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Public Affairs

*PUBLIC AFFAIRS CONTINGENCY
OPERATIONS AND WARTIME READINESS*

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This instruction implements Air Force Policy Directive (AFPD) 35-1, *Public Affairs Management*; Department of Defense Instruction (DODI) 5400.13, *Public Affairs (PA) Operations*; DODI 5400.14, *Procedures for Joint Public Affairs Operations;* and DODI 5040.02, *Visual Information*.   It provides guidance for PA planning and operations in support of combatant commander requirements and for PA posturing, coding, reporting, and sourcing requirements and provides guidelines in support of expeditionary operations. As PA Airmen are first and foremost a deployable combat capability, fully trained and prepared to meet the needs of the joint warfighter inside and outside the wire, this instruction applies to all PA Airmen, including the Air Force Reserve (AFR) and Air National Guard (ANG) except where otherwise noted, and their supervisors at all levels. This publication may be supplemented at any level, but all direct supplements must be routed to SAF/PAR for coordination prior to certification and approval. When a requirement is mandated for compliance at the wing level throughout this instruction, the requirement is tiered following the sentence/paragraph that drives the requirement. The authorities to waive wing/unit-level requirements are identified with a tier number ("T-0, T-1, T-2, T-3") following the compliance statement.   See AFI 33-360, *Publications and Forms Management*, Table 1.1, for a description of the authorities associated with tier numbers. Submit requests for waivers through the chain of command to the appropriate tier waiver approval authority or to SAF/PAR for non-tiered compliance items. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with (IAW) the Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). This instruction requires collecting and maintaining information protected by the *Privacy Act of 1974*, 5 United States Code Section 552a, and AFI 33-332, *The Air Force Privacy and Civil Liberties Program*, 5 June 2013**.** The authorities to

collect and or maintain the records prescribed in this publication are Title 10 *United States Code*, Section 8013; Title 10 United States Code, Section 8032; and Executive Order 9397 (SSN) as amended. Forms affected by the Privacy Act have an appropriate Privacy Act statement. The applicable Privacy Act System of Record Notice (SORN) F010 AFMC, Deliberate and Crisis Action Planning and Execution Segments (DCAPES), is available online at **http://dpclo.defense.gov/Privacy/SORNs.aspx**. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command.

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. This revision reorganizes the content of the previous version; clarifies, expands, and consolidates roles and responsibilities at all levels; provides greater explanation of operational planning processes and responsibilities; incorporates and replaces PA functional area prioritization and sequencing guidance previously issued separately; reflects updates to the Air Expeditionary Force construct; establishes Status of Resources and Training System/Defense Readiness Reporting System reporting requirements for Headquarters Air Force Public Affairs Agency and its subordinate units; adds a requirement for after action reports following a deployment or major exercise; clarifies that while PA may be involved in coordinating the public release of weapons system video and must ensure appropriate masking procedures are followed, PA does not collect, process, or produce the video or products for operational purposes; adds a section defining terms; and tiers wing/unit-level compliance requirements IAW AFI 33-360.

Chapter 1

PUBLIC AFFAIRS IN CONTINGENCY OPERATIONS

1.1. Scope and Purpose. Public Affairs (PA) Airmen support combatant commander contingency and warfighting requirements as directed by competent authority (i.e., assigned combatant commander (or equivalent) or the Secretary of Defense). Joint Publication 3-61, *Public Affairs*, provides doctrine and guidance for the Armed Forces of the United States regarding PA advice and support to joint operations and is the basis for training and preparing PA Airmen to support joint force commanders; Air Force Doctrine Annex 3-61, *Public Affairs Operations*, provides additional foundational guidance. This Air Force instruction provides additional authoritative guidance and applies to all Airmen who hold the 3N or 35X Air Force Specialty Code (AFSC).

1.1.1. Through the release of timely, truthful, and accurate information, PA Airmen inform audiences about the context of operational actions, which helps achieve national objectives and undermine adversary propaganda. Public Affairs capabilities are integral to air, space, and cyberspace planning and operations, enabling commanders to achieve information dominance across the battle space and across the spectrum of conflict.

1.1.2. The Joint Strategic Capabilities Plan tasks each combatant commander to consider public information options to deter conflict before using force. Public Affairs assists in this effort by planning, coordinating, and synchronizing public communication activities and resources, in concert with other lines of operation, to support the commander's intent and concept of operations. Public Affairs Airmen help clearly communicate U.S. goals and objectives at the strategic level; U.S. expectations of the adversary's required course of action to address international concerns and U.S. justification for concern and/or action at the operational level; and, at the tactical level, the U.S. intended course of action if the adversary refuses to comply.

1.1.3. Public Affairs Airmen support combatant commander contingency requirements through the Air Expeditionary Force (AEF). Through the AEF, the Air Force maintains a predictable, standardized, team-focused battle rhythm ensuring forces are properly organized, trained, equipped, and ready to sustain capabilities while rapidly responding to emerging crises.   AFI 10-401, *Air Force Operations Planning and Execution*, prescribes the procedures and standards that govern the AEF and overall Air Force operations planning and execution.

1.2. Public Affairs Core Competencies.

1.2.1. **Providing Trusted Counsel to Leaders**. Public Affairs Airmen deliver candid and timely communication counsel and guidance to joint force commanders. This capability includes analyzing and interpreting the information environment, monitoring national and international public understanding, providing lessons learned, forecasting the possible impact of military operations on public opinion, and preparing joint force commanders to communicate through the media and other methods.

1.2.2. **Enhancing Morale and Readiness**. Public Affairs operations enable Airmen to better understand their roles by providing information about how policies, programs, and

operations affect them and their families; provide avenues for feedback; and recognize achievements. Public Affairs programs keep Airmen and their families informed about operations, events, and issues to reduce stress and uncertainty, while mitigating other conditions that may degrade morale, thus hindering mission accomplishment. It is also an inherent element of the PA mission to keep internal audiences apprised of support programs available to both deployed Airmen and their families.

1.2.3. **Fostering Public Trust and Support**. Military leaders are able to effectively recruit, equip, and train forces to perform across the full range of military operations by gaining the support of the public and Congress. Effective PA operations support a strong national defense by building public trust and understanding of the military's contribution to national security, strengthening bonds with the public through open, timely, and honest dialogue. Public Affairs operations give people the information they need, enhanced by visual information, to understand military roles and missions during peacetime, contingencies, and crises. This understanding is critical to earning and sustaining public support for military operations.

1.2.4. **Global Influence and Deterrence**. Joint force commanders employ PA to develop and implement communication strategies that inform national and international audiences and adversaries about the impact of the U.S. military during operations and exercises through the release of information and imagery. Informing global audiences of U.S. military capabilities and resolve can enhance support from allies and friendly countries and deter potential adversaries. When adversaries are not deterred from conflict, information about U.S. capabilities and resolve may still shape the adversary's planning and actions in a manner beneficial to the United States.

1.3. Public Affairs Capabilities. While the weight of effort applied to its different components will vary based on the situation and the commander's priorities, along with providing communication counsel, the PA program in contingency or wartime operations should generally encompass all PA capabilities, including communication planning, media operations, community engagement, command information, visual information, and security and policy review. The relationship between PA and information operations (IO) should also be understood.

1.3.1. **Media Operations**. Mass media outlets are key actors in the global information environment, with significant implications for military operations. Through technology and a complex web of formal and informal support and integration relationships, today's mass media possess global reach with sophisticated capabilities and tactics that mirror those of the U.S. military. Most major national and international news outlets actively gather, synthesize, and distribute information and imagery around the clock in real time. Though all media outlets have their own editorial policy and define and cover news differently, most major outlets focus heavily on military operations during times of international crisis and war. The operational reality for the U.S. military is that the media are, and will continue to be, key actors during crises and conflicts. Principles of Information for news media coverage of DOD operations are prescribed in DODD 5122.05, *Assistant Secretary of Defense for Public Affairs*.

1.3.2. **Community Engagement**. Effective engagement builds an informed public that is more inclined to support military operations and less susceptible to the effects of adversary misinformation or inaccurate media reports. In many deployed environments, effective

community engagement is vital to the success of U.S. military operations and is instrumental in gaining the trust, respect, and support of local populations and deterring their support to the adversary. Community engagement can serve as a force multiplier by fostering a friendly and permissive environment in which joint forces can operate freely or with reduced risk. In forward joint operations areas, community engagement may fall within the scope of a civil affairs plan (see Joint Publication (JP) 3-57, *Civil-Military Affairs Operations*).

1.3.3. **Command Information**. Command information is the responsibility of each service. Providing Airmen timely, accurate, and useful information results in informed support for the Air Force mission and degrades the effectiveness of adversary disinformation, propaganda, or deception. Public Affairs provides commanders tools through which they can respond to concerns of Airmen and their families and enhance Airman morale and readiness.

1.3.4. **Visual Information.** Public Affairs ensures the full range of military operations, historical and newsworthy events, and the physical environment in which these are planned or take place are visually and accurately recorded. In addition to providing a historical record, visual information supports operational planning and decision making, public diplomacy, military information support operations, combat assessment, training, DOD business operations, and public information requirements. As a specialized subset of visual information, Combat Camera is a rapid global response capability uniquely organized, trained, and equipped to document air and ground operations, with the technological capability to acquire, process, and rapidly transmit still and motion imagery in austere operating environments.

1.3.5. Security and Policy Review.

1.3.5.1. Security and policy review determines the suitability for public release of information and imagery and represents an ongoing effort to inform and increase public understanding of DOD missions, operations, and programs. Security and policy review ensures material proposed for public release is accurate, does not contain classified or critical information, and does not conflict with service, DOD, or U.S. Government policy. Any official information intended for public release that pertains to military matters, national security issues, or subjects of significant concern to DOD must be reviewed by PA prior to release. The intent is not to censor unclassified information; security review supports operations security by preventing the release of classified or critical information that could be exploited. Operations security applies to all activities that prepare, sustain, or employ forces during all phases of operations. Within these parameters, public release of official DOD information is limited only as necessary to safeguard information requiring protection in the interest of national security or other legitimate governmental interest. See AFI 35-102, *Security and Policy Review Process*; AFI 31-401, *Information Security Program Management*; and AFI 10-701, *Operations Security*.

1.3.5.2. The security and policy review clearance process determines the suitability for public release of information; it does not grant approval to release the information. Release of information is the decision of the originator, often reached through chain of command coordination. Nor do security and policy reviews classify or declassify information even though classified or sensitive information may be identified. The office of primary responsibility of the material under review determines original classification. Department of Defense material submitted for review may be released to the public

domain only after it has both been reviewed for security and policy consistency and is approved for release by a competent authority.

1.3.5.3. In deployed operations, the information and imagery review authority is the joint force commander, who may delegate that authority to forward-deployed PA Airmen at the lowest level where competent authority exists to judge the security and policy aspects of the information and imagery submitted for review. Joint force commanders must ensure PA operations are closely integrated with their staffs to minimize delay in providing security review of operational products like weapons system video and other imagery that demonstrate military capabilities. (**Note:** While PA may be involved in coordinating the public release of weapons system video and must ensure appropriate masking procedures are followed, PA Airmen do not provide manpower or assistance to collect, process, or produce weapons system video or products thereof for operational purposes, which is a responsibility of the intelligence function.) This process also promotes consistency in the type of unclassified information released to the public. Regardless of the level of the release authority, all PA Airmen must ensure deployed unit members understand and comply with guidelines regarding information and imagery collection, review, and release, to include personal communications, photographs, and videos.

1.4. Relationship Between PA and IO. Joint Publication 3-13, *Joint Doctrine for Information Operations*, defines IO as the integrated employment, during military operations, of information-related capabilities in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries while protecting our own. Information-related capabilities are tools, techniques, or activities employed within a dimension of the information environment that can be used to create effects and operationally desirable conditions. They include, but are not limited to, electronic warfare, cyberspace operations, military information support operations, civil-military operations, military deception, intelligence, and PA. While both PA and IO plan and execute public information activities, they differ with respect to their publics, scope, intent, and authorities. As such, they are separate functional areas, with PA serving as part of the joint force commander's staff and IO supporting operations from the Director of Operations, the J3. Joint force commanders ensure appropriate coordination between PA and IO activities consistent with policy, legal limitations, and security. While IO is doctrinally responsible for integrating information-related capabilities into the joint operation planning process, this is a collaborative process and does not give IO the authority to plan or speak for PA.

1.4.1. Policy, precedent, integrity, and good strategy all bar PA from intentionally providing false or misleading information. Therefore, it is essential that PA Airmen keep the intent of other information-related capabilities in perspective to lessen the chance of compromise and conflicting efforts. Public Affairs integration with other information-related capabilities is vital to ensure capabilities complement rather than conflict with each other. Air Force Doctrine Annex 3-13, *Information Operations*, provides additional guidance.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Director, Secretary of the Air Force Office of Public Affairs (SAF/PA)

2.1.1. Advises the Secretary of the Air Force, Chief of Staff of the Air Force, and other Department of the Air Force leaders on all matters relating to Air Force communication strategies, programs, activities, and resources.

