COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This instruction implements Department of the Air Force Policy Directive (DAFPD) 10-4, *Operations Planning: Air Expeditionary Force and Global Force Management*. Department of the Air Force Instruction (DAFI) 10-401 prescribes and explains how the United States Air Force and the United States Space Force will participate in the Department of Defense Global Force Management Processes, Chairman of the Joint Chiefs of Staff Guide (CJCSG) 3130, *Adaptive Planning and Execution Overview and Policy Framework*, and Chairman of the Joint Chiefs Manual (CJCSM) 3130.06, *Global Force Management Allocation Policies and Procedures*. DAFI 33-360, *Publications and Forms Management* carries out the tenets of Executive Order (EO) 12861, *Elimination of One-Half of Executive Branch Internal Regulations*, September 11, 1993, and EO 12866, *Regulatory Planning and Review*, September 30, 1993. If this publication is in conflict with Department of Defense or Joint guidance, the joint publication will take precedence. This publication applies to all civilian employees of the Department of the Air Force (DAF) and uniformed members of the United States Space Force, Regular Air Force, the Air Force Reserve, and the Air National Guard. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See DAFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the requestor's commander for non-tiered compliance items. Ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, *Records Management and Information Governance Program*, and are disposed of in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information

Management System. Refer recommended changes and changes to this publications to office of primary responsibility (OPR), Headquarters Air Force (HAF), Director of Current Operations, War Planning and Policy Division (AF/A3OD), on an Air Force Form 847, *Recommendation for Change of Publication*; route Air Force Form 847s from the field through the appropriate functional chain of command. SAF/MR, AF/A1, AF/A3, and AF/A4 have reviewed and accepted the roles and responsibilities assigned to them by this instruction.

SUMMARY OF CHANGES

This document has been substantially revised and needs to be completely reviewed. Major changes include: the removal of Air Expeditionary Force (AEF) terminology to align with current Joint doctrine; outlines roles and responsibilities within the global force management process; eliminates the tempo band construct; removes the functional area manager (FAM) chapter; removes unit type code (UTC) management and assessments. Specific details on management and assessments and other functional area guidance for supporting the global force management and adaptive planning processes will be incorporated into other policies/directives.

Chapter 1

ROLES AND RESPONSIBILITIES

1.1. Purpose. This chapter outlines overarching roles and responsibilities of the primary organizations involved in the planning and execution activities required to meet current operations, emerging threats, and national security objectives.

1.1.1. This publication applies to the United States Space Force until and if it publishes its own separate and distinct policies ensuring there are no gaps in guidance which could negatively impact mission accomplishment. At the time of publication, the United States Space Force is developing its headquarters organizational structure with associated roles responsibilities. The Space Force will leverage Air Force structure and capability until the Space Force further defines its organizational structure, roles, and responsibilities.

1.1.2. Unless otherwise identified, all delegations in this publication to MAJCOMs, wings, or groups will apply to the equivalent organizations in the United States Space Force. If no equivalent entity is apparent, the United States Space Force, Chief of Space Operations designates the personnel or organizations responsible for the activities.

1.2. Relationship to other Department of Defense Offices.

1.2.1. Secretary of Defense.   The Secretary of Defense approves force assignments, allocations, and prioritizes competing requirements for limited resources through the global force management processes.

1.2.2. Combatant Commanders. Combatant commanders identify requirements in the Joint Capabilities Requirements Manager to include the use of assigned forces as their assigned forces demand. For additional forces, combatant commanders submit a request for forces or a request for capability through the global force management process.

1.2.3. Chairman, Joint Chief of Staff. The Chairman, Joint Chiefs of Staff, is the senior ranking member of the Armed Forces and the principal military adviser to the President. The Chairman is designated as the global integrator for operating forces and provides recommendations to the Secretary of Defense on prioritizing competing demands for combatant command requirements. The Chairman may transmit communications from the President and Secretary of Defense to the combatant commanders but does not exercise military command authority over any operational forces.

1.2.4. Joint Staff, Director of Operations (JS/DJ3). The JS/DJ3 develops and provides guidance for the Chairman. Relays communications between the President, the Secretary of Defense, and the combatant commanders regarding current operations and contingency plans.

1.3. Roles.

1.3.1. Secretary of the Air Force. The Secretary of the Air Force has statutory responsibility to provide trained, equipped, and ready forces to meet combatant command requirements per Title 10 United States Code, Section 9013. The Secretary of the Air Force is required to assign specified forces to the combatant commanders, except those forces necessary to meet the statutory functions outlined in Title 10, United States Code, Section 162.

1.3.2. Chief of Staff of the Air Force. The Chief of Staff of the Air Force performs assigned duties with the authority granted by the Secretary of the Air Force, presides over the Air Staff, and is the principal military advisor on Air Force activities to the Secretary of the Air Force. The Chief of Staff of the Air Force also serves as a member of the Joint Chiefs of Staff as prescribed by Title 10, United States Code, Section 151 and the Armed Forces Policy Council. The Chief of Staff of the Air Force is one of the military advisors to the President, the National Security Council, and the Secretary of Defense.

1.3.3. United States Space Force, Chief of Space Operations. The Chief of Space Operations performs assigned duties with the authority granted by the Secretary of the Air Force and is the principal military advisor to the Secretary of the Air Force on Space Force activities. The Chief of Space Operations will continue working on establishing organizational constructs and personnel assignments until the United States Space Force is fully established.

1.3.4. Assistant Secretary of the Air Force for Manpower, Reserve Affairs (SAF/MR). The SAF/MR is part of the Office of the Secretary of the Air Force (Secretariat) and works with the Vice Chief of Staff of the Air Force; the Director of Manpower, Personnel, and Services; Deputy Chief of Space Operations for Human Capital; the Surgeon General; the Director, Air National Guard; the Chief of Air Force Reserve; and other organizations per Title 10 United States Code, Section 9013. SAF/MR responsibilities include (but are not limited to):

1.3.4.1. Advising the Secretary of Defense on readiness issues through the Senior Readiness Oversight Council and monitors the Department of the Air Force readiness posture encompassed in personnel and training.

1.3.4.2. Providing guidance, direction, and management oversight on contingency and crisis action planning activities to the Secretary of the Air Force.

1.3.4.3. Coordinating on policies involving Department of the Air Force operating forces supporting combatant commander operational requirements.

1.3.4.4. Providing guidance, direction, and oversight of the Department of the Air Force's utilization of the Air Reserve Component members, to include mobilization and demobilization in accordance with Headquarters Air Force Mission Directive (HAFMD) 1-24, *Assistant Secretary of the Air Force (Manpower and Reserve Affairs)*.

1.3.4.5. Managing and mobilizing military and retired members, as delegated by the Secretary of the Air Force, in accordance with Department of Defense Instruction (DoDI) 1352.01, *Management of Regular and Reserve Retired Military Members*.

1.4. Headquarters Air Force Responsibilities.

1.4.1. The HAF staff assists the Secretary of the Air Force, the Chief of Staff of the Air Force, and the Chief of Space Operations in fulfilling the Department's functions, duties, and responsibilities set forth in Title 10, United States Code, Section 9013 and relevant Department of Defense issuances. Generally, there will be no duplication of functions within headquarters organizations. However, the Secretariat will retain oversight and control of matters within their respective areas of responsibility. **(T-1)**.

1.4.2. The HAF staff develops policies, plans, and programs, establishes requirements, and provides resources to support the Department of the Air Force's mission to defend the United States and protect national interests using air, space and cyberspace power. The headquarters is an integrated staff comprised of the Office of the Secretary of the Air Force (Secretariat), the Air Staff, and the Office of the Chief of Space Operations (informally known as the Space Staff.)

1.5. Delegation of Authorities.

1.5.1. Headquarters Air Force Mission Directives delegate or re-delegate authority and assign responsibilities from the Secretary of the Air Force to designated officials. Designated officials may re-delegate authorities and/or re-assign responsibilities to other offices or officials unless otherwise restricted by law or directive. Any re-delegating official may further restrict/limit the re-delegation authorities and document the re-delegations in writing.

1.5.2. The Air Staff furnishes professional assistance to the Secretary, the Under Secretary, and the Assistant Secretaries of the Air Force, and the Chief of Staff of the Air Force.

1.5.3. Under the authority, direction, and control of the Secretary of the Air Force, the Air Staff prepares for the employment of the Air Force; recruiting, organizing, supplying, equipping (including those aspects of research and development assigned by the Secretary of the Air Force), training, servicing, mobilizing, demobilizing, administering, and maintaining of the Air Force. The Air Staff assists in the execution of any power, duty, or function of the Secretary or the Chief of Staff to include:

    1.5.3.1. Investigating and reporting upon the efficiency of the Air Force and its preparation to support military operations by combatant commands.

    1.5.3.2. Preparing detailed instructions for the execution of approved plans and supervise the execution of those plans and instructions.

    1.5.3.3. Coordinating the action of organizations of the Air Force as directed by the Secretary or the Chief of Staff.

    1.5.3.4. Performing other duties, not otherwise assigned by law, as may be prescribed by the Secretary.

    1.5.3.5. Carrying out the functions of the Department of the Air Force so as to fulfill the current and future operational requirements of combatant commander's to include employed-in-place missions.

1.6. Organizational Responsibilities and Relationships.

1.6.1. HAF/Deputy Chiefs of Staff, and equivalents. The Deputy Chiefs of Staff are responsible for the administration of the functional communities as prescribed by the Secretary of the Air Force, subject to the limitations set forth in Title 10, United States Code, Section 9035. HAF/Deputy Chiefs of Staff, through subordinate functional directors, will appoint subject matter experts/FAMs and provide names to the HAF, Director of Current Operations, War Planning and Policy Division (AF/A3OD) to implement global force management processes within their respective functional community. **(T-1)**. Commanders at all levels (to include Deputy Chiefs of Staff, and equivalents, and functional directors) are ultimately responsible for the decisions affecting the readiness, deployment, and employment of their functional community.

1.6.2. HAF FAMs are the principal advisors to their respective commanders, functional directors, or Deputy Chiefs of Staff/Deputy Chiefs of Space Operations. They advise senior leaders on the management and oversight of all personnel and equipment within a specific functional community to support operational planning and execution activities. Commanders, managers, and supervisors at all levels must ensure the right people are appointed to be FAMs based upon knowledge and experience. HAF FAM responsibilities may include:

1.6.2.1. Developing and reviewing policy.

1.6.2.2. Developing, managing, and maintaining UTCs.

1.6.2.3. Developing criteria for and monitoring readiness reporting.

1.6.2.4. Conducting force posturing and analysis activities which are crucial to the management and execution of our Department of the Air Force readiness programs.

1.6.2.5. Upon appointment, the headquarters FAMs will immediately complete their web-based training provided by AF/A3OD. **(T-1)**. The Deputy Chiefs of Staff and Deputy Chiefs of Space Operations must ensure the FAMs are provided the tools, time, and training required to do their job. The FAMs must be trained and equipped to be efficient and effective in responding to time-sensitive operational planning requirements. **(T-1)**. Specific HAF FAM responsibilities will be codified within their respective functional area guidance. **(T-1)**.

1.6.3. Deputy Chief of Staff, Manpower, Personnel and Services (AF/A1). Establishes policy and provides guidance for organizational structures, manpower impacts, military personnel, Department of the Air Force civilians, and required manpower services to support the air expeditionary task force construct. Supports and assists the Secretariat with organizing, training, and equipping personnel for all facets of force support; ensures combat support, sustainment, and readiness through the planning, programming, budgeting process; and developing written policy and guidance. The staff integrates personnel policies and provides guidance to assist in quantifying and documenting wartime and contingency manpower requirements and organizational structures. Three field operating agencies (FOAs) report to the AF/A1: Air Force Mortuary Affairs Operations, the Air Force Personnel Center (AFPC), and the Air Force Manpower Analysis Agency. AF/A1 is responsible for:

1.6.3.1. Establishes policy and monitors competitive sourcing and privatization studies to ensure they do not impact the Air Force's ability to execute operations and deployment requirements.

1.6.3.2. Establishes and integrates personnel policies and strategic objectives throughout the development and coordination of plans and programs supporting operations.

1.6.3.3. Establishes services support policies and procedures to fully support the air expeditionary task force construct, commanders, Air Force members and their families.

1.6.3.4. Responsible for organizing, training and equipping personnel on all facets of force support activities needed to support operational plans and annexes.

1.6.4. HAF, Directorate of Manpower, Organization and Resources (AF/A1M): Develops policy and provides procedural guidance on determining total force requirements and organizational structures to support contingencies and operations, and monitors expeditionary manpower requirements through the major commands (MAJCOMs), numbered air forces (NAFs), component staffs, and other field units. AF/A1M is responsible for:

1.6.4.1. Performs analysis, assessments, and validation of wartime capabilities. This information is derived from HAF, Joint Chiefs of Staff, and Department of Defense-formulated policies and programming baselines affecting military and civilian manpower end strength.

1.6.4.1.1. Works with AF/A3OD and designated HAF FAMs to ensure overall and functional planning guidance is consistent and sufficient for use in determining missions. Identifies the manpower required to accomplish those missions.

1.6.4.1.2. Develops policy to create and change permanent and provisional (expeditionary) units.

1.6.5. HAF, Directorate of Plans and Integration (AF/A1X). AF/A1X is the focal point for developing force support readiness policy. AF/A1X is responsible for:

1.6.5.1. Serves as the OPR for the personnel functions within the Deliberate and Crisis Action Planning and Execution Segments (DCAPES) system.

1.6.5.2. Provides coordinated AF/A1 input to ensure permanent change of station and temporary duty assignment and promotion/separation policies are synchronized to the maximum extent possible with operational deployment policies.

1.6.5.3. Provides force management analysis to support the air expeditionary task force construct.

1.6.6. AFPC coordinates with Air Combat Command as the conventional force coordinator for the contingency sourcing of conventional combat support forces for designated plans and identifying shortfalls. AFPC provides sourcing recommendations and capability substitutions. AFPC also assists Air Combat Command in determining any associated risks to the force during contingency sourcing activities.

1.6.7. The Air Force Manpower Analysis Agency, Total Force Analytics Division is responsible for:

1.6.7.1. Assists functional communities across all organizational levels in making intelligent, fact-based decisions to promote the efficient and effective use of resources.

