

DEPARTMENT OF THE AIR FORCE**Thomas N. Barnes Center for Enlisted Education (AETC)****Maxwell AFB, AL 36118****1 Jan 13***Certified Current**1 Mar 17***AIRMAN LEADERSHIP SCHOOL****STUDENT GUIDE****PART I****COVER SHEET****LESSON TITLE: EA02, JOINT ORGANIZATION****TIME:** 2 Hours**METHOD:** Experiential**LESSON REFERENCES:**

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U.S. Special Operations Command official Web site. “About USSOCOM.”

<http://www.socom.mil/Pages/AboutUSSOCOM.aspx>

U.S. Transportation Command official Web site. “About USTRANSCOM.”

<http://www.ustranscom.mil/cmd/aboutustc.cfm>

U.S. Strategic Command official Web site. “Organization.”

<http://www.stratcom.mil/About/>

ADDITIONAL REFERENCES:

The Joint Electronic Library: <http://www.dtic.mil/doctrine>

The Defense Link Home page: <http://www.defense.gov/>

STUDENT PREPARATION: Reading assignments (approx 5,600 words) and homework assignment (total time, approximately 45 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 center teams as evidenced by their comprehension of Joint Organization.

SUPPORTS:

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

1. Enterprise Perspective – Government organizations and processes
2. Enterprise Perspective – Enterprise Structure and Relationships

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

1. National Military Capabilities and Organization
2. Armed Forces Overview

TERMINAL COGNITIVE OBJECTIVE: Know the concepts of national, military, and joint organization structure.

TERMINAL COGNITIVE SAMPLES OF BEHAVIOR

1. List the combatant commands
2. State:
 - a. Origin of national security
3. USAF structure (MAJCOMS) Recall:
 - a. Organization for national security
 - b. How defense organizations fit into the overall (national security/government) structure
 - c. Joint Chiefs of Staff (JCS) organization, role, and function
 - d. Two distinct chains of command
 - i. Operational
 - ii. Administrative
 - e. Purpose, roles, and functions of (i – viii)
 - i. President
 - ii. Secretary of Defense (SecDef)
 - iii. National Security Council (NSC)
 - iv. Chairman Joint Chiefs of Staff (CJCS)
 - v. Combatant Commanders (CCDR)
 - vi. Joint Force Commanders (JFC)
 - vii. Service Component Commanders
 - viii. Combat Support Agencies
 - f. Relationships (chain of command) of (i – viii)
 - i. President
 - ii. Secretary of Defense (SecDef)
 - iii. National Security Council (NSC)
 - iv. Chairman Joint Chiefs of Staff (CJCS)
 - v. Combatant Commanders (CCDR)
 - vi. Joint Force Commanders (JFC)
 - vii. Service Component Commanders
 - viii. Combat Support Agencies
 - g. Roles and responsibilities of each Air Force major command (MAJCOM)
 - i. Air Force Material Command (AFMC)
 - ii. AF Space Command (AFSPC)
 - iii. AF Reserve Command (AFRC)
 - iv. Air Education Training Command (AETC)
 - v. Pacific Air Forces (PACAF)

- h. Primary roles and functions of sister services
 - i. Army
 - ii. Navy
 - iii. Marine Corps
 - iv. Coast Guard
- i. Core values of sister services
 - i. Army
 - ii. Navy/Marine Corps
 - iii. Coast Guard
- j. General customs and courtesies of sister services
 - i. Army
 - ii. Navy/Marine Corps
 - iii. Coast Guard
- k. Uniform and rank insignias of sister services
 - i. Army
 - ii. Navy
 - iii. Marine Corps
 - iv. Coast Guard
- 4. Match combatant commands with their:
 - a. Primary functional area of responsibility
 - b. Geographic area of responsibility
- 5. Explain the importance of each MAJCOM's role (i.e. unique way it supports national security)
 - a. Air Force Material Command (AFMC)
 - b. AF Space Command (AFSPC)
 - c. AF Reserve Command (AFRC)
 - d. Air Education Training Command (AETC)
 - e. Pacific Air Forces (PACAF)

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

PART IB

LESSON OUTLINE:
CONTENT
INTRODUCTION: Attention, Motivation, and Overview
MP1. Head of the Class Challenge
MP2. Homework Review
MP3. Pop Quiz
CONCLUSION: Summary, Remotivation, and Closure

PART II

STUDENT READING

NATIONAL MILITARY CAPABILITIES AND ORGANIZATION

The Origin of National Security

Today, “national security” is a collective term encompassing both national defense and foreign relations of the United States, but it wasn’t until 1943, during World War II, that the term “national security” came into full usage in US political discourse. Since the end of World War II, each administration has sought to develop and perfect a reliable set of executive procedures and institutions to manage national security policy. Congress stepped into the debate by passing the National Security Act in 1947, which, among other things, created the National Security Council (NSC) under the chairmanship of the President to coordinate foreign policy and defense policy and to reconcile diplomatic and military commitments and requirements. The next precedent came in 1972 when the Nixon administration made official statements of National Security Strategy (NSS) in a State of the World Report.

The Nixon administration’s precedent became law in 1986 with the Goldwater-Nichols Department of Defense (DoD) Reorganization Act, which required the President to report regularly to Congress and the American people on the NSS. Congress’ mandate tasked the Executive Branch to publish a NSS and in 1987 the first document called, "The National Security Strategy of the United States" was published by the Reagan administration.¹

Organization for National Security

The ability of the United States to achieve its national strategic objectives is dependent on the effectiveness of the US Government employing the instruments of national power. These instruments of national power (diplomatic, informational, military, and economic) are normally coordinated by the appropriate government officials, often with advice from the NSC. They are the tools the United States uses to apply its sources of power, including its culture, human potential, industry, science and technology, academic institutions, geography, and national will.²

How Defense Organizations Fit Into the Overall Structure

The DoD is responsible for the military component of the NSS.³ The DoD is a cabinet-level organization. Reporting to it are the three military departments (Army, Navy and Air Force) and 16 defense agencies. The four armed services are subordinate to their military departments. The Marine Corps is a second armed service in the Department of the Navy.⁴

