



*40 Questions Every
Airman in the
Ohio Air National Guard
Should Know*

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January 2012
Version 1.4

Foreword

Airmen have a compelling responsibility to understand and clearly articulate our vision of air and space power. In that regard, Airmen are often challenged to answer the very basic questions that define the Ohio Air National Guard and what we do best. Therefore, we must be prepared to answer questions about the basic truths of air and space power. Despite our enthusiasm and passion, we do not always do so well in answering these kinds of questions. Unfortunately, Airmen often resort to one-liners, timeworn clichés, or sound bites that fail to satisfy our detractors, our sister Services, the professionally curious, or even ourselves on occasion. Moreover, even though we have a professional obligation to know, understand, and advocate these basic concepts, being able to articulate these positions does not mean everyone will be convinced. However, we can and must continue to espouse the concepts that explain how air and space power is an integral part of American military power.

What follows is an effort to provide Airmen with information about the Ohio Air National Guard as well as Air Force doctrine by posing several common questions. This information is intended to provide a quick, informal reference that all Airmen should have at their fingertips. Although many of the questions are answered in a formal manner, the target audience is meant to encompass all Airmen—from the most senior commanders to the newest enlistees. This publication is not meant to replace doctrine nor does it relieve the responsibility to read and know Air Force doctrine. In the end, doctrine “lies at the very heart of warfare.” Read it!!!

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Preface

This document was originally published as an informal guide to answering important questions regarding air and space power and has been recently adapted for our Air National Guard audience. Originally authored by Major Fritz Baier, the intent was to boil down formal doctrinal verbiage into layman's terms that all Airmen could relate to. This document builds on Fritz's original idea by keeping the language simple and answering relevant questions about today's Air Force and the Ohio Air National Guard. Many of the original questions have been kept because of their enduring connection with air and space power. Other questions have been added that pertain to elements and concepts at the forefront of the Ohio Air National Guard.

1. What is doctrine?

Doctrine is a statement of officially sanctioned beliefs, warfighting principles, and terminology that describes and guides the proper use of military forces in operations. It is what we have come to understand, based on our experience to date. It is the collective body of thought on the best way to employ a given system, perform a given task, or organize for a specific mission. Doctrine prepares us for future uncertainties and provides a common set of understandings on which Airmen base their decisions. In application, doctrine should be used with judgment. It is authoritative, but not directive. Think of doctrine as the recommended “best practice.”

2. What is an Airman?

An Airman is any US Air Force member (officer or enlisted; active, reserve, or guard; and Department of the Air Force civilians) who supports and defends the US Constitution and serves our country. An Airman understands the potential of air and space power.¹ We capitalize the term Airman to highlight the importance of the heart and soul of our unique fighting force—its people. To paraphrase General John Jumper, “We have the finest Air Force in the world because of the generations of Airmen who have fought before us and devoted their lives to dominating the skies. Capitalizing the term ‘Airman’ recognizes their historic achievements and signifies our unique contributions to fighting and winning America’s wars.”

3. Why does an Airman need doctrine?

Doctrine is the distillation of our Service’s identity. It tells us how to effectively apply air and space power to help defend the country and achieve national goals. Understand that your doctrine is the Airman's inheritance, passed down to us from Airmen before us. It is our warfighting legacy. Doctrine tells us who we are and why our Air Force exists. Doctrine is the distilled warfighting experience and thoughts of our Service's heroes, leaders, theorists, and scholars. But most importantly, it captures and crystallizes the warfighting lessons learned of everyday Airmen throughout our history. Finally, we need to remember that it is our responsibility today to improve Air Force doctrine through experience and debate, so that we can pass down our best practices and our lessons learned to tomorrow's Airmen. Take, advance, and pass the torch.