2.1.2. As the Air Force functional authority for PA, establishes policy and guidance to organize, train, and equip PA capabilities to satisfy Air Force expeditionary and home station requirements, establishing and overseeing processes to assess and enhance the readiness and availability of PA Airmen.

2.2. Secretary of the Air Force Office of Public Affairs Requirements and Development Division (SAF/PAR)

2.2.1. Serves as the Headquarters Air Force Functional Area Manager (FAM) for PA and as the principal advisor to the Director of Public Affairs on career field readiness issues, policies, and procedures. Provides policy and guidance on all aspects of PA mission areas as they relate to operational requirements. Interprets, develops, and applies joint and Air Force operational and exercise planning and execution policy and guidance and resolves issues, problems, and inconsistencies.

2.2.2. Attends Global Force Management conferences as the Air Force agency responsible for all wartime planning policies and procedures that affect the entire PA functional area.

2.2.3. Develops PA Mission Capability Statements (MISCAPs) and strategy for UTC posturing, coding, and sourcing. As a pilot unit, serves as the Manpower and Equipment Force Packaging (MEFPAK) System and Logistics Detail (LOGDET) planner for all PA UTCs. Establishes policy to evaluate, manage, exercise, and deploy PA UTCs.

2.2.4. Leads PA Mission Essential Task List (METL) development for use as Defense Readiness Reporting System (DRRS) capabilities-based readiness reporting measurement criteria. Updates METLS if or when specific capability does not meet combatant commander requirements. Ensures METLs map to related capabilities in the Universal Joint Task List (UJTL).

2.2.5. Postures, codes, and sources PA Airmen assigned to SAF/PA (to include the Air Force Public Affairs Agency and its operating locations); monitors major command (MAJCOM) and Field Operating Agency (FOA) and Direct Reporting Unit (DRU) posturing and coding for both active and Reserve Components to ensure compliance with Headquarters Air Force guidance; and recommends changes to posturing at all organizational levels to maximize UTC availability. Plans and conducts an annual PA planning and sourcing workshop attended by MAJCOM and select Component Numbered Air Force (C-NAF) PA planners and FAMs.

2.2.6. Centrally manages and directs the sourcing of PA UTCs to meet global requirements and resolves shortfalls if a MAJCOM is unable to fill a requirement. Provides sourcing nominations (by MAJCOM) to the Air Force force provider for conventional forces as

outlined in Air Force annual Global Force Management planning guidance. Approves all taskings, coordinates with components to redirect forces when necessary, and develops mitigation strategies to offset impacts. Determines the degree of augmentation required by the Air Reserve Component.

2.2.7. Works closely with component NAFs and MAJCOMs to ensure requirements levied on them directly from their combatant commander are accounted for in the overall management of PA resources.

2.2.8. Oversees and sets formal classroom and field expeditionary skills training standards for all PA UTCs.

2.2.9. Reviews and validates after action reports submitted by PA Airmen upon return from deployment or participation in a major exercise, identifying action items and sharing relevant information with the appropriate component headquarters PA director(s) to incorporate best practices and practical guidance into standard operating procedures, training, equipment, etc.

2.3. Headquarters Air Force Public Affairs Agency (AFPAA). In addition to performing functions in para 2.4 below:

2.3.1. Organizes, trains, and equips readily deployable and adaptive PA and Combat Camera UTCs that may operate as independent units or be integrated into an air operations center (AOC).

2.3.2. Ensures availability of aircrew-qualified Combat Camera Airmen to support operational aerial requirements.

2.3.3. Funds AFPAA personnel, equipment, and supplies for contingency and wartime requirements.

2.3.4. Ensures headquarters and subordinate unit readiness is reported in the AEF UTC Reporting Tool (ART) and in DRRS/Status of Resources and Training System (SORTS) within established timelines. **(T-1)**

2.4. MAJCOM, FOA and DRU Directors of Public Affairs

2.4.1. Establish and oversee processes to assess, enhance, and monitor the availability of forces and equipment within their commands to satisfy Air Force expeditionary and home station requirements. When appropriate, supplement Headquarters Air Force guidance and address MAJCOM-unique requirements. Ensure consistent application of guidance and keep SAF/PAR informed of variances, problems, and Unit Indicator Code (UIC) changes.

2.4.2. Appoint a primary and alternate FAM to provide expert guidance, manage UTCs, monitor readiness, and attend the annual PA planning and sourcing workshop. **(T-1)** Per AFI 10-401, FAMs at all echelons must complete web-based Air Force FAM training within three months of assignment and must attend DCAPES training. Completion of the Contingency Wartime Planning Course, while optional, is highly recommended for all FAMs and is mandatory for PA Airmen with planning responsibilities.

2.4.3. Posture the maximum number of standard deployable UTCs, ensuring all warfighting active component funded authorizations are postured and every Airman is assigned an AEF Indicator, following AFI 10-401 and guidance in this AFI. Ensure a balanced UTC apportionment and capability in each AEF deployment vulnerability period. Promptly

implement adjustments to posturing or coding to maximize UTC availability when directed by SAF/PAR. Ensure all Airmen are aware of their AEF Indicator as annotated in the Military Personnel Data System (MilPDS), and that UTCs are continually updated in ART, with readiness and availability changes reflected within 24 hours. **(T-1)**

2.4.4. Ensure Airmen are fully trained and equipped for deployment IAW the MISCAPs for their UTCs, and that each UTC has its own LOGDET. **(T-1)** Ensure Airmen limit leave, temporary duty (TDY) and professional military education (PME) attendance during their training preparation window unless all deployment-related training has been accomplished or does not conflict with other activities. Reduce other training to a minimum during the training window, emphasizing contingency and wartime tasks.

2.4.5. Ensure units are promptly notified of taskings to include line remark requirements and that all required training is accomplished prior to deployment. Immediately advise SAF/PAR of potential reclamas and ensure formal reclama procedures are followed. **(T-1)** Recommend home station mitigation strategies (extended work day, reduced services and products, use of Individual Mobilization Augmentees (IMAs), deferred nonessential training, etc.) to maximize deployable capability and offset impacts.

2.4.6. Maintain awareness of combatant command plan taskings affecting their commands, coordinating requirements with SAF/PAR. Ensure units are aware of combatant command plan taskings that affect them and that they participate in developing PA annexes to wing-level plans.

2.4.7. Plan for PA participation in MAJCOM exercises, coordinating requirements with SAF/PAR.

2.4.8. Ensure that within 45 days of returning from deployment or a major exercise, PA Airmen submit an after action report as described in Chapter 5, which the MAJCOM will forward to SAF/PAR within 5 duty days. Review reports for intracommand trends, deficiencies, best practices, etc., and take appropriate action.

2.5. Component Headquarters (Component MAJCOM and Component NAF) Directors of Public Affairs. Component headquarters PA offices have unique responsibilities. A component headquarters performs an operational and warfighting mission in support of a combatant command. It plans, commands, controls, executes, and assesses capabilities across the full range of military operations. A Component headquarters consists of an Air Force Forces (AFFOR) staff and an Air Operations Center (AOC), with Air Force forces assigned or attached as required to support the combatant command. The AFFOR staff's primary function is to support the AFFOR commander (COMAFFOR) at the operational level as the Air Force service component to a joint force commander. Public Affairs serves on the AFFOR staff and is responsible for all PA activities under the COMAFFOR, including within the AOC, which does not have its own PA capability; see AFI 13-103, *AFFOR Staff Operations, Readiness and Structures*, for more information. The AFFOR staff is sized at the minimum level necessary to establish a core capability for steady state, wartime/crisis surge (to the most likely wartime scenario until augmentation is available), and service functions that cannot be completed through reachback. The AFFOR PA staff should use forward forces, with reachback to its component headquarters, without duplicating capability forward and rear. The component headquarters PA:

2.5.1. Plans, coordinates, and synchronizes U.S. military public information activities and resources to support the commander's intent and concept of operations. Advises the COMAFFOR on the integrated and synchronized planning, execution, and assessment of communication operations. Ensures integration with combatant command and component headquarters staffs, other service component staffs, partner nations, and governmental and nongovernmental agencies through all phases of military operations. Ensures authorities to plan, integrate, approve, and disseminate releasable information and imagery are clearly established. Plans for and directs PA activities of subordinate elements, identifying objectives, priorities, and command relationships. Conducts security and policy review for information and imagery intended for public release.

2.5.2. Plans, coordinates, requests, and manages a PA capability that meets the commander's operational objectives, using an appropriate combination of standard Air Force PA UTCs to source operation plan (OPLAN) requirements IAW this AFI and the Public Affairs Supplement to the U.S. Air Force War and Mobilization Plan (Volume 1) (WMP-1). Ensures line remarks are correct and complete and that predeployment training and reporting instructions are updated to meet supported commander requirements. Coordinates with SAF/PAR before building or changing requirements to ensure forces are available.

2.5.3. Provides the AOC staff a PA capability to conduct operational planning and assessment, integrating PA into AOC working groups and meetings as required and ensuring PA is part of strategy development, planning, and execution phases of the air tasking cycle. Provides support to AOC-planned activities and monitors current operations for emerging issues. For additional information, see AFI 13-1AOC, Volume 3, *Operational Procedures-Air Operations Center*.

2.5.4. Plans and directs visual information collection, documentation, and distribution. Oversees activities of Combat Camera teams producing visual information products that inform decision making, operational planning and assessment, and communication as well as satisfy requirements for historical documentation of operations while deployed and under AFFOR operational control. Where rapid global response, aerial imagery, special operations, or combat maneuver and capability are not required, ensures traditional visual information capabilities, not Combat Camera, are requested and used, unless justified and coordinated in advance with the Air Staff FAM, who will coordinate with the AFPAA director.

2.5.5. Plans and directs Air Force band support for ceremonial, troop morale, protocol, and building partnership events. Coordinates troop morale events with Air Force Services and Armed Forces Entertainment in theater.

2.5.6. Ensures PA logistics support and planning details are coordinated and included in theater concept plans, operations plans, functional plans, and other theater or mission-specific planning documents. Includes provisions for transportation, facilities, communication (Internet access and/or satellite or cell phone access), equipment, lodging, messing, translation requirements, and other requirements of PA forces or to support news media. Plans should include provisions for priority in-theater air and ground transportation for movement of PA personnel, news media representatives, and their equipment, when appropriate. (**Note:** Additional PA planning considerations are outlined in JP 3-61, *Public Affairs*. Expertise and advice on global communications capabilities and availability, and/or American Forces Network support, is available through the Defense Media Activity.)

2.6. Wing Public Affairs Offices

2.6.1. Coordinate with MAJCOM FAMs to ensure all military authorizations are postured against a UTC and that all Airmen, including overages, 3-levels, lieutenants and IMAs, are assigned an AEF Indicator corresponding to an AEF deployment vulnerability period. **(T-1)**

2.6.2. Equip, IAW the complete LOGDET for each UTC, to the total number of UTCs postured. **(T-1)**

2.6.3. Ensure UTC readiness is accurately reported in ART, coordinating with the unit deployment manager (UDM), ART monitor, and/or squadron commander, and upon notification of a condition that changes (either positively or negatively) the assessment of a UTC's readiness, promptly advise the MAJCOM FAM and immediately notify the UDM, ART monitor, and/or squadron commander so the deployment availability (DAV) code is updated within 24 hours. **(T-1)** (**Note:** Unit type code readiness assessment is based on the ability to accomplish the MISCAP, the ability to fulfill the manpower requirement, and the ability to fulfill the equipment/supplies requirement (LOGDET). The MISCAP is a brief description of the capability for which the UTC is designed and may provide authorized substitutions to skill level and grades; the LOGDET is a list of equipment and supplies the UTC requires to perform the mission. Both are available from UDMs, MAJCOM FAMs and SAF/PAR.)

2.6.4. Ensure Airmen are current in their annual total force awareness training and when tasked to deploy complete all expeditionary training requirements; have all required uniform items, equipment, and supplies and know how to use them; obtain official passports; and review and comply with all line remarks and combatant command, aerial port of embarkation, area of responsibility and country/location-specific reporting instructions, promptly contacting their UDM or MAJCOM FAM if they do not understand or cannot meet any requirements. **(T-2)**

2.6.5. Ensure all Airmen are informed of their AEF Indicator. **(T-3)** Airmen should also be aware of AEF Online (**https://aef.afpc.randolph.af.mil/default.aspx**) resources including Air Force Pamphlet 0-100, *Airman's Manual*, keep personal affairs in order, and plan around AEF deployment vulnerability periods. Ensure Airmen limit leave, TDYs and PME attendance during their training preparation window unless all deployment-related training has been accomplished or does not conflict with other activities. Reduce other training to a minimum, emphasizing contingency and wartime tasks.

