

DEPARTMENT OF THE AIR FORCE
Thomas N. Barnes Center for Enlisted Education (AETC)
Maxwell AFB, AL 36118

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AIRMAN LEADERSHIP SCHOOL
STUDENT GUIDE

PART I
COVER SHEET

LESSON TITLE: EA03, JOINT WARFIGHTER

TIME: 2 Hours

METHOD: Experiential/Guided Discussion

HASC Testimony with Secretary Panetta and Gen. Dempsey, Washington, D.C.,
<http://archive.defense.gov/speeches/speech.aspx?speechid=1623> accessed 1 February
 17.

Air Force Doctrine Volume I, *Air Force Basic Doctrine*, 27 February 2015

Air Force Doctrine Annex, 3-72, *Nuclear Operations*, 19 May 2015

Air Force Doctrine Annex, 3-12, *Cyberspace Operations*, 30 November 2011.

Air Force Doctrine Annex, 3-17, *Air Mobility Operations*, 5 April 2016.

Air Force Doctrine Annex, 3-70, *Strategic Attack*, 13 August 2014

Bartolotto, LTC John K. "The Origin and Development Process of the National Security
 Strategy." Research Project, US Army War College, 3 May 2004.

Joint Publication 1. *Doctrine for the Armed Forces of the United States*, 25 March 2013

Joint Publication 1-02. *DOD Dictionary of Military and Associated Terms*, February 2017.

Joint Publication 2-01. *Joint and National Intelligence Support to Military Operations*,
 5 January 2012.

Joint Publication 3-0. *Joint Operations*, 17 January, 2017

Joint Publication 3-07. *Stability*, 3 August 2016.

Joint Publication 3-29, *Foreign Humanitarian Assistance*, 03 January 2014

Joint Publication 4-02, *Health Service Support*, 26 July 2012

Joint Publication 5-0, *Joint Operations Planning*, 11 August 2011

Office of the Chairman of the Joint Chiefs of Staff. *The National Military Strategy of the
 United States of America*. Washington, DC, June 2015

STUDENT PREPARATION: Read this student guide prior to class and be prepared to discuss lesson concepts in class. Reading assignment is (7,336 words, total reading time, approximately 61 minutes).

PART IA

GENERAL LEARNING OUTCOME: Students who graduate from Airman Leadership School are prepared to perform first-level supervisory responsibilities, effectively lead individuals and work teams as evidenced by their comprehension of Joint Warfighter.

SUPPORTED COMPETENCIES/DIRECTIVES:

The *Joint Warfighter* lesson supports the following AF Institutional Competencies:

- Employing Military Capabilities – Unit, Air Force, Joint and Coalition Capabilities and Non Adversarial Crisis Response.
- Employing Military Capabilities – Operational Strategic Art.
- Enterprise Perspective – Enterprise Structure & Relationships and Government Organizations and Processes.

The *Joint Warfighter* lesson supports the following Basic EJPME Learning Areas:

- National Military Capabilities and Organization
- Service in a JIMM (Joint, Interagency, Intergovernmental, and Multinational) Environment.

The *Joint Warfighter* lesson also supports

AFDD 1-1 and AFI 36-2618, *The Enlisted Force Structure*

TERMINAL COGNITIVE OBJECTIVE: Comprehend Joint Warfighter concepts and their impact on NCO, unit, and mission effectiveness.

TERMINAL COGNITIVE SAMPLES OF BEHAVIOR:

1. Explain Joint Warfighter concepts and their impact on NCO, unit, and mission effectiveness.
2. Give examples of Joint Warfighter concepts and their impact on NCO, unit, and mission effectiveness.
3. Predict the impact of Joint Warfighter concepts on NCO, Unit, and Mission effectiveness.

AFFECTIVE OBJECTIVE: Value Joint Warfighter concepts and their impact on NCO, unit, and mission effectiveness.

PART IB

ORGANIZATIONAL PATTERN: Topical

ASSOCIATED LESSONS: EA02, *Joint Organization*

PART IC

LESSON OUTLINE

Content
INTRODUCTION: Attention, Motivation, and Overview
MP 1. <i>Amazing Race: Joint Warfighter Edition</i> A. Joint Warfighter Basics B. Air Force Core Functions
MP 2. Joint Warfighter Concepts
CONCLUSION: Summary, Re-motivation, and Closure


PART II

STUDENT READING

MP 1. AMAZING RACE: JOINT WARFIGHTER EDITION

Joint Warfighter Basics

As members of the Profession of Arms, we are often called upon to defend our country at home or abroad. We take great pride in defending the homeland and US interests and we are willing to do so by any and all means necessary. Our leaders are charged with organizing, training, and employing the joint force. As Airmen in the United States Air Force, we can be called at any time to link up with a joint task force or other joint operation. We must understand that the Air Force has unique capabilities to add to the joint fight in current and future operations and war. In the words of Secretary of Defense Leon Panetta: —Our challenge is taking a force that has been involved in a decade of war and ensuring that as we build the military for the future, we are able to defend this country for the next decade at a time of fiscal austerity. We need to build a force that can confront a growing array of threats in the 21st century. When we came out of past wars, we essentially were able to enjoy a peace dividend at a time of relative peace. Now, as we confront the fiscal challenges that this nation faces, we're doing it at a time when we are continuing to confront a series of very real threats in the world to our national security.¶ ([October 13, 2011, HASC Testimony with Secretary Panetta and Gen. Dempsey, Washington, D.C.](#))ⁱ



Picture this, you are deploying to a remote area in Africa and you will work directly with Army and Navy personnel. Are you ready to be a Joint Warfighter? Do you know how your career field and the Air Force supports joint missions? You are presently operating at the tactical level and it is very important that you understand the principles of joint operations, which include things like the Air Force core functions, the range of military operations and principles of war. This reading will also explain non-adversarial and adversarial crisis response and how the Air Force core functions relate to and complement our sister services. Your role as an NCO in today's Air Force demands that you have a global, strategic mindset. You must continuously develop this mindset by reading and understanding these concepts. We refer to this mindset as —Airmindedness.ⁱⁱ

The Airman's Perspective

Airmen normally think of airpower and the application of force from a functional rather than a geographical perspective. Airmindedness entails thinking beyond two dimensions (vertical and time). The practical application of —Airmindednessⁱⁱ results in the Airman's unique perspective, which can be summarized as follows:

➤Control of the vertical dimension is generally a necessary precondition for control of the surface. The first mission of the Air Force is to defeat or neutralize the enemy air forces so friendly operations on land, sea, in the air, and in space can proceed unhindered. At the same time, we must keep our military forces and critical vulnerabilities safe from air attack.