¹Air Force Doctrine Document (AFDD) 1-1, *Leadership and Force Development*

4. What is the Airman’s perspective?

The Airman’s perspective involves a certain mindset shaped by what we know and believe about the use of military force in four dimensions– speed, range, altitude, and time– and their relationship to the air and space operating environment. It is best illustrated by a passage by author Tom Clancy²: “Landmen think about defeating the enemy army; airmen think about defeating the enemy.” This connotes a range of possible actions against the entire breadth of an enemy’s political, economic, and military infrastructure. It couples the inherent speed, range, and flexibility of air and space power to the strategy of defeating the enemy *as a system* – not just focusing on the force-on-force ground battle.

The Airman’s perspective, then, is a broad encompassing framework for thinking about present and future warfare. Therefore, the Airman’s understanding of these dimensions in war is significantly different and broader than the perspective of surface military forces.

5. Why is the Air Force a separate Service?

The US Air Force is a separate Service for one primary reason: a belief that airpower’s full potential to contribute to war fighting could be realized only if airpower capabilities were a separate, functionally organized military service, coequal with the other military branches of the United States armed forces.

Previous use of airpower by ground and naval commanders showed that airpower capabilities were not always fully understood nor properly exploited. The other Services retain tactical aviation branches that support their organic schemes of maneuver. By comparison, the Air Force is an organization that delivers the full range of air and space power to provide effects from the tactical to the strategic level.

6. What is policy?

Policy is an official statement intended to influence and determine decisions, actions, and other matters. It is, for the Air National Guard, directive in nature. Policy is the answer to the question, “*What do we want to do?*” Policy primarily outlines broad goals but may articulate certain procedures or objectives. Policy is not doctrine.

7. What is strategy?

Simply put, strategy is a prudent idea or set of ideas for employing the instruments of national power in a synchronized and integrated fashion to achieve theater, national, and/or multinational objectives.³

²Tom Clancy, *Every Man a Tiger*, G.P. Putnam’s Sons, 1999.

³Joint Publication JP 3-0, Joint Operations.

8. What is command and control?

Per JP 1-02, it 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, and controlling forces and operations in the accomplishment of the mission.

9. What is air superiority?

Simply put, air superiority allows freedom of action without excessive enemy interference. According to Air Force doctrine, air superiority is “that degree of dominance of the air medium which permits the conduct of operations by friendly land, sea, and air forces at a given time and place without prohibitive interference by the enemy, while denying that enemy the same freedom of action.”⁴ Air superiority is important because it gives the joint force commander the freedom from attack, freedom to maneuver, and the freedom to attack. Air superiority involves integrated air, space, and information operations that produce a state or relative advantage over an adversary.

10. What is space superiority?

Space superiority is a term Airmen use to describe the degree of space advantage of one force over another that permits the conduct of operations at a given time and place without prohibitive interference by the opposing force. It is a distinctive capability of the Air Force because we bring space expertise across the range of military operations. Space supremacy is the degree of space advantage of one force over another that permits the conduct of operations at a given time and place without effective interference by the opposing force.

11. What is information superiority?

Like air and space superiority, information superiority also helps provide the joint force the freedom from attack, the freedom to maneuver, and the freedom to attack. Specifically, information superiority is the degree of dominance that allows friendly forces the ability to collect, control, exploit, and defend information without effective opposition—is an Air Force core competency upon which all the other core competencies rely.⁵ Embedded in information operations is the requirement to assure confidence in friendly information for friendly forces.

⁴ AFDD 2-1, *Air Warfare*.

⁵ AFDD 2-5, *Information Operations*.

12. What is an air and space expeditionary force?

The Air Force established the air and space expeditionary force (AEF) concept as a means to provide forces and support on a rotational, and thus a relatively more predictable, basis. These AEFs, however, only provide a source of readily trained operational and support forces, but do not provide for a commander or the necessary command and control mechanisms. Forces sourced from AEFs will fall in on in-theater forces. The AEF is the mechanism for managing and scheduling forces for expeditionary use.⁶ The Air National Guard plays an important role in the AEF during wartime operations providing a quick response, when appropriate, to national security interests creating a tailored, sustainable force.