1.6.7.2. Manages the Air Force manpower force packaging data.

1.6.7.3. Performs wartime manpower analysis.

1.6.7.4. Develops processes, procedures and systems in support of expeditionary manpower and wartime analysis.

1.6.8. Deputy Chief of Staff, Operations (AF/A3). Serves as the focal point for the Secretary of the Air Force and Chief of Staff of the Air Force for developing and integrating total force operational strategies, requirements, policies, guidance, and plans in support of combatant commanders. The AF/A3 is responsible for the overall supervision of all Air Force matters pertaining to defining and advancing airpower activities from concept to capability, providing coherence in operational requirements, sourcing, policies, plans, programs, and support to Airmen and the joint force. AF/A3 provides guidance, direction, and oversight for all matters pertaining to the formulation, review, and execution of plans, policies, programs, and budgets within its area of responsibility to include:

1.6.8.1. Providing the service position to Joint Staff on all global force management matters.

1.6.8.2. Executing prepare to deploy order activations, alert level changes, and deployment notifications affecting Air Force service-retained conventional forces, with the Secretary of the Air Force as the force provider, as established in the Global Force Management Allocation Plan by the Secretary of Defense.

1.6.8.3. Providing assessments of the Air Force's ability to support combatant commander requirements.

1.6.8.4. Nominating conventional force sourcing recommendations, independent of assignment, in support of the globally integrated base plans, global campaign plans, combatant commander campaign plans, operation plans, and concept plans.

1.6.8.5. Analyzing and providing service sourcing recommendations in support of combatant commander request for forces and/or capabilities. The AF/A3 is the final approval authority for official Air Force responses to the Joint Staff.

1.6.8.6. Establishing and maintaining the operational force posturing construct. Develops the methodology the Air Force uses to provide organized, trained, and equipped forces in support of global force management.

1.6.8.7. Executing policies and procedures for the activation, mobilization, and demobilization of the Reserve Component as delegated to the Secretary of the Air Force and as outlined in Air Force Instruction (AFI) 10-402, *Mobilization Planning*.

1.6.8.8. Establishing, resourcing, and executing an organizational program for matters pertaining to defense critical infrastructure risks. Establishing annual Defense Critical Infrastructure Program training and exercise resource requirements as delegated to the Secretary of the Air Force. Department of Defense Instruction (DoDI) 3020.45, *Mission Assurance (MA) Construct*, clarifies the complementary relationships between the Defense Critical Infrastructure Program and other Department of Defense programs and efforts such as: force protection; antiterrorism; information assurance; continuity of operations; chemical, biological, radiological, nuclear, and high-explosive defense; readiness; and installation preparedness.

1.6.8.9. Implementing the joint deployment and redeployment processes and changes as delegated to the Secretary of the Air Force, pursuant to DoDI 5158.05, *Joint Deployment Process Owner*.

1.6.8.10. Managing the Defense Readiness Reporting System as delegated to the Secretary of the Air Force, pursuant to Department of Defense Directive (DoDD) 7730.65, *Department of Defense Readiness Reporting System (DRRS)* and DoDI 7730.66, *Guidance for the Defense Readiness Reporting System (DRRS).*

1.6.9. HAF, Director of Current Operations (AF/A3O). Represents the Air Force in the global force management planning community by providing expertise on operational strategies on emerging threats and develops policies, plans, and guidance based on the national military strategy and Defense Planning Guidance. Additional responsibilities delegated to AF/A3OD include:

1.6.9.1. Developing global sourcing solutions for joint individual augmentation positions and Department of Defense-Expeditionary Civilian support requirements.

1.6.9.2. Providing sourcing recommendations to the Joint Staff on allocation requests for conventional forces.

1.6.9.3. Overseeing the manpower and equipment force packaging responsibilities for UTC development, registration, maintenance, and availability assessments.

1.6.9.4. Establishing, providing, and tracking training for the FAMs.

1.6.10. HAF, Director of Checkmate (AF/A3K). AF/A3K is responsible for:

1.6.10.1. Providing timely military advice for contingency planning, day-to-day operations, and crisis response.

1.6.10.2. Aligning Air Force-wide activities in support of the national defense strategy and the national military strategy through its global integration lead integrator role.

1.6.10.3. Representing Air Force interests in the development and execution of the national military strategy and global integrated base plans.

1.6.10.4. Producing viable new concepts for the Air Force to support the joint force.

1.6.11. Deputy Chief of Staff, Logistics, Engineering, and Force Protection (AF/A4). AF/A4 is responsible for:

1.6.11.1. Organizing, training, and equipping personnel for all facets of logistics, engineering and force protection needed to support operational plans and annexes.

1.6.11.2. Supporting and assisting the Secretariat with organizing, training, and equipping personnel for all facets of logistics, engineering and force protection. Ensures combat support, sustainment, and readiness through the planning, programming, budgeting process and develops written policy and guidance.

1.6.11.3. Obtaining the materiel necessary to equip, operate, maintain, and support military activities (i.e., administrative or combat purposes), and nonexpendable equipment needed to outfit an individual or organization.

1.6.12. MAJCOMs/DRUs/FOAs and Air Force elements or the Space Force equivalents, as force providing organizations, will coordinate with subordinate commanders to:

1.6.12.1. Designate an OPR for global force management matters. **(T-1)**.

1.6.12.2. Appoint a primary and alternate FAM in writing for each functional community to the applicable office for global force management matters. The Air Force installation and mission support center will partner with the MAJCOMs and provide management oversight of the assigned installation and mission support functional communities. **(T-1)**.

1.6.12.3. Assist FAMs in determining available forces and in-place requirements for all units and ensure they are documented in Department of the Air Force contingency and manpower resource management systems. **(T-1)**.

1.6.12.4. Ensure forces are trained and equipped to support the force generation construct. **(T-1)**.

1.6.12.5. Ensure forces tasked to deploy are ready for deployment and communicate availability via applicable systems of record. **(T-1)**.

1.6.12.6. Report readiness status of forces utilizing mandated systems of record. **(T-1)**.

1.6.13. Air Force and Space Force Component Headquarters. The "Forces for Unified Commands" memorandum ("Forces For") and the Global Force Management Implementation Guidance designates service components for each combatant command. The Air Force or Space component is responsible for supporting combatant commander operational planning requirements across the range of military operations and at all levels of war (strategic, operational and tactical).

1.6.13.1. Component Staff. The component staff supports Air Force or Space Force operational planning requirements and integrates air or space component capabilities into the combatant commander's joint force planning processes. The component staff implements and establishes service component operational planning policies and procedures (supplemental to combatant commander policies and procedures) within the theater of operations.

1.6.13.2. The component staff's primary function at the operational level is to support the component commander, as the senior Air Force or Space Force service representative to the joint force commander. The component staff functions as a liaison between the service and the combatant commander and other component staffs. The component staff supports Air Force or Space Force sourcing processes through Joint Staff global force management sourcing activities.

1.6.13.3. The component staff establishes processes to ensure integration with the combatant command staff, other component staffs, partner nations, and governmental and non-governmental agencies for all phases of military operations. Command relationships should be highlighted and clearly understood.

1.6.13.4. The component staff also plans, organizes, conducts, and assesses steady-state campaign activities in support of the combatant commander's campaign plan and conducts service, joint, and multinational exercises.

1.6.13.5. Component planners and subject matter experts are designated personnel who are critical to the adaptive planning and execution processes, particularly in mission execution and sustainment operations. Designated personnel are responsible for advising commanders on implementing Department of the Air Force policies to meet combatant command requirements and establishing force requirements within combatant command operation plans.

1.6.14. Component Staff Manpower Office/Servicing Activity will:

1.6.14.1. Design the provisional organizational structure of the air expeditionary task force construct under the combatant commander organizational structure in accordance with DoDI 8260.03, *The Global Force Management Data Initiative (GFM DI)*. **(T-0)**. The organizational construct provides a clear chain of command and ensures the development of organizational and commander orders.

1.6.14.2. Ensure FAMs are provided organizational structure options while validating the contingency requirements necessary to support the current and continuing missions within the theater.

1.6.14.3. Ensure organizational structure and employment requirements within the theater are documented and comply with the organization policy as outlined in AFI 38-101, *Manpower and Organization*.

1.6.15. Component Staff A3O - Operations. The Director of Operations serves as the primary staff advisor to the component commander in the direction and control of Air Force operational forces. Associated tasks include deliberate and crisis action planning in concert with other component staffs and personnel, monitoring unit deployments to operating locations, and ensuring combat readiness. The component A3O will designate an OPR for global force management matters. The component A3O will also:

1.6.15.1. Ensure operational forces are formally assigned and/or allocated forces are attached to the operational chain of command. Ensures the associated units are capable of performing operational missions to achieve effects as tasked by the Air Force component commander.

1.6.15.2. Translate combatant commander requests for forces/capabilities sourced to the Air Force into standard capabilities and tailor as necessary to meet the required demand. This also includes creating provisional units and/or requirements to support and account for Airmen fulfilling other service component, joint task forces, and conventional forces supporting special operations requirements, joint individual augmentation requirements, and forces conducting security cooperation requirements.

1.6.15.3. State allocation requirements in the form of standard UTCs.

1.6.16. Force Coordinators. Air Combat Command, Air Mobility Command, and Air Force Special Operations Command are organizations designated to act as focal points for developing and recommending global sourcing solutions to their respective joint force provider. These organizations will designate an element within their command to integrate and synchronize their planned activities (e.g., training, exercises, inspections, etc.) within the Air Force force generation model. **(T-1)**. **Note**: Air Force Reserve Command, the Air National Guard and the United States Space Force will establish their own force generation models and force management processes to support the force coordinators. **(T-0)**. See **Chapter 6** for further details on the force generation model.

1.6.17. Manpower Servicing Activity. Provides consultant services to analyze gaps and identify manpower mismatches between the unit manpower documents and the applicable deployment requirements reports in order to provide data-driven recommendations to decision makers.

1.6.18. Squadron Commander. Conducts force management activities to support emergent and rotational force equities at the unit level. Budgets annual funding for UTC training and equipment purchases. Ensures postured UTCs are aligned within the force generation construct. Identifies personnel to fill UTCs and validates the availability of UTCs within DCAPES. Ensures assigned personnel meet mission training requirements and prepare forces for deployment in accordance with AFI 10-403, *Deployment Planning and Execution.* Advises the wing/installation commander or equivalent of resource changes which impact the unit's capabilities. Completes unit readiness assessments in the Defense Readiness Reporting System per AFI 10-201, *Force Readiness Reporting*.

1.6.19. Installation Deployment Officer. Responsible for day-to-day management of wing deployment functions. Installation deployment roles and responsibilities are detailed in AFI 10-403.

1.6.20. Installation Personnel Readiness Function. Ensures accurate personnel accountability by performing updates and disseminating personnel data and information using DCAPES application in accordance with established policy. Further information can be found in AFI 36-3802, *Force Support Readiness Programs*.

Chapter 2

FORCE STRUCTURE

2.1. Overview. Force structure is the composition of Department of Defense organizations, both military and civilian, which comprise and support defense forces as specified by the national defense authorization acts and defines the organizational hierarchy through which leadership authorities are exercised.

2.2. Overview of Forces and Infrastructure Categories.

2.2.1. The Department of Defense established the forces and infrastructure framework for senior decision-makers to organize and display every dollar, person, and piece of equipment using the Future Years Defense Program. The framework uses two types of organizational categories, forces and infrastructure, and reflects the division of labor between them. See **Figure 2.1**

2.2.2. The accuracy of the forces and infrastructure categories requires the accurate alignment of each program element to the appropriate category. Each program element is aligned to only one category and no program element is split across multiple categories. For this reason, understanding the conceptual model behind the display is crucial to correct program element alignment.

2.2.3. Force organizations contain the force elements available for employment by the combatant commanders. The model presents forces as the tools combatant commanders use to fight wars and infrastructure as the set of activities needed to create and sustain those forces. Infrastructure organizations are the laboratories, depots, test ranges, schools, and hospitals assigned exclusively to the Military Departments.

Figure 2.1. Forces and Infrastructure Categories.
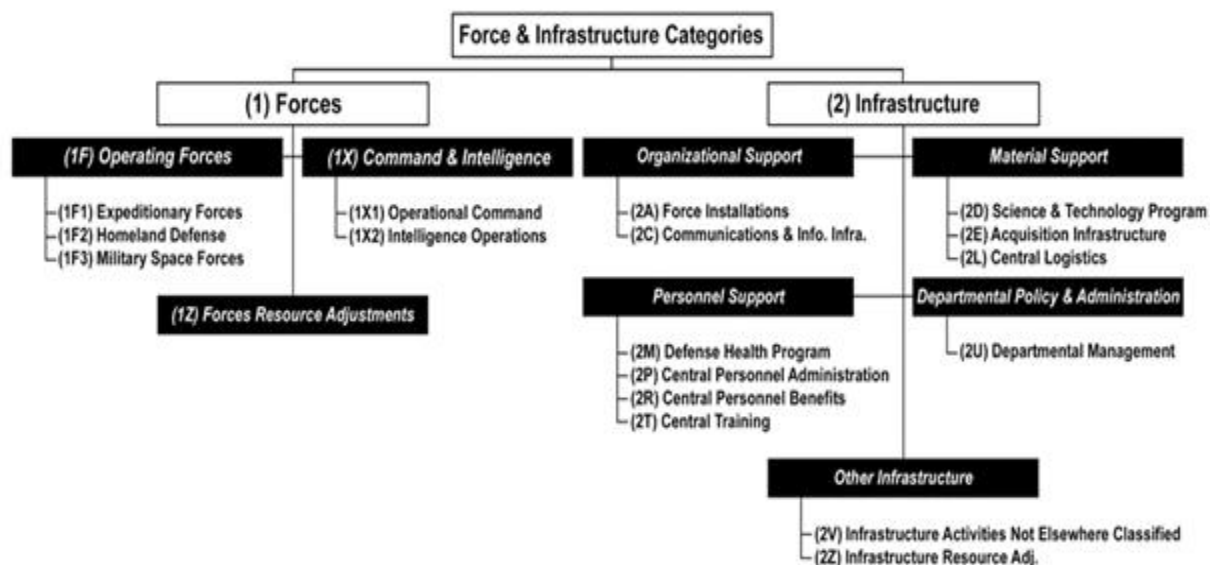
2.2.4. **Figure 2.1.** groups forces, as the warfighting tools of the combatant commanders, into broad operationally employable categories according to their intended use—to operate in space, to defend the homeland, or to fight overseas. These categories recognize the increased role of Department of Defense's intelligence operations, along with such non-traditional activities as security cooperation and nuclear threat-reduction programs. All of these, taken together, are the department's means for achieving essential national security goals.