The Armed Forces serve under the civilian control of the President who is the Commander in Chief.⁵ The Secretary of Defense (SecDef) is the principal assistant to the President in all matters relating to the DoD. All functions in the DoD and its component agencies are performed under the authority, direction, and control of the SecDef.⁶ The SecDef is responsible to the President for creating, supporting, and employing military capabilities.⁷

The Joint Chiefs of Staff

The Joint Chiefs of Staff (JCS) consists of the Chairman of the Joint Chiefs of Staff (CJCS), Vice Chairman of the Joint Chiefs of Staff (VCJCS), and the Service Chiefs: US Army Chief of Staff, Chief of Naval Operations, US Air Force Chief of Staff, Commandant of the Marine Corps, and the Chief of the National Guard Bureau. The Joint Staff supports the JCS and constitutes the immediate military staff of the SecDef.⁸

The CJCS is the principal military advisor to the President, the NSC, and the SecDef.⁹ The other members of the JCS also provide advice if and when requested by the President, NSC, or SecDef. Their main function is to advise the CJCS with regards to their respective service.¹⁰

The Commandant of the Coast Guard may be invited by the CJCS or the Service Chiefs to participate in meetings or to discuss matters of mutual interest to the Coast Guard and the other services.¹¹

Two Distinct Branches of the Chains of Command

The President and SecDef, with assistance from the CJCS, exercise authority and control of the Armed Forces through two distinct branches of the chain of command (see Figure 1).¹²

Operational Branch: used to employ forces and begins with the President, through the SecDef, and onto the combatant commanders (CCDRs). Orders are normally conveyed to the CCDRs by the CJCS under the authority and direction of the SecDef. Conversely, reports from CCDRs are normally submitted to the SecDef through the CJCS who acts as the spokesman for the CCDRs.¹³

Administrative Branch: Used to recruit, organize, train, and equip forces. It also begins with the President, through the SecDef, but proceeds to the Secretaries of the military departments.¹⁴ The Secretaries exercise administrative control through the commanders of the service component commands assigned to combatant commands. They go through the Service Chiefs (as determined by the Secretaries) for forces not assigned to the combatant commands.¹⁵

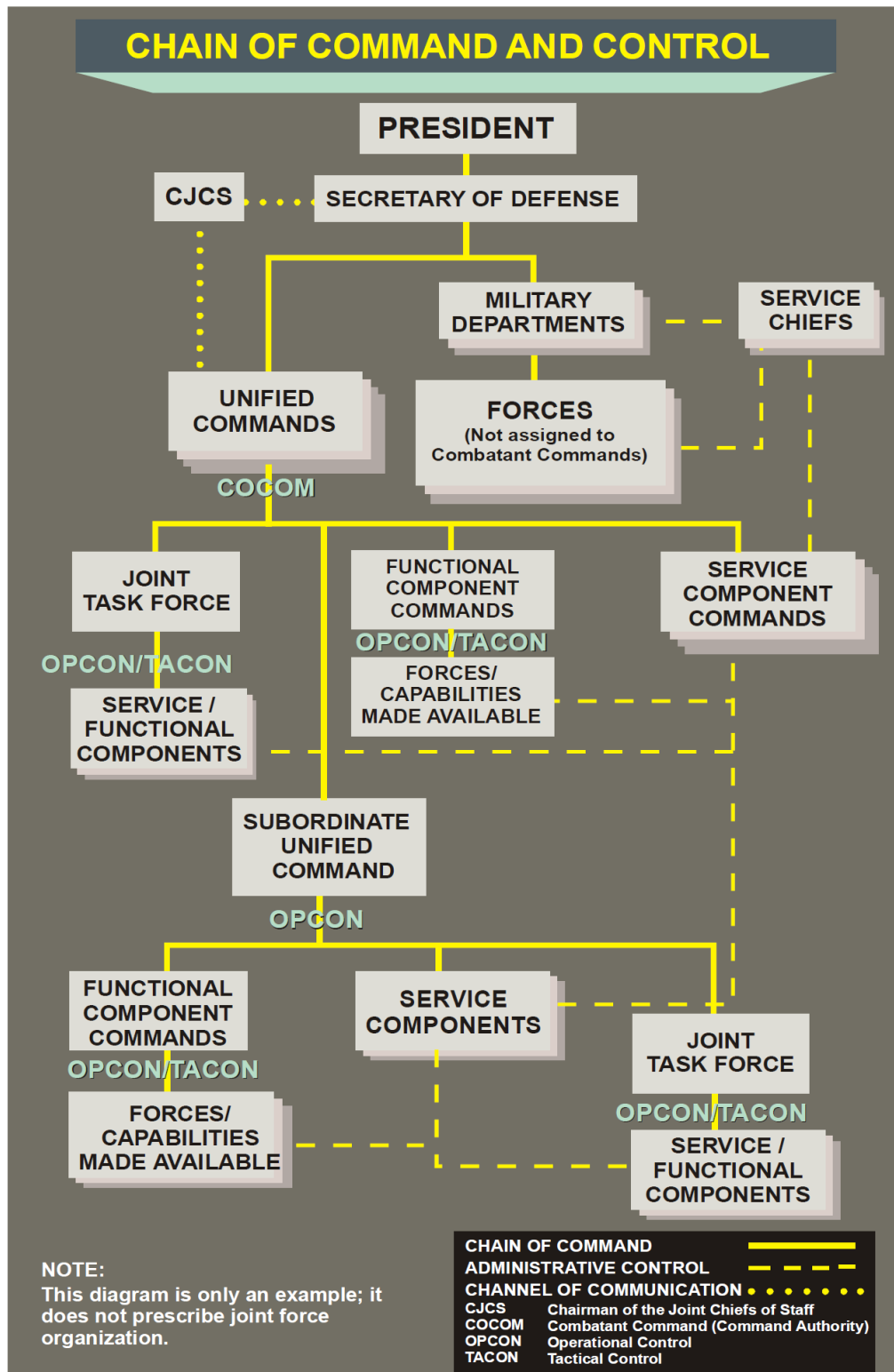


Figure 1 Chain of Command and Control

Combatant Commanders

A combatant command (COCOM) is a command with a broad continuing mission under a single commander and composed of significant assigned components of two or more military departments that are established and so designated by the President, through the SecDef with the advice and assistance of the CJCS.¹⁶ The commander of a COCOM is referred to as the combatant commander (CCDR). A COCOM (command authority) provides full authority to organize and employ commands and forces as the CCDR considers necessary to accomplish assigned missions. Operational control is inherent in a COCOM.¹⁷

COCOMs are established in the Unified Command Plan (UCP) by the President, through the SecDef and with the advice and assistance of the CJCS. The UCP is a classified document that sets forth basic guidance to all CCDRs. It establishes their missions, responsibilities, and force structure, delineates the general geographical area of responsibility for geographic combatant commanders (GCCs), and specifies functional responsibilities for functional combatant commanders (FCCs).¹⁸ Common functions of a CCDR are shown in Figure 2.