➤Airpower is an inherently strategic force. War and peace are decided, organized, planned, supplied, and commanded at the strategic level of war. Air Force forces can hold an enemy's strategic centers of gravity and critical vulnerabilities at risk immediately and continuously. Airpower also has great strategic capability for non-lethal strategic influence, as in humanitarian relief and building partnership activities.

➤Airpower can exploit the principles of mass and maneuver simultaneously to a far greater extent than surface forces. There are no natural lateral boundaries to prevent air, space, and cyberspace capabilities from quickly concentrating their power (physically or in terms of delivered effects) at any point, even when starting from widely dispersed locations. Airpower *dominates* the fourth dimension (*time*) and compresses the tempo of events to produce physical and psychological shock.

➤Airpower can apply force against many facets of enemy power. Air Force provided capabilities can be used against any lawful target within the enemy's diplomatic, informational, military, economic, and social structures. They can be employed in support of national, joint, or other component objectives.

➤Air Force forces are less culturally intrusive in many scenarios. Surface forces (Army, Marines) are composed of many people and vehicles. Surface forces cover a significant area when arranged for operations and have a more visible presence and larger footprint. Air Force forces operating from bases over the horizon have a smaller footprint for the effects they provide. Space and cyberspace forces have a negligible in-theatre footprint relative to the capabilities they provide.

➤ Airpower's inherent speed, range, and flexibility combine to make it one of the most versatile components of military power. Its versatility allows it to be rapidly employed against strategic, operational, and tactical objectives simultaneously. The versatility of airpower derives not only from the inherent characteristics of air forces themselves, but also from the manner in which they are organized and controlled.

➤ Airpower results from the effective integration of capabilities, people, weapons, bases, logistics, and all supporting infrastructure. The choice of appropriate capabilities is a key aspect in the realization of airpower. Weapons should be selected based on their ability to create desired effects on an adversary's capability and will.

➤ Supporting bases with their people, systems, and facilities are essential to launch, recovery, and sustainment of Air Force forces. One of the most important aspects of the Air Force has proved to be its ability to move anywhere in the world quickly and then rapidly begin operations. However, the need for mobility should be balanced against the need to operate at the deployment site. The availability and operability of suitable bases can be the dominant factor in employment planning and execution.

➤ Airpower's unique characteristics necessitate that it be centrally controlled by Airmen. Airpower can quickly intervene anywhere, regardless of whether it is used for strategic or tactical purposes. Airmen tend to take a broader view of war because the capabilities they command have effects at broader levels of war.ⁱⁱⁱ

War

War is a violent struggle between rival parties to attain competing objectives. War is just one means used by nation-states, subnational groups (i.e. clandestine agents, terrorists, etc.), or supranational organizations, which are an alliance formation with three or more countries for economic, cultural, or military reasons (i.e. league of nations, African Union, Arab League.)^{iv} Warfare is ingrained in the nature of certain cultures. Military professionals operate in war within an environment that cannot be replicated in peacetime.

Key facts of war

- War is an instrument of policy, strategy, or culture
- War is a complex and chaotic human endeavor
- War is a clash of opposing wills

Traditional Warfare is characterized as a confrontation between nation states or coalitions/alliances of nation states.^v This confrontation typically involves force-on-force military operations where adversaries employ a variety of conventional military capabilities against each other in the air, land, sea, space, and cyberspace domains.

Irregular Warfare is defined as a violent struggle among state and non-state actors for legitimacy and influence over the relevant populations. Irregular warfare favors indirect and asymmetric approaches, though it may employ the full range of military and other capabilities in order to erode an adversary's power, influence, and will.^{vi}

Military Theory can be explained as the scientific, artistic, and philosophical idea or view relating to principles, methods, rules, and operations of war. Military theory describes the best way to wage war in a universe described by science, and based on the nature of man as described by philosophy.^{vii} Military theory, which is not subject to the rigors of scientific experimentation, remains invalid until put to the test in war.

Air Force Doctrine

“At the Heart of Warfare Lies Doctrine...”

Air Force doctrine describes and guides the proper use of airpower in military operations. It is what we have come to understand based on our experience to date. The Air Force disseminates and teaches its doctrine as a common frame of reference on the best way to prepare and employ Air Force forces. Subsequently, doctrine shapes the manner in which the Air Force organizes, trains, equips, and sustains its forces. Doctrine prepares us for future uncertainties and provides a common set of understandings on which Airmen base their decisions. Doctrine consists of the fundamental principles by which military forces guide their actions in support of national objectives; it is the linchpin of successful military operations.