2.2.5. Forces are created and sustained by the infrastructure activities. Military units are created from people and material. The infrastructure activities recruits, trains, assigns, and administers people. Infrastructure activities develop, procure, distribute, sustain material, houses military forces and helps them communicate. **Figure 2.1** arranges infrastructure into four major groups and one subgroup, other infrastructure. The major groups support personnel, material, provides basing and communications, and supports top-level management. The sub-group supports programs and activities still under study for appropriate assignment and for ongoing issues within the Future Years Defense Program. Taken together, these groups represent the support functions organized apart from operational forces and assigned exclusively to the Military Departments by the Goldwater-Nichols Department of Defense Reorganization Act of 1986.

2.3. Forces.

2.3.1. Specific force elements within the operating forces and command and intelligence structure are assigned to the combatant commanders by the service secretaries. The "Forces For" memorandum captures the existing forces, their equipment, and their organic support. The memorandum represents the formal assignment of designated service retained force elements which are codified in the Global Force Management Implementation Guidance signed by the Secretary of Defense.

2.3.2. The assigned force element activities cover a range of combat and organic support activities. They include the organic activities with which the warfighting echelons are designed to operate. Examples of tactical organic activities include logistics units that support manpower and equipment, communications and intelligence units, and the operational headquarters that directs the forces.

2.3.3. These resources encompass the range of activities designed to operate under the operational command of the combatant commanders. Taken together, these warfighting force elements and their organic support constitute the vast bulk of the military force structure. The operating forces are organized into combat, combat support, and combat service support units. The applicable unit descriptor code is contained in **Table 4.1**

2.3.4. The operating forces construct contains three operational categories: expeditionary forces, homeland defense, and military space forces. Each domain contains a series of roles that summarize the range of warfighting activities and resources associated with the operational domain. Force elements are categorized based on their primary designed use and their expected employment within an operational domain. Supporting activities organic to a warfighting role are assigned to the category they support. See **Figure 2.2**

Figure 2.2. Operating Forces Categories.
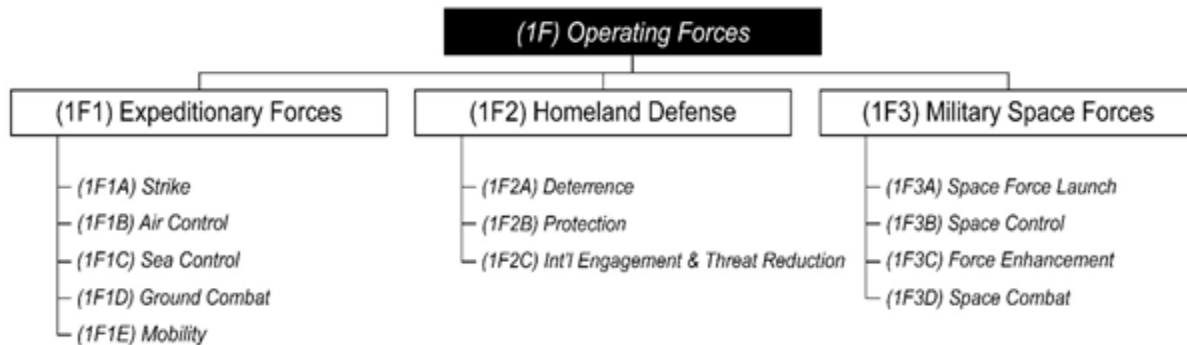
2.3.5. Expeditionary forces contain forces designed for major theater wars and lesser contingencies.   The expeditionary forces category represents the combatant command-assigned or attached forces-of the military force structure.   These forces can expect responsibilities oriented toward theater warfighting and security cooperation. This category constitutes a range of warfighting roles that, in various combinations, equip the combatant commands for theater warfighting missions. The five sub-categories of the expeditionary forces are: strike, air control, sea control, ground combat, and mobility.

2.3.5.1. The strike sub-category includes nuclear and conventional aircraft, cruise missiles, and ballistic missiles primarily designed for attacks against targets at long-distances from friendly bases.   These attacks are accomplished by forces designed to penetrate into unfriendly territory and return or by long-range standoff weapons. Special operations forces are included in light of their ability to penetrate target areas, operate, and withdraw.

2.3.5.2. The air control sub-category represents the enabling force role that denies use of the air to an opponent and enables the capabilities of other forces to be brought to bear in theater warfighting. This category includes defense against theater ballistic missiles. Air control also contains those systems and units designed specifically to defeat enemy air attacks and which provide common support to multiple force elements. Air control is a key enabling mission for all theater warfighting operations. Force elements that are not dedicated to a strike mission are assigned to the air control sub-category. Area support (i.e., combat support) for theater warfighting forces are contained in the air control category.

2.3.5.3. The sea control sub-category represents the enabling force role that secures the use of the sea for friendly forces and denies its use to an opponent. Anti-submarine warfare is a key role within this sub-category.

2.3.5.4. The ground combat sub-category includes the Air Force close air support aircraft, which were designed primarily for supporting ground combat.   The ground combat forces include mostly Army and Marine Corps combatant command–assigned or attached forces, along with those systems primarily designed or dedicated to the support of this force role.   Additionally, certain special operations forces provide air support requirements for joint and coalition forces engaged in ground combat. The ground combat role is both an enabler and an offensive category.

2.3.5.5. The mobility sub-category represents the enabling force role that supports the transportation of other expeditionary forces. Mobility forces can be used in either an intra-theater or inter-theater capacity. These forces are commanded and controlled from a global perspective and operate from both the continental United States and locations outside the continental United States with a combination of employed-in-place and expeditionary forces. The mobility category includes assets that are available to provide common-user transportation (i.e., available to more than one military service), including airlift, sealift, aerial refueling, aeromedical evacuation, port terminal operations, and road and rail surface movements. Inherent within the mobility sub-category are the direct and combat support forces, which are critical in providing common-user transportation to support the global mobility mission. The mobility sub-category also includes programs for the pre-positioning of equipment and material.

2.3.6. Homeland defense forces are the activities and forces that seek to shield United States territories and its population from attacks and intrusions. They serve to deter or defeat direct attacks on United States territories in all its forms. In addition to counterterrorism, homeland defense expanded with the Department of Defense's commitment to aid the interdiction of drug shipments to the United States and guard against computer attack on the national information infrastructure. One important adjunct to the deterrence of nuclear attack has been initiatives aimed at nuclear threat-reduction, bio-terrorism defense, and arms control. Homeland defense contains three sub-categories: deterrence, protection, and international engagement and threat reduction.

2.3.6.1. The deterrence sub-category contains all offensive nuclear forces or weapons (e.g., the intercontinental ballistic missile programs) prior to their execution, other strategic weapons and capabilities (e.g., offensive cyber forces) and their dedicated supporting activities.

2.3.6.2. The protection sub-category includes programs to protect against illegal drug activities and domestic activities to counter terrorism, along with the more conventional force roles associated with air defense. Generalized support for homeland defense activities that cannot be associated with other categories within the domain are assigned here. Specific activities for protecting forces or installations in other categories against terrorist attack are assigned to those categories.

2.3.6.3. The international engagement and threat reduction sub-category recognizes senior level policy initiatives, which serve to implement national strategy, as an important Department of Defense activity. These initiatives can have operational consequences that alter the balance of military forces, shape the international environment, or diminish direct risks to the United States homeland. These risk-reduction activities include support for countering proliferation of weapons and nuclear material and for controlling export of United States technology. This sub-category includes broad activities that seek to mold and shape the international environment towards our interests. It also captures security assistance (foreign military sales) activities that can buttress allied capabilities for a more favorable balance of forces.

2.3.7. The military space force category contains space-based military assets and their organic ground support. These forces can operate in support of both homeland defense forces and expeditionary forces. Military space forces comprises four sub-categories that capture the unique requirements of deploying forces into space, the emerging realities of space control, the enhancement role these forces play in supporting other operating forces, and the potential for space-based combat. Military space forces are comprised of four sub-categories: space force launch, space control, force enhancement, and space combat.

2.3.7.1. The space force launch sub-category includes launch vehicles that deploy space forces into orbit. It also includes the specialized supporting organizations, facilities, and range operations necessary for space launch. Program elements assigned to this category include the National Security Space Launch System and the Eastern and Western Space Launch Facilities.

2.3.7.2. The space control sub-category is an enabling force role ensuring the use of space by friendly forces while recognizing the potential requirement for denying its use to opponents. Space control forces become necessary when the friendly use of space is put at risk by a hostile capability or when hostile use of space requires opposing action. Space control forces consist of space surveillance resources that monitor the use of space by allies and strategic competitors.

2.3.7.3. The force enhancement sub-category constitutes the bulk of military space force resources. Force enhancement includes all orbiting platforms providing communications, surveillance, weather information, and other support to either expeditionary or homeland defense forces or their command elements. Force enhancement also includes the terrestrial control segments that direct these orbital forces, forces that support partner space development through security cooperation, and other authorized programs.

2.3.7.4. The space combat sub-category represents the doctrinal possibility of space-based weapons capable of engaging terrestrial targets. These differ from weapons that might be primarily designed for space control.

2.3.8. Space operations and missions will be covered in separate United States Space Force policies and guidance once formally established. Military space forces are explicitly assigned to the United States Space Force. The military space forces category recognizes space as a theater of military operations that also supports other operational activities. According to DoDD 3100.10, *Space Policy*, Space Forces play supporting roles as communications links between expeditionary forces and their higher headquarters. Space Forces also play crucial roles in surveillance against ballistic missile attacks on United States territory and against theater forces. The military space force category as a whole seeks to gather military space assets into a single category and recognize them as a specific operational domain with unique requirements for deployment and operational employment.

2.3.9. The command and intelligence construct forms the second half of the forces category and recognizes the interrelationship between senior headquarters and senior-level intelligence programs. Command and intelligence is divided into two categories: operational command and intelligence Operations. See **Figure 2.3**

Figure 2.3. Command and Intelligence Categories.
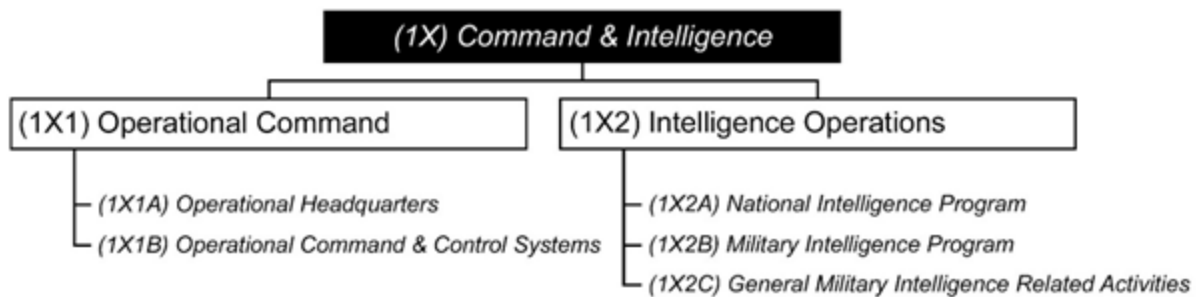
2.3.10. The operational command category includes combatant command headquarters and their direct subordinate service-component headquarters. Operational command is comprised from two sub-categories: operational headquarters and operational command and control systems. This category often requires specialized communications technology that allows direction and control over assigned forces. These specialized communications applications or organizations maintain connectivity between operational commanders and their forces. Operational command and control systems are distinguished here from other sets of communication requirements such as those that enable logistics and administrative support between Military Departments and their supported operating forces.

2.3.10.1. The operational headquarters sub-category consists of combatant command headquarters and their component headquarters that exercise operational control over the employment of operational military forces. This sub-category contains combatant command headquarters and staff, sub-unified commands, and service component headquarters. Combatant commanders exercise their control over assigned forces through component headquarters. These component headquarters may sometimes overlap or be embedded within MAJCOMs or equivalents of the Military Departments. Within these commingled headquarters exists a range of staff functions, some of which are inherently operational while others exercise inherent support functions of the Military Departments. Service operational headquarters assigned to this sub-category are intended to contain operational functions that serve to exercise command functions for military operations.

2.3.10.2. The operational command and control systems sub-category entails equipment and activities that are typically dedicated or specialized communications assets optimized for the exercise of operational control. These activities are most typically associated with mid-to senior-level headquarters. General field communications systems extending to tactical headquarters are assigned within the appropriate category of the operating forces. General or bulk communications links that command and control systems use to maintain their connectivity are not viewed as part of the system and are therefore not included in this sub-category.

2.3.11. The intelligence operations category consists of three sub-categories: the national intelligence program, the military intelligence program and general military intelligence related activities. These sub-categories are important for senior decision-makers and are managed differently than other functional areas. General military intelligence related activities include other means for intelligence operations not associated with the operating forces, nor assigned to the national intelligence program or the military intelligence program. Typically theses resources are dedicated to senior-level headquarters and operate independently from tactical units.

2.3.12. Forces Resource Adjustments. If the force elements cannot be allocated to other forces categories, technical adjustments to forces resources are aligned to this category.