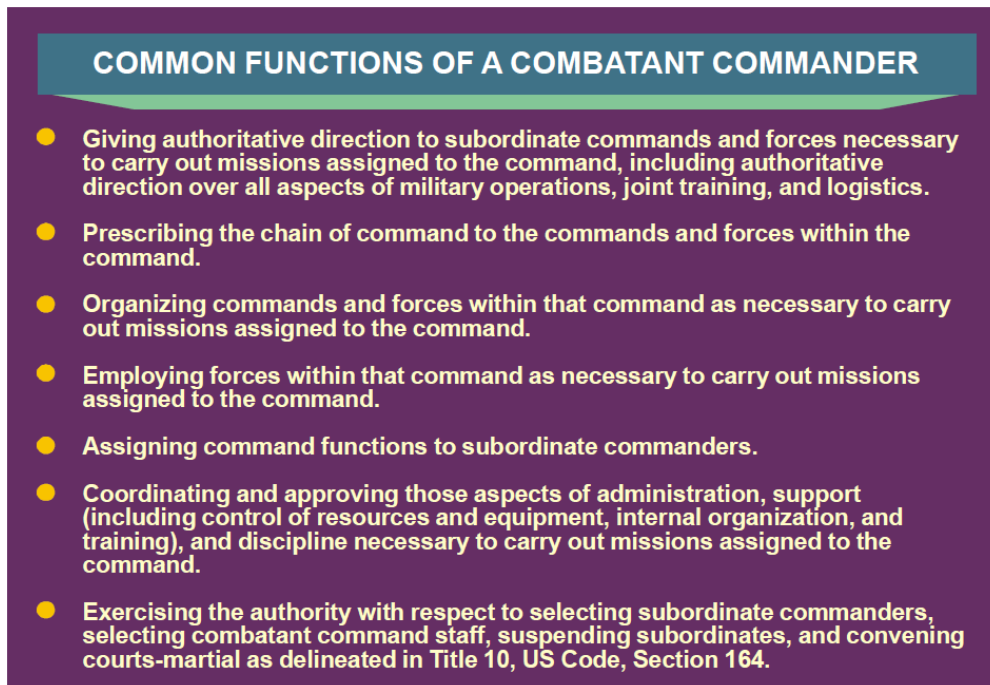


Figure 2. Common Functions of a Combatant Commander

Joint Force Commanders

Joint Force Commander (JFC) is a general term applied to a CCDR, subunified commander, or Joint Task Force (JTF) commander authorized to exercise combatant command (command authority) or operational control over a joint force.¹⁹ A JTF is established when the mission has a specific limited objective. JTFs are established on geographical areas or functional basis depending on the mission and when the mission does not require overall centralized control of logistics.

Service Component Commanders

A Service component command, assigned to a CCDR, consists of a Service component CDR and the Service forces (such as individuals, units, detachments, and organizations, including the support forces) that have been assigned to that CCDR. Service component CDRs have responsibilities that derive from their roles in fulfilling the Services' support function. The JFC also may conduct operations through the Service component CDRs.²⁰

Combat Support Agencies

In addition to the military Services, a number of DoD agencies provide combat support or combat service support to joint forces and are designated as combat support agencies (CSAs). Included among CSAs are the:

Defense Intelligence Agency (DIA)
National Geospatial-Intelligence Agency (NGA)
Defense Information Systems Agency (DISA)
Defense Logistics Agency (DLA)
Defense Contract Management Agency (DCMA)
Defense Threat Reduction Agency (DTRA), and
National Security Agency (NSA).

These CSAs provide CCDRs specialized support and operate in a supporting role. Executive authority over these CSAs resides with the SecDef.²¹

There are currently nine combatant commands—six are geographically organized and three are functionally organized.²²

Geographically Organized Combatant Commands (GCC)	Functionally Organized Combatant Commands (FCC)
US Africa Command (USAFRICOM) US Central Command (USCENTCOM) US European Command (USEUCOM) US Northern Command (USNORTHCOM) US Pacific Command (USPACOM) US Southern Command (USSOUTHCOM)	US Special Operations Command (USSOCOM) US Transportation Command (USTRANSCOM) US Strategic Command (USSTRATCOM)

Table 1. The Combatant Commands

Geographic Combatant Commands

GCCs are assigned a geographic Area of Responsibility (AOR) within which their missions are accomplished with assigned and/or attached forces. Specific responsibilities of each GCC vary but all GCCs are responsible to:

- deter attacks against the United States, its territories, possessions and bases, and employ appropriate force should deterrence fail; and
- carry out assigned missions and tasks and plan for and execute military operations,

as directed, in support of strategic guidance.

US Africa Command (USAFRICOM)²³

Headquarters: Kelley Barracks, Stuttgart, Germany

US Africa Command is responsible for US military relations with 53 African countries, including the islands of Cape Verde, Equatorial Guinea, and Sao Tome and Principe, along with the Indian Ocean islands of Comoros, Madagascar, Mauritius, and Seychelles. US Central Command maintains its traditional relationship with Egypt, though USAFRICOM coordinates with Egypt on issues relating to Africa security.

USAFRICOM better enables the DoD to work with other elements of the US government and others to achieve a more stable environment where political and economic growth can take place. USAFRICOM is committed to supporting US government objectives through the delivery and sustainment of effective security cooperation programs that assist African nations build their security capacity to enable them to better provide for their own defense.