There are three levels of doctrine that affect operations in the Air Force (*see Figure 1.*) The types of doctrine extend from service to joint to multinational. **Basic doctrine** states the most fundamental and enduring beliefs that describe and guide the proper use, presentation, and organization of forces in military action. **Operational doctrine** describes a more detailed organization of forces and applies the principles of basic doctrine to military actions. It guides the proper organization and employment of air, space, and cyberspace forces in the context of distinct objectives, force capabilities, broad functional areas, and operational environments. **Tactical doctrine** describes the proper employment of specific Air Force assets, individually or in concert with other assets to accomplish detailed objectives. In the current turbulent environment of expeditionary operations and the arena of homeland security, doctrine provides an informed starting point for decisions Airmen must make while on a continuous series of deployments.^{viii}

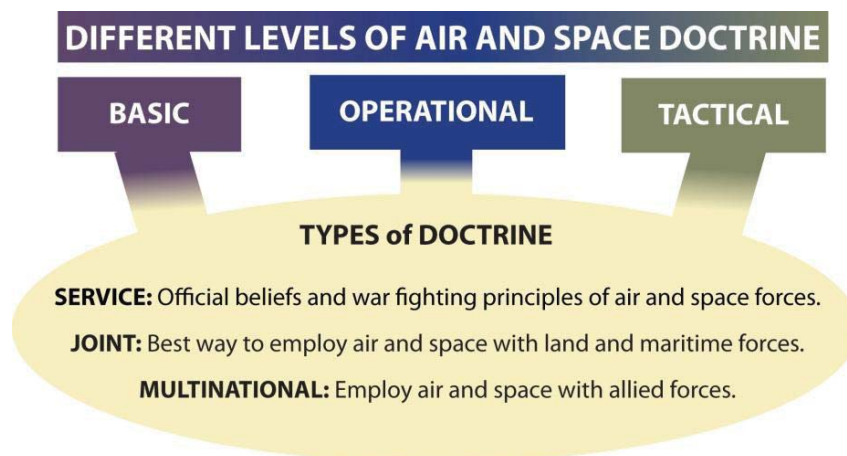


Figure 1. Levels and types of doctrine

The Range of Military Operations

Military operations slide along an imprecise scale of violence and scale of military involvement. This scale ranges from theater-wide major operations and campaigns, smaller scale contingencies and crisis response operations, to engagement, security cooperation, and deterrence operations. No two conflicts are alike and the scope, duration, tempo and political context will vary widely. In the post Cold War decades, our wars have been more ambiguous and regionally focused. We go up against challenges such as economic and political transitions, repressive regimes, spread of weapons of mass destruction, proliferation of cutting-edge military technology, violent extremists, ethnic and religious conflict and terrorism...just to name a few. It is imperative that you understand that airpower capabilities are adaptable across the Range of Military Operations.



Figure 2. Range of Military Operations

Our national leaders use the military instrument of national power in a wide variety of activities, tasks, missions, and operations that vary in purpose, scale risk, and combat intensity. The US government groups operations into three areas that compose the range of military operations:

Military Engagement, Security Cooperation, and Deterrence are ongoing routine activities that establish, shape, maintain, and refine relations with other nations, international organizations (North Atlantic Treaty Organization) and domestic civil authorities (e.g., state governors or local law enforcement).

Crisis Response and Limited Contingency Operations can be small-scale, limited duration operations, such as strikes, raids, and peace enforcement, which might include combat depending on the circumstances.

Major Operations and Campaigns are extended duration, large-scale operations that usually involve combat. A major operation is a series of related tactical actions, such as battles, engagements, and strikes. It can be conducted independently or can serve as an important component of a campaign. A campaign, in turn, is a series of related major operations. Both campaigns and major operations can achieve strategic or operational objectives, or both, within a given time and space.

Principles of Joint Operations Commanders generally consider twelve broad principles when it comes to joint operations. The twelve principles are a combination of the principles of joint operations and the principles of war. It is important to have the knowledge about these principles before you are tasked to deploy or fight in a war.

Principles of War Throughout the history of conflict, military leaders have noted certain principles that tended to produce military victory. From ancient times to today, certain “truths” of warfare have emerged. Known as the principles of war, they are “those aspects of warfare that are universally true and relevant”^{ix}

Unity of Command ensures concentration of effort for every objective under one responsible commander. This principle emphasizes that all efforts should be directed and coordinated toward a common objective.

Objective is defined as directing military operations toward a defined and attainable objective that contributes to strategic, operational, and tactical aims. This principle holds that political and military goals should be complementary and clearly articulated.

Offensive means that we seize, retain, and exploit the initiative. The offensive aim is to act rather than react and to dictate the time, place, purpose, scope, intensity, and pace of operations. The principle of the offensive holds that offensive action or initiative provides the means for joint forces to dictate operations.

The purpose of ***Mass*** is to concentrate the effects of combat power at the most advantageous place and time to achieve decisive results.

Maneuver places the enemy in a position of disadvantage through the flexible application of combat power in a multidimensional combat space. Forward deployment of airpower assets is one example of maneuver. Specific examples where maneuver was utilized include airlift operations such as SUPPORT HOPE in Rwanda, and PROVIDE PROMISE in Bosnia; Civil-military operations and exercises that support theater security such as PACIFIC ANGEL; or combat operations such as ALLIED FORCE in Serbia, ENDURING FREEDOM in Afghanistan, or IRAQI FREEDOM in Iraq.

Economy of Force is the judicious employment and distribution of forces. Its purpose is to allocate minimum essential resources to secondary efforts. This principle calls for the rational use of force by selecting the best mix of air, space, and cyberspace capabilities.

Security is used to ensure that the enemy NEVER acquires and unexpected advantage. Friendly forces must secure their operations, plans, aircraft, and personnel from the enemy. Security must extend to our computer systems and cyberspace operations as well. The enemy is constantly attempting to hack, damage, and control our cyberspace domain.

Surprise leverages the security principle by attacking the enemy at a time, place, or in a manner for which they are not prepared. Surprise is one of airpower's strongest advantages. Operation EL DORADO CANYON (US raid on Libya) and the opening day of the air campaign during Operation DESERT STORM highlight examples where airpower achieved surprise.

Simplicity calls for avoiding unnecessary complexity in organizing, preparing, planning, and conducting military operations. Simplicity ensures that guidance, plans, and orders are as simple and direct as the objective allows.