2.4. Infrastructure.

2.4.1. Infrastructure is defined as those specialized organizations within the Military Departments and Defense Agencies designed to organize, man, train, equip and support operational forces assigned or attached to the combatant commands. Department of Defense infrastructure activities create and sustain the forces combatant commanders employ. Infrastructure organizations are retained by the Military Departments to fulfill their statutory responsibility to man, train, and equip the forces and are not assigned to combatant commands. These organizations provide ongoing, continuous, and routine support for the forces as they await use by the combatant commanders. The distinction between forces and infrastructure is now fundamental to the organization of the Military Departments. See **Figure 2.4**

2.4.2. Infrastructure activities are maintained and operated by the Military Departments and Defense Agencies to administer and support the combatant forces by:

2.4.2.1. Equipping new generations of military forces with modern weapons,

2.4.2.2. Recruiting and training personnel to use them to fight effectively,

2.4.2.3. Forming new units or upgrading existing units at assigned home stations, and

2.4.2.4. Sustaining all aspects of new and existing forces.

Figure 2.4. Infrastructure Categories.
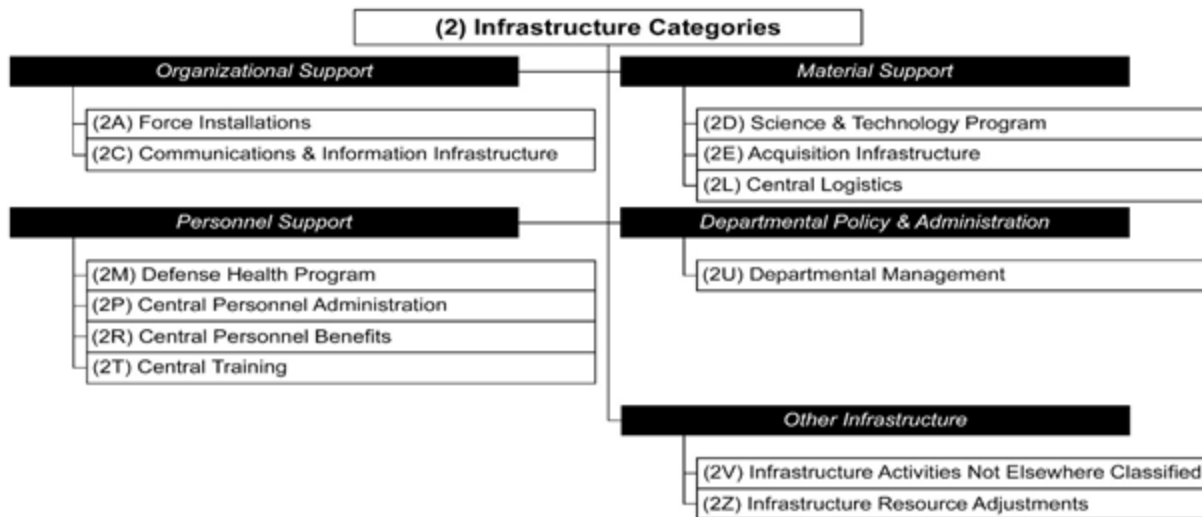
2.4.3. Sources of support and control that are part of the operating forces are direct mission support rather than infrastructure. Wherever possible, activities that are part of the operating force are considered part of the mission program and those activities that sustain the operating force from a fixed location is treated as infrastructure. Because of the distinction between fixed and operational activities, infrastructure programs cannot be defined solely in terms of the functional activities of the program. Viewed from this perspective, the terms "infrastructure" and "support" should not be used interchangeably.

2.4.4. Military Departments and Defense Agencies continually support the forces after the combatant commanders employ them. This wartime mission of the infrastructure sustains the operational forces as their component resources are consumed and exhausted. The continuous renewal of the forces through the shipment of spare parts, the rotation of personnel, or the transportation of consumable supplies is a critical part of effective warfighting.

2.4.5. The wartime sustainment of the forces compounds the difficult problem of correctly sizing the infrastructure relative to forces.   Two important points must be made: infrastructure contains activities necessary to the creation and sustainment of forces during peace, war, and operations other than war, and the most efficient size and composition of infrastructure are difficult to ascertain because optimal support capability levels are much different during peace, war, and operations other than war.

2.4.6. Establishing specialized support organizations is a common feature in the design of complex organizations. Arrangements of this type can create economies of scale that reduce costs and deliver standardized products. By creating specialized infrastructure activities, the Department of Defense can remove duplication of these activities from Forces units, which further orients their organizational design toward operational roles.   This approach emphasizes organizational structures designed for combat and focused on operational readiness.   An example of this approach is the centralized development of equipment, centralized recruiting, or operation of a wholesale supply system operating apart from the

forces. In this light, the term "infrastructure" becomes a shorthand way to refer to these common support functions that have been organized apart from the operational forces.

2.4.7. The effectiveness and efficiency of infrastructure, and its size relative to forces, should always be subject to examination. While the centralized support functions exist primarily to support operational units, they support infrastructure organizations as well. The process of specialization that benefits the forces also benefits infrastructure activities. Centralized recruiting, basic training, hospitals, acquisition management, or long-haul communications are centralized infrastructure functions that provide support not only to the forces, but also to other infrastructure organizations.

2.5. Future Years Defense Program.

2.5.1. The Future Years Defense Program summarizes forces, resources and equipment associated with all Department of Defense programs. The Future Years Defense Program displays the total Department of Defense resources and force structure information for six years: the current two budgeted years and four additional years.

2.5.2. Each Future Years Defense Program is accompanied by a certification by the Under Secretary of Defense (Comptroller) and the comptroller of each Military Department. The certification states any information entered into the Standard Data Collection System of the Department of Defense, the Comptroller Information System, or any other data system, as applicable for purposes of assembling such Future Years Defense Program, is accurate.

2.5.3. The Future Years Defense Program is composed of twelve major force programs:

2.5.3.1. Program 1: Strategic Forces*

2.5.3.2. Program 2: General Purpose Forces*

2.5.3.3. Program 3: Command, Control, Communications, Intelligence, and Space*

2.5.3.4. Program 4: Mobility Forces*

2.5.3.5. Program 5: Guard and Reserve Forces*

2.5.3.6. Program 6: Research and Development

2.5.3.7. Program 7: Central Supply and Maintenance

2.5.3.8. Program 8: Training, Medical, and Other General Personnel Activities

2.5.3.9. Program 9: Administration and Associated Activities

2.5.3.10. Program 10: Support of Other Nations

2.5.3.11. Program 11: Special Operations Forces*

2.5.3.12. Program 12: National Security Space

2.5.3.13. NOTE: *Combat forces programs are marked by an asterisk.

2.5.4. Future Years Defense Program data is the most robust source of historical defense resource data. Mission and infrastructure programs are defined in terms of program elements. A program element is a single type of activity that includes in one account all funding, manpower, and major equipment items required by that activity. The definitions of the mission and infrastructure categories are derived from the program element definitions in DoDD 7045.14, *The Planning*, *Programming*, *Budgeting and Execution (PPBE) Process*.

2.6. Program Element Assignment.

2.6.1. The program element is the primary data element in the Future Years Defense Program and normally the smallest aggregation of resources controlled by the Office of the Secretary of Defense. A program element generally represents a collection of functional or organizational entities and their related resources. Program elements are designed and quantified to be comprehensive and mutually exclusive. Program elements are the building blocks of the programming and budgeting phase of the Planning, Programing, Budget and Execution Process. Program elements are continually reviewed to maintain proper visibility into the multitude of defense programs.

2.6.2. Program elements may be aggregated in a variety of ways:

   2.6.2.1. To display total resources aligned to a specific program.

   2.6.2.2. To display weapons systems and support systems within a program.

   2.6.2.3. To select specified resources.

   2.6.2.4. To display logical groupings for analytical purposes.

   2.6.2.5. To identify selected functional groupings of resources.

2.7. Expeditionary Manpower Management.

2.7.1. Expeditionary manpower management is the process of structuring organizations and determining manpower requirements to meet both employed-in-place and deployable combatant commander requirements, exercise support, and other contingency operations. Expeditionary manpower management encompasses the determination of the operational forces and those required for combat support operations over a range of national military strategy scenarios derived through the strategic analysis process.

2.7.2. Expeditionary manpower requirements are dynamic and change with variations in threat, equipment, and concepts of operation. Change is often more rapid than out-year program allocation through the Planning, Programming, Budgeting and Execution System. The primary goal of expeditionary manpower programming is to accurately define and identify the manpower required to meet the unit mission, by Air Force Specialty level, to fully execute current Joint Chiefs of Staff operational requirements in differing scenarios.

2.7.3. These operational requirements are compared with manpower authorizations to identify overages and shortages likely to occur up to and including full mobilization. This identification facilitates near-term management actions and planning necessary to correct these mismatches. The long-term goal of Air Force expeditionary manpower programming is to meet expeditionary manpower force structure requirements. This is done by projecting requirements into the Future Year Defense Program years, developing initiatives to eliminate projected mismatches, and funding these initiatives through the programming and budgeting process.

2.7.4. Expeditionary Manpower Programming Responsibilities.

2.7.4.1. Expeditionary manpower programming is based on approved mission requirements and assumptions stated in the national military strategy and other supporting documents. It focuses on total (not merely in-theater) requirements and force structure in order to respond to threats specified in the national military strategy. Total force planning and programming looks out (up to) six years into the future, translates programming requirements into useful Manpower Programming Execution System coding that serves as a baseline to accurately posture operating forces into UTCs. Additional guidance can be found in AFI 38-101.

2.7.4.2. MAJCOM A1s will:

2.7.4.2.1. Ensure all wartime and expeditionary manpower planning actions are up-to-date based on guidance from AF/A1. **(T-1)**. Available resources are those authorizations that are funded across the Future Years Defense Plan (usually focusing on the out years).

2.7.4.2.2. Ensure programmed deployment, in-place and institutional requirements are accurate and documented in standard Air Force contingency and manpower resource management systems. **(T-1)**. MAJCOMs determine employed-in-place and deployment requirements requiring air Reserve Component augmentation.

2.7.4.2.3. The Air National Guard/Air Force Reserve Command will determine the requirements for organizing, training and equipping their forces, as well as the support requirements for deployment and employed-in-place missions. **(T-0)**.

Chapter 3

FORCE PRESENTATION

3.1. Global Force Management.

3.1.1. Global force management is a process aligning force assignment, allocation and apportionment methodologies in support of the national defense strategy and joint force availability requirements. The global force management procedures allow proactive, resource and risk informed planning assumptions and estimates and execution decision making regarding US military forces. The Unified Command Plan, the Global Force Management Implementation Guidance, and CJCSM 3130.06, *Global Force Management Allocation Policies and Procedures*, outline the roles and responsibilities for the joint force.

3.1.2. The Global Force Management Allocation Plan is the Secretary of Defense's deployment order authorizing the transfer of forces, or joint individual augmentees, from a supporting combatant commander and/or service secretary to another combatant commander.

3.1.3. The Joint Staff hosts a periodic Global Force Management Board throughout the annual Global Force Management Allocation Plan process. At the Global Force Management Board, AF/A3 provides an assessment of force availability/capacity, presents an overview of the force generation model (to include annual rotational sourcing policies) and discusses the service sourcing redlines and security cooperation activities.

3.2. Global Force Management Methodology.

3.2.1. Force assignment fulfills the military department's Title 10 USC Section 162, responsibilities to assign specified forces to unified and specified combatant commands or to the United States element of the North American Aerospace Defense Command to perform missions assigned to those commands. The Secretary of Defense shall ensure that such assignments are consistent with the force structure prescribed by the President for each combatant command.

3.2.2. Assigned forces are those uniformed military forces placed under combatant command (command authority) of a unified or specified commander by the direction of the Secretary of Defense. Assigned force demand tracks the use of forces to conduct operational missions within the combatant command area of responsibility within the global force management/Global Force Management Allocation Plan process.

3.2.3. The Secretary of Defense, with approval by the President, may transfer operating forces assigned to a combatant command, or to the United States element of the North American Aerospace Defense Command, to another command.

3.2.3.1. Force allocation includes the transfer of operating forces/individuals by the Secretary of Defense to a combatant commander for operational mission execution. Force allocation includes requests for capabilities or forces (force elements or individual) in response to crises or emergent contingencies and steady-state rotational requirements.

3.2.3.2. Under current policies, allocated forces may be provided through one of two specific global force management allocation supporting processes: rotational force allocation in support of combatant commander annual force needs, and emergent force allocation in support of combatant commander emerging or crisis-based requests for capabilities and forces.

3.2.3.3. Forces (assigned or allocated) are transferred via Secretary of Defense action for short-term temporary operations through procedures described in the Global Force Management Implementation Guidance. The deployment order should clearly delineate the degree of command authority to be exercised by the supported commander.

3.2.4. All Department of the Air Force units are required to ensure the data contained in the unit master file is accurate per DoDI 7730.64, *Automated Extracts of Manpower and Unit Organizational Element Files*. **(T-0)**. Specifically, managing organizations need to ensure the correct unit identification code for the organization with operational control is identified in the correct data field. **(T-1)**. Unit master file data elements are updated on a quarterly basis or when the information changes.

3.3. Force Presentation Construct.

3.3.1. Operating forces by themselves are not discrete, employable entities. Only operating forces currently executing operational missions are warfighting elements. Operational forces may deploy and attach to the existing Air Force component organizational construct or attached to an air expeditionary task force provisional organizational construct for operational employment.

3.3.2. The Department of the Air Force offers major operational force elements to the joint force commander and the service components establish the air expeditionary task force construct. In accordance with Air Force Basic Doctrine, an air expeditionary task force construct is task-organized at time of execution based on the operational mission requirements. The air expeditionary task force is a provisional organizational construct established for a temporary period of time to perform a specified mission. Additional guidance can be found in AFI 38-101.

3.3.3. The air expeditionary task force construct provides tailored capabilities of expeditionary, mobility and space operational forces in a provisional organizational construct to preserve Air Force unity of command and unity of effort. An air expeditionary task force construct can be tailored in size and composition as appropriate for the mission. Air Force operational planning efforts must focus on the ability of the air expeditionary task force construct to integrate and sustain command and control during mission execution.

3.3.4. The employment objective of the air expeditionary task force construct is for the supported component to provide and employ combat credible capabilities to meet the supported combatant commander operational requirements. The Air Force fulfills the combatant commander operational requirements through a combination of assigned and allocated (rotational) forces. Assigned forces are delineated in the Secretary of Defense's "Forces For" memorandum, and the combatant commander exercises operational command authority over them.

3.4. Operational Organizational Design.

3.4.1. The service component commander is the senior Air Force warfighter who exercises the appropriate degree of control over the forces assigned, or attached to the combatant commander, or in support of the, and employed as an, air expeditionary task force.

3.4.1.1. The designated air expeditionary task force commander may exercise authorities delegated by the service component commander or the combatant commander through a subordinate joint force commander. Within the joint force, these degrees of control are formally expressed as operational control, tactical control, or support.