US Central Command (USCENTCOM)²⁴

Headquarters: MacDill AFB, Florida

US Central Command's AOR is the Middle East, Egypt, and Central Asia.

With national and international partners, USCENTCOM promotes cooperation among nations, responds to crises, deters or defeats state and nonstate aggression, and supports development and, when necessary, reconstruction in order to establish the conditions for regional security, stability, and prosperity.

US European Command (USEUCOM)²⁵

Headquarters: Stuttgart, Germany

US European Command's AOR covers almost one-fifth of the planet, including all of Europe, large portions of Asia, parts of the Middle East and the Arctic and Atlantic Oceans. The command is responsible for US military relations with NATO and 51 countries on two continents with a total population of close to a billion people.

USEUCOM conducts military operations, international military partnering, and interagency partnering to enhance transatlantic security and defend the United States forward.

US Northern Command (USNORTHCOM)²⁶

Headquarters: Peterson AFB, Colorado

US Northern Command conducts homeland defense, civil support, and security cooperation to defend and secure the United States and its interests.

USNORTHCOM's AOR includes air, land, and sea approaches and encompasses the continental United States, Alaska, Canada, Mexico and the surrounding water out to approximately 500 nautical miles. The commander of USNORTHCOM is responsible for theater security cooperation with Canada, Mexico, and the Bahamas.

USNORTHCOM plans, organizes, and executes homeland defense and civil support

missions, but has few permanently assigned forces. The command is assigned forces whenever necessary to execute missions as ordered by the President or SecDef.

The commander of USNORTHCOM also commands the North American Aerospace Defense Command (NORAD), a bi-national command responsible for aerospace warning, aerospace control, and maritime warning for Canada, Alaska, and the continental United States.

USNORTHCOM's civil support mission includes domestic disaster relief operations that occur during fires, hurricanes, floods, and earthquakes. Support also includes counter-drug operations and managing the consequences of a terrorist event employing a weapon of mass destruction. The command provides assistance to a Primary Agency when tasked by the DoD. Per the Posse Comitatus Act, military forces can provide civil support but cannot become directly involved in law enforcement.

In providing civil support, USNORTHCOM generally operates through established Joint Task Forces subordinate to the command. An emergency must exceed the capabilities of local, state, and federal agencies before USNORTHCOM becomes involved. In most cases, support will be limited, localized, and specific. When the scope of the disaster is reduced to the point that the Primary Agency can again assume full control and management without military assistance, USNORTHCOM will exit, leaving the on-scene experts to finish the job.

US Pacific Command (USPACOM)²⁷

Headquarters: Camp H. M. Smith, Hawaii

US Pacific Command's AOR encompasses about half of the earth's surface, stretching from the waters off the west coast of the US to the western border of India and from Antarctica to the North Pole.

USPACOM protects and defends, in concert with other US Government agencies, the territory of the United States, its people, and its interests. With allies and partners, USPACOM is committed to enhancing stability in the Asia-Pacific region by promoting security cooperation, encouraging peaceful development, responding to contingencies, deterring aggression, and when necessary, fighting to win. This approach is based on partnership, presence, and military readiness.

US Southern Command (USSOUTHCOM)²⁸

Headquarters: Miami, Florida

US Southern Command is responsible for providing contingency planning, operations, and security cooperation for Central and South America, the Caribbean (except US commonwealths, territories, and possessions), and Cuba, as well as for the force protection of US military resources at these locations. USSOUTHCOM is also responsible for ensuring the defense of the Panama Canal and canal area.

Functional Combatant Commands

FCCs support (or can be supported by) GCCs or may conduct assigned missions independently. Primary responsibilities of the three FCCs are as follows:

US Special Operations Command (USSOCOM)²⁹

Headquarters: MacDill AFB, Florida

The US Special Operations Command is the Unified Combatant Command charged with overseeing the various Special Operations Commands of the Army, Air Force, Navy and Marine Corps of the United States Armed Forces.

USSOCOM conducts several covert and clandestine missions, such as unconventional warfare, foreign internal defense, special reconnaissance, psychological operations, civil affairs, direct action, counter-terrorism and war on drugs operations. Each branch has a Special Operations Command that is unique and capable of running its own operations, but when the different Special Operations Forces need to work together for an operation, USSOCOM becomes the joint component command of the operation.

US Transportation Command (USTRANSCOM)³⁰

Headquarters: Scott AFB, Illinois

As the single manager of America's global defense transportation system, USTRANSCOM is tasked with the coordination of people and transportation assets to allow the US to project and sustain forces, whenever, wherever, and for as long as they are needed.

US Strategic Command (USSTRATCOM)³¹

Headquarters: Offutt AFB, Nebraska

US Strategic Command is charged with space operations (such as military satellites), information operations (such as information warfare), missile defense, global command and control, intelligence, surveillance, and reconnaissance (ISR), global strike and strategic deterrence (the United States nuclear arsenal), and combating weapons of mass destruction.

THE UNITED STATES AIR FORCE MAJOR COMMAND STRUCTURE

Most units of the Air Force are assigned to a specific major command (MAJCOM), led by a general officer. MAJCOMs have extensive functional responsibilities. MAJCOMs may be subdivided into numbered air forces (NAFs) with each NAF responsible for one or more wings or independent groups.

Wings are the primary units of the working Air Force and are responsible for maintaining an Air Force base or carrying out a specific mission. Wings may be commanded by a general officer or a colonel. There are different types of wings, based on objective: operational, air base, or specialized mission.

Wings typically contain an operations group, a maintenance group, a support group and a medical group, with each group having several squadrons.

The majority of individual officers and Airmen are assigned to a squadron, which may be composed of several flights.