2.6.6. Ensure all Airmen, upon returning from deployment, comply with requirements for home station reintegration support. **(T-3)**

2.6.7. Ensure all Airmen, within 45 days of returning from deployment or a major exercise, submit an after action report IAW Chapter 5. **(T-3)**

2.6.8. As needed, plan and budget for home station mitigation strategies (extended work day, reduced services and products, use of IMAs, temporary contract or civilian overhire support, deferred nonessential training, etc.) to maximize deployable capability and offset impacts. **(T-3)**

2.7. All Airmen who hold the 3N or 35X AFSC (warfighting force and institutional force):

2.7.1. Ensure they are ready for deployment and know their AEF Indicator; are aware of AEF Online resources (**https://aef.afpc.randolph.af.mil/default.aspx**) including Air Force Pamphlet 10-100, *Airman's Manual*; plan around AEF deployment vulnerability periods (leave, PME, college classes); and keep their personal affairs in order.

2.7.2. When aware of a condition that changes their personal readiness status, immediately advise their supervisor so that the UDM, ART monitor and/or squadron commander, and MAJCOM FAM can be promptly notified so their DAV code can be updated within 24 hours.

2.7.3. When tasked to deploy, read, understand, and comply with all line remarks, requirements, and reporting instructions; complete all required training; and have all required uniform items, equipment, and supplies, promptly contacting their UDM or MAJCOM FAM if they do not understand or cannot meet any requirement(s).

2.7.4. Upon returning from deployment, comply with requirements for home station reintegration support.

2.7.5. Within 45 days of returning from deployment or a major exercise, submit an after action report as described in Chapter 5.

2.8. Air Force Personnel Center. AFPC does not source or manage PA UTCs. Due to its unique capability, structure, and doctrinal use, PA is a centrally managed career field. As such, SAF/PAR is authorized by AFI 10-401, para 1.10.4.1.1, to perform pilot unit, scheduling, and other functions. Therefore, all PA requirements are sourced by SAF/PA according to guidance in AFI 10-401 and this AFI. AFPC will coordinate with SAF/PAR on all PA deployment issues. **(T-1)**

2.9. Air Force Force Provider for Conventional Forces (Air Combat Command). ACC/A3 will coordinate emerging or rotational PA requirements through SAF/PAR, a centralized force management function as described in AFI 10-401, para 1.10.4.1.1.

Chapter 3

OPERATIONAL PLANNING

3.1. The Role of Planning. Joint operation planning plays a fundamental role in securing our nation's interests in a continuously changing operational environment. Beginning with the end state in mind, planning ties the military instrument of national power to the achievement of national security goals and objectives, providing a unifying purpose around which actions and resources are focused. By conducting detailed planning to fully develop alternatives, identify resources, and determine and mitigate risk, commanders provide multiple options to employ the U.S. military and to integrate its actions with other instruments of national power to achieve strategic end states. Joint Publication 5-0, *Joint Operation Planning*, provides guidance and forms the core of joint doctrine for planning across the range of military operations.

3.1.1. Joint operation planning is an adaptive process that requires collaboration across multiple functions and planning levels. Chairman of the Joint Chiefs of Staff Manual 3130.03, *Adaptive Planning and Execution Planning Formats and Guidance*, requires joint force commanders to include communication goals and objectives in the commander's intent and to have a well-developed communication strategy through all phases of operations. Joint operation planning is accomplished through the Adaptive Planning and Execution (APEX) system. The Joint Planning and Execution Community uses APEX to monitor, plan, and execute mobilization, deployment, employment, sustainment, redeployment, and demobilization activities associated with joint operations. Public Affairs planners must understand and participate throughout the entire planning process to ensure PA activities are aligned, integrated, synchronized, coordinated, and resourced.

3.2. Strategic Guidance and Direction. Strategic direction is the common thread that integrates and synchronizes planning activities and operations, providing purpose and focus to planning for employment of military force.

3.2.1. The President provides strategic guidance through the National Security Strategy, which serves as the foundation for developing, applying, and coordinating the instruments of national power to achieve objectives that contribute to national security. The President also signs the Unified Command Plan and the contingency planning guidance section of the Secretary of Defense-signed Guidance for Employment of the Force. The Unified Command Plan establishes combatant command missions, responsibilities, and force structure; delineates the geographical area of responsibility for geographic combatant commanders; and specifies functional responsibilities for functional combatant commanders. It provides broad guidance that commanders and planners can use to derive tasks and missions when developing plans.   The Guidance for Employment of the Force provides direction to combatant commands for operational planning, force management, security cooperation, and posture planning.   It consolidates and integrates DOD planning guidance related to operations and other military activities into a single document, providing the strategic end states for the deliberate planning of campaign plans and contingency plans.

3.2.2. The Chairman, Joint Chiefs of Staff, develops the National Military Strategy and the Joint Strategic Capabilities Plan. These documents represent his recommendations on how the United States should employ the military element of power in support of the National

Security Strategy. The National Military Strategy defines U.S. military objectives (the ends), establishes the strategy to accomplish these objectives (the ways), and addresses the military capabilities required to execute the strategy (the means).   It also describes the strategic landscape and discusses potential threats and risks. The Joint Strategic Capabilities Plan is the primary vehicle through which the Chairman directs the preparation of joint plans. It provides military strategic and operational guidance to combatant commands, the services, and DOD agencies for preparation of campaign and contingency plans based on current military capabilities. It serves as the link between the strategic guidance provided in the Guidance for the Employment of the Force and joint operation planning activities and products that accomplish that guidance.   Global Force Management Implementation Guidance guides the global sourcing processes of combatant command force requirements; it integrates assignment, apportionment, and allocation information into a single Global Force Management document for force planning and execution.

3.3. Joint Planning

3.3.1. Planning is the process that translates strategic guidance and direction into campaign plans, contingency plans, and operation orders (OPORDs).

3.3.1.1. The headquarters, commands, and agencies involved in joint operation planning or committed to a joint operation are collectively termed the Joint Planning and Execution Community. The supported combatant commander has primary responsibility for all aspects of a task assigned by the Guidance for Employment of the Force, the Joint Strategic Capabilities Plan or other directives and prepares plans and orders in response to requirements generated by the President or the Secretary of Defense. Once approved by the Secretary or the Chairman, the supporting commanders then provide planning assistance, forces, or other resources to a supported commander, preparing supporting plans as required. A commander may be a supporting commander for one operation while being a supported commander for another.

3.3.1.2. Joint operation planning occurs within Adaptive Planning and Execution, a system of joint policies, processes, procedures, and reporting structures that monitor, plan, and execute activities associated with joint operations. Its processes ensure that the military instrument of national power is employed in accordance with national priorities, and that the plan is continuously reviewed and updated as required and adapted according to changes in strategic guidance, resources, or the operational environment. The focus is on developing plans that contain a variety of viable embedded options for the President and Secretary of Defense as they seek to shape a situation and respond to contingencies; this facilitates responsive plan development and modification, resulting in continually up-to-date plans.   The process also promotes involvement with other U.S. Government organizations and multinational partners. It uses a technology called the Joint Operation Planning and Execution System (JOPES), DOD's single integrated joint command and control system for operation planning and execution. Within the Air Force, JOPES is supported by the Deliberate and Crisis Action Planning and Execution Segment (DCAPES).   DCAPES is the Air Force's sole capability to present, plan, source, mobilize, deploy, account for, sustain, redeploy, and reconstitute Air Force forces satisfying combatant commanders' requirements.

3.3.2. **Deliberate or Contingency Planning.** Deliberate planning encompasses the preparation of plans in non-crisis situations. It is used to develop campaign plans and contingency plans for a broad range of activities based on requirements identified in joint strategic planning documents.

3.3.2.1. Global campaign plans and theater campaign plans are the centerpiece of the planning construct and operationalize combatant command theater or functional strategies. Campaign plans are for a series of related major operations aimed at achieving strategic or operational objectives within a given time and space. While they have their greatest application in the conduct of large-scale combat operations, they can be used across the range of military operations. Campaign plans focus on the command's steady state activities, which include ongoing operations, military engagement, security cooperation, deterrence, and other shaping or preventive activities. The Guidance for Employment of the Force guides the development of contingency plans, which address potential threats that put one or more end states at risk in ways that warrant military operations. Contingency plans are built to account for the possibility that steady state activities could fail to prevent aggression, to preclude large-scale instability in a key state or region, or to mitigate effects of a natural or man-made disaster. Under the campaign planning concept, contingency plans are conceptually considered branches of the overarching campaign plans.

3.3.2.1.1. Contingency plans should provide a range of military options, to include flexible deterrent options (FDOs) to respond to rapidly changing strategic and military conditions. Flexible deterrent options are developed for each instrument of national power—diplomatic, informational, military, and economic—but are most effective when used in combination. Key goals of FDOs are to deter aggression through communicating the strength of U.S. commitments; to confront the adversary with unacceptable costs for possible aggression; to isolate the adversary from regional neighbors and attempt to split the adversary coalition; and to rapidly improve the military balance of power without precipitating armed response from the adversary. Informational FDOs may include such actions as increasing public awareness of the problem and potential for conflict; publicizing violations of international law; publicizing increased force presence, joint exercises, or military capability; maintaining an open dialogue with the news media; heightening international awareness of the potential for conflict; promoting U.S. and/or coalition objectives for an operation; combatting adversary disinformation; and gaining and maintaining public support.

3.3.3. **Crisis Action Planning.** Crisis action planning is driven by current events in real time and involves the development of joint OPLANs and OPORDs for the deployment, employment, and sustainment of forces and resources in response to an imminent crisis. It is a compression of the deliberate planning process in which a deliberate plan is tailored to meet existing operational requirements or a new plan is developed based on mission requirements and available resources.

3.4. The Joint Operation Planning Process. The joint operation planning process is an orderly, analytical method to analyze a mission; develop, analyze, and compare alternative courses of action (COAs); select the best course of action; and produce a joint OPLAN or OPORD. It focuses on defining the military mission and developing and synchronizing detailed

plans to accomplish that mission. Through this process, planners translate planning guidance into a feasible COA and concept of operations by which the joint force can achieve its assigned mission and military end state. Planners align actions and resources in time and space, ensuring options are fully developed, resources are identified, and risk is identified and mitigated. Planners develop the concept of operations, force plans, deployment plans, and supporting plans that contain multiple options to provide flexibility to adapt to changing conditions and remain consistent with the joint force commander's intent.

3.4.1. The joint operation planning process begins when an appropriate authority recognizes the potential for military capability to be employed in response to a potential or actual crisis; at the strategic level, that authority—the President, the Secretary of Defense, or Chairman— initiates planning by deciding to develop military options.

3.4.1.1. Mission analysis considers all strategic and initial planning guidance and identifies the tasks that clearly indicate the action to be taken and the reason for doing so. It helps the joint force commander understand the problem and purpose of the operation and issue appropriate guidance to drive the rest of the planning process. During mission analysis, it is essential that specified and implied tasks and their purposes are clearly stated to ensure planning encompasses all requirements and that limitations (restraints— cannot do, and constraints—must do) are understood. The primary products of mission analysis are staff estimates (an evaluation of how factors in a functional area, such as PA, support and impact the mission), the mission statement, a refined operational approach, the commander's intent statement, updated planning guidance, an initial force analysis, commander's critical information requirements, risk assessment, and mission success criteria development.

3.4.1.2. Mission analysis leads to COA development. Courses of action provide unique choices to the commander, all oriented on achieving the military end state. A good COA accomplishes the mission within the commander's guidance, provides flexibility to meet unforeseen events during execution, and positions the force for future operations. Courses of action should focus on centers of gravity and decisive points. A center of gravity is the source of power that provides moral or physical strength, freedom of action, or will to act. A decisive point is a geographic place, specific key event, critical factor, or function that, when acted upon, allows commanders to gain a marked advantage over an adversary or contribute materially to achieving success. Both friendly and adversary centers of gravity and decisive points are considered.

3.4.1.3. Courses of action are then analyzed and wargamed to identify their relative advantages, disadvantages, feasibility, and acceptability, and compared to evaluation criteria to identify the one that best accomplishes the mission. Once the commander selects a COA, it is developed into a commander's estimate. Designed to provide the Secretary of Defense with military options, the commander's estimate provides a concise narrative of how the commander intends to accomplish the mission, providing the necessary focus for campaign planning and contingency plan development.

3.4.1.4. An executable concept of operations (CONOPS) or concept plan (CONPLAN) is then developed, clearly and concisely expressing what the commander intends to accomplish and how it will be done using available resources. It describes how the actions of the joint force components and supporting organizations will be integrated,

synchronized, and phased to accomplish the mission, including potential branches and sequels. It becomes the eventual centerpiece of the OPLAN or OPORD. Deliberate planning will result in OPLAN development, while crisis action planning typically leads directly to OPORD development.

3.4.1.5. An OPLAN is normally prepared when the contingency is critical to national security and requires detailed planning; the magnitude or timing of the contingency requires detailed planning; detailed planning is required to support multinational planning; or detailed planning is necessary to determine force deployment, employment, sustainment, and redeployment requirements, determine available resources to fill identified requirements, and validate shortfalls. It contains a full description of the concept of operations, all annexes applicable to the plan, and the Time Phased Force Deployment Data (TPFDD). It identifies the specific forces, functional support, and resources required to execute the plan and provides estimates for their flow into the theater. An OPLAN can be quickly developed into an OPORD.