3.4.1.2. Within the service chain of command lines, the air expeditionary task force commander may exercise specified elements of administrative control over allocated and attached forces as delegated by the service component commander.

3.4.2. The air expeditionary task force construct provides a task organized and integrates force elements with the appropriate balance of force, sustainment, control, and force protection. The air expeditionary task force construct may be as small as an air expeditionary flight or as large as a numbered expeditionary air force consisting of multiple wings. The appropriate organizational construct contains the necessary command elements to provide reasonable spans of internal control and maintain unit cohesion. See AFI 38-101, for details on the air expeditionary task force construct.

3.4.3. If augmentation is needed, or if in-theater forces are not available, the air expeditionary task force construct will likely draw as needed from the available forces currently on a force rotation. These forces, whether in-theater or deployed from out of theater, should be fully supported with the requisite maintenance, logistical, health services, and administrative elements.

Chapter 4

FORCE POSTURE

4.1. Force Posture.

4.1.1. The Department of the Air Force must mature its ability to act quickly in response to dynamic adversaries within the changing future environment. An effective response to shifting stimuli requires the ability to change or adapt easily. There is a difference between committing wholesale to a select solution to a challenge versus committing to a philosophy that develops a variety of solutions that can be reconfigured or substituted quickly.

4.1.2. An agile Air Force and Space Force possess a variety of options for a given challenge and, when the enemy develops a counter, be able to adapt by flexing quickly to a different solution. The ability to rapidly generate multiple options or solutions for a given challenge provides forces with the agility at the operational level of war necessary to engage adversaries effectively. Operational agility preserves the Department of the Air Force's ability to act quickly in response to changing context.

4.1.3. Crisis action planning tailors contingency plans for a specific crisis at a single point in time or creates a new plan using an expedited contingency planning process. The primary agencies involved in determining requirements and managing forces required by the supported combatant commander (force employers) are the Air Force or Space Force component staffs and the supporting force providers.

4.2. Defining Capabilities.

4.2.1. There are many contingency planning scenarios, and each based on specific threats, mission requirements and/or assumptions based on guidance contained in the national military strategy and other supporting documents. These documents direct the preparation of a wide range of plans to meet the Secretary of Defense or Chairman, Joint Chiefs of Staff contingency planning requirements or orders. These plans focus on specific, anticipated threats and current force structure from a force employment perspective within a given theater of operations. The plans also identify the total (not just in-theater) force structure requirements, from a force provider perspective, to respond to the threats specified in the national military strategy.

4.2.2. The planned operational requirements are those force requirements needed to satisfy the concurrent threats specified in the designated operational plans. A force element, composed of multiple UTCs, is the operational capability assigned to the force tracking number within the Joint Capability Requirements Manager.

4.2.3. Force elements support the air expeditionary task force-force modules to expedite the adaptive planning process. The force elements are linked together and uniquely identified so that they may be extracted from or adjusted as an entity within DCAPES to enhance flexibility and usefulness of the operations planning and execution process.

4.2.3.1. The air expeditionary task force-force modules are a method of packaging command and control, operational forces, and combat support forces for presentation to a combatant command through the service component commander. These force modules were developed to provide a standardized template to optimize initial planning through rapid requirements generation.

4.2.3.2. The air expeditionary task force-force modules consist of seven scalable, modular elements: airfield seizure, open the airbase, command and control, establish the airbase, generate the mission, operate the airbase, and robust the airbase.

4.2.3.3. Component planners enter the specific air expeditionary task force-force modules into the time phased force deployment data elements within the Joint Operation Planning and Execution System (JOPES) to support an operation plan, concept plan, or an operations order.

4.3. Building Capabilities.

4.3.1. UTCs compose the basic building blocks for the force packaging methodology. UTCs may contain: both manpower and equipment details, only manpower force elements, or required equipment only. Department of the Air Force planners use UTCs to document total manpower and logistics requirements needed to support operational planning and execution activities.

4.3.2. Manpower is a critical resource that enables a combat capable and ready force to accomplish national defense strategy objectives. These objectives are accomplished with efficient allocation of manpower resources organized and employed to provide required effectiveness and combat power to successfully execute the unit's mission. Accordingly, risk mitigation takes precedence over cost savings when necessary to maintain appropriate control of government operations and missions.

4.3.2.1. To support national defense strategy objectives and successfully accomplish their assigned missions, Air Force units employ optimal levels of total force manpower resources, which are directly tied to the President's Budget program content. Total force manpower requirements are analytically derived and consistent with approved program intents and objectives. Manpower is an effective mix of military forces, Department of Defense civilians, and contracted services to ensure equitable and responsive mobilization and employment of Air Force combat capability.

4.3.2.2. Programmed manpower is a large part of the annual Air Force budget approved by Congress. Congress controls manpower levels by establishing military end strengths, funding the civilian workforce, establishing grade distributions for certain military resources, and directing human capital resources and programs through legislation each year.

4.3.2.3. Authorizations are funded requirements identified on the unit manpower document as a result of a manpower study or negotiated at the establishment of an association. Some of the key data elements provided on the unit manning document are the forces and infrastructure codes and the associated program element codes. The Manpower Programming Execution System is the authoritative data source for force structure and unit manning documents. Manpower requirements are determined from the results of manpower studies and assessments of operational and support capabilities. Additional guidance can be found in AFI 38-101.

4.3.2.4. The unit manpower document is the authoritative reference for identifying funded authorizations by program element code. Manpower offices will assist in identifying which funded authorizations will be postured into standard UTCs. **(T-1)**.

4.3.3. The Department of the Air Force structures its organizations to best use available resources. This requires simple, streamlined structures designed for seamless transition from peace to war. Organizations have a reason to exist and be designed to achieve the outcome defined in the applicable mission directive, and must be aligned primarily with one major force program: 1-5 and 11 support operational warfighting missions, 12 supports Air Force Reserve and Air National Guard support to Space Forces, and 6-10 support business functions. Unit designations reflect the assigned mission per DAFPD 38-1, *Manpower and Organization*.

4.3.3.1. Organizations identified as combat, combat support, or combat service support in the Joint Chiefs of Staff unit descriptor code field in the Personnel Accounting System file will posture standard UTCs. **(T-0)**.

Table 4.1. Joint Chiefs of Staff Unit Descriptor Codes.

Type Unit	Active Component	Reserve & Guard (non-Extended Active Duty)	Reserve (Extended Active Duty)	Guard (Extended Active Duty)
Warfighting Organizations				
Combat	A	G	1	2
Combat Support	D	L	3	4
Combat Service Support	T	J	5	6
Institutional Organizations				
Other	X	Q	9	0

4.3.3.2. The Department of the Air Force component staffs will identify combatant commander employed-in-place operating forces within the Joint Capabilities Requirements Manager application. **(T-0)**.

4.3.3.3. Units with a unit descriptor code of "Other" (X, Q, 9 or 0) will not posture UTCs. **(T-0)**.

4.4. Expeditionary Manpower Planning Functions.

4.4.1. The primary functions of the Air Force expeditionary manpower management process are to:

4.4.1.1. Use operational plans, planning scenarios, or other force lists comprising the national military strategy, as a tool to conduct manpower assessments identifying required manpower. **(T-0).**

4.4.1.2. Determine and package manpower requirements to accomplish specific and usually functionally-oriented workload associated with employed-in-place or deploying forces. This is accomplished in the form of UTCs contained in the manpower force packaging system. Manpower requirements for non-expeditionary operations are not usually identified in a UTC. **(T-1).**

4.4.1.3. Ensure accurate use of manpower when developing force packages to satisfy force employment requirements. **(T-1).**

4.4.1.4. Ensure the force employment requirements needed to accomplish assigned operational tasks, and associated theater in-place requirements, are documented in the appropriate operational plan time-phased force and deployment data (TPFDD). **(T-1).**

4.4.1.5. Ensure the force requirements will be identified as positions on a deployment requirements document under an operational plan force requirement number UTC. **(T-1).**

4.4.1.6. Ensure all force requirements will be created and managed by expeditionary manpower processes and procedures at different organizational levels. **(T-1).**

4.4.1.7. Ensure each position in a deployment requirements document will have a tasking type made up of the deployment type and the supported organization. **(T-1).**

4.4.1.8. Document unavailable/shortfall manpower force package employment requirements associated with the operational plan TPFDD. **(T-1).**

4.4.1.9. Manage the manpower requirements of installation-level plans which contain the installation-level requirements and taskings associated with operational plans. **(T-1).**

4.4.2. Expeditionary manpower management responsibilities at all levels of command are based on the need to prepare and maintain our forces so they are ready to perform their missions. All MAJCOMs/FOAs/DRUs (or equivalent) manpower offices/servicing activities will:

4.4.2.1. Advise commanders of options to resolve discrepancies between the total UTC/in-place requirement needs and available unit manpower document authorizations. Provide unit readiness monitors with the unit authorization information to include deployment and in-place requirements data and requirements-to-resources analysis information to unit readiness monitors using the applicable Manpower Programming and Execution System data elements. **(T-3).** Additional guidance can be found in AFI 38-101.

4.4.2.2. Upon request, the manpower section will provide requirement information to the augmentation review board and assist them by identifying those requirements critical to the augmentation scenario as well as augmentation scenario-unique requirements. **(T-3).** The manpower section assists the augmentation review board and FAMs in validating the necessary requirements and identifying those available for augmentation. See Air Force Pamphlet (AFPAM) 10-243, *Augmentation Duty*, for further details.

4.4.2.3. Provide Manpower Programming and Execution System authorization information to the augmentation review board. **(T-1)**.

4.4.2.4. Provide the augmentation review board a listing of currently planned deployment requirements using DCAPES. **(T-1)**.

4.4.3. All manpower staffs, offices, flights, and elements will:

4.4.3.1. Provide commanders, functional managers, and appropriate decision makers at all levels with agile, timely, and relevant manpower information that underpins Department of the Air Force strategies in line with AFI 38-101. **(T-1)**.

4.4.3.2. Provide Manpower Programming and Execution System information to FAMs for possible tasked units. **(T-1)**.

4.4.3.3. Analyze Manpower Programming and Execution System Air Force specialty code level detail information against the requirements identified in the postured UTCs. **(T-1)**.

4.4.3.4. Ensure the unit's postured UTCs do not exceed unit manpower document authorizations. **(T-1)**.

4.4.4. Postured forces maintain the capability to rapidly transition from normal day-to-day operations to crisis response operations. All operational forces are aligned within force elements and postured within a sustainable force. The eligibility period indicates the alignment of force element to the commit phase of the force generation cycle. Force providers determine how their forces are aligned within the force generation construct. Air Force Reserve and Air National Guard units remain in an established cyclic manner consistent with Department of Defense Directive 1200.17, *Managing the Reserve Components as an Operational Force.*

Chapter 5

OPERATIONAL FORCE MANAGEMENT

5.1. Operational Force Management Construct.

5.1.1. Operational force management is an organizing construct of processes, policies, organizational information, and tools to inform senior leader decision making on the global joint sourcing of the defense strategy. The operational force management construct only provides a source of readily trained operational forces. See **Figure 5.1**

5.1.2. The institutional activities provide the capabilities necessary to meet Secretary of the Air Force's statutory functions outlined in Title 10, United States Code, Section 9013(b). The force management construct includes the primary employment structure as well as planned employment and recovery periods.

Figure 5.1. Operational Force Management Overview.
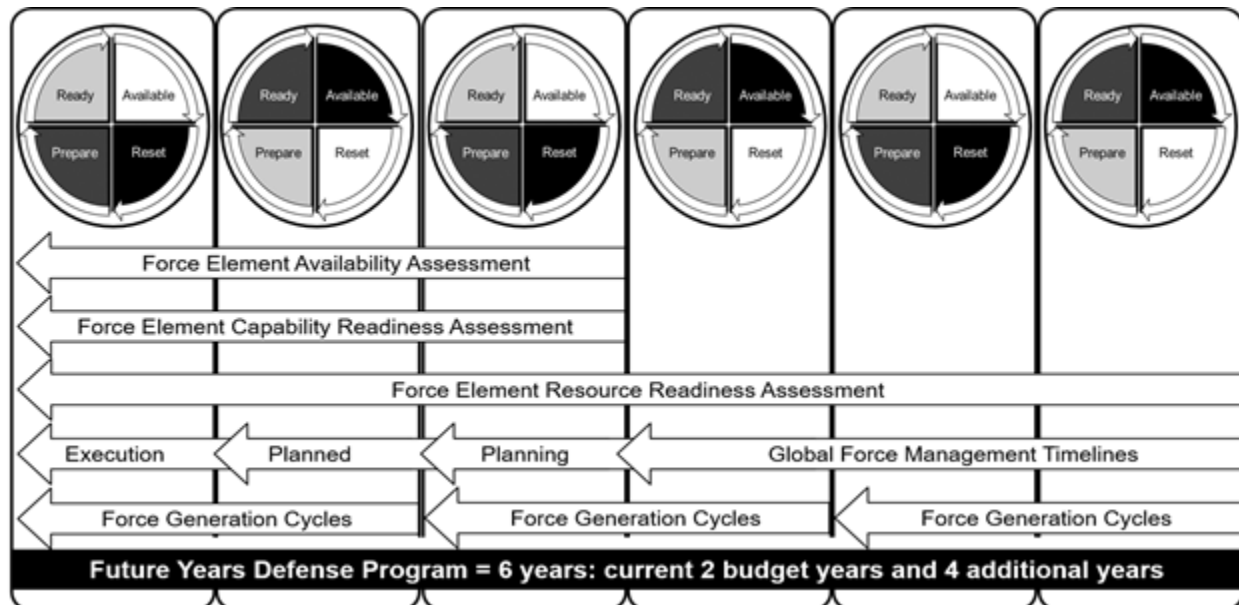
5.1.3. The primary warfighting capabilities are contained within the employed-in-place/assigned forces and the readily available forces are postured to support rotational and emergent allocation requirements. The designated force coordinators provide their force elements to the Joint Staff for allocation in accordance with global force management policies.

5.1.4. DCAPES's UTC availability library contains all the UTCs aligned to the force generation phases and projected across the Future Years Defense Program timeframe. The UTCs within the library are available for sourcing to meet requirements across the range of military operations.