Additionally, there are other types of organizations in the Air Force structure such as centers, field operating agencies, and direct reporting units.³²

Air Combat Command (ACC)

Headquarters: Langley AFB, Virginia

Air Combat Command organizes, trains, equips and deploys combat ready forces to support combatant commanders around the globe. Additionally, ACC provides the air component headquarters to USNORTHCOM, USSOUTHCOM, and USCENTCOM and supports the in-place air components of USEUCOM and USPACOM. ACC also provides air defense forces to North American Aerospace Defense Command. To accomplish the objectives of the National Defense Strategy, ACC operates fighter, attack, bomber, intelligence, surveillance and reconnaissance (ISR), combat search and rescue, battle-management, electronic-combat, and unmanned aircraft system platforms. In addition, ACC conducts information operations and provides command, control, communications, and intelligence systems to theater commanders and combat forces.³³

Air Education and Training Command (AETC)³⁴

Headquarters: Randolph AFB, Texas

Air Education and Training Command develops America's Airmen for tomorrow. With a vision to deliver unrivaled air, space and cyberspace education and training, the command recruits Airmen and provides basic military training, initial and advanced technical training, flying training, medical training, space and missile training, cyber training, and professional military and degree-granting professional education. The command also conducts joint, readiness and Air Force security assistance training.

AETC sustains the combat capability of the operational Air Force by providing highly trained and motivated Airmen and manages mobility and contingency tasking support for combatant commanders.

Air Force Global Strike Command (AFGSC)³⁵

Headquarters: Barksdale AFB, Louisiana

Activated Aug. 7, 2009, this is the Air Force's newest command.

AFGSC develops and provides combat-ready forces for nuclear deterrence and global strike operations—safe, secure, effective—to support the President of the United States and combatant commanders.

AFGSC is responsible for organizing, training, and equipping the Air Force's three intercontinental ballistic missile wings, two B-52 Stratofortress wings and the only B-2 Spirit wing. The three weapons systems make up two-thirds of the nation's strategic nuclear triad by providing the land-based and airborne nuclear deterrent forces.

Air Force Materiel Command (AFMC)³⁶

Headquarters: Wright-Patterson AFB, Ohio

Air Force Materiel Command delivers war-winning technology, acquisition support, sustainment, and expeditionary capabilities to the warfighter.

AFMC conducts research, development, and test and evaluation, and provides acquisition management services and logistics support necessary to keep Air Force weapon systems ready for war.

Air Force Reserve Command (AFRC)³⁷

Headquarters: Robins AFB, Georgia

Air Force Reserve Command provides personnel to augment the active duty community to carry out the warfighting mission with approximately 14% of the total force while spanning a wide variety of missions such as: space, flight testing, special operations, aerial port operations, civil engineering, security forces, intelligence, military training, communications, mobility support, transportation, and services. AFRC also conducts two missions no one else does in the DoD: fixed-wing aerial spray missions to kill mosquitoes in the aftermath of natural disasters and the Hurricane Hunters who monitor hurricanes for the National Weather Service.³⁸

Air Force Space Command (AFSPC)

Headquarters: Peterson AFB, Colorado

Air Force Space Command is responsible for organizing, training, and equipping mission-ready space and cyberspace forces and capabilities for North American Aerospace Defense Command, US Strategic Command, and other combatant commands world-wide.

AFSPC oversees Air Force network operations to provide capabilities in, through, and from cyberspace, manages a global network of satellites, and is responsible for space system development and acquisition. The command executes spacelift to launch satellites with a variety of expendable launch systems and operates them to provide space capabilities in support of combatant commanders around the clock. AFSPC also provides positioning, navigation, timing, communications, missile warning, weather and intelligence warfighting support.

AFSPC personnel operate sensors that provide direct attack warning and assessment to US Strategic Command and North American Aerospace Defense Command. The command develops, acquires, fields, operates, and sustains space systems and fields and sustains cyber systems.³⁹

Air Mobility Command (AMC)

Headquarters: Scott AFB, Illinois

Air Mobility Command provides airlift and aerial refueling for all of America's armed forces. They also provide aeromedical evacuation and Global Reach Laydown (GRL). GRL strategy uses resources from various organizations and brings them together to form those deployed organizations required to achieve the specific objectives of any particular mobility operation. These resources are also used to expand already existing AMC presence or establish AMC presence and infrastructure where none exists.

Additionally, AMC has many special-duty and operational support aircraft and plays a crucial role in providing humanitarian support at home and around the world.⁴⁰

Pacific Air Force (PACAF)

Headquarters: Joint Base Pearl Harbor-Hickam, Hawaii

Pacific Air Force provides USPACOM integrated expeditionary Air Force capabilities to defend the homeland, promote stability, dissuade/deter aggression, and swiftly defeat enemies.

PACAF organizes, trains, equips, and maintains resources prepared to conduct a broad spectrum of air operations—from humanitarian relief to decisive combat employment—in DoD's largest area of responsibility.

PACAF also conducts multinational exercises and hosts international exchange events to foster partnerships for regional security and stability.⁴¹

US Air Forces in Europe (USAFE)

Headquarters: Ramstein Air Base, Germany

US Air Forces in Europe executes the USEUCOM mission with forward-based air power to provide forces for global operations, ensure strategic access, assure allies, deter aggression and build partnerships.

USAFE builds and maintains partnerships, promotes regional stability, provides forces for global operations, supports combatant command missions, sustains forward-based infrastructure, ensures strategic access to US forces, assure allies and deter aggression.⁴²

Air Force Special Operations Command (AFSOC)

Headquarters: Hurlburt Field, Florida

Air Force Special Operations Command is responsible to US Special Operations Command for the readiness of Air Force special operations forces to conduct the war on terrorism and to disrupt, defeat, and destroy terrorist networks that threaten the United States, its citizens, and interests worldwide.