13. What are centralized control and decentralized execution?

Centralized control is the practice and principle of assigning the authority to a single Airman to organize, plan, and integrate operational/theater-level air and space operations. The tenet of centralized control, decentralized execution complements the principle of unity of command. As the first principle of war, “Unity of command ensures concentration of effort for every objective under one responsible commander. The Air Force values unity of command to help ensure coherent, orchestrated purpose and action. Unity of command is an essential element for centralized control and the ability to fuse multiple air and space capabilities. In this sense, centralized control means having the authority to plan, direct, prioritize, synchronize, integrate, and deconflict air and space forces as well as designate objectives and give authoritative direction necessary to achieve those objectives. Ultimately, centralized control grants air and space forces the ability to be both flexible and versatile.

Decentralized execution is the practice of delegating the execution authority over air and space operations to subordinate commanders. It means being able to execute air and space operations from dispersed locations, allowing the execution of tactical operations to exploit unforeseen opportunities, and allowing tactical commanders the flexibility to perform their missions without rigid direction from above. There is a natural tension between the practices of centralized control and decentralized execution that manifests itself in the time required to complete the air tasking order cycle. Despite the tension, the air tasking order process accommodates responsiveness, immediacy, and latitude in execution at the tactical level.

⁶ AFDD 1, *Air Force Basic Doctrine*.

14. Why are centralized control and decentralized execution important?

The Air Force believes this concept must be applied properly to achieve the necessary integration of air and space efforts without rigidly controlling tactical execution. Airmen believe the most efficient use of airpower is to win wars rather than battles. Therefore, centralized control of air and space forces under a single Airman is essential if the JFC intends to exploit the full potential of air and space power to produce strategic and operational-level effects. Airmen *do* understand that individual battles must also be won, but in the grand scheme of things it is more important to win the war. The evidence for this view is compelling and is underscored by the fact that well-constructed, effective operational strategies and supporting objectives always focus on war winning. The Air Force believes that in most circumstances air and space power best contributes to the theater effort at the strategic and operational level. Nevertheless, decentralized execution allows air and space forces to be responsive to the tactical situation, either on the surface, in the air, or in space.

Modern communications technology provides a temptation towards increasingly centralized execution of air and space power. Although several recent operations have employed some degrees of centralized execution, such command arrangements will not stand up in a fully stressed, dynamic combat environment, and as such should not become the norm for all air operations. A high level of centralized execution results in a rigid campaign unresponsive to local conditions and lacking in tactical flexibility. For this reason, execution should be decentralized within a command and control architecture that exploits the ability of strike package leaders, air battle managers, forward air controllers, and other front-line commanders to make on-scene decisions during complex, rapidly unfolding operations.

15. What is combatant command?

Combatant command (COCOM) is defined as a unified or specified command with a broad continuing mission under a single commander established and so designated by the President, through the Secretary of Defense and with the advice and assistance of the Chairman of the Joint Chiefs of Staff. Combatant commands typically have geographic or functional responsibilities.⁷ Combatant command is the legal, nontransferable authority and responsibility that combatant commanders exercise; the term “combatant commander” in military doctrinal use refers specifically to those senior leaders who command at the highest level assigned to the military leadership in the operational chain of command. This also means that combatant commanders can exercise operational or tactical control of their assigned forces at their discretion.

⁷ JP 5-0, Joint Operation Planning

Combatant commanders exercise COCOM through their subordinate commanders, to whom they normally delegate operational control (OPCON) of forces. Because it is not transferable, combatant commanders retain COCOM of their assigned forces, even if those forces have been temporarily attached to an operation under a different combatant commander. For clarification, the acronym COCOM refers to the command authority only, not to the individual exercising it. A combatant commander is referred to as a CCDR. Examples of combatant commanders include geographic commanders such as the commanders of PACOM, EUCOM, and CENTCOM, as well as the commanders of unified functional commands such as TRANSCOM and STRATCOM. Lower level commanders from MAJCOM down through tactical unit level, while they may be “combat” commanders, are not defined as “combatant” commanders.