3.4.1.5.1. The TPFDD is the electronic data portion of a plan that exists in JOPES/DCAPES and is usually managed at the service component level. It contains detailed requirements, capabilities, and movement data that support Air Force and joint plans, including the time phasing of forces to specific destinations (called routing data). Through the use of UTCs, this information also includes personnel and equipment details. Its management includes requirements determination; sourcing, verification, and validation of forces; and continued TPFDD maintenance. Planners at the supported component headquarters develop Air Force requirements by UTC to express the total expeditionary force needed to meet the specified mission objectives. These unique requirements are referred to as unit line numbers (ULNs). This initiates the joint deployment process.

3.4.1.5.2. Operation orders are directives issued by a commander to subordinate commanders to effect the coordinated execution of an operation. (A fragmentary order, or FRAGO, changes a previously issued OPORD or executes a branch or sequel to that order.) OPORDs include a summary of the general situation that ensures understanding of the background of the planned operation; the mission statement; commander's intent and objectives, tasks, and assignments by phase; the concept of support for logistics, personnel, and medical services; and command and control considerations.

3.5. Plan Execution. Execution begins when the President decides to use a military option to resolve a crisis. Only the President or Secretary of Defense can authorize the Chairman to issue an execute order (EXORD). The EXORD defines the unnamed day on which operations commence or are scheduled to commence (D-day) and the specific time an operation begins (H-hour) and directs execution of the OPORD. While OPORD operations commence on the specified D-day and H-hour, deployments providing forces, equipment, and sustainment are defined by C-day, an unnamed day on which a deployment operation commences or is to commence, and L-hour.

3.5.1. The supported commander's force requests are allocated in the Chairman's Global Force Management Allocation Plan. The joint force provider publishes the Global Force Management Allocation Plan Annex Schedule to order forces to deploy; it serves as the

deployment order (DEPORD) for all global allocations (deployment of forces from one combatant commander to another).

3.5.2. Planning continues during execution, with an initial emphasis on refining the existing plan, producing the OPORD, and refining the force flow. As the operation progresses, planning generally occurs in three distinct but overlapping time frames. Future Plans focuses on the next phase of operations or sequels to the current operation. Future Operations focuses on branches to current operations and is focused on a time frame more near term than the Future Plans time frame. Current Operations planning addresses the immediate or very near-term planning issues associated with ongoing operations.

3.6. Public Affairs Planning. Well-planned PA operations should be incorporated in every phase of operations. Public Affairs Airmen must take an active role in planning, coordinating, and synchronizing public information activities and resources to support the commander's intent, concept of operations, and desired end state. While PA planning encompasses both operational planning and communication planning, operational planning is the focus of this instruction.

3.6.1. **Operational PA Planning**. There are a number of practical considerations that operational PA planning must address. Public and media interest in military operations tends to be highest at the onset of operations or outbreak of hostilities, creating an immediate high demand for information. Authorities to plan, integrate, approve, and disseminate information and imagery should be clearly established. Public Affairs Guidance (PAG) should address legal considerations regarding release of imagery and information on activities in the joint operations area, including those regarding alleged law of war violations and visual information requirements. Support to news media, command information, interagency coordination, and countering adversary propaganda must also be addressed. See JP 3-61, *Public Affairs*, for additional PA planning considerations.

3.6.1.1. **Public Affairs Force Availability**. The OPLAN and TPFDD together tell component headquarters PA planners what needs to be done and what PA forces are deploying. Unit plans or logistics readiness offices can provide insight into current OPLAN TPFDDs. Components must consult the AEF Capability Library to see what PA forces are available and take into consideration current deployments when establishing new requirements; AFPC/DPW, AF/A1PR, and AF/A3 will work through SAF/PAR to validate new requirements prior to sourcing. The AEF Capability Library consists of 100% of the Air Force's postured capability and encompasses one iteration of each AEF deployment vulnerability period. It contains a finite capability that at any given time identifies forces that constitute the total force that has been made available or allocated for scheduling. The AEF Capability Library is the basis for the AEF schedule.

3.6.1.1.1. **Air Force War and Mobilization Plan-1/Public Affairs Annex**. The Air Force War and Mobilization Plan, Volume 1 (WMP-1), outlines specific guidance, references, and considerations Air Force component headquarters planners must use when developing supporting plans. The WMP-1 PA annex delineates concepts, broad policies, and planning guidance for PA support across the spectrum of operations. Air Force PA planners are required to adhere to guidance in the WMP-1 PA annex and this AFI when building PA requirements.

3.6.1.2. **Operational Plan Annexes**. The supported combatant command PA staff is responsible for PA planning and execution within a specific theater, while air component

headquarters PA staffs create sub-plans to support both joint and Air Force mission requirements. CJCSM 3130.03 prescribes OPLAN procedures and formats for both the basic plan and annexes. Air Force PAs at units subordinate to air component commands must plan to support both combatant command and air component requirements; PAs serving stateside or in commands outside the supported combatant command chain of command must do the same, ensuring support to both forward and rear areas of operations. Public Affairs planners must have the level of security clearance appropriate to the classification of the plans. **(T-0)**

3.6.1.2.1. Public Affairs planners are responsible for development of Annex F, Public Affairs, and Annex C, Appendix 10, Combat Camera.

3.6.1.2.1.1. **OPLAN Annex F, Public Affairs** (see Attachment 2). Annex F assigns responsibilities, provides guidance for, and outlines PA support of the operation; this includes visual information requirements where specialized Combat Camera capabilities are not required. Annex F identifies assumptions, specifies tasks, outlines procedures, delineates requirements for release authority, addresses PAG development, establishes ground rules, and provides a coordinated list of administrative, logistics, personnel, and equipment requirements and how they will be satisfied.

3.6.1.2.1.2. **OPLAN Annex C (Appendix 10), Combat Camera** (see Attachment 3). Annex C (Appendix 10) describes the concept of operations for Combat Camera forces, to include tasks, required capabilities, and administrative, logistics, and command and control requirements and how they will be satisfied. Combatant Commander planning responsibilities for Combat Camera are addressed in Chairman of the Joint Chiefs of Staff Instruction 3205.01C, *Joint Combat Camera*. Where rapid global response, aerial visual documentation, special operations, or combat maneuver and capability are not required, traditional visual information resources, not Combat Camera, will be used. In that case, Annex C, Appendix 10, may simply refer to Annex F, Public Affairs, where visual information requirements will be established.

3.6.1.2.2. While responsible for Annex F and Annex C (Appendix 10), PA planners must review all OPLAN annexes; four merit particular attention:

3.6.1.2.2.1. **OPLAN Annex Y, Commander's Communication Strategy**. Annex Y addresses how the commander plans to coordinate, synchronize, and integrate military communication capabilities to support U.S. Government strategic communication objectives and guidance. Commander's communication synchronization is the process for coordinating and synchronizing themes, messages, images, operations, and actions to support strategic communication-related objectives and ensure the integrity and consistency of themes and messages to the lowest tactical level through the integration and synchronization of all relevant communication activities. Communication planners should consider national communication goals and strategic objectives in the planning process. The commander's plan will detail how to employ military forces to engage specific audiences and coordinate joint force actions with interorganizational partners to achieve unity of effort. Such integration ensures

maximum trust and credibility with relevant audiences, stakeholders, and publics. See Joint Doctrine Note 2-13, *Commander's Communication Synchronization,* for more information.

3.6.1.2.2.2. **OPLAN Annex C (Appendix 3), Information Operations**. Annex C (Appendix 3) summarizes how the commander visualizes executing IO and describes how IO and its supporting and related capabilities, including Combat Camera and Public Affairs, will support the command's operational mission. See JP 3-13, *Information Operations*, for more information.

3.6.1.2.2.3. **OPLAN Annex G, Civil Affairs**. Annex G assesses the impact of adversary capabilities and probable COAs affecting civil affairs, with particular emphasis on identifying requirements for civil affairs functions and activities. It summarizes the expected civil affairs situation, including government institutions, customs and attitudes of the population, and availability of indigenous resources. See JP 3-57, *Civilian-Military Operations*, for more information.

3.6.1.2.2.4. **OPLAN Annex V, Interagency Coordination**. Annex V describes the proposed concept for interagency coordination during both planning and execution to ensure unity of effort and appropriate deconfliction. See Joint Publication 3-08, *Interorganizational Coordination During Joint Operations*, for more information.

3.7. Training and Exercise Planning. All PA Airmen are expeditionary. Training for PA Airmen is accomplished in accordance with Headquarters Air Force, component headquarters, and SAF/PA policy. In addition to combat skills and/or other specialized training, Airmen may be tasked, IAW AFI 10-401, Chapter 13, to fill validated exercise requirements based on their AEF training windows or guidance provided by appropriate authority. Participation by PA Airmen in exercises such as Unified Endeavor, Bright Star, Vigilant Shield, Ulchi Freedom Guardian, etc., helps hone skills required for actual contingency deployment.

3.7.1. Public Affairs planners must participate in exercise planning and provide injects via the Master Scenario Events List (MSEL) database. To be effective both in evaluating the readiness of XFFG UTCs and in providing training opportunities, exercises must duplicate the deployed location command structure and PA tasks and responsibilities as much as possible. Public Affairs-specific scenarios should test Airmen's ability to perform the MISCAP for participating UTCs. Since deploying units can expect to draw media attention both at home station and at the deployed location, where local sentiment may range from strong support to opposition demonstrations, exercise scenarios should account for a range of reactions to familiarize command staff and Airmen with potential situations they may encounter during an actual deployment. The impact of social media should also be demonstrated. Visual information requirements must also be identified, exercised, and supported. See AFI 10-204, *Participation in Joint and National Exercises*, for more information.

3.7.2. Public Affairs planners are integral to planning conferences and processes. Public Affairs Airmen will work with planning staffs to leverage participation to execute effective communication strategies. Public Affairs planners will attain appropriate clearances and access to relevant information technology systems for a comprehensive site picture of

operations. Planners will execute a synchronized communication strategy through deliberate PA support in accordance with the joint force commander's objectives and lines of operation.

Chapter 4

POSTURING, CODING, REPORTING, AND SOURCING

4.1. Public Affairs as a Combat Capability. Information in the public domain impacts the operational environment (JP 3-61, *Public Affairs*). Public Affairs forces are foremost a deployable combat capability, fully trained and prepared to meet the needs of the joint warfighter inside and outside the wire. The mission of PA is to plan, coordinate, and synchronize U.S. military public information activities and resources in support of the commander's intent and concept of operations. Public Affairs leverages communication capabilities through an integrated approach to advance the commander's mission priorities. Public Affairs enhances Airman morale and readiness to accomplish the mission; gains and maintains public trust and support for military operations; provides trusted counsel to leaders; communicates U.S. resolve in a manner that directly affects the operational environment through global influence and deterrence; and ensures visual documentation of joint and Air Force operations on the ground and in the air.

4.2. AEF Force Generation Construct. The Air Force supports combatant commander requirements through a combination of assigned, attached (rotational), and mobility forces that may be forward deployed, transient, or operating from home station. The AEF is the Air Force's team-focused, unit- or specialized capabilities-based construct for organizing, training, equipping, and sustaining rapidly responsive forces while maintaining the highest possible level of overall readiness. Airmen are sourced from both the readily available force, representing the Air Force's warfighting capability, and the institutional force, which provides the Air Force's sustainment capability necessary to meet Secretary of the Air Force statutory functions outlined in Title 10 United States Code Section 8013(b), *Secretary of the Air Force*.

4.2.1. **Warfighting Force**. The warfighting force is the primary pool from which the Air Force fulfills deployment requirements. To meet these requirements, the Air Force aligns its active component warfighting capabilities (forces from organizations with a unit descriptor code (UDC) of A (combat), D (combat support), or T (combat service support) into unit-based teams built around Air Force core capabilities and missions. Organizations that provide a unique capability or cannot support requirements using a standard rotational construct operate as Demand Force Teams. All PA UTCs (both XFFG and LBFA) are assigned as Demand Force Teams.

4.2.2. **Institutional Force**. The institutional force consists of Airmen assigned to organizations responsible for carrying out service-level Title 10 United States Code functions such as recruit, organize, train, equip, etc. Although these organizations as a whole do not represent a warfighting capability, Airmen assigned to these organizations are assigned AEF Indicators and are inherently deployable. Institutional force organizations, identified with a unit descriptor code of X (Other), do not posture UTCs in the AEF Capability Library and therefore cannot report UTC status in ART. However, all Airmen contribute to the AEF and are inherently deployable. Airmen assigned to the institutional force are managed with AEF Indicators that assign them to an AEF deployment vulnerability period during which they may be deployed.

4.2.3. **Cross-Utilization**. While the readily available force is primarily used to source unit-like (i.e., non-Individual Augmentee) deployment requirements and the institutional force is primarily used to source Individual Augmentee (IA) requirements on a joint service staff, PA must regularly cross-utilize between these two sourcing pools due to its force structure and the nature of its deployments. Therefore, SAF/PAR may source unit-like requirements from the institutional force and may source Individual Augmentee requirements from the readily available force as needed to meet combatant commander requirements, per AFI 10-401, para 2.6.