Additional Principles of Joint Operations

An additional set of principles were developed because of experience in contingency operations. These were first called "principles of military operations other than war" and later as "the political dimension of smaller-scale contingencies." It is important that Airmen can recognize and explain these additional principles.

Restraint is the disciplined application of military force appropriate to the situation. Commanders must establish clear Rules of Engagement (ROEs) for their forces. ROEs in contingencies are often more restrictive, detailed and sensitive to political concerns than in sustained combat operations.

Perseverance encompasses the patient, resolute, and persistent pursuit of national goals and objectives for as long as necessary to achieve them. Some contingency operations involve a one-time occurrence or short-term operation to maintain stability while other missions require a long-term commitment.

Legitimacy is important in reducing the threat to US forces. In order for US forces to work toward their objective, the US should be viewed as a legitimate actor in the mission, working towards multi-lateral interests. US political leadership (Congress, etc.) generates legitimacy and public affairs operations promote legitimacy of our operations, missions, etc.

Unity of Effort among a wide range of agencies involved in operations is vital to achieving victory. For example, military forces may be tasked to deploy for stability operations where they must support other instruments of national power (information, diplomatic, economic). Unity of effort is critical during interagency operations and is best achieved through consensus building. *Note: Joint doctrine does not contain Unity of Effort as an additional principle. The Air Force recognizes it as a fourth additional principle to highlight its importance.

Air Force Core Functions

Recently the Air Force streamlined what we previously categorized as six distinctive capabilities and seventeen operational functions into twelve core functions. These core functions express the ways in which the Air Force contributes to national security. As you review the core functions, take some time to think about your career field and which function(s) it supports. Each core function has sub-elements that fall under each function. Do you know which sub-element(s) your career field supports?

Nuclear Deterrence Operations The purpose of Nuclear Deterrence Operations is to operate, maintain, and secure nuclear forces to achieve an assured capability to deter an adversary from taking action against vital US interests. The three sub-elements of this function are:

Assure/Dissuade/Deter others from acquiring or proliferating WMD, and the means to deliver them.

Nuclear Strike is the ability of nuclear forces to rapidly and accurately strike targets which the enemy holds dear to them.

Nuclear Surety ensures the safety, security, and effectiveness of nuclear operations. Because of their political and military importance, destructive power, and the potential consequences of an accident or unauthorized act, nuclear weapons and components require special consideration and protection against risks and threats.

Air Superiority is “that degree of dominance in the air battle of one force over another which permits the conduct of operations by the former and its related land, sea, air, and special operations forces at a given time and place without prohibitive interference by the opposing force.”^x The sub-elements of this function are:

Offensive Counterair is offensive operations to destroy, disrupt, or neutralize enemy aircraft, missiles, launch platforms, and their supporting structures and systems both before and after launch, but as close to their source as possible.^{xi}

Defensive Counterair consists of all the defensive measures designed to detect, identify, intercept, and destroy or negate enemy forces attempting to penetrate or attack through friendly airspace.^{xii}

Airspace Control is a process used to increase operational effectiveness by promoting the safe, efficient, and flexible use of airspace.^{xiii}

Space Superiority is the degree of dominance in space of one force over another that permits the conduct of operations by the former and its related land, sea, air, space, and special operations forces at a given time and place without prohibitive interference by the opposing force.^{xiv}

Space Force Enhancement is defined as the combat support operations and force-multiplying capabilities delivered from space systems to improve the effectiveness of military forces as well as support other intelligence, civil,

and commercial users. This includes intelligence, surveillance, and reconnaissance; integrated tactical warning and attack assessment; command, control and communication (C3); position, navigation, and timing; and environmental monitoring.^{xv}

Space Force Application is defined as combat operations in, through, and from space to influence the course and outcome of conflict. This mission area includes ballistic missile defense and force projection.

Space Control is defined as operations to ensure freedom of action in space for the US and its allies and, when directed, deny an adversary freedom of action in space.

Space Support is defined as operations to deploy and sustain military and intelligence systems in space. This includes launching and deploying space vehicles; maintaining and sustaining spacecraft on-orbit, rendezvous, and proximity operations.

Cyberspace Superiority is the operational advantage in, through, and from cyberspace to conduct operations at a given time and in a given domain without prohibitive interference.^{xvi}

Cyberspace Force Application is combat operations in, through, and from cyberspace to achieve military objectives and influence the course and outcome of conflict by taking decisive actions against approved targets. It will incorporate computer network attack (CNA), computer network exploitation (CNE), and may involve aspects of influence operations.

Cyberspace Defense is the passive, active, and dynamic employment of capabilities to respond to imminent or on-going actions against Air Force or Air Force protected networks, the Air Force's portion of the Global Information Grid, or expeditionary communications. Cyberspace defense incorporates CNE, Computer network defense (CND), and CNA techniques and may be a contributor to influence operations.

Cyberspace Support is foundational, continuous, or responsive operations ensuring information integrity and availability in, through, and from Air Force controlled infrastructure and its interconnected analog and digital portion of the battle space. Inherent in this mission is the ability to establish, extend, secure, protect, defend, and sustain assigned networks and missions.

Command and Control is the exercise of authority and direction by a properly designated commander over assigned and attached forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating,^{xvii} and controlling forces and operations in the accomplishment of the mission.

Strategic Level Command and Control. At this level, the US determines national or multinational security objectives and guidance, and develops and uses national resources to accomplish these objectives. These national

objectives provide the direction for developing overall military objectives, which are used to develop the objectives and strategy for each theater.

Operational Level Command and Control. These command and control activities imply a broader dimension of time or space than tactics; they provide the means by which tactical successes are exploited to achieve strategic/operational objectives.

Tactical Level Command and Control. The goal of tactical level command and control (C2) is to achieve commander's intent and desired effects by gaining and keeping the offensive initiative.