16. What is operational control?

Operational control (OPCON) is the command authority usually delegated to subordinate Service component commanders from a combatant commander. It is the legal and moral responsibility to exercise control over the general direction and operation of assigned or attached military forces. When these subordinate Service component commanders have operational control, they can organize their commands and employ their forces, assign tasks, designate objectives, and give authoritative direction necessary to accomplish the mission. As a rule of thumb, OPCON allows a commander authority to plan and execute the military operations of large war-fighting components. It is that level of control that is normally responsible for the day-to-day operations of a particular component or unit. OPCON is a joint authority between joint commanders and usually is not exercised below the component commander level.

17. What is tactical control?

Tactical control (TACON) is a command authority delegated to, and exercised at, any level at or below the level of combatant command. TACON is that level of control that allows commanders to direct and control generally smaller-sized units to accomplish a specific task or mission – in short, the detailed, mission-specific control normally focused on accomplishing a single tactical objective. Like OPCON, TACON is a joint authority between joint component commanders.

18. What is support?

Support is a command authority that aids, protects, complements, or sustains another force. It is usually used when neither OPCON nor TACON is appropriate, as for example when a functional combatant commander is assisting a geographic combatant commander (for example, air mobility forces from United States Transportation Command [USTRANSCOM] placed in support of United States Central Command [USCENTCOM]).

19. What is administrative control?

Administrative control (ADCON) is the authority and responsibility of a Service commander to tend to the personal and professional welfare of the Service forces assigned to him or her. This normally means being responsible for logistic support, readiness, training, and personnel management issues such as discipline, budgeting, and other functions of that nature— the “organize, train, and equip” responsibilities. ADCON is not a warfighting authority like COCOM, OPCON, TACON, or support relationships. Normally the COMAFFOR will exercise ADCON of all Air Force personnel assigned or attached to the Air Force component command. ADCON is strictly a Service responsibility.

20. What is force protection?

The Air Force defines force protection as “an integrated application of offensive and defensive actions that deter, detect, preempt, mitigate, or negate threats against Air Force air and space operations and assets, based on an acceptable level of risk.”⁸ Key to the Air Force view of FP is the protection of its people, the prime asset of the Service. In addition, in the Air Force perspective, prevention of accidents, along with protection against various forms of disease, especially those induced through hostile action, are elements of FP. It does so by denying an enemy information, access, and influence over our force, allowing us to perform our mission in the most effective manner possible.

21. Other than the Air National Guard, what components comprise the “Total Force?”

The Total Force of the United States Air Force is comprised of military and civilian members serving within three components— the active, Reserve, and Guard forces. Each component brings unique talents and capabilities that must be integrated together to perform the Air Force’s missions. The current National Defense Strategy indicates that the National Guard and Reserve will be full partners in the fully integrated Total Force. Air and space power cannot be applied optimally without the contributions of each component working together. The Total Force *is* the United States Air Force.

22. What are the Air National Guard core values?

Core values are those essential moral principles or beliefs held in the highest regard by an individual or group. The Air National Guard (based on the Air Force) core values— *Integrity First*, *Service before Self*, and *Excellence in All We Do*— represent the Air National Guard’s firm convictions about the nature of our personal character, our commitment to each other and our nation, and the manner in which we perform our service. Reflecting these core values in one’s personal and professional lives is a challenge that must be faced every single day.

⁸ AFDD 2-4.1, *Force Protection*.

23. What is the Ohio Joint Force Headquarters?

A joint force is a general term applied to a force composed of significant elements, assigned or attached, of two or more Military Departments under a single joint force commander (JP 3-01). Similarly, the joint force headquarters should also be fully integrated, with Service representation that corresponds to the makeup of the assigned and attached forces. An example of a joint force in the National Guard is the Ohio Joint Force Headquarters comprised of both Air and Army National Guard personnel. The current commander of the Ohio National Guard is The Adjutant General, Maj. Gen. Deborah A. Ashenurst.

