those in charge (liaison)! The State Department and many other interagency entities will vie for attention and shape the planning and operation.

- The smaller directorates and teams in the AFFOR staff have huge roles and requirements. The Surgeon General, Force Protection, Mortuary Affairs and Legal will become fixtures in the effort.
- Do not delay in activating a regional air movement control center (RAMCC), if needed. This team can control airspace procedurally as well as efficiently schedule and control access to limited airfield slot times in the recovery area.
    - During the 2010 Haiti earthquake response the daily flow of aircraft more than tripled after the RAMCC was stood up. The title is often unpalatable to partner nations as the surrender of "control" of airspace/territory to a foreign power and may not resonate locally. Consider using "regional air movement coordination center" if this is an issue.
- Consider early activation of forward contingency response groups or elements as the fastest presence.
- If the air component is the lead DoD agency, drive the staffs into making operations and planning uncharacteristically "out in the open" to dispel any notions of partiality or favoritism. The POLAD and PA teams will be critical in this effort.
- From the USG side, expect to have to intervene to impose order on the relief supply flow as DoD aircraft, interagency elements, and nongovernmental organizations vie for cargo movement. Most of these agencies are not skilled in planning and moving cargo within our system. Energize the staff to help partners avoid frustrated cargo and other delays in the flow rather than allowing inefficiency to accumulate from a hands-off approach.
- Finally, transition to local and work the exit plan aggressively. As much as our willingness to help reflects well on this nation and the Air Force, overstaying our

welcome or holding delegated authorities of airfields and airspace for too long creates ill will. The sooner local authorities can integrate to work alongside the forward elements the better. Press the JFC to start planning the exit as soon as the relief effort gains stability.

CHAPTER NINE

JOINT PROCESS FOR TARGETING

JOINT TARGETING CYCLE

Principles of joint targeting can apply in multinational operations and may involve participation from other agencies, departments, and organizations throughout all phases of an operation. The primary targeting responsibility of a JFC lies in integrating, synchronizing, and establishing the objectives each component commander will achieve throughout the operational environment with their forces (assigned, attached, and supporting).

- JFCs with the advice of subordinate component commanders set priorities and provide clear targeting guidance.
- Weight of effort (apportionment) is normally proposed by the C/JFACC in consultation with other component commanders and approved by the JFC.
- Joint force and component commanders identify high-value targets (HVT) and high-payoff targets (HPT) for acquisition, collection, and attack or influence, employing their forces in accordance with the JFC's guidance.

Process: Targeting is the process of selecting and prioritizing targets and matching the appropriate response to them, considering operational requirements and capabilities. It helps integrate and synchronize fires with other joint functions. Targeting leverages the commander's guidance and intent and the operational objectives from joint planning to identify the intelligence requirements for the JIPOE. It requires a continuous, analytic process to identify, develop, and effect targets. This is done by your Intel professionals, planners and reachback capabilities such as the 363 ISRG. It also provides planners with access to detailed information on the targets, supported by the nominating component's analytical reasoning that links the targets with the desired effects.

- There are six phases in the joint targeting cycle:
  - Phase 1: Commander's objectives, targeting guidance, and intent.
  - Phase 2: Target development and prioritization.
  - Phase 3: Capabilities analysis.
  - Phase 4: Commander's decision and force assignment.
  - Phase 5: Mission planning and force execution.
  - Phase 6: Combat assessment.

- The components normally:
  - Conduct target development.
  - Nominate potential targets for the joint target list (JTL) and restricted target list (RTL).
  - Nominate targets for the TST list and maintain their own lists of HPTs.
  - Identify and approve component-critical targets.
  - All components nominate to the C/JFACC for inclusion in the joint integrated prioritized target list (JIPTL) with *the intent of the C/JFACC engaging those targets*. The C/JFACC TET will lead the joint process for the development of the JIPTL which is approved at the JTCB.

KEY AIR COMPONENT TARGETING CONSIDERATIONS

The targeting cycle is not the same as the air tasking cycle although they look very similar. The two processes are distinctly different in purpose, timing, and complexity.

Targeting Process:

- JFC will establish a JTCB for target integration and coordination tasks; the JFC normally appoints the deputy JFC, J-3, to chair the JTCB.
- Desired effects can be achieved via kinetic or non-kinetic means, lethal or nonlethal.
- Strategy, effects, and targeting:
  - Pay special attention to ensure all-domain solutions are considered. Space and cyber effects require longer planning

lead times than kinetic operations and must be coordinated with outside organizations.

- Targets are selected from two lists of JFC-validated targets:
  - JTL-validated targets **with no** engagement restrictions.
  - RTL-validated targets **with** target engagement restrictions.
- The no-strike list (NSL) is not a target list; it is a list of objects or entities characterized as protected.
- Targeting and political realities:
  - Expect multinational inputs from allies.
  - Expect incrementalism in the interest of holding a coalition together while consensus builds.
  - Expect some targeting decisions to be held above CFACC level.
- STAR. Sensitive targets warrant President or SecDef review and approval. Sensitive target criteria are normally delineated in plans, orders, and/or ROE by CCDRs.
  - STAR targets are nominated with all targets during the air tasking cycle but must be closely monitored to ensure they are not executed unless approval is received from the President or SecDef. This requires strong coordination/communication within your C/JAOC leadership and with the CCMD.
  - The C/JAOC must have a STAR nomination process to build STAR packages following CCMD requirements, and then track all nominations to conclusion--either execution or removal from the JIPTL.
- TST. When the importance of a target rises to such a level that it poses a danger to friendly forces, or it presents a highly lucrative, fleeting opportunity. These targets must be fully anticipated and planned during the target development phase in the joint targeting cycle. The JFC validates TSTs and the CFACC should:
  - Provide input to the JFC on TSTs.
  - Seek retasking authority to best attack TSTs.
  - Redirect other tasked assets.

        - Preplan dedicated assets or, in a contested environment, package forces to achieve acceptable level of risk (ALR).
        - Resolve target validation problems.
        - Assess the results.
    - Component-critical targets. Component commanders may nominate targets for TST consideration.
        - If they meet TST criteria, but are not approved as TSTs by the JFC, these component-critical targets may still require dynamic execution with cross-component coordination and assistance in a time-compressed fashion.
- **Deliberate targeting**. Prosecutes planned targets—planned targets have two subcategories:
    - Scheduled targets. Planned targets upon which fires are to be delivered at a specific time and location.
    - On-call targets. An identified target on the target list the JFC wants to engage but due to the nature of the target the specific delivery time and/or location is unknown (fixing the target). These targets are unique in that actions are planned against them using the deliberate process, but execution will normally be conducted using dynamic execution due to the need to, potentially, "find" the target and, certainly, to "fix" its location for the attack.
        - Previously on-call targets were likely struck with any asset available or did not require unique force packaging. Contemporary threats, such as double-digit SAMs or capital ships, may pose a significant threat to the attacker.
        - Attacking well-defended on-call targets may require assets prepared with specialized weapons or tailored force packaging. In turn, these assets may not be available on one or more ATOs as they await the joint force to "fix" the target. Doing so may decrease short-term efficiency in the use of joint airpower but the return includes, for example, more effective use of capabilities

and weapons to achieve the JFC objectives given constrained resources.

- **Dynamic targeting.** Prosecutes targets that are "on call," those targets that are identified too late, or not selected for action in time to be included in the deliberate targeting process. These can be targets of opportunity or targets which have two subcategories:
  - Unscheduled targets. Are known targets and are included on either the JTL or RTL but were not nominated, were nominated but did not make the JIPTL, or were not expected to be available for engagement within the ATO. However, changes to the target status (priority, access, permissions) could result in the need (or opportunity) to engage the target during the current ATO.
  - Unanticipated targets. Are unknown or not expected to be present in the operational environment. These entities are not included on a JTL/RTL, and an evaluation of the candidate target is needed to determine engagement requirements and timing. In some cases, the candidate target will require engagement in the current targeting cycle and will require use of dynamic targeting. In other cases, the candidate target will be identified, developed, and validated for inclusion on the JTL/RTL.
  - Dynamic targeting is executed using the dynamic process of F2T2EA—find, fix, track, target, engage, assess (a.k.a. "the kill chain"). Its applicability extends to all targets whether the target was developed during the deliberate targeting process or is an unscheduled target or unanticipated target. Targets of opportunity have been the traditional focus of dynamic targeting because decisions on whether and how to engage must be made quickly. However, planned targets are also covered during this phase, but the steps simply confirm, verify, and validate previous decisions.
    - Additional risk is often accepted based upon the time constraints and those risks must be balanced against the return anticipated from striking the target.

- The JFC provides specific guidance and prioritization for TSTs, to include accepting increased risk, friendly fire incidents, or duplication of effort. For targets not meeting JFC requirement for TST designation, additional steps may be necessary to vet a target and/or deconflict operations.
- There is some confusion over deliberate vs dynamic targeting after two decades of operations in the Middle East. Virtually all targets during those wars were "on-call" (deliberate) targets with some unscheduled targeting (dynamic) of high-value targets. For example, confusion often stems from a mistaken belief that CAS sorties were all dynamic when, in fact, they were planned and scheduled via the ATO. The actual target the CAS was applied to was not entirely known during planning as is the case with most CAS. Younger leaders took this lack of detailed target planning as employing dynamic targeting's "kill chain" when it was actually a case of "on call" targeting. A similar general issue exists with the application of dynamic targeting on high-value targets. In most cases, the target was known but lacked specific execution triggers like the "fix" and target steps of the "kill chain" did occur quickly but the target itself was well developed…it simply required presenting itself at a time where the risk/reward was acceptable in the attack.