Global Integrated ISR is the synchronization and integration of the planning and operation of sensors, assets, and processing, exploitation, dissemination systems across the globe to conduct current and future operations.

Planning and Directing is the determination of intelligence requirements, development of appropriate intelligence architecture, preparation of a collection plan, and issuance of orders and requests to information collection agencies. ^{xviii}

Collection is the acquisition of information and the providing of this information to processing elements. ^{xix}

Processing and Exploitation is the conversion of collected information into forms suitable to the production of intelligence. ^{xx}

Analysis and Production is the conversion of processed information into intelligence through the integration, evaluation, analysis, and interpretation of all source data and the preparation of intelligence products in support of known or anticipated user requirements. ^{xxi}

Dissemination and Integration is the delivery of intelligence to users in a suitable form and the application of the intelligence to appropriate missions, tasks, and functions. ^{xxii}

Global Precision Attack is the ability to hold at risk or strike rapidly and persistently, with a wide range of munitions at any target and to create swift, decisive, and precise effects across multiple domains.

Strategic Attack is offensive action specifically selected to achieve national strategic objectives. These attacks seek to weaken the adversary's ability or will to engage in conflict. ^{xxiii}

Air Interdiction is defined as air operations conducted to divert, disrupt, delay, or destroy the enemy's military potential before it can be brought to bear effectively against friendly forces, or to achieve the Joint Force Commander's objectives.

Close Air Support is air action by fixed and rotary winged aircraft against hostile targets that are in close proximity to friendly forces and which require detailed integration of each air mission with the fire and movement of those forces. ^{xxiv}

Special Operations are operations conducted in hostile, denied, or politically sensitive environments to achieve military, diplomatic, informational, and/or clandestine, or low-visibility capabilities.

Agile Combat Support is the capability to effectively create, prepare, deploy, employ, sustain, and protect Air Force Special Operations Command (AFSOC) Airmen, assets, and capabilities.

Aviation Foreign Internal Defense is accomplished by applying the mission set of: assess, train, advise, and assist foreign aviation forces across a continuum of operating venues described as indirect assistance, direct assistance (not including combat)

Battlefield Air Operations is a unique set of combat proven capabilities (combat control, pararescue, combat weather, and tactical air control party) provided by regular and reserve component special operations forces (SOF) battlefield Airmen who integrate, synchronize, and control manned and unmanned capabilities to achieve tactical, operational, and strategic objectives.

Command and Control is the exercise of the commander's authority and direction over assigned and attached forces by trained, organized, and equipped C2 elements.

Information Operations is the integrated employment of the capabilities of influence operations, electronic warfare operations, and network warfare operations, in concert with specified integrated control enablers, to influence, disrupt, corrupt, or seize adversarial human and automated decision making while protecting our own information operations.

Intelligence, Surveillance, and Reconnaissance is the synchronization and integration of platforms and sensors with the planning and direction, collection, processing, and exploitation, analysis, and production and dissemination processes. These activities provide actionable intelligence, weather, and environmental awareness across all SOF command echelons.

Military Information Support Operations are planned operations to convey selected information and indicators to foreign audiences to influence their emotions, motives, objective reasoning, and ultimately the behavior of foreign governments, organizations, groups, and individuals.

Precision Strike provides combatant commanders with an integrated capability to find, fix, track, target, engage, and assess targets using a single weapons system or a combination of systems. This includes close air support, air interdiction, and armed reconnaissance missions.

Specialized Air Mobility is the conduct of rapid, global infiltration, exfiltration, and resupply of personnel, equipment, and materiel using specialized systems and tactics. These missions may be clandestine, low visibility, or overt and through hostile, denied, or politically sensitive

airspace.

Specialized Refueling is the conduct of rapid, global refueling using specialized systems and tactics. This includes aerial refueling of vertical lift aircraft and ground refueling during forward arming and refueling point operations.

Rapid Global Mobility is the timely deployment, employment, sustainment, augmentation, and redeployment of military forces and capabilities across the range of military operations. It provides joint military forces the capability to move from place to place while retaining the ability to fulfill their primary mission. It is essential to virtually every military operation, allowing forces to reach foreign or domestic destinations quickly which lends to seizing the initiative through speed and surprise.

Airlift is operations to transport and deliver forces and materiel through the air in support of strategic, operational, or tactical objectives.^{xxv}

Air Refueling is refueling of an aircraft in flight by another aircraft. It extends presence, increases range, and serves as a force multiplier.

Aeromedical Evacuation is the movement of patients under medical supervision to and between medical treatment facilities by air transportation.

Personnel Recovery is the sum of military, diplomatic, and civil efforts to prepare for and execute the recovery and reintegration of isolated personnel.

Combat Search and Rescue is the tactics, techniques, and procedures performed by forces to affect the recovery of isolated personnel during combat.

Civil Search and Rescue is the use of aircraft, surface craft, submarines, and specialized rescue teams and equipment to search for and rescue distressed persons on land or at sea in a permissive environment.

Disaster Response is the capability to support and assist US government agencies and embassies during national and international disasters with rapidly deployable and flexible air/ground rescue forces.

Humanitarian Assistance Operations are programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property.

Medical Evacuation/Casualty Evacuation refers to dedicated medical evacuation platforms staffed and equipped to provide en route medical care using pre-designated tactical and logistic aircraft, boats, ships, and other watercraft temporarily equipped and staffed with medical attendants for en route care.^{xxvi}

Agile Combat Support is the ability to field, protect, and sustain Air Force forces across the range of military operations to achieve joint effects.

Ready the Total Force includes organizing, training, and equipping forces; establishing quality of life, maintaining security, and fielding/planning for the use of operational and support forces to meet mission requirements.

Prepare the Battlespace includes assessing, planning, and posturing for rapid employment; prepositioning resources and conditioning specific theaters and/or contingency locations to meet timing and establishing sustainment levels for potential operations.