4.2.4. **Air Reserve Components**. Air Reserve Components determine and publish component-specific AEF Indicator policy. See AFI 10-401, para 3.8, regarding Air Reserve Component utilization. Individual Mobilization Augmentees (IMAs) assigned to HQ Air Force Reserve Command are assigned AEF Indicators by HQ AFRC. Indicators for IMAs assigned to other organizations are determined by their assigned organization commander.

4.3. Public Affairs UTC Posturing and Coding. The basic building block used in force planning and the deployment of Air Expeditionary Forces is the UTC. A UTC defines a military capability. Along with the title description and MISCAP, the UTC can consist of the manpower force element (MFE) only, equipment (LOGDET) only, or both manpower and equipment. Unit type codes must be capable of stand-alone operations within their functional area and should be able to perform its mission from a bare base or established main operating base. Each UTC has a MISCAP that defines the basic mission it is capable of accomplishing. UTCs are represented by a 5-character alphanumeric code, with the first four characters representing the functional area and its distinct capabilities. Public Affairs UTCs are standard UTCs represented by either XFFG (Public Affairs or Combat Camera) or LBFA (Band) and are listed in Table 4.1. Within the AEF, UTCs are made visible and available through posturing and coding.

Table 4.1. Public Affairs Unit Type Codes.

UTC	Title
XFFG1	Public Affairs Company Grade Officer (all 35P O-3 authorizations)
XFFG2	Public Affairs Field Grade Officer (all 35P O-4 and O-5 authorizations)
XFFG3	Public Affairs Colonel (all 35P O-6 authorizations)
XFFG5	Public Affairs Ops Superintendent (all 3N0 E7 and E8 authorizations)
XFFG6	Public Affairs Senior Manager (all 3N0 E-9 authorizations)
XFFGC	Public Affairs Broadcaster (all E-4 – E-6 3N0X2 authorizations)
XFFGD	Public Affairs Photojournalist (all E-4 – E6 3N0X5 authorizations)
XFFGZ	Public Affairs Associate UTC (3-level 3N0 auths & 35P O-2 authorizations)
XFFGF	Combat Camera Aerial Photo Documentation (all Combat Camera-assigned E-4 – E-7 3N0X5 authorizations)
XFFGG	Combat Camera Aerial Video Documentation (all Combat Camera-assigned E-4 – E7 3N0X2 authorizations)
XFFGH	Combat Camera Ground Photographer (all Combat Camera-assigned E-4 – E-7 3N0X5 authorizations)
XFFGJ	Combat Camera Ground Videographer (all Combat Camera-assigned E-4 – E-7

	3N0X2 authorizations)
XFFGM	Public Affairs/Combat Camera Systems Support
LBFA1	Band Advanced Echelon (ADVON) (35B band officer and senior NCO)
LBFA2	10-passenger Band
LBFA3	Band State Funeral (State Funeral Plan only)
LBFA4	U.S. Air Force Band State Funeral (State Funeral Plan NCR only)
LBFAZ	Band Associate UTC

4.3.1. **Posturing**. Posturing refers to converting unit authorizations into UTCs.

4.3.1.1. Because they primarily constitute the Air Force's warfighting capability, all funded military authorizations (whether filled or vacant) in the readily available (rotational/warfighting) force must be accounted for and postured as UTCs in the AEF Capability Library in DCAPES and their status reported in ART.

4.3.1.2. Individual Mobilization Augmentee (IMA) authorizations are not postured in UTCs. Individual Mobilization Augmentees are managed by their AEF Indicator.

4.3.1.3. Public Affairs Airmen assigned to organizations outside the Air Force are not postured. They may deploy to fill Air Force requirements only with the consent of the joint command and approval of SAF/PAR.

4.3.1.4. See para 4.7.1 for Combat Camera posturing.

4.3.1.5. See para 4.8.1 for Air Force band posturing.

4.3.2. **Coding**. Coding (also called posturing coding or P-coding) refers to the availability of the UTC. Posturing codes signify the minimum number of UTCs required for assigned/committed missions, the minimum number of UTCs required for home station support, and the maximum number of UTCs of that type within a specific unit that can be deployed simultaneously.

4.3.2.1. The first character of the P-Code (D for deployable or A for associate) shows the deployable capability as a standard deployable D-UTC or associate A-UTC. All PA UTCs are standard deployable (D*).

4.3.2.2. The second character is used in determining the maximum simultaneously tasked UTCs that can be used under surge conditions. DP is used for UTCs that represent the minimum required to accomplish assigned/committed missions, which includes combatant commander missions as well as those of external organizations/agencies. DX is used for UTCs required to continue critical home station operations (in-place Air Force missions) not associated with assigned/committed (combatant commander) missions. (**Note:** DP and DX codes are used to support deployment planning in the AEF; they are not used to determine if/when an Airman is available or eligible to deploy.) DW is used for UTCs that are rotationally available for sourcing; they represent the maximum simultaneous deployment capability of the unit and is determined by subtracting both the capability required for assigned/committed missions (DP) and in-place Air Force missions (DX).

4.3.2.3. In order to meet global demand for PA capabilities, PA FAMs should ensure XFFG UTCs are coded DW to the maximum extent possible. P-coding will be reviewed

at the annual PA planning and sourcing workshop. See para 4.7.1 for Combat Camera coding. See para 4.8.2 for Air Force band coding.

4.3.2.4. Apprentice (3-level) and lieutenant authorizations, when postured as UTCs, represent an exception to D* coding because there are no apprentice (3-level) or lieutenant XFFG UTCs. These authorizations are postured as XFFGZ, an associate (not a standard) UTC. Associate UTCs are placeholders for funded military authorizations that cannot be described by or do not fit into an existing standard UTC. While associate UTCs themselves are not deployable, Airmen filling these authorizations are assigned an AEF Indicator and are deployable. For instance, while not used to fill XFFG UTCs, 3-level Airmen may be tasked by their commanders for Third Country National (TCN) escort or postal augmentation deployments. Likewise, PA officer lieutenants will not normally be used to fill PA UTCs; case-by-case exceptions require SAF/PAR and gaining unit approval. **(T-1)**

4.3.2.5. Overages (assigned Airmen greater than authorized) are not postured but must still be assigned an AEF Indicator. Since overage Airmen are eligible for tasking within their assigned AEF Indicator, overages should be evenly distributed across AEF deployment vulnerability periods and not have the same AEF Indicator as the Airman with whom they are double-billeted, since otherwise both will be eligible to deploy at the same time. Major command FAMs must consider overages in developing sourcing solutions.

4.4. Reporting in ART. The AEF UTC Reporting Tool (ART) is a command and control system designed to give readiness information on standard UTCs postured in the UTC Availability (UTA) application of DCAPES and applies to all Airmen in the readily available (rotational or warfighting) force. It does not measure a UTC's availability to deploy, only its ability to meet its MISCAP should it be tasked. It provides the Air Force the information to make force and resource allocation decisions to effectively support combatant commanders. For this reason, integrity in reporting an accurate status is paramount; ART is not a report card, but identifies a UTC's ability to perform its mission and indicates resource shortages. AFI 10-244, *Reporting Status of Aerospace Expeditionary Forces,* provides detailed guidance for reporting UTC status.

4.4.1. Unit type code readiness assessments in ART are based on all aspects of the UTC, to include (1) the ability to accomplish the MISCAP, (2) the ability to fulfill the standard manpower requirements, and (3) the ability to fulfill the complete equipment requirements. Commanders rate each UTC against current ability to deploy and employ the UTC. Airmen must be fully qualified without deployment limitations and have all required mission and skill level training complete. Equipment must be in working order and available for deployment. Any shortfalls, including the corrective action and get-well date, must be detailed in remarks. Upon notification of any significant event that changes a UTC's assessment, the unit commander must submit an out-of-cycle report within 24 hours of the change. If an authorization is vacant, this must also be reflected in ART.

4.4.2. When determining ART status, a deficiency that can typically be corrected within a short time should be coded green. For example, a UTC should not be coded yellow or red just because the available Airman is overdue for self-aid/buddy care or firearms qualification. Also, even if an available Airman has a duty limiting condition or medical profile that limits

physical activity, the UTC is coded green if he or she is medically worldwide qualified (WWQ) since the WWQ status is controlling. However, the UTC should be coded red if the available Airman has a DAV code that indicates deployment ineligibility. In some instances, DAV codes may be waived. Deployment availability codes are discussed in AFI 10-403, *Deployment Planning and Execution*.

4.5. Sourcing PA Airmen for Deployment. Public Affairs Airmen are selected to deploy based on parameters established in AFI 10-401, AFI 10-403, this instruction, and SAF/PA policy. As a centrally managed function, PA deployments are sourced by SAF/PAR based on the annual PA planning and sourcing workshop attended by MAJCOM and select FOA/DRU PA FAMs and component headquarters PA planners. SAF/PAR provides sourcing nominations (by MAJCOM) to the Air Force force provider for conventional forces for submission to the Joint Staff as outlined in annual Air Force Global Force Management planning guidance. The workshop addresses functional readiness issues including force presentation strategy, planning guidance, training, equipment, and lessons learned. Component headquarters PA planners also prioritize and validate existing requirements, which PA FAMs review and source from available UTCs to satisfy OPLAN taskings. The workshop sources requirements for up to a 24-month period. In between sourcing workshops, changes in requirements or adjustments in Airman availability are addressed and adjudicated by SAF/PAR, working with MAJCOM/FOA/DRU FAMs and component headquarters PA planners. Major command PA directors must advise their MAJCOM vice commanders (or designated officials) of agreed upon sourcing solutions made during the annual PA planning and sourcing workshop to preclude nonconcurs at a later date.

4.5.1. Airmen will be selected to deploy based primarily on their ability to meet the requirements of the deployed position, their AEF deployment vulnerability period and their individual deploy-to-dwell rate, with Airmen with higher dwell rates going first. Other factors such as the relative effective manning of PA offices that can provide the needed requirement may also be considered.

4.5.2. Per AFI 10-401, para 9.19.1, Airmen who volunteer to deploy outside their AEF Indicator deployment vulnerability period are still vulnerable to deploy during that period.

4.5.3. Per AFI 10-401, para 2.5.2, regardless of AEF deployment vulnerability period, all Airmen, including those who recently redeployed and meet all reconstitution requirements, are vulnerable for OPLAN tasking at all times if the Air Force determines the need to reach forward.

4.5.4. Per AFI 10-401, para 2.5.2, Airmen who deploy within their AEF deployment vulnerability period for 45 days or less may be considered for a second deployment within that period.

4.5.5. Per AFI 10-401, para 2.6, if requirements exceed forces readily available within the AEF deployment vulnerability period, the AEF is designed to meet increased requirements via internal Air Force forced to source decisions working within the force assignment process and the Secretary of Defense's allocation plan. Forced to source decisions arise from increased requirements tasked to a force provider via the Global Force Management Allocation Plan or from a decreased resource capacity. Forced to source methods include reaching deeper (using forces in the current AEF deployment vulnerability period that exceed the maximum simultaneous deployable capability), reaching forward (using forces in the next

AEF period), and sourcing from alternate pools (cross-sourcing) within the AEF period. Forced to source decisions will follow AFI 10-401, para 2.6.

4.5.6. Public Affairs civilians (Office of Personnel Management occupational series 1001, 1020, 1035, 1060, 1071, and 1084), if they fully meet the mission capability statement for the UTC being filled, may volunteer to deploy with unit commander and MAJCOM PA director concurrence and approval of the gaining component or combatant commander. Civilian employees must meet all deployment training requirements established for their military counterparts. The AEF Online and DOD Civilian Expeditionary Workforce websites describe volunteer procedures and directives governing civilian deployments.

4.5.7. Air Reserve Component Airmen may volunteer to deploy through their respective component FAM.

4.5.8. Selections to fill 365-day extended deployments/indeterminate TDY requirements are made by AFPC IAW AFI 36-2110, Chapter 5.

4.5.9. Cross-Functional UTCs. Expeditionary PA capabilities may be tasked independently or as part of a cross-functional capability to support deliberate plans, contingencies, or steady state operations. If a cross-functional UTC includes a requirement for PA support, the UTC manager must coordinate with the SAF/PAR FAM for approval and sourcing.

4.6. Deployment Funding. All deployments, including travel, training, equipment, uniform items, and any items required in deployment ULN line remarks, are funded with appropriated funds using a local unit fund cite with the appropriate Emergency and Special Program (ESP) code assigned. For more information on ESP codes, see AFI 65-601, Volume 1, *Budget Guidance and Procedures*.