- Federated Targeting Support: Target development occurs with much of the effort happening well before any crisis. The 363 ISRW provides a host of targeting and analysis reachback support. This is a process you should be familiar with in addition to the capacity of your assigned targeteers.

(WARNING): Ask key questions on whether the collection plan is synchronized with the Targeting Plan in timing and tempo. If knowing the results of an attack drive a decision, then collection must be in place to drive that assessment in a timely manner. This is where the process breaks down between targeting and collection.

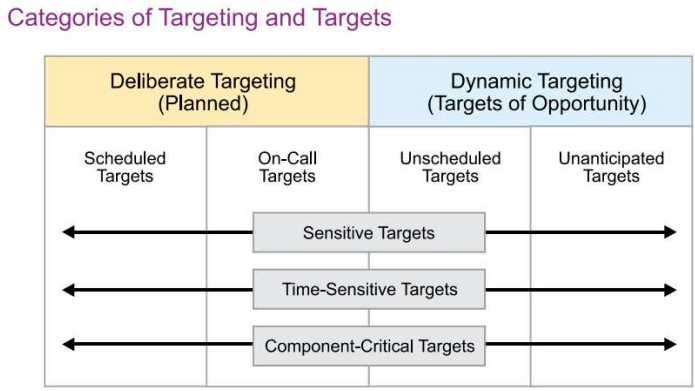

Figure 9.1: Categories of Targeting and Target (JP 3-60)

NOTES

CHAPTER TEN

JOINT PROCESS FOR AIRBORNE INTELLIGENCE, SURVEILLANCE AND RECONNAISSANCE (ISR) OPERATIONS

SUPPORTED COMMANDER FOR THEATER AIRBORNE ISR

Joint and national intelligence supports military operations by providing information, operational intelligence, finished intelligence products, and joint targeting information. The Air Component Commander is in a unique position as both a supplier and consumer of intelligence and is depended upon by the JFC and sister service/functional component commanders to conduct airborne ISR operations.

Connecting the Joint Targeting Process to the Joint Collection Process is the biggest challenge to tempo and effects-based approaches to achieving objectives.

AUTHORITIES FOR THEATER AIRBORNE ISR

Operational intelligence focuses on answering PIRs to support assessing the effectiveness of campaigns and subordinate operations; monitoring assumptions; maintaining situational awareness (SA) of adversary and/or relevant actor military composition, disposition, and intentions; the information environment; and other relevant aspects of the OE. To accomplish this task, commander's employ theater ISR collection systems and request intelligence support from the National Intelligence Community (IC) to acquire information above and beyond that which theater ISR can gather due to capacity, capability and/or access limitations. *The primary authority to conduct intelligence collection operations is held by the CCDR* and is termed Collection Management Authority (CMA). This authority gives the CCDR the ability to conduct collection operations in the AOR.

- **CMA.** The CMA constitutes the authority to establish, prioritize, and validate theater collection requirements (CR); establish sensor tasking guidance; and develop theater-wide collection policies. CMA ensures unity of collection effort, effectively employs synchronized collection to support combat operations, and assesses the collection process. It is important to note that CMA is an authority held by a single leader and not one exercised by all collection managers. Collection requirements management (CRM) simply determines what is collected and what is not based on JFC priorities. It is **not** usually delegated to the Air Component Commander but may be delegated to a JTF.
- The CCMD J-2 exercises CMA on behalf of the CCDR. CMA may also reside at the JTF level or be delegated to components. In practice the CCDR normally retains CMA and makes intelligence collection decisions at the JCMB. The CCMD/CJTF can delegate CMA for all theater ISR assets or only portions.

COLLECTION REQUIREMENT (CR) VALIDATION & PRIORITIZATION

The CCMD J-2 validates or modifies standing CRs. The Air Component submits their CRs to the J-2 in a Component Prioritized Collection List (CPCL). At the JFC's discretion, a JCMB may be formed to serve as a joint forum for the management of CRs and the coordination of collection operations. All CRs received and validated by the CCMD collection managers are included in a joint integrated prioritized collection list (JIPCL). The J-2 collection manager may use the JCMB as the conduit for obtaining CCDR approval of the JIPCL. The JIPCL is a 1-to-N list of requirements and the C/JAOC executes the airborne ISR portion of it via the ATO and RSTA. Once validated, the J-2 assigns a distinct ranking to each CR. Collection decisions can be made rationally only if requirements are prioritized and the resulting risks to joint operations are fully understood. The J-2 accomplishes these tasks using CRM of theater ISR capabilities.

- **CRM:** CRM is the authoritative development and control of collection, processing, exploitation, and/or reporting

requirements that normally result in either the direct tasking of assets over which the collection manager has authority or the generation of tasking requests to CM authorities at a higher, lower, or lateral echelon. CRM basically determines ***what gets collected*** based on theater ISR priorities.

Time constraints and the finite number of resources mandate the prioritization of CRs. Prioritization is based on National Intelligence Priorities Framework (NIPF) priorities, the commander's PIRs, and the current situation.

AIR COMPONENT COMMANDER INVOLVEMENT IN THEATER ISR OPERATIONS

There are two challenges for the Air Component: how to ensure Air Component Commander intelligence needs are satisfied when other CCMD and sister component CRs are prioritized above their own *and* how to maintain the perception of 'honest broker' when the Air Component is conducting airborne ISR operations. The latter may require discussions at both the action officer and component commander level to explain the processes used to plan/execute airborne ISR operations. Mid-level staff are typically capable of mitigating these concerns, but they do sometimes bubble up to the commander level.

The Air Component Commander will normally exercise OPCON of USAF ISR assets assigned or attached to the JFC, in addition to TACON of other components' ISR assets made available to the air component for tasking. Other Service assets usually involve a support relationship. The Air Component Commander will normally be delegated COM.

- **COM:** COM is the authoritative direction, scheduling, and control of specific collection operations and associated processing, exploitation, and reporting resources. COM determines ***how the information is collected*** based on factors

such as collection target location, enemy threat to collection platform, sensor, platform capabilities, limitations, etc. The Air Component will plan, execute, and assess airborne ISR collection operations for the entire theater. Beyond priority other factors to consider are asset capabilities, risk to force considerations and mission requirements of the platform, communication networks and PED units.

Another challenge the CFACC will face is associated with multirole platforms such as MQ-9 Reaper. The air component will be faced with questions from all sides when deciding the best way to divide competing mission sets (ISR and Strike) to meet JFC operational requirements.

All other service components maintain organic ISR capabilities so they can meet their own mission requirements. The global force management (GFM) process determines the allocation of resources across the CCMDs. Typically, the GFM process applies only to USAF collection platforms, termed Theater ISR and does not impact other services 'organic' collection systems. This leaves an uphill battle to hold USAF assets, considered high-demand/low-supply (HD/LS), back as service-retained to satisfy Air Component PIRs. In past permissive environments, this was not a significant factor as most USAF operating locations were considered 'sanctuaries' from enemy operations. Air Component Commanders using ACE will have many more CRs than traditionally required. These would support movement and maneuver among bases.

The fact that these platforms are allocated to the theater based on an ISR GFM decision may force prioritization issue and, if not tasked as ISR platforms in theater, may result in reallocation. To avoid this issue, accomplish detailed coordination with CCMD staff to meet intent of the theater force allocation while also allowing for flexibility in asset employment to meet all theater requirements.

There is a tendency by other components to request specific platforms for collection operations vice asking for effects. The air component staff may also be guilty of this. Air Component Commanders need to demand the staff think in terms of effects above and beyond what airborne ISR can contribute to this effort. In addition to the expected U-2, Rivet Joint and Reaper RPA assets executed by the air component, non-air power and non-US collection assets may also be available in theater. Air component leaders must insist their Intelligence enterprise practice using these collection assets in peacetime, so they're prepared in wartime. Emphasis on using partners and having a "YESFORN" mentality will significantly expand the available intelligence available.

NOTES

CHAPTER ELEVEN

SETTING AND SHAPING A WARFIGHTING FOUNDATION: DAILY OPS AND EXERCISES

To prepare for conflict, Air Components should develop daily operation procedures, starting from the Battle Rhythm, processes, board and working group meetings, products, and processes based off peer/near peer "Phase Three" combat operations as close as practical. Do not underestimate the problems associated with the transition from daily ops to warfighting operations. Initiate an OPG or working group to lead this "transition from daily ops to combat ops" effort (SRD/A3/A4/A5 as core leads) to develop a plan for preparedness. The Air Component Commander must ensure the team does not drift into a "we do this every day" mentality—because they don't.

LEADERSHIP TIPS FOR SETTING AN AIR COMPONENT WARFIGHTING FOUNDATION DURING DAILY OPS

- The items below, if rehearsed or accomplished prior to stress points, become critical in the transition to combat operations:
  - Ensure JAOPs and OPORDs for OPLANs/CONPLANs are completed
  - Develop/review CCIRs (both daily ops and for major OPLANs/CONPLANs).
  - Select/plan branches and sequels of OPLANs or CONPLANs (think established pre-ATOs or playbooks).
  - Further develop and maintain working groups, executive operation planning group (EOPG) and LRPG.
  - Air Component Commander approve products and briefing templates (e.g.: beddown slides, MAAP brief).
  - Develop internal/external relationships.

Exercises.
Military exercises provide essential training for Air Components, and they test our forces' capabilities to perform effectively.