The command's mission areas include shaping and stability operations, battlefield air operations, information operations, intelligence, surveillance and reconnaissance (ISR), specialized air and space mobility, precision engagement, and agile combat support.⁴³

ARMED FORCES OVERVIEW

Primary Roles of the Services to organize, train, equip, and provide forces.⁴⁴

The Department of the Army is the nation's principal land force and promotes national values and interests by conducting military engagement and security cooperation, deterring aggression and violence, and should deterrence fail, compelling enemy behavioral change or compliance. The Army includes land combat, service forces, aviation, water transport, and space and cyberspace forces. The Army is organized, trained, and equipped primarily for prompt and sustained combat incident to operations on land, and to support the other military services and joint forces. The Army is responsible for the preparation of land forces necessary for the effective prosecution of war and military operations short of war. The Army contributes forces through a rotational, cyclical readiness model that provides a predictable and sustainable supply of modular forces to the combatant commands and a

surge capacity for unexpected contingencies.⁴⁵

The Department of the Navy is composed of the Navy and the Marine Corps. They provide sea, land, air, space, and cyberspace forces, both combat and support, with the capabilities necessary to operate and support the other military services and joint forces. The Navy and Marine Corps comprise the nation's principal maritime force. The Marine Corps serves as a versatile, all-purpose, fast response task force capable of quick action in areas requiring emergency intervention using both ground and air combat elements while relying on the Navy to provide the sea combat elements. The Navy employs the global reach, persistent presence through forward-stationed and rotationally-based forces, and operational flexibility to secure the nation from direct attack. Along with the Marine Corps, they also secure strategic access and retain global freedom of action, strengthen existing and emerging alliances and partnerships, establish favorable security conditions, deter aggression and violence by state, non-state, and individual actors, and should deterrence fail, prosecute the full range of military operations in support of US national interests.⁴⁶

The Coast Guard is a unique military service residing within the Department of Homeland Security (DHS) while simultaneously providing direct support to the DoD. During peacetime, the Coast Guard protects the maritime economy and environment, defends US maritime borders, and conducts search and rescue missions. They also provide port and waterway security, drug interdiction, migrant interdiction, marine safety, and other law enforcement missions. Upon the declaration of war or when the President directs, the Coast Guard will operate under the authority of the Department of the Navy and will continue to do so until the President transfers the Coast Guard back to the DHS by executive order.⁴⁷

Core Values of the Sister Services

At this stage in your career, you are no doubt familiar with the Air Force core values: Integrity First, Service Before Self, and Excellence In All We Do. They are at the heart of who we are and shape us as a Service. Below are the core values of our sister Services. Take a moment to learn them. Consider the differences and similarities between our core values and those of our brethren.

Army: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage⁴⁸

Navy/Marines: Honor, Courage, and Commitment⁴⁹

Coast Guard: Honor, Respect, Devotion to Duty⁵⁰

Special Note: Why do I need to know the core values and other customs and courtesies of our sister services? Great question! There are two reasons. First, the Chairman of the Joint Chiefs of Staff directed all services to incorporate joint information into its EPME curriculum. The learning outcomes, objectives, and samples of behavior for this lesson come straight out of CJCSI 1805.01A, 1 October 2010. Second, as members of the Profession of Arms (POA), it is our responsibility to advance the POA which includes knowing certain things about our sister services' functions, capabilities, and customs and courtesies.

General Customs and Courtesies of the Services⁵¹

Executing appropriate customs and courtesies in a joint environment can be a challenge. It is expected that errors will be made, but through sincere effort and practice you can decrease mistakes, mitigate embarrassment, increase your credibility, and strengthen unit cohesion.

Salutes are exchanged among members of all the uniformed services: Army, Navy, Air Force, Marines, Coast Guard, Public Health Service, and the National Oceanographic and Atmospheric Administration (NOAA).

Saluting when not in uniform and uncovered is not usually performed by members of the Navy or Marine Corps. You may see this practice in the Army and/or the Air Force. If an officer is saluted when not in uniform or in uniform and not covered, tradition dictates that the officer does not return the salute. Instead, the officer may greet the person saluting with "'Good morning,' 'Good afternoon,' or 'Good evening'" depending on the situation. If you approach someone who is senior to you and you are in civilian attire, do not salute. Instead, say "Good morning sir or ma'am."

"Saluting the Colors" refers to paying tribute to the United States Flag. There are two daily ceremonies in which uniformed service personnel salute the Colors, Reveille, and Retreat. US Army installations generally play (or sound) Reveille as the flag is raised near sunrise, though its exact time varies from base to base. On board US Navy, Marine Corps, and Coast Guard facilities, the flag is generally raised at 0800 while the National Anthem or the bugle call To the Colors is played. On some US military bases, Reveille is accompanied by a cannon shot. Evening Colors, also known as Retreat is sounded by the Bugler at sundown each evening during the flag-lowering ceremony at all naval stations, marine barracks, naval or marine camps, and aboard ship. Prior to the beginning of the ceremony, Attention is sounded by the Bugler. After a short pause he sounds Evening Colors. Upon completion of Evening Colors the Bugler sounds Carry On. When a band is present at the ceremony the National Anthem follows Evening Colors in the ceremony and is followed by Carry On sounded on the bugle. On US Army bases, the bugle call Retreat is sounded just before the actual lowering of the flag. At the last note of this call a cannon is fired. Then, if a band is present, the National Anthem will be played. In the absence of a band, the bugle call "To the Colors" is substituted.

If you are outdoors during Reveille or Retreat, stop what you are doing, face the flag or the direction in which Colors are being held, come to the position of attention and render a hand salute. On US Army installations it is customary to stop your vehicle, get out, come to the position of attention, and render a hand salute if Colors or Retreat is sounded. On Naval, Coast Guard, and Air Force installations and Colors or Retreat is sounded, stop your vehicle and sit at attention until the last note of the music is sounded; then you may proceed. If you are in doubt as to sit at attention or exit your vehicle, it is better to be formal than disrespectful. Therefore it is recommended that you exit your vehicle, face in the direction where Colors are being held, come to the position of attention and render a hand salute.

When in uniform and boarding any Naval vessel where the national ensign (flag) is flying, halt at the gangway, face aft, and salute the ensign. Then turn to the officer of the day (OOD), salute, and say, "I request permission to come aboard, sir/ma'am." If you are

boarding a ship other than your own, also state the purpose of your visit. The OOD returns both salutes and says, "Come aboard" or a similar expression. When you leave a ship, the order of saluting is reversed. Salute the OOD first and say, "I request permission to leave the ship, sir/ma'am." After receiving permission, face and salute the ensign (if it is flying) and depart.

Uniform and Rank Insignia

Knowing the uniform and rank insignia of your joint teammates is a must. Properly recognizing other military members and rendering salutes when appropriate is at the heart of military courtesy. Addressing members by their rank i.e. "Good morning Petty Officer Jones" or "Good afternoon 1st Sergeant Smith" is a show of respect and strengthens the profession of arms. The charts in Figures 3 and 4 show enlisted and officer ranks for all the US Armed Services. Public Health Service and NOAA officer ranks are equivalent to the Navy and the Coast Guard.