Position the Total Force includes preparing to deploy, deploying, receiving, and bedding down tailored and prioritized forces; establishing initial operations and supporting cadre in a joint operations area, distributing pre-positioned resources, establishing initial reach back connectivity, securing operating locations, and preparing for mission operations.

Protect the Total Force includes protecting personnel, critical assets, and information.

Employ Combat Support Forces includes engaging support forces in support of mission operations, initializing, launching, recovering, and regenerating operational elements; executing support through supporting-supported relationships, and commencing reach back operations to strategic levels of support.

Sustain the Total Force includes producing assured capacities and levels of support; accomplishing the long term mastery of an operational environment. (peacetime and wartime)

Recover the Total Force includes preparing forces to remain in place, redeploy, relocate, and be reconstituted to prescribed levels of readiness; restoring operating locations and/or environments to planned conditions.

Building Partnerships is described as Airmen interacting with international Airmen and other relevant actors to develop, guide, and sustain relationships for mutual benefit and security.

Communicate refers to developing and presenting information to domestic audiences to improve understanding. It is also the ability to develop and present information to foreign adversary audiences to affect their perceptions, will, behavior, and capabilities in order to further US national security and/or shared global security interests.

Shape refers to conducting activities to affect the perceptions, will, behavior, and capabilities of partners, military forces, and relevant populations to further US national security or shared global security interests.

MP 2. JOINT WARFIGHTER CONCEPTS

“Joint warfare is team warfare.” –JP 1, *Doctrine for the Armed Forces of the United States*

- Commanding and Organizing Air Force Forces

Organization is critically important to effective and efficient operations. Service and joint force organization and command relationships—literally, who owns what, and who can do what with whom, and when—easily create the most friction within any operation.^{xxvii}

The key to successful employment of Air Force forces as part of a joint force operation is having a single Air Force commander or the Commander, Air Force Forces (COMAFFOR). The COMAFFOR is responsible for properly organizing, training, equipping, and employing Air Force forces to accomplish assigned functions and tasks.

Joint Force Organization Basics The first principle in joint force organization is that Joint Force Commanders (JFCs) organize forces to accomplish the mission based on their intent and concepts of operation (CONOPS). Unity of command, centralized planning and direction, and decentralized execution are key considerations. Joint forces can be established on a geographic or functional basis.

When a crisis requires military response, the geographic combatant commander will usually form a tailored Joint Task Force (JTF). If Air Force forces are attached to the JTF, they stand up as an Air Expeditionary Task Force (AETF) within the JTF. ***Airpower*** offers the JFC the ability to go to the heart of an enemy and attain a variety of effects directly at the strategic level. When you deploy, you will be tasked as a member of the AETF. The AETF commander, dual-hatted as the COMAAFOR, provides the single Air Force face to the JTF commander. Other services may also provide forces, and normally stand up as a separate Army, Navy, and Marine force, each with their respective commanders (see Figure 3. below). This JTF organization is the most basic joint force organization.

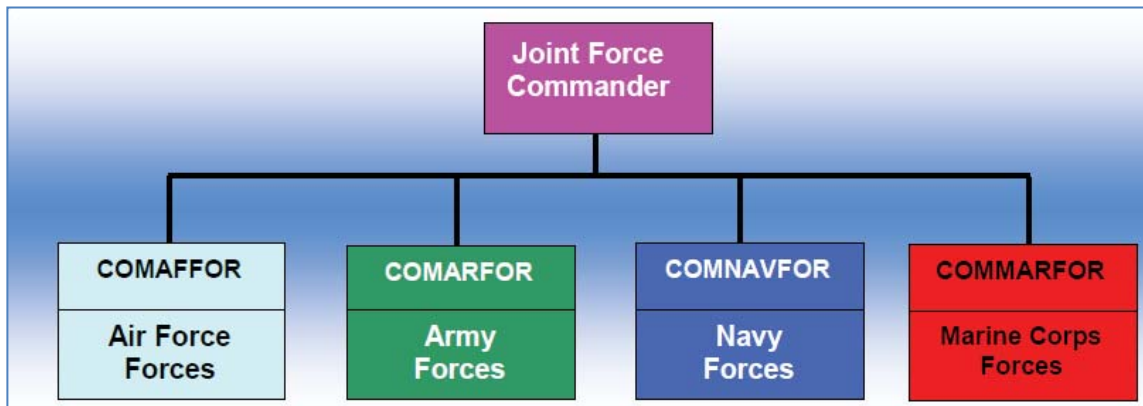


Figure 3. Basic joint force organization along service lines under one JFC

Additional information about JIIM

The Joint, Interagency, Intergovernmental, Multinational (JIIM) Environment can be understood by breaking down each individually. **NOTE:** *Joint Interagency, Intergovernmental, Multinational (JIIM) is the same term as Joint.*

Joint Force is a general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments operating under a single joint force commander.

Interagency includes United States Government agencies and departments, including the Department of Defense. The coordination that occurs between elements of Department of Defense and engaged US Government agencies and departments to achieve an objective is **Interagency Coordination**.

Intergovernmental Organization is an organization created by a formal agreement (e.g., a treaty between two or more governments). It may be established on a global, regional, or functional basis for wide ranging or narrowly defined purposes. Formal agreements are formed to protect and promote national interest shared by member states (i.e. states granted membership into the various organizations such as NATO, African Union, etc.).

Multinational Operations is a collective term used to describe military actions conducted by forces of two or more nations, usually undertaken within the structure of an alliance or coalition.

An **alliance** is a relationship that is created from a formal agreement such as a treaty between two or more nations for broad, long-term objectives that further the common interests of the members.

A **coalition** is an ad hoc arrangement between two or more nations for common action. Coalitions are formed by different nations with different objectives, usually for a single occasion or for longer cooperation in a narrow sector of common interest.^{xxviii}

Goal of All Joint Operations The end goal of all joint operations is **unified action** among all parties involved in achieving the mission. The Air Force is never alone when we go to war and this trend will continue to be relevant as we embark on future operations at home and abroad. You must remember that the strength of the joint team is mightier than one force alone.