Personnel will observe the Air Component Commander's interest/engagement and use their perception as a tool to set their own priority for the exercise. Take full advantage of every opportunity to hone the Air Component's warfighting skills. Most large exercises are Tier 1 and focus on the CCMD as the target audience. Air Components must take proactive actions to ensure there are appropriate injects (based on Air Component objectives) to fully stress/test their processes and operations. Invest manpower, money, training time, and planning in Joint/Air Component exercises. Do not let the strongest players "hide" in real-world ops during exercises.

Use exercises to establish crisis priorities and collection efforts. If this is not clear, then exercise planning will be focused on the exercise as the "end" and any inputs will be satisfactory.

LEADERSHIP TIPS FOR SETTING AN AIR COMPONENT WARFIGHTING FOUNDATION DURING EXERCISES

- Conduct these as if executing an operation. Observing the team during a stressful exercise will identify opportunities to organize and focus the Air Component.
- Ensure associated Guard and Reserve units are appropriately trained, to include filling senior leader and team lead positions.
- Air Component Commander must use exercises to build relationships with their LNOs and ensure their JACCEs are building strong relationships too.

POST EXERCISE DEVELOPMENT/LESSONS LEARNED

The most challenging aspect of exercises and the easiest aspect to overlook is Postexercise Development and Lessons Learned. An

intellectually honest after-action review (AAR) process is critical to capturing lessons observed during the exercise and should occur at the conclusion of every exercise. Demand the team take the time after each exercise to update processes, products, SOPs, and TTPs. Then install critical process improvements. Make the most of available exercise training by taking advantage of what the Air Component has learned.

- Air Component Commanders should select 7 to 10 of the most critical lessons learned from each major exercise and have their status/fixes briefed to them once every 2 months until permanently resolved and captured. In addition, each Director and C/JAOC/CC should be tasked to do the same for their own lessons learned.

NOTES

CHAPTER TWELVE

DOMAIN DIRECTORS, LIAISONS, AND JACCE

The Air Component structure should include several Domain Directors. Typically, the domain directors are assigned to support the COMAFFOR and reside within the AFFOR HQs. As discussed earlier, there should be liaisons from other components (BCD, NALE, MARLE, and SOLE) within the C/JAOC. They are designated to facilitate interaction and coordination between the JFC, service components, domain functional HQs, and the Air Component. Get to know the leads for each of these elements, leverage their expertise and connections into their parent HQs, and make sure they are appropriately positioned/seated to foster mission success during Battle Rhythm events and other venues.

DIRMOBFOR (DM4) AND AIR MOBILITY

- The DIRMOBFOR has a broader role than the AMD in that they advise and assist the entire Air Mobility Enterprise, including both intertheater and intratheater operations. The DM4 functions as coordinating authority for air mobility, engaging all commands and agencies, both internal and external to the JFC. The DM4 exercises coordinating authority between the C/JAOC, AMC 618 AOC, CCMD J4 or JTF J4 and the JMC/JDDOC to address air mobility issues.
- The DIRMOBFOR will also have a key role in threat assessment and risk management for air mobility forces. The DIRMOBFOR will work closely with the AMD and threat working groups both in the theater and at AMC to ensure a common understanding of threats to mobility forces and appropriate risk mitigation measures.
- CDRUSTRANSCOM normally retains OPCON of intertheater air mobility assets due to their global mission and functional nature.
- If a supported CCDR can fully employ and conduct C2 of deployable air mobility forces, OPCON or TACON of those forces

may go forward to the supported CCDR (with SecDef approval). In this case the gaining CCDR normally delegates OPCON/TACON of assigned/attached air mobility forces to the Air Component Commander.

- In cases when the AMC/CC retains OPCON of air mobility forces, the SecDef will typically establish a support relationship between CDRUSTRANSCOM and the supported CCDR.
  - The Air Component Commander, as the supported commander for air mobility operations within the JOA, should provide requirements to the AMC/CC.
  - The ATO should include AMC missions entering the JOA.
- AMC Command Relationships. USTRANSCOM has developed a model under which supported CCDRs can request short-term use of mobility aircraft during a crisis or contingency.
  - This process allows Air Component Commanders to request short-term use (up to 30 days) of mobility aircraft based on specified movement requirements.
    - Supported commands must specify their anticipated movement requirements (passengers and cargo. This information is found in a TPFDD.
    - Supported commands must show currently assigned forces are unable to meet the movement timelines or capacity requirements.
  - The aircraft and crews do not change OPCON. The air component will be delegated TACON only with possible specified elements of OPCON.
  - The lowest level of request is at the air component/A3 level. The authority, however, is best delegated to the DM4.
  - Air components may concurrently submit an RFF for those additional forces for long-term contingencies.
  - The DM4 also works to articulate and address tanker shortfalls and coalition compatibility issues.
  - The 453 TRS DIRMOBFOR education website is at https://usaf.dps.mil/teams/11687/SitePages/Home.aspx. It requires permission to access but contains volumes of detailed information about Air Mobility C2.

DIRCYBERFOR (DC4)

- DC4 provides unity of effort to the Air Component Commander on cyber operations. The inherent challenge for the DC4 is to bridge the communications and operations tribes. The DC4 always closely coordinates with the deputy A6 or deputy A3.
    - The DC4 is an advocate for cyber support and integration with the other warfighter domains.
    - The DC4 will communicate component priorities and advocate for cyberspace capability allocation to supported and supporting organizations through the integrated planning element (IPE) at the CCMD. This includes executing coordinating and DIRLAUTH with external cyber organizations.
    - The DC4 does not have tasking authority over the AFFOR staff, the C/JAOC entities, or systems. The successful execution of cyber operations requires the integrated and synchronized employment of OCO, DCO, and Department of Defense information networks (DODIN) operations, underpinned by effective and timely operational preparation of the environment (OPE). The DC4 will spend most time on DCO in coordination with the A6, ACOMs and associated C/JAOC-assigned mission defense teams (MDT).
    - The DC4 position should also be afforded formal training. The lead command for identifying training requirements for the DC4 should be 16 AF and closely linked to the CCMD CO-IPE (cyberspace operations-integrated planning element).
    - The DC4 should be part of the NKE team.
    - See Chapter 13 for more on C2 of Cyber Operations.

DIRSPACEFOR (DS4) AND SPACE COORDINATING AUTHORITY (SCA)

- The DS4 (or Space Component Liaison) is the ACC senior space advisor with broad space expertise and theater familiarity, who provides advice on the planning, execution, and assessment of theater space operations. The DS4 position is currently in flux after standup of Space Component Commands. How the new service presents forces and capabilities to warfighting commands is rapidly changing and may differ in each theater in the near term. They may be designated the SCA and supporting the Air Component. When the Air Component Commander is designated the SCA, the DS4 typically accomplishes the day-to-day duties on their behalf (see list below). Space components will be housed within the air component under the Department of the Air Force, the coordination relationship between the air component and the space component should be established from current structures.
    - The DS4 works closely with the NKT, non-kinetic duty officer (NKDO), and C/JAOC to deliver integrated and synchronized space-based capabilities
    - The rank of the DS4 or Space Component Commander may require the Air Component Commander to represent the space component in high-level GO/FO meetings.
    - Space Coordinating Authority Responsibilities:
        - The single authority to coordinate joint theater space operations and integrate space capabilities.
        - Recommend appropriate command relationships for space forces to the JFC.
        - Establish, deconflict, prioritize, and recommend military space requirements.
        - Recommend guidelines for employing space capabilities, such as ROE, for the joint force.
        - Guide strategy development, operational planning, and space integration.
        - Provide status of space assets to key theater staffs.
        - Ensure interoperability of assets with coalition forces.

JOINT AIR COMPONENT COORDINATION ELEMENT (JACCE) TEAMS

- The JACCE is the Air Components liaison to other organizations where close coordination is required to effectively execute air operations in support of the JFC. Therefore, communicate regularly with the JACCE Teams assigned to higher/sister HQs. The JACCE is one of the Commander's greatest resources for working joint issues. To do this they must have a good working knowledge of concerns or issues as they materialize during the operation. However, they can only be effective if they are well informed and remain current on the Air Component Commander's guidance and intent.
- Communication is key to mission success. Keep the JACCE informed regarding CCMD/air component operations. Avoid having them surprised in front of their host. JACCE Director(s) should dial into the daily Commander's Update Briefing and/or have a scheduled session every day or two.
- There is a risk of mission creep within the JACCE elements. JACCE teams need to understand that they are not a Fires or TACON element. Their role is a liaison element without 'orders' authority.
    - Establishing a JACCE is difficult at the start of a crisis unless you have created JACCE billets on the UMD and have plans for reaching out to either the existing staff or to guard and/or reserve units. Critical to success will be ensuring this program is executable during crisis without limits on the orders and assignment process.

NOTES

CHAPTER THIRTEEN

OPERATIONS IN THE INFORMATION ENVIRONMENT, ELECTROMAGNETIC SPECTRUM, CYBERSPACE, AND SPECIAL TECHNICAL OPERATIONS

OPERATIONS IN THE INFORMATION ENVIRONMENT (OIE)

OIE underpins airpower operations and is an enabler for successful airpower. Decision advantage is achieved through the novel and integrated employment of OIE capabilities to deliver domain awareness and the information advantage.

Joint electromagnetic spectrum operations (JEMSO): As a crisis escalates toward armed conflict, JEMSO shifts from electromagnetic spectrum (EMS) access coordination to EMS superiority, with coordinated military actions executed to exploit, attack, protect, and manage the electromagnetic operational environment via:

- Cyberspace Operations. Most military systems contain cyber- and EMS-dependent components requiring close integration of capabilities to ensure prioritization, synchronization, and deconfliction.
- Space Operations. All space operations rely on the EMS for C2, sensing, and information distribution. The vital nature of space operations to overall joint operations also require close coordination with other EMS activities.
- Air, Land, and Maritime Operations. EMS overlaps these physical domains and JEMSO provides the processes to effectively conduct operations.