5.2. Force Scheduling Timeline and Force Alignment.

5.2.1. AF/A3O publishes specific milestones to support the annual global force management timelines.

5.2.2. Force providers will review the alignment of postured forces as part of the preparatory actions for every global force management cycle. **(T-1)**.

5.2.3. All combatant commanders are required to identify force requirements in the Joint Capabilities Requirements Manager for presentation to the Joint Staff for service sourcing and validation. The rotational force battle rhythm is the mechanism for managing and scheduling forces.

5.2.4. The component staffs work with the AFPC requirements managers to correct changes to the TPFDD elements based on the Joint Capabilities Requirements Manager requirements. Any change affecting the Joint Capabilities Requirements Manager requirements requires a global force management force tracking number change request.

5.2.5. If the Joint Capabilities Requirements Manager requirements contain line remarks, a global force management change request is required to change a line remark. If the Joint Capabilities Requirements Manager does not contain line remarks, a global force management change request is not required. Line remarks not contained within the Joint Capabilities Requirements Manager are non-binding to the force provider. The AFPC requirements managers should inform the component staff that changing requirements might result in a delay in sourcing the new requirement.

5.2.6. The AFPC requirements managers build the rotational requirements and provide the TPFDD to the supported component staff for review prior to each rotation period. Any additional force capabilities or changes to the existing force requirements generates a new or modified deployment order. The component staff immediately submits a deletion requests upon determination the force capability is no longer required.

5.2.6.1. AF/A3O and AFPC, AEF Policy, Plans and Programs (AFPC/DP3) monitors the global force management planning tasks for the upcoming force rotation schedule to ensure the efficient and timely execution of the force management battle rhythm. Component staff planners, headquarters FAMs, and unit commanders are required to complete their actions in accordance with the published timelines.

5.2.6.2. The master rotational schedule is built/updated annually in sufficient time to meet the Joint Staff global force management master timeline. The scheduling process:

5.2.6.2.1. Accommodates the Air Reserve Component notification and mobilization timelines in accordance with AFI 10-402.

5.2.6.2.2. Provides supported component staffs with sufficient time to provide operational risk assessments to the combatant commander's mission.

5.2.6.2.3. Allows force providers to assess institutional risk assessments.

5.2.6.2.4. Improves force development and personnel/assignment actions by the supporting commanders.

5.3. War Reserve Materiel.

5.3.1. War reserve materiel supports the full range of military operations outlined in the national military strategy. The use of war reserve materiel starter or swing stocks is restricted to ensure sufficient capability is available to support theater requirements.

5.3.2. Requesting organizations should make every effort to satisfy unit requirements using alternative means of support prior to using and/or requesting war reserve materiel assets.

5.3.3. Requesting organizations follow procedures as outlined in AFI 25-101, *War Reserve Materiel (WRM)*, for indirect mission support.

5.3.4. The approval authority for war reserve materiel use considers the impact on the Air Force's ability to meet emerging requirements and the timeliness of reconstituting the war reserve materiel assets.

5.4. Force Readiness.

5.4.1. Force/Activity Designators define the relative importance of a force, unit, activity, project, program, or foreign country to accomplish Department of Defense objectives. In an environment of scarce supply resources, an organization's relative priority is critical to its ability to secure commodity needs. Chairmen Joint Chief of Staff Instruction (CJCSI) 4110.01E, *Joint Materiel Priorities and Allocation*, outlines the purpose of Force/Activity Designators.

5.4.2. The Department of Defense leverages the reporting of near real-time readiness data based on mission assessment and complementary resource information within Defense Readiness Reporting System for decision-making purposes. Business intelligence tools along with readiness dashboards are used in the Defense Readiness Reporting System to provide objective and repeatable analysis and to inform the deliberate and crisis action planning communities.

5.4.3. The Defense Readiness Reporting System provides a means to manage and report the unit readiness of the Department of Defense and its subordinate components to execute the national military strategy. The Defense Readiness Reporting System is a capabilities-based resource informed, adaptive, near real-time readiness reporting system. Enterprise-wide readiness assessments and the unit readiness reports enable commanders at multiple levels to use quantitative and qualitative analysis to assess risk and inform resource prioritization decisions within the corporate structure.

5.4.4. Readiness processes and policies integrate with other Department of Defense transformation initiatives (e.g., joint command and control, joint training, adaptive planning, and the Global Force Management Data Initiative). These processes enable a comprehensive view of readiness data for coordination, integration, analysis, and assessment of capabilities, deficiencies, resource status, and military risk. The Chairman of the Joint Chiefs establishes the criteria for the initial downgrading of aggregated force data elements.

5.4.5. AF/A3 has the classification authority to extend or accelerate downgrading of UTC assessments and Defense Readiness Reporting System data following an initial determination by the Chairman of the Joint Chiefs.

5.4.6. UTC assessments provide Department of the Air Force units a mechanism to assess their postured UTC's ability to fulfill its mission capability statement across the full range of military operations, to include emergent and rotational operations, identify shortfalls and aids in resource allocation. Department of the Air Force units at all levels, including Air National Guard and Reserve Components with standard UTCs postured in the UTC availability are required to assess their UTCs on the first but not later than the fifth day of every month. **(T-1)**. Assessment process details are codified in the published UTC availability user guide within DCAPES. Total force integration units are critical to Department of the Air Force operations that are functionally integrated from Regular, Air National Guard, and Air Force Reserve forces. Although the host unit has the ultimate responsibility to ensure the assessment is accomplished, each unit in the association (host and associate) will independently assess their slice of the UTCs.

5.4.7. AF/A3OD is the OPR for the overall UTC assessment reporting. The OPR may delegate reporting authority to another organization to manage the enterprise reporting. (T-1).

5.4.8. Air Staff FAMs. The Air Staff FAM acts as a central coordinator of the actions of their MAJCOM, FOA or DRU counterparts to ensure their applicable functional area UTCs are being properly assigned to the force presentation construct. Air Staff FAMs must monitor MAJCOM UTC assessment reporting to identify trends and elevate UTC shortfalls and deficiencies for resolution to maximize deployable resources. **(T-1)**.

5.4.9. MAJCOM, NAF, wing/base and squadron commanders or equivalents will appoint OPRs in writing. Include name(s), rank(s), unit and DSN telephone number. **(T-1)**. Continuity and consistency in this position is critical and therefore should be for a minimum of 18 months.

5.4.10. The commander or civilian equivalent is the authority for reporting the status of a unit's UTC(s). They review unit posturing to ensure that UTC(s) are postured in accordance with this instruction and responsible for associating, tracking, and managing personnel and equipment in UTCs. Commanders should consider known issues that impact the UTC (i.e., pending retirements/permanent change of station). Specifically to:

5.4.10.1. Ensure UTC assessments are accurate, meet the established timelines and are complete.

5.4.10.2. Monitor for late or unreported UTCs on a weekly basis and researching/rectifying incorrectly postured UTCs prior to the next month's reporting cycle.

5.4.10.3. Review discrepancies noted in previous reports and actions being taken to correct them.

Chapter 6

FORCE GENERATION

6.1. Force Generation.

6.1.1. The Department of the Air Force force generation model supports the global force management processes. The force generation construct contains available and ready force elements for force presentation. The force generation construct ensures operational forces are properly organized, trained, equipped, and ready to respond to emerging crises and sustained operations. Force coordinators, in coordination with HAF develop an optimized force generation schedule to support their operating forces.

6.1.2. The Secretary of Defense's decision to allocate forces involves weighing the force providers' risks of sourcing (risk to force) with operational risks to both current operations (risk to mission) and potential future contingencies (risk to strategy). The Secretary of Defense transmits direction via the Global Force Management Allocation Plan process through the force provider's chain of command to the unit or individual. The force provider conducts deployment planning and documents the TPFDD with deployment and movement criteria.

6.1.3. Force providers determine how they align their operational force within the force generation model based on unit dwell. Dwell is defined as the period of time a unit or individual is not on an operational deployment. Dwell begins when the majority of a unit or detachment, or an individual not attached to a unit or detachment, arrives at their homeport/station/base from an operational deployment. Dwell ends when the unit or individual departs on an operational deployment. A unit is either on operational deployment or in dwell. For the Reserve Component, dwell is defined as the period of time an individual is not mobilized.

6.1.3.1. Deployment-to-dwell ratio for Active Component is the ratio of time a unit, detachment, or individual is operationally deployed to the time the unit, detachment, or individual is in dwell. The Secretary of Defense's deploy-to-dwell goal and redline is provided in the "Forces For" Guidance. An individual may request a waiver of the deployment-to-dwell threshold by volunteering in writing to the first general/flag officer in the chain of command of the parent organization, who may approve the waiver request.

6.1.3.2. Mobilization-to-dwell ratio for Reserve Component is measured in accordance with DoDI 1235.12, *Accessing the Reserve Components (RC)* as well as the Global Force Management Implementation Guidance and the Defense Planning Guidance. The mobilization period is calculated from the date of mobilization to the date of demobilization. The Secretary of Defense's mobilization-to-dwell goal and redline is provided in the Contingency Planning Guidance. An individual may request a waiver of the mobilization-to-dwell threshold by volunteering in writing to the first general/flag officer in the chain of command of the parent organization, who may approve the waiver request.

6.1.3.3. Task-to-dwell ratio is a quantitative tempo measurement for the mobility air forces force elements which allows specific tempo goals for active duty and guard/reserve aircrews. The mobility air force employment methodology differs significantly from global force management force rotations measured by deploy-to-dwell and mobilization-to-dwell calculations. Task-to-dwell is defined as the number of tasked crews per day divided by the number of non-tasked crews averaged over the past 90 days. Task-to-dwell is numerically expressed as a task-to-dwell ratio; where the relationship is the "task-time-period: dwell-time-period" (i.e., 1:2 is a period of 1 tasked mission day with 2 dwell days). It applies to all mobility aircrew (active/reserve/guard) executing higher headquarters directed missions.

6.1.4. The Department of the Air Force requires a sustainable force generation model to ensure combat readiness for the total force to support global contingencies. Having a sustainable force generation model provides greater flexibility in addressing contingency operations and prioritizing unit readiness. The Department of the Air Force standard force generation model contains four overarching phases: prepare, ready, available and reset.

6.1.4.1. The prepare phase includes force elements achieving training goals and improving manning and equipment deficiencies.

6.1.4.2. The ready phase includes force elements achieving or sustaining a baseline level of combat proficiency and the ability to respond to contingencies. These force elements are able to participate in joint, multi-component, multi-echelon exercises/training events. These force elements may deploy on missions if required. The primary focus is on mission readiness.

6.1.4.3. The available phase includes force elements allocated to or assigned to an ordered and employed for an operational mission. The available phase of the force generation cycle identifies the service force offering within a specified timeframe to support the Global Force Management Allocation Plan. These force elements are fully resourced, validated and immediately ready to conduct combat operations if required. The primary focus in this phase is on the successful and safe accomplishment of operational missions.

6.1.4.4. The reset phase includes force elements requiring reintegration and reconstitution. The force elements are no longer available to support combat operations. The primary focus is on resiliency.

6.1.5. The benefits of a sustainable force generation model include:

6.1.5.1. Stabilizing manning to avoid abrupt readiness declines.

6.1.5.2. Resourcing units to sustain higher levels of readiness over longer periods of time.

6.1.5.3. Providing leadership with greater readiness visibility among units and permitting forecasting of readiness out through the next three to four years.

6.1.5.4. Better informing corporate resourcing and budgeting decisions.

6.2. Force Availability Assessments.

6.2.1. Effective management of the operating forces requires accurate information at all levels. DCAPES's UTC assessment application supports the collection, collation, and reporting on a units ability to provide capabilities. The application allows unit commanders the ability to assess the employability and availability of postured UTCs to fulfill the mission capability statement across the full range of military operations, to include contingency and rotational operations. The UTC assessment application aggregates the UTC data with sufficient details for all levels of command to make informed decisions on the availability of forces.

6.2.2. The Department of the Air Force collects UTC assessment data from units with forces postured in the UTC availability library. The headquarters staff, component commanders, joint force providers/coordinators, and the headquarters FAMs use these assessments to determine the feasibility of providing mission capable and available capabilities to support contingency operations. The availability assessment should contain sufficient details to aid in informing resource allocation and tasking decisions to support operational commanders.

6.2.3. The UTC availability application contains the force elements with the associated force generation phases across multiple fiscal years. Each phase in the force generation model is six months. Forces elements are postured into the force generation construct to meet emerging operational and existing rotational requirements across the range of military operations. Additionally:

6.2.3.1. Forces will not deploy outside of the force generation available phase unless a senior leader force-to-source mitigation action is directed. **(T-0)**.

6.2.3.2. Forces aligned to the available phase, but not tasked to deploy, remain in an on-call status. These forces are available to reinforce forward-deployed forces or provide additional capability for the duration of the available phase timeframe.

6.2.4. Unit commanders will assess their units' ability to accomplish the mission capability statement and report the availability of their postured UTCs within DCAPES. **(T-1)**.

6.2.4.1. Unit commanders must identify any shortages in resources affecting the ability of the unit to fulfill the mission capability statement. **(T-1)**.

6.2.4.2. Unit commanders must ensure deployable forces are trained and readied for deployment during their associated available phase. **(T-1)**.

6.3. Force Sourcing.

6.3.1. To determine the number of manpower requirements required for contingency operations, refer to the *Manpower Supplement of the War Mobilization Plan*, *Volume 1*.

6.3.2. The Adaptive Planning and Execution and global force management processes include three levels of matching forces to requirements based on the desired end state: identification of preferred forces, contingency sourcing, and execution sourcing.

6.3.2.1. Combatant command planners use the preferred forces process as part of the planning assumption necessary to continue planning efforts and assess the feasibility of a plan. The number of identified preferred forces should be within the apportioned force quantity. Preferred forces are planning assumptions only and do not indicate the specific forces are available for contingency or execution sourcing. The operational feasibility of the plan improves by using accurate planning assumptions when identifying preferred forces for mission execution.

6.3.2.2. The contingency sourcing process uses specific planning assumptions and is a part of the plan assessment process. Joint force providers/coordinators use the contingency sourcing process to identify forces at a specified point in time to support the combatant commander's planning requirements. The sourced plans provide a snapshot of the associated forces and transportation feasibility to inform senior leadership decisions.