4.7. Combat Camera. Combat Camera Airmen are uniquely organized, trained (including as fully certified/qualified aircrew members), and equipped for rapid global response to provide documentation of air and ground operations. They have the technological capability to acquire, process, and rapidly transmit classified and unclassified still and motion imagery during fast-moving operations at forward operating elements. Combat Camera-acquired imagery supports operational planning, decision making, operational assessment, public information, intelligence, and historical documentation requirements. Where rapid global response, aerial imagery, special operations, or combat maneuver and capability are not required, traditional visual information resources, not Combat Camera, are used. The component headquarters PA has oversight responsibility for deployed Combat Camera teams when they are deployed in support of the COMAFFOR. When deployed in direct support of the joint force commander, Combat Camera comes under the operational control of the Director of Operations (J-3). When not deployed, Air Force Combat Camera units are under the operational control of the Air Force Director of Public Affairs.

4.7.1. Combat Camera UTCs may be postured only in the Air Force Public Affairs Agency; no other units will posture that capability. Because of their unique training, qualifications and experience, aerial-qualified Combat Camera Airmen do not perform the ground documentation mission unless approved by the AFPAA director. All Combat Camera UTCs are coded DW. The Combat Camera Crisis Response Team is a 5-person team comprised of one each XFFG1, XFFGF, XFFGG, XFFGH and XFFGJ; it is not itself a UTC.

4.7.2. Headquarters AFPAA and its subordinate units will report in DRRS/SORTS by the 15th of each month IAW AFI 10-252, *Defense Readiness and Reporting System*, and AFI 10-201, *Status of Resources and Training System*, with significant changes in the unit mission assessment and/or MET readiness levels reported within 24 hours. HQ AFPAA and SAF/PAR will continuously monitor changes in the overall category level (C-level), overall reason code, measured area levels, measured area reason codes, percent effective (PCTEF) data, get well dates, and unit location. Reporting in DRRS/SORTS does not replace ART reporting, which must also be accomplished.

4.8. Air Force Bands. Air Force bands provide a unique capability to deployed commanders. They perform as small ensembles and tour throughout a theater of operations to foster, enhance, and lift the morale and esprit de corps of Airmen in forward deployed locations. Using music to bridge language, cultural, societal, and socio-economic differences, bands also perform for partner nation audiences and support diplomatic initiatives to help build partnerships, strengthen international relationships, and communicate a broader, deeper sense of meaning behind their ideas and messages. See AFI 35-110, *U.S. Air Force Band Program*, for information on Air Force band missions, capabilities, and operations.

4.8.1. All Air Force band members (AFSCs 3N1, 3N2 and 35B) are postured in UTCs and are deployable to support AEF requirements. When not deployed, they must be available to practice, rehearse, and train with their assigned band and to perform in the community as required.

4.8.2. Air Force bands (LBFA UTCs) deploy on a rotational schedule; the Air Staff FAM at SAF/PA coordinates band UTC sourcing and in-theater report dates with tasked band units. The senior Air Force PA officer assigned to the Air Component Commander is responsible for directing Air Force band operations in the AOR; an Air Force Band Officer in Charge and/or a Director of Band Operations typically plan and oversee the execution of all deployed Air Force band activities, including coordinating with deployed commanders and PA staffs regarding planned events and support requirements.

Chapter 5

AFTER ACTION REPORTS

5.1. Purpose. Functional after action reporting allows PA to capture, share, and learn from lessons gained from Airmen's knowledge and experience. Observations should describe the mission and how to best prepare for it, how the mission was/could be improved, resources available or that need to be made available, etc. After action reports are intended to be more than a summary or rollup of actions; they should describe successes, challenges, and suggestions that will improve the operational capability and effectiveness of future deployers.

5.2. Responsibilities.

5.2.1. **All PA Airmen.** Within 45 days of returning from a deployment or major exercise, all PA Airmen will forward an unclassified after action report to their immediate supervisor and their MAJCOM FAM, who will forward it to SAF/PAR at **usaf.pentagon.saf-pa.mbx.saf-par-force-management@mail.mil** within 5 duty days. **(T-3)** Any information classified Secret or Confidential must be transmitted via the Secure Internet Protocol Router Network (SIPRNet) to **usaf.pentagon.saf-pa.mbx.saf-pa-saf-par-force-management-mbx@mail.smil.mil.**

5.2.1.1. After action report format.

5.2.1.1.1. Rank and name

5.2.1.1.2. Unit, duty station, duty phone (DSN & commercial), and duty e-mail

5.2.1.1.3. Deployed unit and location (if unclassified) and dates deployed

5.2.1.1.4. Duty schedule

5.2.1.1.5. To whom (position title including military grade) PA reported

5.2.1.1.6. Description of PA work performed, listed in order of amount of time spent

5.2.1.1.7. Any non-PA work tasked to accomplish and how frequently

5.2.1.1.8. PA equipment: What was most useful, what you needed but didn't have, recommendations, etc.

5.2.1.1.9. Personal equipment: What was particularly useful, what you needed but didn't have, recommendations, etc.

5.2.1.1.10. What PA experience you or other PA Airmen lacked that would have been helpful

5.2.1.1.11. What PA or other training was particularly helpful or would have been helpful

5.2.1.1.12. Positive aspects of the deployment

5.2.1.1.13. Negative aspects of the deployment

5.2.1.1.14. Other comments/recommendations (include additional successes, challenges, and suggestions that will improve the operational capability and effectiveness of future PA deployers)

5.2.2. **MAJCOM FAMs.** Major command FAMs will ensure their Airmen submit after action reports within 45 days of returning from a deployment or major exercise and forward them to SAF/PAR within 5 duty days. Major command FAMs will also review reports for intracommand trends, deficiencies, best practices, etc., and take appropriate action.

5.2.3. **SAF/PAR.** SAF/PAR will review and validate submissions, identifying action items and sharing relevant information with the appropriate component headquarters PA director(s) to incorporate best practices and practical guidance into standard operating procedures, training, equipment, etc.

KATHLEEN A. COOK, Brigadier General, USAF
Director, Air Force Public Affairs

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

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Prescribed Forms

No forms are prescribed by this publication

Adopted Forms

No forms are adopted by this publication

Abbreviations and Acronyms

ACC—Air Combat Command

ADVON—Advanced Echelon

AEF—Air Expeditionary Force

AFFOR—Air Force Forces

AFI—Air Force Instruction

AFPAA—Air Force Public Affairs Agency

AFPC—Air Force Personnel Center

AFSC—Air Force Specialty Code

AOC—Air Operations Center

ART—AEF UTC Reporting Tool

C-NAF—Component Numbered Air Force

COA—Course of Action

COMAFFOR—Commander, Air Force Forces

CONOP—Concept of Operations

CONPLAN—Concept Plan

DAV—Deployment Availability

DCAPES—Deliberate and Crisis Action Planning and Execution Segment

DEPORD—Deployment Order

DFT—Demand Force Team

DOD—Department of Defense

DRRS—Defense Readiness Reporting System

DRU—Direct Reporting Unit

ESP—Emergency and Special Program

EXORD—Execute Order

FAM—Functional Area Manager

FDO—Flexible Deterrent Option

FOA—Field Operating Agency

FRAGO—Fragmentary Order

IA—Individual Augmentee

IMA—Individual Mobilization Augmentee

IO—Information Operations

JOPES—Joint Operation Planning and Execution System

JP—Joint Publication

LOGDET—Logistics Detail

MAJCOM—Major Command

MEFPAK—Manpower and Equipment Force Packaging

METL—Mission Essential Task List

MFE—Manpower Force Element

MilPDS—Military Personnel Data System

MISCAP—Mission Capability Statement

MSEL—Master Scenario Events List

NCR—National Capital Region

OPLAN—Operation Plan

OPORD—Operation Order

PA—Public Affairs

PAG—Public Affairs Guidance

PCTEF—Percent Effective

PME—Professional Military Education

SAF/PA—Secretary of the Air Force Office of Public Affairs

SAF/PAR—SAF/PA Requirements and Development Division

SORTS—Status of Resources and Training System

TDY—Temporary Duty

TPFDD—Time Phased Force Deployment Data

UDC—Unit Descriptor Code

UDM—Unit Deployment Manager

UIC—Unit Indicator Code

UJTL—Universal Joint Task List

ULN—Unit Line Number

UTA—UTC Availability

UTC—Unit Type Code

WMP—War and Mobilization Plan

WWQ—World Wide Qualified

Terms

Adaptive Planning and Execution (APEX)— The Department of Defense system of joint policies, processes, procedures, and reporting structures, supported by communications and information technology, that is used by the joint planning and execution community to monitor, plan, and execute mobilization, deployment, employment, sustainment, redeployment, and demobilization activities associated with joint operations.

Advanced Echelon (ADVON)— A team deployed in advance of the main element to coordinate requirements.

Aerial Port of Embarkation (APOE)— The terminal designated for the sustained air movement of personnel and materiel.

After Action Report (AAR)— A summary of an event providing observations that result in improvements in military operations. After action report observations should describe how the mission was/could be improved, potential risks to mission degradation, and how to mitigate those risks.

Air Expeditionary Force (AEF)— The Air Force methodology for organizing, training, equipping, and sustaining rapidly responsive air and space forces to meet defense strategy requirements using a combination of both permanently assigned and rotational forces.

Air Expeditionary Force (AEF) Capability Library— The catalog of the Air Force's postured capability that at any given time identifies the total force that has been made available or allocated for scheduling. It provides a composite of capabilities from which Air Expeditionary Task Forces are organized to meet mission requirements. It contains the Air Force's total warfighting capability in terms of UTCs and is located in the UTA module of DCAPES.

Air Expeditionary Force (AEF) Deployment Vulnerability Period— The time frame associated with an AEF Indicator during which Airmen are vulnerable to deploy.

Air Expeditionary Force (AEF) Indicator (AEFI)— A designation in MilPDS that corresponds to an AEF vulnerability period.

Air Expeditionary Force (AEF) Unit Type Code (UTC) Reporting Tool (ART)— A web-based tool by which commanders report the ability of an individual standard UTC to perform its

MISCAP. It does not measure a UTC's availability to deploy, only its ability to meet its MISCAP should it be tasked.

Air Expeditionary Task Force (AETF)— The organizational structure used to present Air Force forces deployed in support of a contingency operation.

Air Operations Center (AOC)— The organization that provides operational-level command and control of air, space, and cyberspace operations. It is the focal point for planning, directing, and assessing air, space, and cyberspace operations to meet Joint Force Air Component Commander operational objectives and guidance. The AOC is the principal command and control tool of the COMAFFOR.

Air Force Forces (AFFOR)— The AFFOR staff is the vehicle through which the Commander, Air Force Forces, fulfills operational and administrative responsibilities for assigned and attached forces. The AFFOR staff consists of a command section, a personal staff, functional directorates, and any required liaisons. Public Affairs serves on the AFFOR personal staff.

Air Reserve Component (ARC)— The Air Force Reserve Command and the Air National Guard.

Air Tasking Cycle— An analytical, systematic cycle used to provide for efficient and effective employment of the joint air capabilities/forces made available. It provides a repetitive process for the planning, coordination, allocation, and tasking of joint air missions/sorties within the guidance of the joint force commander. Much of the day-today tasking cycle is conducted through an interrelated series of information exchanges and active involvement in plan development, target development, air execution, and assessment, which provide a means of requesting and scheduling joint air missions.

Airman— As used in this instruction, the term "Airman" refers to uniformed members of the U.S. Air Force (officer or enlisted, regardless of rank, component, or specialty).

Allocation— The sharing of limited resources among competing needs. Allocation differs from apportionment in that allocation is sharing for actual use (employment) rather than sharing for planning purposes. It is a more detailed effort than the broad apportionment distribution.

American Forces Network (AFN)— The Defense Media Activity's American Forces Radio and Television Service (AFRTS) component delivers, via the American Forces Network, U.S. radio and television news, information, and entertainment programming to military servicemembers, DOD civilians and contract employees, and their families overseas, on board Navy and Coast Guard ships, and to other authorized users.

Apportionment— In the broad sense, the general sharing of limited resources among competing needs for planning purposes. The joint force commander apportions the air and space force, for instance, to support the various objectives of the joint force.

Area of Responsibility (AOR)— The geographical area associated with a combatant command in which a geographic combatant commander has authority to plan and conduct operations.

Assigned Forces— Forces under the component command or operational control of a commander.

Associate UTC— Unit manpower that provides a capability not captured in a standard UTC is postured into an associate UTC. Associate UTCs do not have a MISCAP, MFE, or LOGDET,

are not available for use in TPFDDs, and are not visible or reported on in ART. They are placeholders for deployable positions that do not fit into an existing standard deployable UTC; for PA, apprentice (3-level) and lieutenant authorizations are associate UTCs. While associate UTCs themselves are not deployable, Airmen filling these authorizations are deployable for other requirements. Major command FAMs should be aware of those Airmen/positions linked to associate UTCs.

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

Civil Affairs— Actions that enhance awareness of and manage the interaction with the civil component of the operational environment; identify and mitigate underlying causes of instability within civil society; or involve the application of functional specialty skills normally the responsibility of civil government.

Category Level (C-Level)— A five-point scale showing the degree to which a unit meets standards within four measured areas in SORTS.

Coding— The act of assigning availability codes to postured UTCs.