Integrating activities in the electronic spectrum is likely another authority the JFC will delegate to the Air component Commander. It is important to create a climate where the staff integrates electronic and information operations into every plan and that they coordinate those actions openly with partners.

The Air Force organizes to conduct OIE and EMSO primarily through NKT. The NKT plans, directs, and assesses Air Force EMSO activities to exploit, attack, protect, and manage. While NKT may be in the Strategy Division it should be integrated into all planning across the Air Component. Ensuring Air Component OIE operations, activities, and investments are nested in the overall JFC plan requires diligence and constant staff coordination. Ultimately, OIE operations, activities, and investments turn on influencing the perception of others by:

- Creating conditions for success (e.g., EMSO activities, offensive cyberspace operations).
- Imposing costs by concealing and obscuring the nature of joint force actions (e.g., signature management).
- Influencing relevant actor behavior through overt/covert messaging (e.g., MISO, PA).
- Driving a relevant actor to expend additional resources by exposing malign activities (e.g., PA, cyberspace-enabled OIE).

It is important to understand that a "target is a target"--kinetic or non-kinetic. Targeting in the non-kinetic environment presents additional challenges in how targets are vetted for approval, prioritized, selected, and how other operational focus areas are impacted. Approval of certain supplemental ROE often provide the C/JFACC additional non-kinetic options against sensitive targets restricted from kinetic options. Some non-kinetic capabilities often require long lead times which may hinder the capability unless target development is already completed. Conducting target development well in advance of the need to integrate kinetic and non-kinetic capabilities; especially in a time-sensitive scenario is required.

OIE occurs from steady state to crisis. Ideally, the operations and activities in the Air Component, nested with the JFC, should reinforce each other from steady-state perceptions to actions and influences in crisis. These examples demonstrate some of those related opportunities:

- Exercises: military maneuvers or simulated wartime operations carried out for the purpose of building, improving, maintaining, and evaluating proficiency in key mission areas to demonstrate US and partner capability.
- Force Posture: forces rotationally deployed and/or permanently stationed abroad, together with the facilities and supporting infrastructure that make up the US military footprint and the agreements that enable this presence.
- Audience Engagements: interactions that take place between military personnel and audiences. Audiences may be key leaders or mass populations and may be military or civilian.
- Foreign Military Sales: transferring defense articles, services, and training to US international partners and international organizations.
- Security Cooperation: interactions with foreign security establishments to build security relationships that promote specific US security interests, develop allied and partner nation military and security capabilities for self-defense and multinational operations, and provide US forces with peacetime and contingency access to allied and partner nations.
- Dynamic Force Employment: strategically predictable but operationally unpredictable use of the force executed to exploit emergent or anticipated opportunities.
- Flexible Deterrent Options: a planning construct that provides a wide range of interrelated responses that begin with deterrent-oriented actions carefully tailored to produce a desired effect.
- Show of Force: a demonstration of resolve involving increased visibility of deployed forces to defuse a situation that, if allowed to continue, may be detrimental to US interests or objectives.
- Crisis Response: the execution of a response to a rapidly developing incident or situation involving a threat to the US, its citizens, military forces, or vital interests.

- Operation Plan (OPLAN) Execution: the execution of a complete and detailed contingency plan that contains a full description of the concept of operations, all annexes applicable to the plan, and a time-phased force and deployment list.

Cyber Operations. The Air Component Commander will most likely not be delegated the authority to C2 CO due to unique authorities. However, NKT still plans the scheme of maneuver and NKDO manages timing and tempo. The NKT and DIRCYBERFOR are key elements synchronizing with USCYBERCOM via the CO-IPEs and service provide JFHQ-Cyber aligned to your theater.

- C2 of JFHQ-C forces is directed by USCYBERCOM, normally through the 616th Operations Center (616 OC).
- JFHQ-C (Air Force) (AFCYBER) is aligned to support STRATCOM, SPACECOM, and EUCOM. AFCYBER connections can often advise and assist with connections to other service components supporting other CCMDs.
- USCYBERCOM's JFHQ-Cs provide steady state and contingency cyberspace planning and targeting support to aligned CCMDs and conduct OCO missions in support of aligned CCMDs. JFHQ-Cs direct, coordinate, synchronize, plan, and assess risk for current and future cyberspace operations, and ensure the integration of cyberspace security cooperation objectives into campaign plans. ARCYBER supports CENTCOM, AFRICOM, and NORTHCOM; MARFORCYBER supports SOCOM; and FLTCYBER supports INDOPACOM and SOUTHCOM.
- CO-IPEs provide expertise and reach-back capability, serving as a liaison between USCYBERCOM and the supported CCDR. CO-IPEs are fully integrated with each CCMD staff to support development of cyberspace operations requirements, facilitate cyberspace operations C2 by advising planning teams on the best use of cyberspace forces, and assist with coordinating, integrating, and deconflicting cyberspace operations.

APPENDICES

APPENDIX A

SIX FUNDAMENTALS FOR THE AIR COMPONENT COMMANDER (APPLIES TO ALL AUTHORITIES):

Intentionally not list in rank of importance.

Know The Organization and People (Inside and Out).

Organization

- You need information to make decisions. Communications between your team and their internal and external touchpoints either helps or hinders your info flow. Processes, plus the myriad organization charts, paint a picture of where potential trouble spots lie. Deliberately spend time in areas you are the least familiar with.
- Ensure critical processes and products are still covered when experimenting with staff/component optimization. Reorganization cannot come at the expense of processes. Any proposed solution needs to be graded for its effectiveness.

People

- It is critical you build personal relationships at all levels (360^{o}). Know key working groups in which your team needs to participate regardless of the supported or supporting relationship.
- There are two kinds of key players, by position and "by ability." The org chart makes it easy to identify the first category. The key players "by ability" may not be instantly identifiable; however, every organization has 10-15 "movers and shakers"…discover and empower them!

Know and Master the Processes.

From battle rhythm events to walkabouts, you demonstrate which processes matter to you. Make it purposeful by knowing and actively engaging in key processes (do not just engage in processes you are

comfortable with, learn and master all that are operationally vital to success). You should emphasize key processes under both your COMAFFOR and C/JFACC hats, as both pieces of the Air Component are critical to mission success. If you wargame/exercise the processes which matters, you can identify problems, friction points, and points of clarification before they come to a head during a crisis.

Know Your Bosses, Let Your Team Know You, and Share What Senior Leaders Deem Most Critical.

You must understand the JFC/JTF, and/or Supported CC's Guidance, Mission, and Intent--your entire team must know yours! Understand the commitments you made to the other commanders and ensure the information affecting those commitments is focused and fast-tracked. Know theirs and your own approved CCIRs and wake-up criteria and refine them based on what you learn from discussions above you. Know how to communicate with your boss and adjust to their preferences for receiving/providing information (email, phone, in person, times of day/night). Ensure relevant information permeates to your staff, especially among members of your staff who create products that go above you. It also is critical that you openly discuss with senior leaders in your organization how you prefer to communicate and consume information. Demand each meeting end with a "Readback" to ensure your staff understands your guidance and knows exactly what each task entails, to include OPR/OCR, expected timeline(s), and expected output(s).

Know What is Critical for your Team.

Get out of your comfort zone and learn critical parts of your new position that may not be familiar to you. Chat with your key senior leaders in both the C/JAOC and within the AFFOR to determine if they have what they need (before and during execution). Although challenging due to time constraints, leadership "by walking around" pays dividends and must be accomplished prior to a crisis. When walking around ask what information is needed. Help get it—this is your contract to your team. Also, impart the decisional pieces you

are expecting from them. Ensure your team gets properly trained, then trust your people to do their jobs.

Know Key Roles, Responsibilities, and Authorities.

This is self-explanatory and important in all leadership positions; however, when sporting at least four different warfighting "hats," delineating these specifics will be most critical! Understanding roles, responsibilities, and authorities will directly lead to efficient and effective execution in combat operations. Have an authorities matrix. Different authorities are tied to your different hats and you must execute in the proper hat. Additionally, your Air Component senior leaders need a working understanding of your roles/responsibilities to synchronize their operational planning and execution. Moreover, you need to know your limits in carrying out those responsibilities ahead of time. Rehearsal of concept (ROC) drills and exercises are perfect opportunities to raise Air Component (and your own) awareness and understanding. Also, know which authorities can be delegated to you and ask for them. Make sure the team is ready to support you with these new responsibilities and authorities.

Know and Master the Terminology and Doctrine.

Terminology.

- Words matter. Hold your teams to high standards when it comes to precise use of doctrinal terms in formal messages and informal chats – casual chat language can easily become the source of countless delays and disputes.
- The careful use of standard terms sometimes requires a temporal expression to be truly communicated effectively. In particular, the 'D' words (deny, degrade, destroy, etc.) demand some expectation of how long the effect needs to last. Your team needs these requirements as they work the ATO process or a TST.
- Be cognizant of what you ask for, agree to, or deny. Couch your words in authorities. Do not burn bridges but instead start working across the joint/coalition team to address big items.

- Gain trust of coalition counterparts at your level and ask them to "translate" coalition warfighting terms and phrases! Understand that sometimes it matters who says the words as much as the words themselves. Coalition ops often require senior officer involvement to "make things happen."

Doctrine.