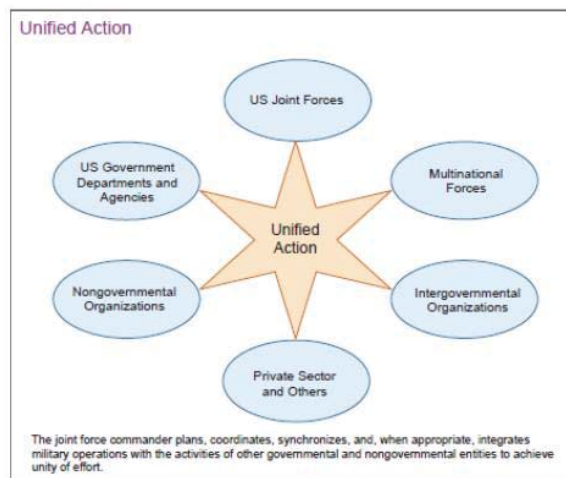



Figure 4. Unified Action



We learned earlier about military engagement, security cooperation, and deterrence. It is important to know that the US continues routine missions such as security cooperation even when we are not actively engaged in limited contingency operations, major operations, or campaigns. The US conducts operations that fall under the heading of military engagement. These typically include: emergency preparedness, arms control, nonproliferation and disarmament, combating terrorism, enforcement of sanctions, enforcing exclusion zones, ensuring freedom of navigation and overflight, nation assistance, protection of shipping, and show of force just to name a few. Deterrence is based on capability (having the means to influence behavior), credibility, and communication. Emphasis should be placed on setting the conditions for successful joint operations. As a Joint Warfighter, you may deploy, fight, and participate in joint operations ranging from crisis response to full-scale war. Let's take a few minutes to define some of the operations that you and your Airmen may be tasked to support.

Other considerations for military engagement, security cooperation, and deterrence are: interagency, intergovernmental, and nongovernmental organizations (NGOs) and host nation coordination; information sharing and cultural awareness. Joint Forces must be prepared to plan and execute operations with forces from other nations within the framework of an alliance or coalition under US or other than US leadership.^{xxix}

Crisis Response and Limited Contingency Operations

A limited contingency operation in response to a crisis includes all of those operations for which a joint force commander must develop an operation plan or operation order. The level of complexity, duration, and resources depends on the circumstances. Included are operations to ensure the safety of American citizens and US interests while maintaining and improving US ability to operate with multinational partners to deter the hostile ambitions of potential aggressors. Some typical crisis response and limited contingency operations are as follows: noncombatant evacuation operation (NEO), Peace Operations (PO), foreign humanitarian assistance, recovery operations, strikes and raids and homeland defense along with defense support of civil authorities.

Adversarial Crisis Response/Contingency Operations

When we are engaged in adversarial crisis response/contingency operations, we are directing our energy toward an enemy. Military force may be required if other instruments of national power (diplomatic, information, economic) are unable to influence a deteriorating or potentially hostile situation. We use military force to demonstrate US resolve and capability, support the other instruments of national power, or terminate the situation on favorable terms. Adversarial crisis response/contingency operations involve a greater risk of combat than operations that we conduct to promote peace. Examples of adversarial crisis response/contingency in recent decades include Operation DESERT STORM, Operation ENDURING FREEDOM, and Operation IRAQI FREEDOM just to name a few. Adversarial Crisis Response/Contingency Operations can be either traditional warfare or irregular warfare.

Non-adversarial Crisis Response/Contingency Operations

Alternatively, non-adversarial crisis response is a descriptive term of how our operational Airmen accomplish missions that are not war but responses to a crisis or contingency. In these situations, there is no enemy per se, and our actions may be to assist and not combat a threat. These types of operations are inherently joint in nature. Although these operations do not normally involve combat, military forces need to be prepared to protect themselves and respond to changing situations. Examples of non-adversarial crisis response include actions such as responding to natural disasters (e.g. Hurricane Katrina in 2005 or Operation TOMIDACHI to assist Japan following the 2011 Sendai earthquake and Tsunami), homeland defense (Operation NOBLE EAGLE following the events of 9/11), or even international crisis response to help our friends and allies. The adversarial crisis response/contingency operation in Iraq changed to a non-adversarial crisis response/contingency operation with the transition to Operation NEW DAWN in 2010. This is similar to the transition following Operation DESERT STORM in 1991 when the Persian Gulf War changed into Operations NORTHERN and SOUTHERN WATCH to enforce no-fly zones in Iraq. Let's take a brief look at several specific activities that are classified as non-adversarial crisis/contingency response.

Foreign Humanitarian Assistance (FHA) are DOD activities in support of the United States Agency for International Development or US Department of State. These activities are conducted outside the United States, its territories, and possessions to relieve or reduce human suffering, disease, hunger, or privation. ^{xxx}

Humanitarian and Civic Assistance programs are governed by Title 10, USC, Section 401. This assistance may be provided in conjunction with military operations and exercises and must fulfill unit training requirements that create humanitarian benefit to the local populace. In contrast to emergency relief conducted under FHA operations, humanitarian/civic assistance programs generally encompass planned activities in the following categories:

- Medical, dental, and veterinary care provided in rural or underserved areas
- Construction and repair of basic surface transportation systems
- Well drilling and construction of basic sanitation facilities
- Rudimentary construction and repair of public facilities (schools, hospitals, etc.)