24. What is the Ohio ANG Headquarters and where is it located?

Since Jan. 2011, Brig. Gen. Mark E. Bartman has served as the commander and the Assistant Adjutant General of the Ohio Air National Guard. The Ohio Air National Guard Headquarters is part of the Joint Force Headquarters co-located with the Army National Guard at Beightler Armory in Columbus, Ohio. The Ohio ANG is comprised of approximately 4,700 Airmen on call at four wings and seven units throughout the state. Learn more at: www.oh.ang.af.mil

25. What is the Ohio ANG Headquarters A-staff?

The Ohio ANG headquarters A-staff manages the various operations of and deliberate planning for the Ohio ANG. It is functionally organized by numbers. Each number represents a staff element: A-1 represents manpower and personnel; A-2 represents intelligence, A-3 represents operations; A-4 represents logistics; A-5 represents plans; A-6 represents communications and information; A-7 represents installations and mission support; A-8 represents programs; and A-9 represents analyses and assessments.

26. What are the top Ohio ANG priorities for 2012?

The top priorities for the Ohio ANG for 2012 are:

- Develop Agile Airmen
- Develop Internal and External Opportunities for Growth
- Engage in Homeland Defense Mission Sets
- Develop Total Force Leaders
- Engage with Employers
- Provide a Well-Prepared and Flexible Response to Any External Challenge
- Maintain Robust Family Support Programs

27. How many units are in Ohio and where are they located?

Ohio ANG wings and units are geographically dispersed throughout several Ohio communities. In fact an ANG Airman can be found in nearly every zip code. Units are based in Columbus, Springfield, Mansfield, Toledo, Zanesville, Cincinnati, and Port Clinton.

OHIO ANG UNITS & LOCATIONS	
OHANG Headquarters, JFHQ –Ohio	Columbus
121st Air Refueling Wing	Columbus
178th Fighter Wing	Springfield
179th Airlift Wing	Mansfield
180th Fighter Wing	Toledo
123rd Air Control Squadron	Cincinnati
164th Weather Flight	Columbus
200th Red Horse Squadron, Det 1	Port Clinton, Mansfield
251st Combat Communications Group	Springfield
269th Combat Communications Squadron	Springfield
220th Engineering Installation Squadron	Zanesville

28. Which aircraft and mission sets does the Ohio ANG support?

The Ohio ANG operates four different aircraft, including the F-16, C-27J, MQ-1, and KC-135. The F-16 Fighting Falcon is a compact, multi-role fighter aircraft, which is highly maneuverable and has proven itself in air-to-air combat and air-to-surface attack. The C-27J Spartan is a twin turboprop aircraft with a short takeoff-and-landing capability that provides access to airstrips otherwise unreachable by fixed-wing aircraft. Coupled with the National Air and Space Intelligence Center mission, the MQ-1 Predator unmanned aerial vehicle provides intelligence, search and reconnaissance gathering features, as well as munitions capability to support ground troops and base defense. The KC-135 Stratotanker provides the core aerial refueling capability for the US Air Force and has excelled in this role for more than 50 years. This unique asset enhances the Air Force's capability to accomplish its primary missions of Global Reach and Global Power.

29. Is the Ohio Air National Guard accessible to the Air Force?

Absolutely! Just days after a no-fly resolution was ratified in Libya, Ohio ANG tankers were supporting airborne refueling efforts. Within minutes of the 9-11 attacks, ANG aircraft from Ohio were airborne protecting America's skies.

30. How is the Ohio Air National Guard involved in current conflicts?

In 2010, Ohio ANG members deployed nearly 200,000 days around the world. Every day 1,392 Ohio Airmen protect our homeland through such missions as the Aerospace Control Alert and National Air & Space Intelligence Center operations. The Ohio ANG operates 1 of only 18 US air defense alert sites. Additionally, the Ohio ANG is part of the first validated Homeland Response Forces in the nation- 1 of only 10 in the US.