6.3.2.3. Execution sourced forces are identified and recommended by the joint force providers/coordinators and allocated by the Secretary of Defense to meet combatant commander operational requirements. The force provider/coordinator reviews sourcing nominations during the global force management allocation process and the forces become tasked upon approval by the Secretary of Defense.

6.3.2.4. The Joint Staff provides specific guidance for the selection of forces, to include unit-reporting requirements, in the execution-sourcing message. Execution sourced forces are considered allocated forces and are unavailable for use in other plans/operations unless reallocated by the Secretary of Defense.

6.3.2.4.1. Joint force coordinators use the joint requirements code in the Joint Capabilities Requirements Manager to aggregate operational capabilities in order to identify and staff global joint sourcing solutions. Although the joint requirements codes are similar to the Air Force functional area codes, there is not a direct one-to-one correlation. The joint requirements codes provide combatant command planners, the Joint Staff, and the joint force coordinators/providers the ability to easily track aggregated sourcing information on functional requirements.

6.3.2.4.2. Combatant commanders report the requirements for their assigned force in the Joint Capabilities Requirements Manager and assign each requirement a force tracking number, just as they would when requesting a force to be allocated in either the annual or emergent process. Although these are not captured in the Global Force Management Allocation Plan, this provides a visibility of the operational force demand, and assists with evaluating risk in the allocation decisions.

6.3.2.4.3. Force tracking numbers improve the sourcing and tracking of the request for forces and rotational force requirements throughout the deployment process and enhances force-closure reporting.

6.3.2.4.4. During execution, the combatant commander tasks their assigned forces first. These operational requirements constitute the assigned force demand. If additional forces are required, the supported combatant commander requests those forces through the global force management allocation process for consideration by the Secretary of Defense.

6.3.2.4.5. Postured operational forces are required to maintain the capability to rapidly transition from normal day-to-day operations to crisis response operations. A unit's force generation posture will increase based on the issuance and receipt of a Chairman of the Joint Chiefs warning, planning, alert, deployment order, prepare to deploy order, and/or an execution order. **NOTE**: Air Force Reserve and Air National Guard units will not be postured in a "prepare to deploy" status unless activated. **(T-1)**.

6.3.3. AF/A3OD is responsible for coordinating sourcing feasibility solutions with the appropriate headquarters FAM.

6.3.4. The HAF FAMs are required to review active joint individual augmentee requirements for accuracy and resubmit sourcing feasibilities to AF/A3OD during the Global Force Management Allocation Plan fiscal year requirements review. During the annual global force management sourcing process, the headquarters FAMs will work with the component staffs and the AFPC to correct any inconsistencies. **(T-1)**.

6.4. Force Sourcing Process.

6.4.1. The supported component planners are required to use the air expeditionary task force-force modules to identify operational forces. **(T-1)**. The component planners will minimize the use of restrictive line remarks within the UTCs. **(T-1)**.

6.4.2. Force sourcing is the identification of the actual units and the movement characteristics, to include their point of origin and ports of embarkation, to satisfy the time-phased force movement requirements of a supported commander.

6.4.3. All requirements will have a command remark code in the line-level detail and a reference to the order directing the operational movement, whether it be the date and time group on the order or the Joint Capabilities Requirements Manager force tracking number. **(T-1)**.

6.4.4. Any associated line remarks are based on the duties and/or location and identify any specific theater entry requirements. Restrictive line remarks changing or limiting the sourcing pool are unauthorized within Annex D of the Global Force Management Allocation Plan. AFPC nominates joint individual augmentee and Department of Defense-Expeditionary Civilian requirements from any Department of the Air Force organization and/or component staff in accordance with the published sourcing guidance.

6.4.5. The baseline estimated tour length for deployments is six months. The Air Force recognizes there may be circumstances when extended estimated tour lengths are warranted. However, such tour lengths deviate from the operational force employment policy and must be approved by the Deputy Chief of Staff for Operations (AF/A3) **(T-1)**. Requests to extend and/or generate "key and critical" positions beyond 6 month tour lengths must meet one or more of the following criteria for approval:

6.4.5.1. Commanders (wing-, group-, and squadron-level) and key senior enlisted leadership (wing- and group-level command, executives, superintendents).

6.4.5.2. Positions requiring extensive host nation and/or local populace interaction. Members who maintain direct and continuous daily contact with national and/or local populace organizations in order to support, be located on, operate in, or transit through its territory based on government invitation and/or national agreements.

6.4.5.3. Positions requiring critical continuity to coalition and/or joint operations. Members maintaining direct, regular, timely, and collaborative working relationships between civilian and/or military coalition/joint forces.

6.4.5.4. Extended Tour Lengths of 365 days or more are filled by AFPC using sourcing procedures governed by AFI 36-2110, *Total Force Assignments.*

6.5. Operational Force Deployment.

6.5.1. Tasked units are required to meet minimum availability criteria and readiness requirements as directed by the tasking authority. Postured personnel are available during their eligibility period to support a named exercise exceeding 30 days.

6.5.2. An operational deployment begins when the majority of a unit or detachment, or an individual not attached to a unit or detachment, departs homeport/station/base or departs from an en-route training location to meet a Secretary of Defense-approved operational requirement. An event is an operational deployment if it is recorded in the Joint Capabilities Requirement Manager or Fourth Estate Manpower Tracking System and is contained in the annual Global Force Management Data Initiative compliant tool under the Global Force Management Data Initiative reporting structure.

6.5.3. Operational forces deployed in support of execute orders, operational plans, or concept plans approved by the Secretary of Defense are also considered operationally deployed. An operational deployment ends when the majority of the unit or detachment, or an individual not attached to a unit or detachment, arrives back at their homeport/station/base. Forces operationally employed by the Secretary of Defense at their home station or in a "prepare to deploy order" status at home station are not operationally deployed.

6.5.4. Air Force Tasking Notification. When notifying units of tasked unit line numbers, force providers utilize the tasking notification tool in DCAPES to support information on deployment activity and data reflected in the TPFDD (see **Table 6.1**). The process begins when the sourcing agency applies the tasking notification code "A" to notify force providers of a sourcing solution. Upon verification of the sourcing solution and to notify units, force providers (planners, FAMs, or AEF cells) enter an "M" in the tasking notification code field of tasking notification tool. (**Note**: Force providers may designate specific offices authorized to update this field.) This notifies the wing/base, through the Installation Deployment Officer, of the sourced TPFDD requirement.

6.5.5. Each MAJCOM/MAJCOM-equivalent initiates notification for assigned units except as follows:

6.5.5.1. Air Force District of Washington initiates notification for units assigned to Air Force District of Washington (MAJCOM Code "4W") as well as HAF organizations (MAJCOM code "0N").

6.5.5.2. AFPC initiates notification for all organizations considered "outside" the Air Force and provides documentation of approval from Office of the Secretary of Defense Director of Administration and Management to the servicing Installation Deployment Readiness Center.

6.5.5.3. Secretary of the Air Force Public Affairs, on behalf of Air Force Public Affairs Agency initiates notification for all Public Affair taskings.

Table 6.1. Tasking Notification Codes.

ECHELON:	MEANING:
AEF (Sourcing Agency) Level Codes	
A	Sourced by appropriate sourcing agency
- (Blank)	Remove approval of sourcing
MAJCOM-Level Codes	
M	Tasking review/ notification by MAJCOM
A (revert after M code)	Revert to AEF (unit identification code change/shortfall/reclama)

Note:

1. For rotational planning, accomplish tasking notification code "A" coding 210 days prior to available to load date.

2. For crisis action planning, the same process is followed using compressed timelines to ensure available to load date timing is met.

3. Force providers must accomplish tasking notification code "M" within 10 calendar days from "A" coding. **(T-1)**.

4. For Secretary of the Air Force retained forces, tasked MAJCOM/equivalent functions as Supporting Component and Air Combat Command (on behalf of the Secretary of the Air Force) functions as supporting combatant commander.

6.5.6. JOPES Verification/Validation**.** Verification is the process whereby MAJCOMs/DRUs/FOAs/service components accomplish JOPES verification/validation requirements to finalize the sourcing process.

6.5.6.1. Supporting agencies will follow the JOPES Verification/Validation process outlined in CJCSM 3122.02E, *Joint Operation Planning and Execution System (JOPES): Volume III Time Phased Force and Deployment Data Development and Deployment Execution*, and combatant commander TPFDD letter of instruction business rules. **(T-0)**. The supported command's TPFDD letter of instruction sets forth guidance regarding procedures and direction for TPFDD validation at the supporting and supported command level.

6.5.6.2. The management and building of TPFDD and deployment execution must follow the guidance as outlined in CJCSM 3122.02E. **(T-0)**.

6.6. Force Rotation.

6.6.1. The Chief of Staff of the Air Force, through the AF/A3, is responsible for the force rotation management policy to support combatant commander rotational requirements. Air Force rotational force planning supports the global force management requirement for an executable and sustainable global force management schedule.

6.6.2. The AF/A3 is responsible for organizing all operating forces within a force management construct to meet global combatant commander requirements. The force management construct provides operating forces on a predictable and sustainable basis. Using operational forces outside of their designated available force generation phase to meet non-combatant commander requirements reduces the Air Force's ability to meet the global operational/contingency requirements. The AF/A3 must approve any use of the operating forces to meet non-combatant commander requirements.

6.6.3. Component staffs submit rotational requirements annually through their combatant commanders as part of the global force management rotational process. The Air Force uses the Global Force Management Allocation Plan and the Air Force deployment execution orders to task and deploy forces during each force rotation.

6.6.3.1. Service component staffs and the AFPC requirements managers build and maintain JOPES/DCAPES TPFDD force elements to source combatant commander requirements. Force coordinators will coordinate any TPFDD force element changes not specified in the Joint Capabilities Requirements Manager through the Air Force nomination process. **(T-1)**.

6.6.3.2. The component staffs continually review the rotational requirements with the goal of meeting the combatant commander's mission requirements. The force requirement evaluation takes place throughout the rotation cycle. Component staffs revalidate requirements as part of the official Global Force Management Allocation Plan process and identify requirements necessitating sustained rotational support to AFPC and AF/A3OD.

6.6.3.3. The deployed commander will evaluate the impact and notify the component headquarters of needed changes when there is a change to the deployed unit's mission, equipment, weapons systems, operating location, or a reduction in forces. **(T-1)**.

6.7. Service Rotation Extensions and Waivers.

6.7.1. The standard rotational force management policy uses four and six-month rotation cycles. The force providers will develop a force rotation plan in accordance with established Secretary of Defense deploy-to-dwell criteria. **(T-0)**. The AF/A3 (or AF/A3O on behalf of AF/A3) is the approval authority for deviations to the force rotation policy.

6.7.2. Service rotations within the Secretary of Defense's approved deployment duration do not require Secretary of Defense's approval for extension. For example, if a service chooses to split a 365-day duration mission between two units, extending the first unit more than 30 days would not require approval by Secretary of Defense.

6.7.2.1. Only the Secretary of Defense may authorize involuntary extension of personnel 30 days or more beyond Secretary of Defense approved deployment duration. Only the Secretary of Defense may involuntarily authorize or extend a unit or individual operational deployment beyond 365 days.

6.7.2.2. Individuals may waiver the 365-day restriction by volunteering in writing.

6.7.2.3. Waiver approval authority is the first general/flag officer in the chain of command of the parent organization with service notification authority.

JOSEPH T. GUASTELLA JR,
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Deputy Chief of Staff, Operations

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

Title 10, *United States Code, Section:* 151

Title 10, *United States Code, Section:* 162

Title 10, *United States Code, Section:* 9013

Title 10, *United States Code, Section:* 9035

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Prescribed Forms

None

Adopted Forms

Air Force Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AEF—Air Expeditionary Force

AF/A1—Deputy Chief of Staff, Manpower, Personnel and Services

AF/A1M—Headquarters Air Force, Directorate of Manpower, Organization and Resources: Develops

AF/A1X—Headquarters Air Force, Directorate of Plans and Integration

AF/A3—Deputy Chief of Staff, Operations

AF/A3K—Headquarters Air Force, Director of Checkmate

AF/A3O—Headquarters Air Force, Director of Current Operations

AF/A3OD—Headquarters Air Force, Director of Current Operations, War Planning and Policy Division

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

AFI—Air Force Instruction

AFPAM—Air Force Pamphlet

AFPC—Air Force Personnel Center

AFPC/DP3—Air Force Personnel Center, AEF Policy, Plans and Programs

CJCSG—Chairman of the Joint Chiefs of Staff Guide

CJCSI—Chairman of the Joint Chiefs of Staff Instruction

CJCSM—Chairman of the Joint Chiefs of Staff Manual

DAF—Department of the Air Force

DAFI—Department of the Air Force Instruction

DAFPD—Department of the Air Force Policy Directive

DCAPES—Deliberate and Crisis Actions Planning Segments

DoDD—Department of Defense Directive

DoDI—Department of Defense Instruction

DRRS—Department of Defense Readiness Reporting System

DRU—Direct Reporting Unit

DSN—Defense Switched Network

EO—Executive Order

FAM—Functional Area Manager

FOA—Field Operating Agency

GFM DI—Global Force Management Data Initiave

HAF—Headquarters Air Force

HAFMD—Headquarters Air Force Mission Directive

JOPES—Joint Operation Planning and Execution System Verification

JS/DJ3—Joint Staff, Director of Operations

MA—Mission Assurance

MAJCOM—Major Command

NAF—Numbered Air Force

OPR—Office of Primary Responsibility

PPBE—The Planning, Programming, Budgeting, and Execution Process

RC—Reserve Components

SAF/MR—Assistant Secretary of the Air Force for Manpower, Reserve Affairs

TPFDD—Time-Phased Force Deployment Data

UTC—Unit Type Code

Terms

Activity—1. A function, mission, action, or collection of actions. 2. A unit, organization, or installation performing a function or mission.

Administrative Command Structure—The organizational hierarchy through which administrative authority is exercised, as contrasted by the operational command structure through which operational authority is exercised.

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

Agency—In intelligence usage, an organization or individual engaged in collecting and/or processing information.