Combat— Forces expected to fire weapons, conduct reconnaissance, or engage in other activities directly related to combat operations.

Combat Camera (COMCAM)— The acquisition and utilization of still and motion imagery in support of operational and planning requirements across the range of military operations and during joint exercises. Uniquely organized, trained, and equipped, Combat Camera units have the technological capability to acquire, process, and rapidly transmit classified and unclassified still and motion imagery during fast-moving operations at forward operating elements.

Combat Service Support (CSS)— Forces whose primary mission is to provide essential capabilities, functions, activities, and tasks necessary to sustain all elements of combat and combat support forces at all levels of war.

Combat Support— Forces whose primary mission is to provide combat support to combat forces and is a part or prepared to become a part of a theater, command, or task force formed for combat operations. The foundational and crosscutting capability to field, base, protect, support, and sustain forces across the range of military operations.

Combatant Command (CCMD)— 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.

Commander, Air Force Forces (COMAFFOR)— The single Air Force commander of an Air Force service component assigned or attached to a joint force commander at the unified combatant command, subunified combatant command, or Joint Task Force level.

Commander's Communication Synchronization— The DOD's primary approach to implement U.S. Government strategic communication guidance as it applies to military operations. It is the joint force commander's approach for integrating all information-related capabilities, in concert with other lines of operation and lines of effort, and synchronizing themes, messages, images, and actions to support overall objectives.

Commander's Critical Information Requirements (CCIR)— An information requirement identified by the commander as being critical to facilitating timely decision making. The two key elements are friendly force information requirements and priority intelligence requirements.

Commander's Estimate— A developed course of action designed to provide the Secretary of Defense with military options to meet a potential contingency.

Commander's Intent— A clear and concise expression of the purpose of the operation and the desired military end state that supports mission command, provides focus to the staff, and helps subordinate and supporting commanders act to achieve the commander's desired results without further orders, even when the operation does not unfold as planned.

Component— One of the subordinate organizations that constitute a joint force. Normally a joint force is organized with a combination of service and functional components.

Component Headquarters— The headquarters of an organization that is the respective service's component to a combatant command.   Major commands are often the Air Force components for combatant command-level joint forces; U.S. Air Forces in Europe-Air Forces Africa is the Air Force component to U.S. European Command and to U.S. Africa Command, for example.   A Named or Numbered Air Force may also be the Air Force component to a combatant command, such as U.S. Air Forces Central Command (AFCENT) being the Air Force component to U.S. Central Command, and 14th Air Force (Air Forces Strategic) being the Air Force component to U.S. Strategic Command.

Concept of Operations (CONOPS)— A verbal or graphic statement, in broad outline, that clearly and concisely expresses what the joint force commander intends to accomplish and how it will be done using available resources.

Concept Plan (CONPLAN)— An OPLAN in an abbreviated format that will require considerable expansion or alteration to convert it into a complete OPLAN or OPORD.

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

Contingency Plan— A plan for major contingencies that can reasonably be anticipated in the principal geographic subareas of the combatant command.

Course of Action (COA)— Any sequence of activities that an individual or unit may follow; a scheme developed to accomplish a mission; or a product of the COA development step of the joint operation planning process.

Crisis Action Planning—The Adaptive Planning and Execution system process involving the time-sensitive development of joint OPLANs and OPORDs for the deployment, employment, and sustainment of assigned and allocated forces and resources in response to an imminent crisis.

Current Operations Plans— Plans that addresses the immediate or very near-term planning issues associated with ongoing operations. This occurs in the joint operations center or J-3.

Defense Media Activity (DMA)— A field activity of the Assistant to the Secretary of Defense for Public Affairs, DMA provides news and information to U.S. forces and external audiences worldwide through motion and still imagery, print, radio, television, Web, mobile, and other communication technologies. DMA's operating components include DOD News, the American

Forces Network, the Defense Imagery Management Operations Center, the *Stars and Stripes* newspaper, and the Joint Hometown News Service, among others.

Defense Readiness Reporting System (DRRS)— A capabilities-based, adaptive, near real-time readiness reporting system. DRRS represents a shift of emphasis from readiness to capabilities in assessing the fitness of individual units and combined forces according to mission essential tasks. This provides the required visibility of Air Force resources that possess the necessary skills and capabilities to support the AEF as specified in defense and contingency planning guidance, theater security cooperation guidance, the Unified Command Plan, and National Military Strategy.

Deliberate and Crisis Action Planning and Execution Segment (DCAPES)— The Air Force's single system to present, plan, source, mobilize, deploy, account for, sustain, redeploy, and reconstitute combatant commander requirements. As the service's standard automated data processing subsystem of JOPES, DCAPES is used by operations, logistics, manpower and personnel planners at all command levels to develop and maintain force packages and task requirements for OPLAN TPFDDs.

Deliberate Planning— The Adaptive Planning and Execution system process involving the development of joint OPLANs for contingencies identified in joint strategic planning documents; a planning process for the deployment and employment of apportioned forces and resources that occurs in response to a hypothetical situation.

Demand Force Team (DFT)— A force presentation construct comprised of UTCs with a unique set of highly specific and/or low-density capabilities. Public Affairs UTCs are part of the Demand Force Team construct.

Deploy-to-Dwell— Time in theater to support combatant commander requirements versus total time back from deployment; a 1:2 deploy-to-dwell signifies a six-month deployment window followed by 12 months at home.

Deployment— The rotation of forces and materiel to or within an operational area.

Deployment Availability (DAV) Code— Personnel codes that identify an Airman's current medical, legal, and administrative status for deployment eligibility.

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

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

DOD Principles for News Media Coverage of DOD Operations— Principles governing DOD support to open and independent reporting of U.S. military operations, prescribed in DODD 5122.05.

DOD Principles of Information— Principles that support the DOD policy to make available timely and accurate information so that the public, Congress, and the news media may assess and understand the facts about national security and defense strategy, prescribed in DODD 5122.05.

Emergency and Special Program (ESP) Code— A special accounting and reporting code to collect costs incurred during an emergency or in support of a special program.

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

Exercise— A military maneuver or simulated wartime operation involving planning, preparation, and execution that is carried out for the purpose of training and evaluation.

Flexible Deterrent Options (FDOs)— A planning construct intended to facilitate early decision making by developing a wide range of interrelated responses that begin with deterrent-oriented actions carefully tailored to produce a desired effect.

Fragmentary Order (FRAGO)— An abbreviated form of an OPORD issued as needed after an OPORD to change or modify that order or to execute a branch or sequel to that order.

Functional Area Manager (FAM)— The individual responsible for the management and oversight of all Airmen and equipment within a specific functional area to support operational planning and execution.

Future Operations Plans— Plans that address the immediate or very near-term planning issues associated with ongoing operations, including branches to current operations. The time frame for future operations planning varies according to the factors listed for Future Plans, but the period typically is more near-term than the future plans time frame. Future operations planning normally occurs in the operations directorate of a joint staff (J-3).

Future Plans— Plans that address the next phase of operations or sequels to the current operation. The time frame of focus for this effort varies according to the level of command, type of operation, joint force commander desires, and other factors. Future planning occurs in the plans directorate of a joint staff (J-5).

Global Force Management (GFM)— A process that enables global sourcing, regardless of the command or service to which the force is assigned, of combatant command force requirements. It provides a decision framework for making assignment and allocation recommendations to the Secretary of Defense and apportionment recommendations to the Chairman, Joint Chiefs of Staff. Its force allocation decision matrix provides the framework for prioritizing sourcing combatant commander force requirements with finite forces and allows for the Secretary of Defense to make proactive risk-informed force management allocation decisions.

Global Force Management Allocation Plan (GFMAP)— The document, approved by the Secretary of Defense, that allocates specific rotational forces to combatant commanders.

Global Information Environment (GIE)— The aggregate of information infrastructures and processes, with no discrete boundaries, that have evolved to link individuals, groups, businesses, and nations into a comprehensive network that allows for the increasingly rapid flow of information to all parties with access to the network. The global information environment transcends industry, the media, and the military.

Guidance for Employment of the Force (GEF)— A single strategic directive that includes guidance for developing campaign plans to achieve theater and functional strategic end states; deliberate planning; global defense posture alignment; global force management; and nuclear weapons planning.

Headquarters Air Force (HAF)— The senior headquarters of the Air Force, consisting of two major entities: the Secretariat, including the Secretary of the Air Force and the Secretary's principal staff, and the Air Staff, led by the Air Force Chief of Staff.

Implied Task— A task derived during mission analysis that an organization must perform or prepare to perform to accomplish a specified task or the mission, but which is not stated in the higher headquarters order.

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

Individual Mobilization Augmentee (IMA)— An individual reservist who receives training and is pre-assigned to an active component organization that must be filled on, or shortly after, mobilization. Individual Mobilization Augmentees train on a part-time basis with these organizations to prepare for mobilization.

Information Operations (IO)— The integrated employment, during military operations, of information-related capabilities in concert with other lines of operation to influence, disrupt, corrupt, or usurp the decision-making of adversaries and potential adversaries while protecting our own.

Information-Related Capability (IRC)— A tool, technique, or activity employed within a dimension of the information environment that can be used to create effects and operationally desirable conditions. Public Affairs is an information-related capability.

Information Security (INFOSEC)— The operational advantage derived from the ability to collect, process, and disseminate an uninterrupted flow of information while exploiting or denying an adversary's ability to do the same.

Institutional Force— Institutional forces are from organizations not designated as combat, combat support, or combat service support. Institutional force primary functions are to recruit, organize, train, and equip Airmen for assignment to a combat, combat support, or combat service support unit.

Instruments of National Power— All of the means available to the government in its pursuit of national objectives. They are expressed as diplomatic, economic, informational, and military.

Interagency Coordination— Within the context of DOD involvement, the coordination that occurs between DOD elements and engaged U.S. Government agencies and departments for the purpose of achieving an objective.

Joint Force— 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.

Joint Force Commander (JFC)— A general term applied to a combatant commander, subunified commander, or joint task force commander authorized to exercise combatant command (command authority) or operational control over a joint force.

Joint Operation Planning and Execution System (JOPES)— A system of joint policies, procedures, and reporting structures, supported by communications and computer systems, that is used by the joint planning and execution community to monitor, plan, and execute mobilization,

deployment, employment, sustainment, redeployment, and demobilization activities associated with joint operations.

Joint Operation Planning Process (JOPP)— An orderly, analytical process that consists of a logical set of steps to analyze a mission, select the best COA, and produce a joint OPLAN or OPORD.

Joint Operations Area (JOA)— An area of land, sea, and airspace, defined by a geographic combatant commander or subordinate unified commander, in which a joint force commander (normally a joint task force commander) conducts military operations to accomplish a specific mission.

Joint Planning and Execution Community— Those headquarters, commands, and agencies involved in the training, preparation, mobilization, deployment, employment, support, sustainment, redeployment, and demobilization of military forces assigned or committed to a joint operation.

Joint Strategic Capabilities Plan (JSCP)— A plan that provides guidance to the combatant commanders and the Joint Chiefs of Staff to accomplish tasks and missions based on current military capabilities.

Joint Task Force (JTF)— A joint force that is constituted and so designated by the Secretary of Defense, a combatant commander, a subunified commander, or an existing joint force commander. Usually JTFs are established for specific missions and for limited time periods. They can exist to perform a functional mission or on a geographic basis.

Law of War— That part of international law that regulates the conduct of armed hostilities. Also called the law of armed conflict.

Line Remarks— Line remarks allow the Air Force component headquarters to further define capability requests. Air Force standard line remarks are used in conjunction with the UTC to further identify unique requirements.

Logistics Detail (LOGET)— The equipment portion of a UTC, containing a description of each piece of equipment, to include the National Stock Number, movement characteristics, size, and weight of each individual item.

Manpower and Equipment Force Packaging (MEFPAK) System— A data system supporting contingency and general war planning with predefined and standardized personnel and equipment force packages. MEFPAK, which resides in DCAPES, comprises two subsystems: the Manpower Force Packaging System (MANFOR) and the Logistics Force Packaging System (LOGFOR). A UTC becomes usable when it appears in the MEFPAK. The MEFPAK combines the MFE and LOGDET of a UTC in an easy to use package.

Manpower Force Element (MFE)— Manpower requirements for the UTC. It is the basis for reporting ART on Airmen as well as communicating deployment tasking manning requirements through DCAPES. It also serves as the foundation for individual requirements documentation by operation planners.

Manpower Force Packaging System (MANFOR)— A MEFPAK subsystem that provides the title of the unit or force element and its unique UTC; the MISCAP containing the definition of a UTC's capability; and the manpower detail by function, grade, and Air Force specialty code required to meet the defined capability.

Master Scenario Events List (MSEL)— A chronological timeline of expected actions and scripted events that controllers inject into exercises to generate or prompt an action. It ensures that necessary events happen so that all exercise objectives are met.

Military Information Support Operations (MISO)— 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. The purpose of MISO is to induce or reinforce foreign attitudes and behavior favorable to the originator's objectives.