- Airmen traditionally fall short in understanding air power doctrine and its application to military operations. Other services are steeped in their own doctrine and have also studied our doctrine. They often understand the implications of doctrine on planning and execution processes better than we do.
- Be aware our sister components and allies have read our doctrine and expect us to deliver joint and service based doctrinal processes, products, and communication.

The fundamentals above apply to all "hats" and to your Air Component senior leaders. In addition, the seven habits below need to be driven into your teams by you and other senior leaders (officers and enlisted) at every opportunity to foster a warfighter culture. This Air Component combat mindset will help you and your team get the "Fundamentals" right!

Seven Highly Effective Habits for Winning Warriors.

For success, emphasize the mantra below:

- You are a warrior; in conflict, Americans and Allies will die…your efforts and actions make a difference!
- You are a leader/thinker no matter your rank or position…speak up as you may have the critical input that makes the difference between success or failure.
- Be proactive…as much as possible.
- Prepare to quickly react (the enemy gets a vote).
- Demand (and deliver) predictive analysis, not just the news.

- Who should I include in my planning, actions, and information sharing (reference all your touchpoints)? Use the “WESK” acronym – Who Else Should Know.
- What’s coming next?!?

APPENDIX B

ADCON and OPCON Authorities

The ADCON Line.

Administrative Hierarchy. ADCON responsibilities are handled through the service chain of command (G-series-order commander).

ADCON Over Deployed Forces. Variables influencing the specified elements of ADCON for the gaining Air Component Commander includes expected duration of the mission, distance from home station, access to resources, or the size or type of forces attached or assigned (regular, reserve, or guard).

Assigned vs Attached Forces. The Commander should have complete ADCON of **assigned** forces. An Air Component Commander does not normally have complete ADCON authority over forces **attached**. The specified elements of ADCON over **attached** USAF forces should be detailed in a written order.

Air Reserve Component (ARC) Considerations. ADCON over ARC personnel is:

- Full ARC mobilization: the Air Component Commander will (normally) receive both OPCON and full ADCON over mobilized ARC forces.
- Less than full mobilization: the respective ARC will retain most ADCON authorities over unit personnel and individual mobilization augmentees, while the designated Air Component Commander will exercise specified elements of ADCON over ARC forces.
- **(CAUTION)** Under the Constitution and United States Code, National Guard forces in their state militia or Title 32 status are under the authority of their State's Governor and not under the President, SecDef, or any combatant command or Service.

National Guard forces deployed for operations overseas are normally brought under Title 10 status and the authority of the President.

OVERLAP BETWEEN OPCON AND ADCON

Within a joint force, the Service component commander occupies positions of responsibility and authority in both the operational and administrative branches of the chain of command. Figure B.1 shows the main areas in which the two branches overlap.

OPCON	**ADCON**
- Giving authoritative direction to subordinate commands and forces necessary to "carry out missions assigned" - Authoritative direction of all aspects: -- military operations -- **joint training** -- logistics (10 USC 164[c][1][A])	- …**service training** (10 USC 8013[b][5])
[OPCON] does not include authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. These elements of COCOM must be specifically delegated by the CCDR. (JP 1, V-6) Directive Authority for Logistics. CCDRs exercise directive authority for logistics and may delegate directive authority for a common support capability… (JP 1, V-4)	

OPCON	ADCON
- **Organizing commands** and forces within the command as necessary to carry out missions assigned to the command (10 USC 164[c][1][C]) - **Organize subordinate commands** and forces within the command as necessary to carry out missions assigned to the command. (JP 1, V-6)	- **Organizing (Service forces)** (10 USC 8013[b][2]) - **Organization of Service forces** (JP 1, V-12)
- **Coordinating and approving** those aspects of **administration and support** (including control of resources and equipment, internal organization, and training) and discipline necessary to carry out missions assigned to the command. - (10 USC 164[c][1][F])	- **Subject to** the authority, direction, and control of the **Secretary of Defense** and **subject to** the authority of commanders of **combatant commands**…the military department secretary is responsible for…**administration and support** of forces assigned by them to a combatant command.(10 USC 165[b])
- **Assignment of members and selecting members as subordinate commanders** and to combatant command staff. - (10 USC 164[c][1][G], 10 USC 164[e], and 10 USC 164[f][2])	- **Assignment of forces** to a combatant command (The "Forces For" Assignment Tables, published annually in the Forces for Unified Commands Memorandum [odd- numbered years] and Global Force Management Implementation Guidance [even-numbered years], assign forces to the CCDR.)

OPCON	ADCON
- - CCDR with COCOM has **UCMJ authority** over all forces assigned under them. (10 USC 164[c][1][F] and 10 USC 164[c][1][G])	- COMAFFOR, NAF/CC, Wing/CC, and AEW/CC are designated as **"convening authorities" for UCMJ purposes** by G-series orders as commander of an Air Force unit and by SECAF special order and designates commanders of the Air Force component of a joint force, when that component is commanded by an Air Force general officer or colonel, as convening authorities.

Figure B.1: OPCON and ADCON Overlap

APPENDIX C

CCIR AND DECISION POINTS

COMMANDER'S CRITICAL INFORMATION REQUIREMENTS (CCIR)

CCIR assist commanders in focusing support on their decision-making requirements. CCIR support two activities:

- Understanding the increasingly complex environment.
- Commander decision making, by linking CCIR to key decisions such as the execution of phase changes or branch and sequel plans.

Four Key CCIR Characteristics:

> **CCIR:** Specific information identified by the commander as being essential to facilitate timely decision making. JP 3-0

- Directly support mission command and commander-centric operations.
- Provide the focus for a broad range of collection, analysis, and information to support decision making.
- Answers provide understanding, not simply data or isolated information—context is important.
- Change as the mission, priorities, and environment change. Periodically review and update CCIR.

CCIR are key elements of information required to **enable anticipated Air Component Commander operational-level decisions or decision points** related to the respective concept of operations. CCIRs drive campaign decisions.

CCIR are not to be confused as wake-up criteria, PIRs, friendly force information requirements (FFIR) or other pieces of data with different handling requirements. In fact, you should have separate categories "Wake Up" criteria, Special Interest Items, etc.

CCIR are not static; they change throughout the operation, so oversee their evolution personally. Not surprisingly, there are CCIRs for each of the different "hats." Normally, CCIR are developed by the AFFOR and C/JAOC staffs and presented as recommendations. CCIR may be informed by any combination of PIR, FFIR, and, when needed, Host Nation Information Requirements (HNIR). These CCIR lists are typically presented separately for approval during a BR event.

Decision support tools (DST), developed in planning, facilitate effective decision-making. DST efforts should be closely supported by the staff to ensure decision-making for all "hats" is being synchronized. These templates help link CCIR to the decisions they support. Figure C.1 below depicts a typical Decision Point slide (CCIRs/PIRs/FFIRs are unclassified for illustrative purposes only). The DST mini checklists for all hats have proven to be one of the most effective tools for synchronization and execution.

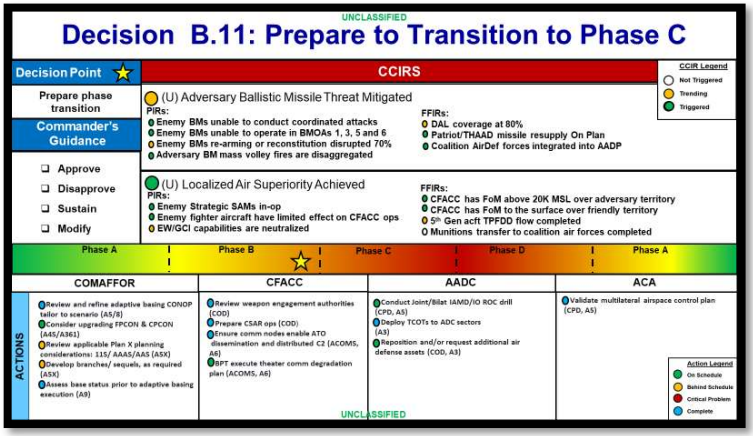

Figure C.1: Sample Decision Support Tool Template

Leadership Tips for CCIR and Decision Points:

- Commanders drive development of CCIR.
- Information flow is essential to the success of the decision-

making process. Clear reporting procedures assist in timely answering of CCIR.

- Prominently display CCIR within the C/JAOC Ops Floor, Battle staff, other assessment areas, and on the Air Component knowledge portal to facilitate component and stakeholder awareness of CCIR.
- Upon approval, have the staff disseminate notification criteria for both CCIR and other events--a 'notification criteria' matrix is a recommended best practice. Clearly specify what constitutes notification, to whom, how soon it has to be done, and how to provide status of notification efforts and results.

APPENDIX D:

BATTLE RHYTHM AND TOUCHPOINTS LEADERSHIP TIPS/CHALLENGES

Battle Rhythm: An effective battle rhythm is essential to ensure information is available when and where required to provide necessary products.