31. How cost-effective is the Air National Guard?

For 7% of the AF budget, the ANG provides 19% of the AF total personnel and 30-40% of the AF fighter, tanker, and airlift capacity. Only 6% of the US Air Force budget is used by the ANG while providing 35% of Air Force capabilities!

The ANG operates at less than 2 cents of every dollar spent on defense. For the cost of one active duty service member, our Nation can train, retain, and deploy three Ohio ANG Airmen. Furthermore, Reserve component retirement costs are 90% less as compared to active duty costs. The average Reserve component member's pay is 28% that of an active duty member.

32. How have communities been impacted financially by the Ohio Air National Guard?

The Ohio Air National Guard financial impact on Ohio communities in 2010 was \$394,000,000.

33. How much have Ohio Air National Guard members contributed to their communities?

Ohio Air National Guard members contributed \$151,000 in 2010 toward community causes and charities.

34. What is the State Partnership Program?

The National Guard State Partnership Program (SPP) links U.S. states with a partner country for the purpose of improving bilateral relations with the United States. The program's goals reflect an evolving international affairs mission for the National Guard, to promote regional stability and civil-military relationships in support of U.S. policy objectives. The state partners actively participate in a host of security cooperation activities ranging from bilateral familiarization and training-like events, to exercises, fellowship-style internships and civic leader visits.

The Ohio National Guard has two state partners. Since 1993, the Ohio National Guard has partnered with the Republic of Hungary, and in September of 2006, the Ohio National Guard entered into a partnership with the Republic of Serbia.

35. What is the Employer Support for the Guard and Reserve organization?

Employer Support of the Guard and Reserve (ESGR) is a Department of Defense organization and was established in 1972 to promote cooperation and understanding between Reserve component members and civilian employers and to assist in the resolution of conflicts arising from an employee's military commitment. To learn more, visit: www.esgr.org

36. How does ESGR benefit ANG members?

The ESGR organization develops and promotes employer support for Guard and Reserve service by advocating relevant initiatives, recognizing outstanding support, increasing awareness of applicable laws, and resolving conflict between employers and service members to create and maintain a culture in which all American employers support and value the military service of their employees.

37. What is TRICARE and is an ANG member eligible?

Yes. TRICARE is the health care program serving uniformed Service members, retirees and their families worldwide. TRICARE offers comprehensive, affordable health coverage with several health plan options, a robust pharmacy benefit, dental options, special programs and demonstrations. Visit the following for more information: www.tricare.mil

38. What is the Yellow Ribbon Reintegration Program?

The Yellow Ribbon Reintegration Program (YRRP) is a congressionally mandated program that was established in 2008 under the National Defense Authorization Act, which called for information events and activities for National Guard and Reserve service members and their

families, to facilitate access to services supporting their health and well-being throughout the deployment cycle. Learn more here: <http://www.yellowribbon.mil/about>

39. How does the YRRP benefit ANG and family members?

The Yellow Ribbon Reintegration Program is a Department of Defense-wide effort to promote the well-being of National Guard and Reserve members, their families and communities, by connecting them with resources throughout the deployment cycle. Through Yellow Ribbon events, service members and loved ones connect with local resources before, during, and after deployments. Reintegration during post-deployment is a critical time for ANG members as many live far from military installations and members of their units. Commanders and leaders play a critical role in assuring that ANG members and their families attend Yellow Ribbon events where they can access information on health care, education/training opportunities, financial, and legal benefits.

40. Is YRRP only for ANG members after returning from deployment?

No. The Yellow Ribbon Reintegration Program addresses all aspects and challenges of the pre, during, and post phases of deployment. YRRP helps service members and their loved ones prepare for deployment, cope with the challenges during deployment, and at the 30-, 60-, and 90-day post-deployment points.