Air Control—Expeditionary forces designed primarily to defeat enemy air attacks within a military theater. Air control forces enable the capabilities of other forces to be brought to bear against the enemy. Air control includes protection against theater ballistic missiles.

Air Expeditionary Task Force Construct—A deployed NAF or command echelon immediately subordinate to a NAF provided as the Air Force component command committed to a joint operation.

Allocation—1. Distribution of limited forces and resources for employment among competing requirements. 2. The temporary transfer of forces to meet the operational demand of combatant commanders, including rotational requirements and requests for capabilities or forces (unit or individual) in response to crisis or emergent contingencies.

Apportionment—In the general sense, distribution of forces and capabilities as the starting point for planning.

Assessment—A continuous process that measures the overall effectiveness of employing joint force capabilities during military operations.

Assign—1. To detail individuals to specific duties or functions where such duties or functions are primary and/or relatively permanent. 2. 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, of the unit or personnel.

Assigned Mission—Any contingency response program plan, theater campaign plan, or named operation that is approved and assigned by the Joint Chiefs of Staff.

Attach—1. The detailing of individuals to specific functions where such functions are secondary or relatively temporary. 2. The placement of units or personnel in an organization where such placement is relatively temporary.

Base—1. A locality from which operations are projected or supported. 2. An area or locality containing installations which provide logistic or other support. 3. Home airfield or home carrier.

Campaign Plan—A joint operation plan for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space.

Chain of Command—The succession of commanding officers from a superior to a subordinate through which command is exercised.

Combat Readiness—Synonymous with operational readiness, with respect to missions or functions performed in combat.

Combat Support—The Department of the Air Force defines combat support as the foundational and crosscutting capability to field, base, protect, support, and sustain forces across the full range of military operations.

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

Combatant Commander—A commander of one of the unified or specified combatant commands established by the President.

Command and Intelligence—Programs that provide effective direction and control of combatant military operations. These programs include dedicated operational headquarters, associated command and control systems, and intelligence collection and exploitation.

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

Communications & Information Infrastructure—Programs that provide secure information distribution, processing, storage, and display. The major elements include long-haul communications systems, base computing systems, Defense Enterprise Computing Centers and detachments, and information assurance programs. (**Note**: communication and computer activities dedicated to other infrastructure categories are assigned to those categories)

Component—One of the subordinate organizations that constitute a joint force.

Contingency—A situation requiring military operations in response to natural disasters, terrorists, subversives, or as otherwise directed by appropriate authority to protect United States interests.

Contingency operation—A military operation that is either designated by the Secretary of Defense as a contingency operation or becomes a contingency operation as a matter of law.

Critical Infrastructure and Key Resources—The infrastructure and assets vital to a nation's security, governance, public health and safety, economy, and public confidence.

Cyberspace—A global domain within the information environment consisting of the interdependent networks of information technology infrastructures and resident data, including the internet, telecommunications networks, computer systems, and embedded processors and controllers.

Data Element—1. In electronic recordkeeping, a combination of characters or bytes referring to one separate item of information, such as name, address, or age. 2. A basic unit of information built on standard structures having a unique meaning and distinct units or values.

Deliberate and Crisis Actions Planning Segments—An automated information system which includes manpower, personnel, and logistics data to manage the TPFDD for operational planning.

Deployment—The rotation of forces into and out of an operational area.

Deployment Order—A planning directive from the Secretary of Defense, issued by the Chairman of the Joint Chiefs of Staff, which authorizes and directs the transfer of forces between combatant commands by reassignment or attachment.

Deployment Planning—Operational planning directed toward the movement of forces and sustainment resources from their original locations to a specific operational area for conducting the joint operations contemplated in a given plan.

Deterrence—Homeland defense forces with the primary mission of deterring attacks on the United States and its territories by means of retaliation against an attacker.

Employed-in-Place—Operational forces identified as an assigned force demand and conducts operational missions in direct support of a combatant commander from their permanent duty location.

Employment—The strategic, operational, or tactical use of forces.

Execute Order—1. An order issued by the Chairman of the Joint Chiefs of Staff, at the direction of the Secretary of Defense, to implement a decision by the President to initiate military operations. 2. An order to initiate military operations as directed.

Expeditionary Forces—Operating forces designed primarily for non-nuclear operations outside the United States.

Forces—Military forces assigned to the combatant commands, their command and control elements, and their organic supporting units. The resources (dollars, manpower, and equipment) allocated to these units are associated with forces. In addition, agencies that are engaged in international policy activities under the direct supervision of the Office of the Secretary of Defense are included, along with the National Intelligence and Military Intelligence Programs.

Force Availability—Readied and trained forces which are postured to support operational mission requirements.

Force Coordinator—Identifies operational force sourcing solutions and helps frame contentious issues for the Secretary of Defense.

Force Enhancement—Space Forces and supporting elements designed primarily to provide support to expeditionary and homeland defense forces.

Force Generation—The process to provide a systematic, Service-wide approach to selecting, resourcing, and preparing units for operational employment.

Force Management—An organizing construct of processes, policies, organizational information, and tools that informs senior leader decision making on the global joint sourcing of the defense strategy.

Force Module—A grouping of combat, combat support forces, with their accompanying supplies and the required non-unit resupply and personnel necessary to sustain forces for a minimum of 30 days.

Force Posture—The military disposition, strength, and condition of readiness as it affects capabilities.

Force Presentation—The preferred organizational construct through which a service offers and attaches its operational capabilities to the combatant commander for operational employment.

Force Provider—Provides global recommended sourcing solutions and feasibility risk analyses as defined by the Global Force Management Implementation Guidance and Joint Staff directives.

Force Sourcing—The identification of the actual units, their origins, ports of embarkation, and movement characteristics to satisfy the time-phased force requirements of a supported commander.

Force Structure—The composition of Department of Defense organizations, both military and civilian, that comprise and support United States defense forces as specified by the national defense authorization acts of current and applicable previous years, and defines the organizational hierarchy through which leadership authorities are exercised.

Force Tracking Number—A line number used to trace back the force allocation decision by the Secretary of Defense through the Global Force Management Allocation Plan schedule and associated Global Force Management Allocation Plan annex.

Fourth Estate Manpower Tracking System—is the single authoritative manpower system for Office of the Secretary of Defense, Office of the Inspector General of the Department of Defense, non-intelligence Defense Agencies and Department of Defense Field Activities, Joint Staff, combatant commands, Chairman of the Joint Chiefs of Staff controlled activities, and other organizations of the Department of Defense not part of a Military Department.

Function—The broad, general, and enduring role for which an organization is designed, equipped, and trained.

Future Years Defense Program—Summarizes forces, resources and equipment associated with all Department of Defense programs.

General Military Intelligence Related Activities—Department of the Air Force funded Operational intelligence activities not associated with operating forces, the National Intelligence Program or the Military Intelligence Program.

Global Force Management—1. A process to align assignment, allocation, and apportionment of forces to combatant commanders in support of the national defense strategy and joint force availability requirements. 2. A process that provides near-term sourcing solutions while providing the integrating mechanism between force apportionment, allocation, and assignment. Also called GFM.

Ground Combat—Expeditionary forces and closely related activities designed primarily for the defeat of opposing ground forces and for the establishment of control over land areas.

Home Station—The permanent location of active duty units and Reserve Component units.

Homeland Defense—The protection of United States sovereignty, territory, domestic population, and critical infrastructure against external threats and aggression or other threats as directed by the President.

Homeland Defense Forces—Operating forces composed of three categories - Deterrence, Protection, and International Engagement and Threat Reduction. Homeland defense forces are designed primarily to deter or defeat direct attacks on the United States and its territories.

Implementation—Procedures governing the mobilization of the force and the deployment, employment, and sustainment of military operations in response to execution orders issued by the Secretary of Defense.

Individual Augmentee—An unfunded temporary duty position (or member filling an unfunded temporary duty position) identified on a joint manpower document by a supported combatant commander to augment headquarters operations during contingencies.

Infrastructure—Departmental- or Agency-assigned activities that provide manpower, materiel, facilities, services, and information needed by units assigned to the combatant commands. Infrastructure is the means of producing and sustaining the force. Forces (and their sustainment) are products of the infrastructure.

Intelligence Operations—Specified operational resources of the National Intelligence Program, the Military Intelligence Program, and other related activities.

International Engagement and Threat Reduction—Arms control and threat-reduction activities under the supervision of the Office of the Secretary of Defense.

Joint Capability Requirements Manager—A web-based Global Force Management tool that increases the efficiency of the global force management process by providing senior Department of Defense decision makers with a consolidated database of joint forces, capabilities, and requirements.

Joint Force Provider—Combatant command and sub-unified commanders who provide joint forces to support emergent and rotational requirements.

Joint Operation Planning and Execution System—An adaptive planning and execution system technology.

Joint Task Force—A joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a sub-unified commander, or an existing joint designated force commander.

Logistics—Planning and executing the movement and support of forces.

Long-Haul Communications—Programs supporting the long-haul communications segment of the Defense Information Systems Network.

Major Force—A military organization comprised of major combat elements and associated combat support, combat service support, and sustainment increments.

Materiel—All items necessary to equip, operate, maintain, and support military activities without distinction as to its application for administrative or combat purposes.

Military Intelligence Program—Specified operational resources of the Military Intelligence Program.

Military Space Forces—Operating forces employed/deployed in support of space capabilities and their associated supporting elements.

Mission—1. In common usage, especially when applied to lower military units, a duty assigned to an individual or unit, a task. 2. The dispatching of one or more aircraft to accomplish one particular task.

Mobility—Expeditionary forces and resources designed to support the deployment of expeditionary forces.

Mobilization—1. The process of assembling and organizing national resources to support national objectives in time of war or other emergencies. 2. The process by which the Armed Forces of the United States, or part of them, are brought to a state of readiness for war or other national emergency.

Movement Data—The essential elements of information to schedule lift, obtain transportation assets, manage movement of forces, and report in-transit visibility of movements and associated forces (people, equipment, and supplies).

National Defense Strategy—A document approved by the Secretary of Defense for applying the Armed Forces of the United States in coordination with Department of Defense agencies and other instruments of national power to achieve national security strategy objectives.

National Intelligence Program—Specified operational resources of the National Intelligence Program as defined by Executive Order.

National Military Strategy—A document approved by the Chairman of the Joint Chiefs of Staff for distributing and applying military power to attain national security strategy and national defense strategy objectives.

Office of Primary Responsibility—The originating office for a publication; the author of the publication is an individual within the OPR. OPRs are solely responsible for the accuracy, currency, and integrity of their publications and forms.

Operating Forces—Forces assigned to the combatant commands, along with their closely related activities, operating resources, and those agencies engaged in US international policy activities under the direct supervision of the Office of the Secretary of Defense.

Operation—1. A military action or the carrying out of a strategic, operational, tactical, service, training, or administrative military mission. 2. A sequence of tactical actions with a common purpose or unifying theme.

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

Operation Plan—1. Any plan for the conduct of military operations prepared in response to actual and potential contingencies. 2. A complete and detailed joint plan containing a full description of the concept of operations, all annexes applicable to the plan, and a TPFDD.

Operational Command—The direction and control of the employment of global or theater level operational military forces along with the technical means for exercising operational control. Exercised primarily by combatant command and component headquarters.

Operational Command andControl Systems—The dedicated facilities, equipment, communications, and personnel for the support of operational headquarters in their exercise of operational control over the employment of operational military forces.

Operational Command Structure—The organizational hierarchy through which operational authorities are exercised, as contrasted by the administrative command structure through which administrative authority is exercised.

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

Operational Headquarters—Combatant command headquarters and component headquarters are responsible for the exercise of operational control over the employment of operational military forces.

Operational Readiness—The capability of a unit/formation, ship, weapon system, or equipment to perform the missions or functions for which it is organized or designed.

Operational Requirement—An established need justifying the timely allocation of resources to achieve a capability to accomplish approved military objectives, missions, or tasks.

Protection—Homeland defense forces or activities with the primary mission of defeating attacks or intrusions on the United States and its territories.

Readiness—The ability of military forces to fight and meet the demands of the national military strategy. The synthesis of two distinct, but interrelated levels: unit readiness and joint readiness.

Risk—Probability and severity of loss linked to hazards.

Risk Assessment—The identification and assessment of hazards (first two steps of risk management process).

Sea Control—Expeditionary forces designed to deny offensive use of the seas to the enemy and to secure sea lanes against interdiction. Sea control enables the capabilities of other forces to be brought to bear against the enemy.

Squadron—Denotes the basic unit in the Air Force and Space Force that is the basic building block organization in the Air Force, providing a specific operational or support capability.

Strike—Expeditionary forces designed to damage and destroy enemy targets at long ranges from friendly bases. Strike forces are designed to deliver their effects through penetration and withdrawal from enemy territory or by delivery of standoff weapons at extended ranges.

Time-Phased Force and Deployment Data—The time-phased force data, non-unit cargo, personnel data, and movement data for the operation plan or operation order, or on-going rotation of forces.

Transportation—Programs that pay for delivery of items 1. From the manufacturer's point of shipment to Department of Defense's point of delivery (first destination transportation), and 2. From the point of delivery to intermediate supply depots from which items will be shipped to customers (second destination transportation).

Transportation Feasibility—A determination that the capability exists to move forces, equipment, and supplies from the point of origin to the final destination within the time required.

Unified Command Plan—The document, approved by the President, that sets forth basic guidance to all unified combatant commanders, establishes their missions, responsibilities, and force structure, delineates the general geographical area of responsibility for geographic combatant commanders, and specifies functional responsibilities for functional combatant commanders.

Unit Identification Code—A six-character, alphanumeric code that uniquely identifies each Active, Reserve, and National Guard unit of the Armed Forces.

Unit Movement Data—A unit equipment and/or supply listing containing corresponding transportability data. Tailored unit movement data has been modified to reflect a specific movement requirement.

Unit Readiness—The ability to provide capabilities required by the combatant commanders to execute their assigned missions. This is derived from the ability of each unit to deliver the outputs for which it was designed.

Unit Type Code—A Joint Chiefs of Staff developed and assigned code, consisting of five characters that uniquely identify a "type unit."

Validation—Execution procedure whereby all the information records in a TPFDD are confirmed error free, accurately reflect the current status, attributes, and availability of units, and requirements.