- A good battle rhythm balances the needs of the commander and staff against mission requirements in a way that will allow the commander and staff to fight effectively for extended periods of time.
- Ensure the battle rhythm is synchronized with the JFC's battle rhythm and supports his/her decision cycle.
- The Air Component battle rhythm should logically arrange working groups around the commander's decision requirements with decision venues as culminating events.
- This established operational tempo provides timely, decision quality information/feedback to the commander and enables the commander to provide guidance to the Air Component.
- Many successful HQs use a "critical path" construct to map inputs to and outputs. The critical path should carry an idea, issue, or information from its inception in an OPG or working group all the way to a decision board. *The publication of the ATO at a specific time with the timing of the enabling events leading up to that point is a good example of this approach.*

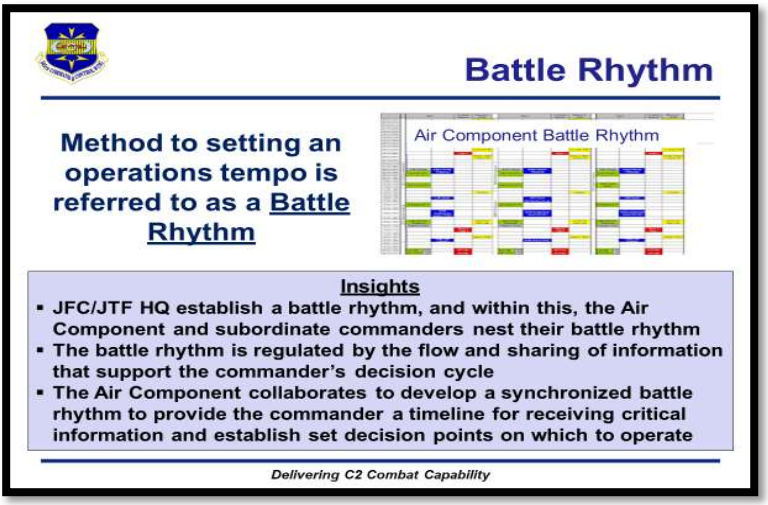

Fig. D.1: Battle Rhythm Insights

Touchpoints: Interaction points between the Air Component Commander and the JFC and between the Air Component Commander and staff are "touchpoints."

- Typically, the CUB is set to prepare the C/JFACC for the JFC's update or decision brief. This touchpoint informs the Air Component Commander of high-importance topics while preserving time from "drive-bys."
- Touchpoints with the staff directly inform and shape planning and result in guidance, decisions, and intent that move staff/planning processes forward.
- The daily JFC update or ops and intel meeting with the other components is an upward touchpoint that comes after the culmination of preparatory touchpoints with the C/JAOC and AFFOR staffs.

Battle Rhythm Insights and Best Practices:

- Identify external driver's "anchor points" (e.g., JFC or JTF/CC meetings) and develop the battle rhythm aligned against those anchor points.
- Determine/arrange staff activities to support commander touchpoints with enough time to edit products before they must be presented during HHQ board meetings.
- Consider adding computers/laptops in the conference room(s) to allow senior leadership to communicate with their teams during meetings to increase productivity and reduce time for RFI responses.
- Provide white space for circulation, reflection, work, rest, and surge.
- Identify the commander's (yours and the JFC's) decision-making style, preferences, and touchpoint requirements early to frame the presentation requirements for touchpoints with your staff.
- Account for high-demand, low-supply subject matter experts in scheduling battle rhythm events.
- Retain flexibility to handle changes in mission requirements and HHQ demands.
- Make it clear that your CoS "owns" the battle rhythm and is the single BR OPR.
- Ensure that there is a change mechanism for the battle rhythm that is agile and notifies participants of required changes in time, location and/or expectation of events.
- Brief tasker and RFI status to ensure movement and shared knowledge.
- Separate "informational" touchpoints from decision-making touchpoints. This enables better focus and meeting control.

AFFOR Staff/CAT Teaming with C/JAOC. Where possible, combine touchpoints with the C/JAOC and AFFOR staff. Below is a list of topics that are useful for both staffs to know about to build situational awareness and avoid redundant updates:

- Munitions and fuel requirements, consumption, storage, status.
- TPFDD flow into theater--delays and/or shortfalls.

- RFF and RFS processes, status, and shortfalls.
- CCIRs, PIR, FFIR, HNIR, Decision Points, and Wake-up Criteria.
- Comm/computer outages, impacts, and get-well date/time. Also, any discussions on PACE (Primary, Alternate, Contingency, and Emergency) communications plan.
- Beddown of expeditionary forces and airbase status, repairs, and limitations.
- AOD and MAAP.
- IAMD and Force Protection status and requirements.
- Personnel/Manning shortfalls and casualties.
- PA and strategic comms guidance.
- DV visit management (Battlefield Circulation Plan).
- Weather issues affecting ops, supplies, units.
- Security (physical and information).
- Tactics Review Board request/execution.
- Exercise and training plans/schedules.

APPENDIX E

WHAT THE BOOKS SAY—WHAT REALLY HAPPENS

Previous Air Component Commanders have found themselves responsible for many things not specifically outlined in doctrine or have partners not strictly following doctrine. The following is a list of common mismatches that previous commanders have had to navigate. They are presented in no particular order.

OPERATIONAL ART (IN THEORY):	**OPERATIONAL ART (IN PRACTICE):**
• The cognitive approach by commanders and staffs—supported by their skill, knowledge, experience, creativity, and judgment—to develop strategies, campaigns, and operations to organize and employ military forces by integrating ends, ways, and means.	• JP 3-0 provides parameters, definitions, and outlines a framework. • So, for CCDRs this becomes the art of getting the whole band on the same sheet of music, with one conductor, all at the same tempo.
Operational art encompasses *operational design*—the conception and construction of the framework that underpins a campaign or major operation plan and its subsequent execution (JP 5-0).	

THEATER CCDR (IN THEORY):	THEATER CCDR (IN PRACTICE):
• Translates national guidance into theater guidance, military missions, and tasks. • Provides well-defined, achievable objectives. • Defines an end state and purpose (intent). • Arranges for coalition, host- nation support. • Outlines the C/JTF's JOA • Provides for communications and intelligence support (and national logistics assistance). • Appoints the commander, C/JTF. • Provides planning augmentation. • Stays focused at the strategic/operational level.	• Runs interference with the President/SecDef, other CCDRs • Often gives vague strategic mission and intent. • Tries to limit mission creep. • Works to adjust ROE to fit warfighter needs. • Gives personal guidance and feedback to the C/JTF, and occasionally tactical direction. • Deals with nongovernmental/ international organizations. • Keeps the alliance/coalition intact. • Is very busy with the media and generating public support. • Orchestrates the IO portion of the campaign.

JTF/CC (IN THEORY):	JTF/CC (IN PRACTICE):
• Articulates mission and intent. • Establishes task organization and command structure. • Assigns areas of operation and battlefield geometry. • Assigns missions and tasks to components. • Plans a phased operation with clear end states. • Executes a coherent, logistically feasible campaign.	• Constantly replans, reinterprets, and rehearses. • Tries to use all the tools in the toolbox. • Works to impose vision and intent. • Represents the command in nonstop meetings. • Host's media, distinguished visitors, nongovernmental/ international organizations, national commanders. • Conducts own assessment. • Is difficult to find or talk to. • Is a creature of Service training and experience.

JTF STAFF (IN THEORY):	JTF STAFF (IN PRACTICE):
• Develops a coherent operations or campaign plan, branches, and sequels. • Uses parallel planning to fully involve components. • Conducts and shares a thorough JIPOE. • Has well-balanced representation by Service and nation. • Manages the flow of information to and from components. • Establishes all necessary boards, centers, and agencies. • Arranges for reception, staging, onward movement, and integration. • Stays focused on the operational level of war.	• Forms around a core Service component staff. • Lacks joint experience and training. • May short-change components on planning time. • Does not fully develop courses of action, OPORDs. • Stress is high, staff is stove-piped, battle rhythm jam-packed, but unsettled. • Strong on information, short on management. • Operates in its own comfort zone: the tactical level. • Intelligence is historical, not predictive. • Other Services misunderstood, misused. • Component commanders' requests ignored, overruled.

C/JFACC (IN THEORY):	C/JFACC (IN PRACTICE):
• Develops own mission, intent, end state based on JFC guidance. • Is normally the C/JFACC /AADC/ACA • Defines air objectives and tasks for subordinates. • Translates C/JTF/CC guidance into operational and tactical direction. • Conducts and shares thorough JIPOE. • Continuously assesses effectiveness of air operations. • Executes plan IAW JTF/CC mission and intent.	• Must do the key assessment personally. • Must train a new staff on procedures and equipment. • Must figure out how to communicate with the boss. • Must build trust and confidence with other components. • Must avoid merely reacting as the enemy "votes." • Has to deal with a JTF staff that manages air component business.

APPENDIX F

AIR FORCE SUPPORT TO THE AIR COMPONENT

It falls to the Air Component Commander, as the senior Airman, to advocate a realistic picture to the JFC of air forces available to support the mission under ordinary, priority and extreme circumstances. Furthermore, he or she articulates how Air Force forces are made available and the cost/risk of breaking the model.

Combatant Commanders are typically provided Combat forces to accomplish their missions in three ways.

1. Permanently assigned in the Global Force Management Implementation Guide (GFMIG)/Forces for Unified Commands Memorandum.
2. Rotation service forces allocated in the Global Force Management Allocation Plan (GFMAP).
3. Forces provided in direct support by another Combatant Commander.

GFMIG (Forces for Unified Commands Memorandum on odd-numbered years) -assigned Air Force Units are assigned to MAJCOMs (ACC, AMC or C-MAJCOMS, USAFE or PACAF) and are made available for taskings through their respective CCDRs where full authority resides to organize and employ forces as necessary to accomplish assigned missions.

GFMAP-assigned forces go through a formal process to allocate the services' rotational forces to meet combatant commander demands for military capabilities. This formal process is the GFM RFF process. RFF begins when the Air Component Commander identifies a requirement necessary to accomplish the CCDR/JFC mission. It is imperative that the Air Component Commander properly identifies the requirement and the risk to mission if the requirement in the RFF is not filled. Air Component Commanders need to consider the newly enacted Air Force force generation (AFFORGEN) model and the

availability of Combat Air Force Forces to make resource informed requests. The Air Component Commander must also engage with components and coalition members to assess their ability to address the required capability.