Rank Insignia of the United States Armed Forces

ENLISTED



























































E-1	E-2	E-3	E-4	E-5	E-6	E-7	E-8	E-9	SENIOR ENLISTED ADVISORS		
AIR FORCE											
no insignia Airman Basic (AB)	 Airman (Amn)	 Airman First Class (A1C)	 Senior Airman (SrA)	 Staff Sergeant (SSgt)	 Technical Sergeant (TSgt)	  Master Sergeant (MSgt) First Sergeant (E-7)	  Senior Master Sergeant (SMSgt) First Sergeant (E-8)	  Chief Master Sergeant (CMSgt) First Chief Master Sergeant (E-9)	 Command Chief Master Sergeant (CCM)	 Chief Master Sergeant of the Air Force (CMSAF)	
ARMY											
no insignia Private E-1 (PV1)	 Private E-2 (PV2)	 Private First Class (PFC)	  Corporal (CPL) Specialist (SPC)	 Sergeant (SGT)	 Staff Sergeant (SSG)	 Sergeant First Class (SFC)	  Master Sergeant (MSG) First Sergeant (1SG)	 Sergeant Major (SGM)	 Command Sergeant Major (CSM)	 Sergeant Major of the Army (SMA)	
MARINES											
no insignia Private (Pvt)	 Private First (PFC)	 Lance Corporal (LCpl)	 Corporal (Cpl)	 Sergeant (Sgt)	 Staff Sergeant (SSgt)	 Gunnery Sergeant (GySgt)	  Master Sergeant (MSGt) First Sergeant (1stSgt)	 Master Gunnery Sergeant (MGySgt)	 Sergeant Major (SgtMaj)	 Sergeant Major of the Marine Corps (SgtMajMC)	
NAVY											
no insignia Seaman Recruit (SR)	 Seaman Apprentice (SA)	 Seaman (SN)	 Petty Officer Third Class (PO3)	 Petty Officer Second Class (PO2)	 Petty Officer First Class (PO1)	 Chief Petty Officer (CPO)	 Senior Chief Petty Officer (SCPO)	 Master Chief Petty Officer (MCPO)	 Force or Fleet Chief Petty Officer (FORMC)	 Command Master Chief Petty Officer (FLTMC)	 Master Chief Petty Officer of the Navy (MCPON)
COAST GUARD											
 Seaman Recruit (SR)	 Seaman Apprentice (SA)	 Seaman (SN)	 Petty Officer Third Class (PO3)	 Petty Officer Second Class (PO2)	 Petty Officer First Class (PO1)	 Chief Petty Officer (CPO)	 Senior Chief Petty Officer (SCPO)	 Master Chief Petty Officer (MCPO)	 Command Master Chief (CMC)	 Master Chief Petty Officer of the Coast Guard (MCPO-CG)	

Figure 3. Rank Insignia of the United States Armed Forces - Enlisted⁵²







































































0-1	0-2	0-3	0-4	0-5	0-6	0-7	0-8	0-9	0-10	Special
AIR FORCE										
 Second Lieutenant (2LT)	 First Lieutenant (1LT)	 Captain (CPT)	 Major (MAJ)	 Lieutenant Colonel (LTC)	 Colonel (COL)	 Brigadier General (BG)	 Major General (MG)	 Lieutenant General (LTG)	 General (GEN)	 (Reserved - wartime only) General of the Air Force (GAF)
ARMY										
 Second Lieutenant (2LT)	 First Lieutenant (1LT)	 Captain (CPT)	 Major (MAJ)	 Lieutenant Colonel (LTC)	 Colonel (COL)	 Brigadier General (BG)	 Major General (MG)	 Lieutenant General (LTG)	 General (GEN)	 (Reserved - wartime only) General of the Army (GA)
MARINES										
 Second Lieutenant (2LT)	 First Lieutenant (1LT)	 Captain (CPT)	 Major (MAJ)	 Lieutenant Colonel (LTC)	 Colonel (COL)	 Brigadier General (BG)	 Major General (MG)	 Lieutenant General (LTG)	 General (GEN)	
NAVY										
 Ensign (ENS)	 Lieutenant Junior Grade (LTJG)	 Lieutenant (LT)	 Lieutenant Commander (LCDR)	 Commander (CDR)	 Captain (CAPT)	 Rear Admiral Lower Half (RADM)(L)	 Rear Admiral Upper Half (RADM)(U)	 Vice Admiral (VADM)	 Admiral (ADM)	 (Reserved - wartime only) Fleet Admiral (FADM)
COAST GUARD										
 Ensign (ENS)	 Lieutenant Junior Grade (LTJG)	 Lieutenant (LT)	 Lieutenant Commander (LCDR)	 Commander (CDR)	 Captain (CAPT)	 Rear Admiral Lower Half (RADM)(L)	 Rear Admiral Upper Half (RADM)(U)	 Vice Admiral (VADM)	 Admiral (ADM)	
WARRANT OFFICERS										
ARMY					MARINES					
 Warrant Officer (WO-1)	 Chief Warrant Officer (CWO-2)	 Chief Warrant Officer (CWO-3)	 Chief Warrant Officer (CWO-4)	 Chief Warrant Officer (CWO-5)	 Warrant Officer (WO-1)	 Chief Warrant Officer (CWO-2)	 Chief Warrant Officer (CWO-3)	 Chief Warrant Officer (CWO-4)	 Chief Warrant Officer (CWO-5)	
NAVY					COAST GUARD					
The grade of Warrant Officer (WO) is no longer in use.	 Chief Warrant Officer (CWO-2)	 Chief Warrant Officer (CWO-3)	 Chief Warrant Officer (CWO-4)	 Chief Warrant Officer (CWO-5)	The grade of Warrant Officer (WO) is no longer in use.	 Chief Warrant Officer (CWO-2)	 Chief Warrant Officer (CWO-3)	 Chief Warrant Officer (CWO-4)	The grade of Warrant Officer (CWO-5) is no longer in use.	