Peace Operations (PO) is a category that encompass operations to contain conflict, redress the peace, and shape the environment to support reconciliation and rebuilding along with facilitating the transition to legitimate governance. Peace operations are conducted alongside the various diplomatic activities and humanitarian efforts necessary to secure a negotiated truce and resolve the conflict. Peace operations include peacekeeping operations, peace enforcement operations, peacemaking, peace building, and conflict prevention efforts. Military support improves the chances for success in the peace process by lending credibility to diplomatic actions and demonstrating resolve to achieve viable political

settlements. (See JP 3-07.3, *Peace Operations*) Operations JOINT ENDEAVOR, JOINT GUARD, and JOINT FORGE 1995-2001 in Bosnia are a few examples of peace operations the United States military supported.

Visualizing the Operational Environment Figure 3. gives you a visual depiction of an operational environment. Within this operational environment is a forward base the GCC established outside the Joint Operations area. There is also a CONUS installation, which could represent any of the supporting capabilities outside of the Area of Responsibility (AOR) crucial to successful joint operations. A few examples of these supporting capabilities are UAV support, intelligence, logistics, or fuel support from bases in the United States.

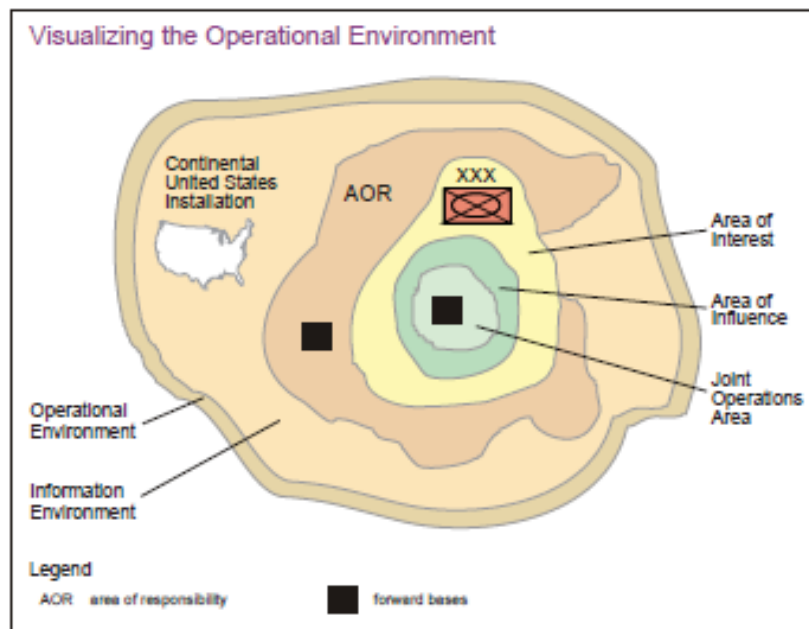


Figure 3. Visualizing the Operational Environment

When you are deployed as part of an AETF and operating out of this type of operational environment, it is important to know you may be tasked to perform tactical actions. Tactical actions are battles, engagements, and/or strikes conducted by combat forces. Examples include but are not limited to: Clearing IED routes, minefields, villages etc. Tactical actions may be conducted by a single unit; however, they are often performed by a JIIM unit that coordinates time and place to achieve strategic or operational objectives in an operational area. Tactics are both a science and an art employed by forces in a JIIM environment. Some tactics such as ambushes, airstrikes, seeking and turning flanks, maintaining reconnaissance, creating and using obstacles, and defenses remain largely unchanged since the dawn of war. Military forces use the ground to achieve the best advantage over their enemies. Heights, rivers, swamps, passes, choke points, and natural cover can be used to achieve the tactical advantage. One thing that does change constantly is the technological dimension of war and the sociology of the combatants.

In conclusion, it is important for you to understand what it means to be a joint warfighter in today's turbulent world. Our enemies – regular and irregular – will be well armed, well

trained, well equipped and often ideologically inspired. We must outmatch their training with the training and development of our combat leaders. We must counter their ideologies with our history and sustained commitment to our values. Our enemies of the next decades will continue to challenge our national interests at home and abroad. The JIIM environment demands that leaders understand the factors that influence military response to situations. Leaders must take action and assess and adapt those actions based on the interactions with our enemies; consolidate tactical and operational opportunity into strategic aims, and be able to effectively transition from one form of operations to another. The knowledge of Joint Warfighter concepts will assist you the next time you are tasked to work in a joint environment. Remember these concepts and pay attention to the US strategy abroad to further hone these skills.

NOTES

ⁱ HASC Testimony with Secretary Panetta and Gen. Dempsey, Washington, D.C.,

ⁱⁱ Air & Space Power Journal, Winter 2008

ⁱⁱⁱ AFDD 1, *Air Force Doctrine Document*

^{iv} Encyclopedia of Human Geography, Gerald R. Pitzl, pg 241.

^v JP 1, *Doctrine for the Armed Forces of the United States*

^{vi} JP 1-02, *DOD Dictionary of Military and Associated Terms*

^{vii} IBID

^{viii} AFDD 1, *Air Force Doctrine Document 1*

^{ix} IBID

^x JP 1-02, *DOD Dictionary of Military and Associated Terms*

^{xi} IBID

^{xii} IBID

^{xiii} IBID

^{xiv} IBID

^{xv} IBID

^{xvi} AFDD 3-12, *Cyberspace Operations*

^{xvii} JP 2-01, *Joint and National Intelligence Support to Military Operations*

^{xviii} IBID

^{xix} IBID

^{xx} IBID

^{xxi} IBID

^{xxii} IBID

^{xxiii} AFDD 3-70, *Strategic Attack*

^{xxiv} JP 1-02, *DOD Dictionary of Military and Associated Terms*

^{xxv} AFDD 3-17, *Air Mobility Operations*

^{xxvi} JP 4-02, *Health Service Support*

^{xxvii} AFDD 1, pg 54, *Commanding and Organizing Air Force Forces*

^{xxviii} JP 1-02, *DOD Dictionary of Military and Associated Terms*

^{xxix} JP 3-0, *Joint Operations*

^{xxx} JP 3-29, *Foreign Humanitarian Assistance*