It is imperative that Air Component Commanders understand the amount of combat forces that are available as well as the state of readiness of forces in each phase. Even more critical is the need to communicate the effect on overall readiness of the force if the AFFORGEN model is broken to fill CCDR shortfalls/requirements.

Receiving OPCON of assigned and allocated forces requires considerable detailed Combat Support and Service Support planning and coordination with Host Nations and other components to ensure sustainment and the ability to generate combat capabilities. Failure to accomplish detailed planning prior to RFF for the capability will result in deployed forces that are partially mission capable and may be an inefficient/wasteful use of limited Air Force resources.

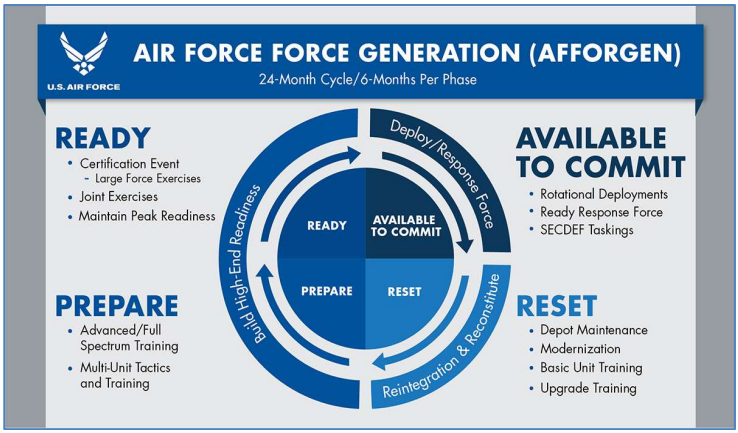

Figure F.1: AFFORGEN Model

For forces arriving in theater, it is imperative that supported and supporting requirements be satisfied or mitigated.

- Support arrangements should be documented via establishing directives to include nature of support, estimated length of time, and funding guidance.
- In all cases when Air Force capabilities not assigned to combatant commands are needed, an Air Force support relationship should be established between the supported MAJCOM/CC or Air Component Commander and the supporting commander. This is true even when forces are not required to deploy forward.

AIR FORCE CAPABILITIES NOT ASSIGNED TO COMBATANT COMMANDS

The AFFORGEN model only applies to combat "iron" and associated units. The GFMIG-assigned forces under AFMC, AETC, etc. are currently not subject to the AFFORGEN process.

For Air Force cyber and targeting/analysis support from 16 AF the request does not need to go through the CCDR. For example, for each C/JAOC's 'slice' of targeting support from the 363 ISRG, each ISRD sends their support requirement/request to their theater A2 who racks and stacks the request before forwarding to 16 AF. Once 16 AF prioritizes the global requests each year and sets a 'cut line' based on capacity, the list is sent to COMACC for approval.

Because most of these forces outside of the AFFORGEN process are central to the larger Air Force OT&E mission, their deployment is considered an extreme condition that can quickly have the gravest impact on the global readiness model due to far-reaching and enduring effects on federated services as well as on training and maintenance pipelines, endangering our ability to deliver follow-on rotational or replacement forces or services.

APPENDIX G

RULES OF ENGAGEMENT (ROE) AND RULES FOR THE USE OF FORCE (RUF)

APPLICATION AND DEFINITION

Rules of Engagement (ROE)/Rules for the Use of Force (RUF).

ROE are directives issued by competent military authority to delineate the circumstances and limitations under which United States forces will initiate and/or continue combat engagement with other forces encountered.

RUF are directives issued to guide United States forces on the use of force during various operations. These directives may take the form of execute orders, deployment orders, memoranda of agreement, or plans.

Rules of Engagement is one of the most critical areas for concern for the commander. ROE allows commanders to control escalation at all levels in the lead up to, transition into, and during conflict. It is crucial to provide guidance to the ROE working group and to know what ROE are approved. The Air Component Commander can always further restrict ROE (except for limiting the inherent right to self-defense) at the air component level but generally cannot broaden the authorities in the approved ROE. The time to begin to discuss and request required ROE is during planning. For this reason, it is recommended the ROE WG be embedded within SRD. Pay specific attention to ROE during Phase transitions. Monitor ROE during execution and ensure they are enabling operations. Ensure feedback on ROE is being passed from CPD and COD back to the ROE working group (ROE WG) for evaluation of any additional supplemental ROE or changes to existing ROE that may be required. Finally, it is imperative the entire staff knows the current ROE and the status of any supplemental ROE requests.

Outside US territory, the standing ROE (SROE) apply to all military operations and contingencies. Within US territory, the SROE apply to air and maritime homeland defense missions. SRUF apply to civil support missions as well as land-based homeland defense missions within US territory and to DoD personnel performing law enforcement functions at all DoD installations. The SROE and SRUF provide implementation guidance on the inherent right and obligation of self-defense and the application of force for mission accomplishment.

Supplemental ROE/RUF are used to clarify the authority for use of force (offensive operations) beyond self-defense. Approval authority is held at different levels.

It is a good idea to socialize supplemental ROE requests with the CCMD prior to sending up the actual request and justification package.

ROE DEVELOPMENT CHECKLIST

The following is an ROE checklist that commanders can use during mission planning, execution, and to guide training:

What does ROE/RUF tell me?

- When can I defend myself?
- What, How, Where, and When can something be attacked?
- Whose permission I need to attack?

Have ROE been agreed upon for multinational operations?

- By military commanders? By policy makers?
- Do the ROE of the multinational force permit the same degree of individual self-defense and unit self-defense as the US ROE?

How does ROE factor into mission planning?

- ROE development begins with mission analysis.
- ROE development is a collaborative process involving commanders, operators, judge advocates, and others.

- ROE development is tied to COA development.
- COA analysis includes ROE refinement.
- Ensure adequate dissemination of: CJCS SROE; theater-specific ROE; mission-specific ROE (often termed "serial ROE"), and applicable multinational or coalition ROE.
- Determine if ROE amendments/supplements are needed.
- Institute scenario-based ROE training (JAs can coordinate efforts).
- Establish combat identification procedures consistent with ROE.

ROE Bottom Line:

- ROE are sent out in the commander's initial planning guidance.
- Establish an ROE cell to enhance mission planning and execution.
- Remember that US ROE are fundamentally permissive.
- ROE are not a substitute for guidance, intent, and judgment.
- Brief current ROE every update.
- Aggressively monitor training and interpretation.
- Anticipate needs to change ROE or transition in ROE and make sure roles/responsibilities and authorities are clear.
- Make sure you have an exercised process to transition from one ROE to another ROE.
- ROE development is an integral part of operation planning including branch/sequel plans.
- Adjust ROE to fit warfighter needs.
- Use serial ROE messages, not appendices.
- Do not just ask for ROE, justify ROE.

ROE WORKING GROUP CHARTER

The ROE WG lead should consider the following issues and keeps the commander up to date on their status:

- Ensure there is the right ROE needed to support the scheme of maneuver.
- Request any required supplemental ROE.
- Have strong, well thought-out justifications for new requests.

- Socialize requests through CCDR ROE WG and joint staff.
- Track Supplemental ROE request status.
- Disseminate ROE (ACC and subordinate units).
- Build and execute ROE training.
- Make sure current ROE used.

APPENDIX H

ABBREVIATIONS AND ACRONYMS

A2/AD	anti-access/area denial
AADC	area air defense commander
AADP	area air defense plan
AAGS	Army air-ground system
AAMDC	Army air and missile defense commander
AAR	after action review
ACA	airspace control authority
ACF	analysis, correlation, and fusion
ACM	airspace control measure
ACO	airspace control order
ACOMS	air communications squadron
ACP	airspace control plan
ACS	airspace control system
ADA	air defense artillery
ADCON	administrative control
AEF	air expeditionary force
AEG	air expeditionary group
AES	air expeditionary squadron
AETF	air expeditionary task force
AEW	air expeditionary wing
AFAFRICA	US Air Forces Africa
AFFOR	Air Force forces
AFFORGEN	Air Force force generation
AFMC	Air Force Materiel Command
AFRC	Air Force Reserve Command
AFSOF	Air Force special operations forces
AI	air interdiction
ALLOREQ	allocation request
ALR	acceptable level of risk
AMC	Air Mobility Command
AMD	air mobility division/air and missile defense
ANG	Air National Guard
AO	area of operations
AOC	air operations center
AOD	air operations directive
AOG	air operations group
AOR	area of responsibility
APG	air planning group
ARC	air reserve component
ARFOR	Army forces
ASOC	air support operations center

AT	antiterrorism
ATACMS	Army tactical missile system
ATO	air tasking order
BCD	battlefield coordination detachment
BDA	battle damage assessment
BF	blue flag
BR	battle rhythm
C2	command and control
CA	campaign assessment/combat assessment
CAOC	combined air operations center
CAL	critical asset list
CAP	crisis action planning
CAS	close air support
CAT	crisis action team
CBRNE	chemical, biological, radiological, nuclear, and high-yield explosives
CCDR	combatant commander
CCIR	commander's critical information requirement
CCMD	combatant command
CCO	chief of combat operations
CDRUSAFRICOM	Commander, United States Africa Command
CDRUSCENTCOM	Commander, United States Central Command
CDRUSCYBERCOM	Commander, United States Cyber Command
CDRUSEUCOM	Commander, United States European Command
CDRUSINDOPACOM	Commander, United States Indo-Pacific Command
CDRUSNORTHCOM	Commander, United States Northern Command
CDRUSSOCOM	Commander, United States Special Operations Command
CDRUSSOUTHCOM	Commander, United States Southern Command
CDRUSSPACECOM	Commander, United States Space Command
CDRUSSTRATCOM	Commander, United States Strategic Command
CDRUSTRANSCOM	Commander, United States Transportation Command
CFACC	combined force air component commander
CFLCC	combined force land component commander
CFMCC	combined force maritime component commander
CFSOCC	combined force special operations component commander
CJCS	chairman of the joint chiefs of staff
CJTF	combined joint task force
CM	cruise missile
CMA	collection management authority
C-MAJCOM	component MAJCOM
C-NAF	component numbered and named air force
COA	course of action
COCOM	combatant command (command authority)
CO	cyberspace operations
COD	combat operations division
COG	center of gravity