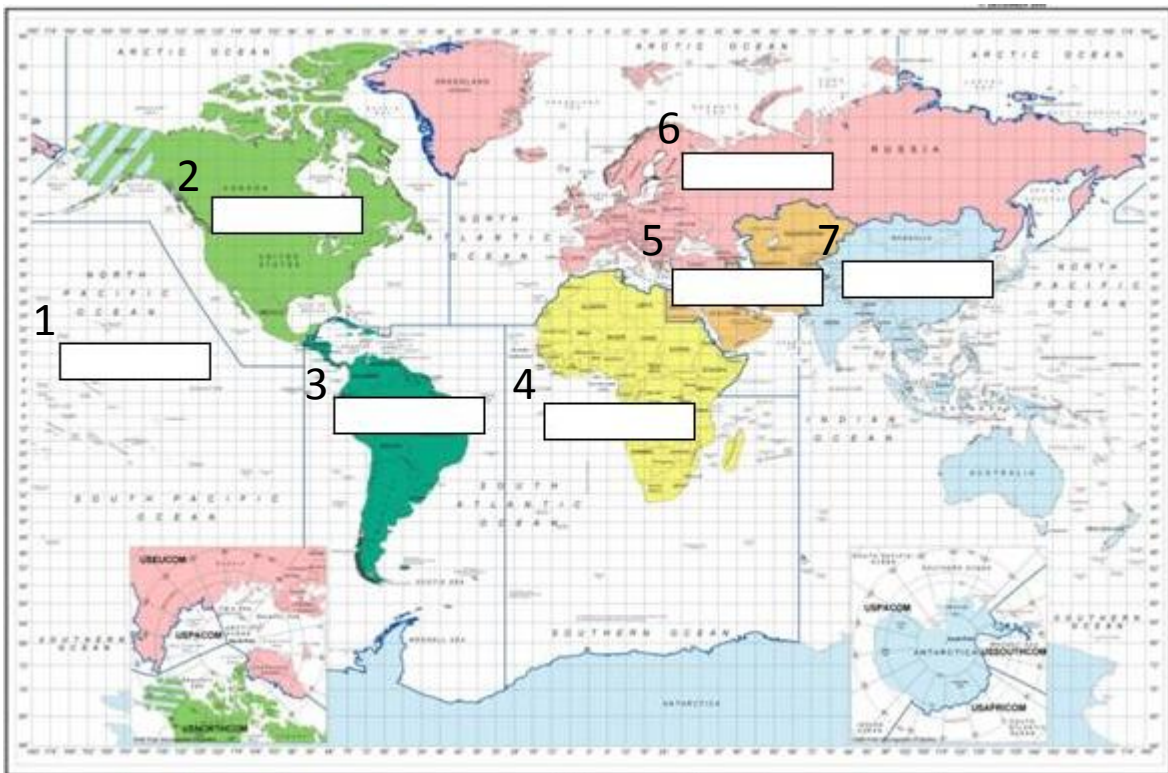
Figure 4. Rank Insignia of the United States Armed Forces - Officers⁵³

HOMEWORK

Part I: List the other eight Combatant Commands using the format (#1) below.

- | | |
|---|----------|
| 1. <u>US Africa Command (USAFRICOM)</u> | 5. _____ |
| 2. _____ | 6. _____ |
| 3. _____ | 7. _____ |
| 4. _____ | 8. _____ |
| | 9. _____ |

Part II: Fill in the boxes on the map with the appropriate geographical Combatant Command responsible for each AOR. *Note: Combatant Commands may be used once, more than once or not at all.*



Part III. Match a combatant command from the list in Part I with its description below and indicate your answer by writing the name of the command on the line provided. *Note: A Combatant Command may be used once, more than once or not at all.*

8. Tasked with the coordination of people and transportation assets to allow the US to project and sustain forces, whenever, wherever, and for as long as they are needed

9. Responsible for US military relations with NATO and conducts military operations, international military partnering, and interagency partnering to enhance transatlantic security and defend the United States forward

10. Conducts several covert and clandestine missions, such as unconventional warfare, foreign internal defense, special reconnaissance, psychological operations, civil affairs, direct action, counter-terrorism and war on drugs operations

11. Plans, organizes and executes homeland defense and civil support missions

12. Charged with space operations, information operations, missile defense, global command and control, and intelligence, surveillance, and reconnaissance

13. AOR includes Egypt

Acronym Glossary

ACC	Air Combat Command
AETC	Air Education and Training Command
AFGSC	Air Force Global Strike Command
AFMC	Air Force Materiel Command
AFRC	Air Force Reserve Command
AFSOC	Air Force Special Operations Command
AFSPC	Air Force Space Command
AMC	Air Mobility Command
AOR	area of responsibility
CCDR	combatant commander
CDR	commander
CSA	combat support agency
CJCS	Chairman of the Joint Chiefs of Staff
DCMA	Defense Contract Management Agency
DIA	Defense Intelligence Agency
DISA	Defense Information Systems Agency
DLA	Defense Logistics Agency
DoD	Department of Defense
DoDD	Department of Defense directive
DTRA	Defense Threat Reduction Agency
EJPME	enlisted joint professional military education
GRL	global reach laydown
ISR	intelligence, surveillance, and reconnaissance
JCS	Joint Chiefs of Staff
JFC	joint force commander
JTF	joint task force
MAJCOM	major command
NAF	numbered air force
NGA	National Geospatial-Intelligence Agency
NMS	national military strategy
NCO	noncommissioned officer
NOAA	National Oceanographic and Atmospheric Administration
NSC	National Security Council
NSA	National Security Agency
NSS	National security strategy
OOD	Officer on duty
PACAF	Pacific Air Force
SecDef	Secretary of Defense
USAFE	US Air Forces in Europe
USAFRICOM	United States Africa Command
USCENTCOM	United States Central Command
USEUCOM	United States European Command
USNORTHCOM	United States Northern Command
USPACOM	United States Pacific Command
USSOCOM	United States Special Operations Command
USSOUTHCOM	United States Southern Command
USSTRATCOM	United States Strategic Command
USTRANSCOM	United States Transportation Command
UCP	Unified Command Plan
VCJCS	Vice Chairman of the Joint Chiefs of Staff