COM	collection operations management
COMACC	Commander, Air Combat Command
COMAFFOR	commander, Air Force forces
COMREL	command relations
CONOPS	concept of operations
CONPLAN	concept plan
CONUS	continental United States
COOP	continuity of operations plan
CPCL	component prioritized collection list
CPD	combat plans division
CO-IPE	cyberspace operations-integrated planning element
CR	collection requirement
CRM	collection requirements management
CSAF	Chief of Staff, United States Air Force
CSAR	combat search and rescue
CSpOC	combined space operations center
CST	combat support team
CUB	commander's update brief
CVT	criticality-vulnerability-threat
CWC	composite warfare commander
DA	direct action
DAADC	deputy area air defense commander
DAL	defended asset list
DC4	director of cyberspace forces (DIRCYBERFOR)
DCA	defensive counterair
DCGS	distributed common ground system
DDOC	deployment and distribution operations center
DGS	distributed ground station
DIRCYBERFOR	director of cyber forces
DIRLAUTH	direct liaison authorized
DIRMOBFOR	director of mobility forces
DIRSPACEFOR	director of space forces
DM4	director of mobility forces (DIRMOBFOR)
DNI	director of national intelligence
DoD	Department of Defense
DoDD	Department of Defense directive
DODIN	DoD information networks
DRU	direct reporting unit
DS4	director of space forces (DIRSPACEFOR)
DSCA	defense support for civil authorities
DST	decision support tool
EACA	electromagnetic attack control authority
FFIR	Friendly Forces Information Requirement
EI	effectiveness indicators
EMOE	electromagnetic operational environment
EMS	electromagnetic spectrum

EMSCA	electromagnetic spectrum coordinating authority
EMSO	electromagnetic spectrum operations
EOD	explosive ordnance disposal
EOPG	executive operations planning group
EW	electromagnetic warfare
EWC	electromagnetic warfare cell
F2T2EA	find, fix, track, target, engage, and assess
FAC(A)	forward air controller (airborne)
FFIR	friendly force information requirement
FOA	field operating agency
FP	force protection
FSCL	fire support coordination line
FSCM	fire support coordination measure
GCC	geographic combatant command
GFM	global force management
GFMAP	Global Force Management Allocation Plan
GFMIG	Global Force Management Implementation Guidance
GPS	global positioning system
HA/DR	humanitarian assistance/disaster recovery
HD/LD	high-demand low-density
H-hour	specific time an operation or exercise begins
HNIR	host nation information requirement
HPT	high payoff target
HUMRO	humanitarian relief operation
HVAA	high value airborne asset
HVT	high-value target
IADS	integrated air defense system
IAMD	integrated air and missile defense
IAW	in accordance with
IJSTO	integrated joint special technical operations
IMA	individual mobilization augmentees
IPE	integrated planning element
IPOE	intelligence preparation of the operational environment
IO	international organization
ISE	imagery support element
ISR	intelligence, surveillance, and reconnaissance
ISRD	intelligence, surveillance, and reconnaissance division
ISRW	ISR wing
ITW	imminent threat warning
IW	information warfare
JACCE	joint air component coordination element
JADO	joint all-domain operations
JAG	judge advocate general
JAOC	joint air operations center
JAOP	joint air operations plan

JCMB	joint collections management board
JEMSO	joint electromagnetic spectrum operations
JEMSOC	joint electromagnetic spectrum operations cell
JET	joint expeditionary taskings
JFC	joint force commander
JFACC	joint force air component commander
JFE	joint fires element
JFLCC	joint force land component commander
JFMCC	joint force maritime component commander
JFSOCC	joint force special operations component commander
JFSCC	joint force space component commander
JICO	joint interface control officer
JIPCL	joint integrated prioritized collection list
JIPOE	joint intelligence preparation of the operational environment
JIPTL	joint integrated prioritized target list
JMC	joint movement center
JMD	joint manning document
JMISTF	joint military information support task force
JOA	joint operations area
JOPES	Joint Operation and Planning and Execution System
JPG	joint planning group
JPP	joint planning process
JPPA	joint planning process for air
JPRC	joint personnel recovery center
JSOTF	joint special operations task force
JTAGS	joint tactical ground station
JTCB	Joint Targeting Coordination Board
JTF	joint task force
JTL	joint target list
JWAC	joint warfare analysis center
KM	knowledge management
LD/HD	low density/high demand
LNO	liaison officer
LRPG	long range planning group
MAAP	master air attack plan
MACCS	Marine air command and control system
MAGTF	Marine air-ground task force
MAJCOM	major command
MARFOR	Marine Corps forces
MARLE	Marine liaison element
MD	missile defense
MEZ	missile engagement zone
MNFC	multinational force commander
MOE	measure of effectiveness
MOP	measure of performance
MTO	mission type orders

NAF	numbered air force
NALE	naval and amphibious liaison element
NATO	North Atlantic Treaty Organization
NAVFOR	Navy forces
NEAF	Numbered Expeditionary Air Force
NEO	noncombatant evacuation operation
NGO	nongovernmental organizations
NIPF	National Intelligence Priorities Framework
NK	non-kinetic
NKDO	non-kinetic duty officer
NKT	non-kinetic team
NORAD	North American Aerospace Defense Command
NSL	no strike list
NTI	national tactical integration
OA	operational assessment
OAT	operational assessment team
OCA	offensive counterair
OCR	office of coordinating responsibility
OCTP	operational command training program
OE	operational environment
OGA	other-governmental agency
O&I	operations and intelligence
OIE	Operations in the Information Environment
OPCOM	operational command (NATO)
OPCON	operation control
OPE	Operational preparation of the environment
OPG	operations planning group
OPREP	operational report
OPT	operations planning team
OPLAN	operation plan
OPORD	operation order
OPR	office of primary responsibility
OPSEC	operations security
OPTASK CTP	operational tasking data common tactical picture
OPTASK LINK	operational tasking data link
OPTEMPO	operating tempo
OSOCC	on-site operations coordination center [UNOCHA]
OT&E	organize, train, and equip
PA	public affairs
PAG	public affairs guidance
PAO	public affairs officer
PACAF	Pacific Air Forces
PACE	primary, alternate, contingency, and emergency
PATS	phased air targeting scheme
PED	processing, exploitation, and dissemination

PERSCO	personnel support for contingency operations
PIR	priority intelligence requirement
POLAD	political advisor
PR	personnel recovery
PRCC	Personnel Recovery Coordination Cell
PVO	private voluntary organization
RADC	regional air defense center
RAMCC	regional air movement control (or coordination) center
RECCE	reconnaissance
RFF	request for forces
RFI	request for information
RFS	request for support
ROC	rehearsal of concept
ROE	rules of engagement
RPA	remotely piloted aircraft
RSO&I	reception, staging, onward movement, and integration
RSTA	reconnaissance, surveillance, and target acquisition
RTL	restricted target list
RUF	rules for the use of force
SA	situational awareness
SAA	senior airfield authority
SADC	sector air defense center
SAM	surface-to-air missile
SCA	space coordinating authority
SCATANA	security control of air traffic and navigation aids
SCI	sensitive compartmented information
SCUD	generic reference for surface-to-surface missile system (e.g., SS-1B Scud A)
SE	safety
SECAF	Secretary of the Air Force
SecDef	Secretary of Defense
SGT	Strategy Guidance Team
SHORAD	short-range air defense
SITREP	situation report
SOAGS	special operations air-ground system
SOC	special operations commander
SOF	special operations forces
SOLE	special operations liaison element
SOP	standard operating procedure
SPINS	special instructions
SPOT	Satellite Pour l 'Observation de la Terre [French-owned satellite]
SPT	Strategy Plans Team
SRD	strategy division
SROE	standing rules of engagement

SRUF	standing rules for the use of force
STAR	sensitive target approval and review
STO	space tasking order, special technical operations
TACOM	tactical command (NATO)
TACON	tactical control
TACOPDAT	tactical operational data
TACS	theater air control system
TADIL	tactical digital information link
TAGS	theater air-ground system
TAMD	theater air and missile defense
TBM	theater ballistic missile
TBMCS	theater battle management core system
TET	target effects team
TOT	time on target
TPFDD	time-phased force and deployment data
TST	time sensitive target
TTA	targets and tactical assessment
TTP	tactics, techniques, and procedures
UAS	unmanned aerial system
UAV	unmanned aerial vehicle
UCMJ	Uniform Code of Military Justice
UCP	Unified Command Plan
UMD	unit manning document
UNHCR	United Nations High Commissioner for Refugees
UNOCHA	United Nations Office for the Coordination of Humanitarian Affairs
USAFE	US Air Forces in Europe
U.S.C.	United State Code
USG	US Government
USSF	US Space Force
VTC	video teleconferencing
WMD	weapons of mass destruction
WOC	wing operations center