Mission Analysis— A process whereby the commander's staff analyzes the set of tasks, together with their purpose, that clearly indicates the action to be taken and the reason for doing so. Mission analysis is used to study the assigned tasks and to identify all other tasks necessary to accomplish the mission. Its primary products are staff estimates, the mission statement, a refined operational approach, the commander's intent statement, updated planning guidance, and commander's critical information requirements.

Mission Capability Statement (MISCAP)— A short paragraph describing the mission capabilities the UTC is designed to perform. The statement usually contains a brief capability statement, the type of base the UTC can operate from, the list of functional activities the UTC performs, and clearly defined substitution rules.

Mission Essential Task (MET)— A task based on mission analysis and approved by the commander that is absolutely necessary, indispensable, or critical to the success of a mission.

Mission Essential Task List (METL)— A list of mission essential tasks required to accomplish an assigned or anticipated mission that includes associated tasks, conditions, and standards, and requires the identification of command-linked and supporting tasks. Mission essential tasks are the basis for capabilities-based readiness reporting in DRRS.

National Capital Region— A geographic area encompassing the District of Columbia and eleven local jurisdictions in the State of Maryland and the Commonwealth of Virginia.

National Defense Strategy— A document that describes how DOD will support the objectives outlined in the National Security Strategy. It provides the foundation for building the legislatively mandated Quadrennial Defense Review, which focuses DOD strategies, capabilities, and forces on operations of today and tomorrow, and also provides a framework for other DOD strategic guidance, including deliberate planning.

National Military Strategy— A document issued by the Chairman of the Joint Chiefs of Staff that communicates his advice with regard to the security environment and the necessary military actions to protect vital U.S. interests. It defines the national military objectives (i.e., ends), how to accomplish these objectives (i.e., ways), and addresses the military capabilities required to execute the strategy (i.e., means). It is derived from the National Security Strategy and the National Defense Strategy.

National Security Strategy— A comprehensive report prepared for Congress by the Executive Branch and approved by the President for developing, applying, and coordinating the instruments of national power to address the major national security concerns of the United States.

Nongovernmental Organization (NGO)— A private, self-governing, not-for-profit organization dedicated to alleviating human suffering; and/or promoting education, health care,

economic development, environmental protection, human rights, and conflict resolution; and/or encouraging the establishment of democratic institutions and civil society.

Objective— The clearly defined, decisive, and attainable goal toward which every operation is directed.

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

Operation Plan (OPLAN)— A complete and detailed joint plan for the conduct of military operations prepared in response to actual and potential contingencies, containing a full description of the concept of operations, all annexes applicable to the plan, and a TPFDD. It identifies the specific forces, functional support, and resources required to execute the plan and provide closure estimates for their flow into the theater.

Operations Security (OPSEC)— A process of identifying critical information and analyzing friendly actions attendant to military operations and other activities to identify those actions that can be observed by adversary intelligence systems; determine indicators that adversary intelligence systems might obtain that could be interpreted or pieced together to derive critical information in time to be useful to adversaries; and select and execute countermeasures that eliminate the risk to friendly actions and operations or reduce it to an acceptable level.

Percent Effective (PCTEF)— A subjective assessment of a unit's ability to execute its currently assigned mission(s), reported in SORTS.

Pilot Unit— The organization responsible for developing and maintaining manpower and logistics detail for UTCs. SAF/PAR is the pilot unit for all PA UTCs.

Posturing— The act of converting the unit manpower document into UTCs and aligning them to a specific AEF deployment vulnerability period.

Propaganda— Any form of adversary communication, especially of a biased or misleading nature, designed to influence the opinions, emotions, attitudes, or behavior of any group in order to benefit the sponsor, either directly or indirectly.

Public Affairs Airman— An Air Force servicemember with a 3N or 35X AFSC.

Public Affairs Guidance (PAG)— Constraints and restraints established by proper authority

regarding public information, command information, and community engagement activities. It may also address the method(s), timing, location, and other details governing the release of information to the public.

Readily Available (Rotational or Warfighting) Force— The primary pool from which the Air Force fulfills deployment requirements, comprised of forces assigned to an organization with a unit descriptor code of combat, combat support, or combat service support.

Readiness— The ability of military forces to meet the demands of assigned missions.

Reclama— A request to duly constituted authority to reconsider its decision or its proposed action when a valid shortfall exists or in the event the tasked organization has the capability but fulfilling the tasking would cause a severe adverse impact on the local mission.

Redeployment— The transfer or rotation of forces and materiel to support another joint

force commander's operational requirements, or to return personnel, equipment, and materiel to the home and/or demobilization stations for reintegration and/or outprocessing.

Reserve Component— For the U.S. Air Force, the Air National Guard and the Air Force Reserve.

Security Review— The process of reviewing information, imagery, and other products prior to public release to ensure the material will not jeopardize ongoing or future operations.

Shortfall— The lack of forces, equipment, personnel, materiel, or capability, reflected as the difference between the resources identified as a plan requirement (or service asset) and those apportioned to a combatant commander (or assigned to the service) for planning that would adversely affect the command's ability to accomplish the mission.

Sourcing— The process of identifying the specific UTC to fill a specific deployment requirement.

Specified Task— In the context of joint operation planning, a task that is specifically assigned to an organization by its higher headquarters.

Standard UTC— A UTC that describes standard, predefined manpower and equipment force capabilities.

State Funeral Plan— The plan detailing approved DOD support executed upon the demise of any individual authorized a State Funeral. Individuals include the President of the United States, any former President of the United States, the President-elect of the United States, and any other person specifically designated by the President of the United States. Upon issuance of the U.S. Northern Command State Funeral Execution Order, the Air Force District of Washington activates the 320th Air Expeditionary Wing as Air Force component to the Joint Forces Headquarters-National Capital Region for the conduct of a specific State Funeral scenario.

Status of Resources and Training System (SORTS)— An automated data system primarily created to provide authoritative identification, location, and resource information. It is used throughout a chain of command to measure the daily resource status of operating forces.

Supported Commander— The commander having primary responsibility for all aspects of a task assigned by the Joint Strategic Capabilities Plan or other joint operational planning authority. In the context of joint operation planning, this term refers to the commander who prepares OPLANs or OPORDs in response to requirements of the Chairman of the Joint Chiefs of Staff.

Supporting Commander— A commander who provides augmentation forces or other support to a supported commander or who develops a supporting plan; the commander who aids, protects, complements, or sustains another commander's force and who is responsible for providing the assistance required by the supported commander.

Third Country National (TCN) Escort— A deployment requirement involving helping oversee individuals of other nationalities hired by a government or government-sanctioned contractor who represent neither the contracting government nor the host country or area of operations.

Time Phased Force Deployment Data (TPFDD)— The electronic data portion of a plan that contains detailed requirements, capabilities, and movement data that support operational plans or ongoing rotation of forces; it contains live data that changes frequently. A TPFDD contains

critical information to include the time phasing of forces to specific destinations (called routing data). Through the use of UTCs, this information includes personnel and equipment details. A TPFDD provides a prioritized list of what UTCs deploy in support of a particular plan, catalogs combatant commander requirements, routes forces, and establishes transportation requirements. TPFDDs reside in JOPES, and the Air Force accesses these TPFDDs using DCAPES.

Total Force Awareness Training (TFAT)— Annual training required of all Airmen, covering topics such as cyber awareness, information protection, force protection, human relations, suicide prevention, and sexual assault prevention and response training. Annual Total Force Awareness Training web-based modules are available on the Air Force Advanced Distributed Learning Service website accessible from the Air Force Portal.

Unified Command— A command with a broad continuing mission under a single commander and composed of significant assigned components of two or more military departments that is established and so designated by the President, through the Secretary of Defense with the advice and assistance of the Chairman of the Joint Chiefs of Staff.

Unified Command Plan (UCP)— The document, approved by the President, that sets forth basic

guidance to all unified combatant commanders; establishes their missions, responsibilities, and force structure; delineates the general geographical area of responsibility for geographic combatant commanders; and specifies functional responsibilities for functional combatant commanders.

Unit Deployment Manager (UDM)— An individual who manages all deployment readiness and training aspects for all unit Airmen and equipment to ensure they are deployment ready.

Unit Descriptor Code (UDC)— A Joint Staff-designated code that distinguishes every organization defined by a Personnel Accounting Symbol (PAS) as Combat, Combat Support, Combat Service Support, or Other (such as organizations whose primary functions are to recruit, organize, train, and equip Airmen for assignment to a Combat, Combat Support, or Combat Service Support unit). The UDC applies to the entire unit.

Unit Indicator Code (UIC)— A six-character alphanumeric code that uniquely identifies each Active, Reserve, and National Guard unit of the armed forces.

Unit Line Number (ULN)— A seven-character alphanumeric code that describes a line (requirement) in a TPFDD. An Airman is tasked to deploy against a specific ULN.

Unit Type Code (UTC)— A five-character code that uniquely identifies a capability or "type unit." The MISCAP associated with the UTC defines the basic mission the UTC is capable of accomplishing.

Universal Joint Task List (UJTL)— A menu of capabilities that may be selected by a joint force commander to accomplish the assigned mission. The UJTL is the foundation for capabilities-based planning across the range of military operations.

U.S. Air Force War and Mobilization Plan (WMP)— The Air Force's supporting document to the Joint Strategic Capabilities Plan. The five-volume WMP provides current Air Force policies, planning factors, and Chairman-apportioned forces for conducting and supporting operations. The WMP establishes requirements for developing mobilization and planning programs to support and sustain contingency operations of the programmed forces. Its PA annex delineates

concepts, broad policies, and planning guidance for PA support across the spectrum of operations.

Attachment 2

SAMPLE FORMAT FOR A PUBLIC AFFAIRS ANNEX F

ANNEX F TO USEUCOM OPLAN 4999-12
PUBLIC AFFAIRS (PA)

References: List documents essential to this annex.

1. Situation.

   a. General. This annex assigns responsibilities and provides guidance for military PA
   actions (public information, command information, and community engagement). (See
   Annex C for operational details.)

   b. Enemy. Identify expected actions of enemy forces and forces hostile to US interests.

   c. Friendly. Identify friendly PA capabilities available for the operation.

   d. Assumptions. List assumptions for PA.

2. Mission. State clearly and concisely the essential PA tasks to be accomplished as they relate
to the overall operation.

3. Execution.

   a. Concept of Operations. Outline PA support for the operation.

   b. Tasks. List the tasks to be completed during the above listed phases.

      (1) Identify requirements for release authority and guidance on casualty and mortuary
      affairs, postal affairs, and prisoner of war/missing in action and enemy prisoner of war
      matters.

      (2) Discuss establishing a Media Operations Center (MOC).

      (3) Coordinate this annex with logistic, communications, information operations, and
      other planners to ensure required support is detailed.

      (4) List Service, component command, and other supporting commands support
      requirements.

c. <u>Coordinating Instructions.</u> Identify procedures for the following areas:

(1) Handling or forwarding to the supported command; queries, responses, and proposed news releases for clearance.

(2) Public Affairs support to Commander's Communication Synchronization.

(3) Interviews and news conferences with returned US personnel and EPWs or detained personnel.

(4) PA coordination with other staff elements involved in release of information outside the command.

d. <u>Media Ground Rules.</u>

(1) Release of Cleared Information. Establish means for release of information to be cleared and made available to the press.

(2) Categories of Releasable Information. Provide precise guidance for release of specific categories of information to the media.

(3) Categories of Information Not Releasable. Provide guidance on specific categories of information not releasable to the media.

4. <u>Administration and Logistics.</u>

a. Identify administration and logistics requirements for PA support. Identify OPSEC procedures for PA personnel, include security review procedures. Identify procedures for providing PA, audiovisual, and visual information coverage of the operation, including Combat Camera requirements. Identify command information requirements for subordinate and component commands.

b. Identify detailed personnel and equipment support requirements. Address the following:

(1) Secure voice and data connectivity between the MOC and on-scene commander (OSC), supported commander, and the Department of State representative.

(2) Inter-theater and intra-theater transportation for escorted media.

(3) Secure and non-secure Internet between MOC and other PA outlets.

(4) Digital imagery receiver equipment.

(5) Equipment for review and release of battle damage assessment-type video footage.

c. MOC/Sub-MOC Support.

(1) Personnel. Identify required personnel.

(2) Equipment. Identify additional standard equipment required to allow MOC or sub-MOC operation in the operational area. Include tentage and individual field equipment on the same basis of issue as the accompanied unit.

(3) Services. Include basic food and shelter, water, office space and materials, clothing, transportation, etc., including portable copying machines, communications, Internet access, and facsimile machines.

d. Media/Media Pool Support. Identify details on supporting the media to include: facilities, messing, billeting, force protection, immunizations, emergency medical treatment, transportation and communications, access to unclassified operational information, media pools, and other support.

(1) Outline plans for support of the media pool.

(a) Daily, comprehensive, unclassified operational briefings.

(b) Access to areas of ongoing combat and exercise operations.

(c) Access to key command and staff personnel.

(d) Designated officer from the supported command assigned to coordinate media pool requirements.

(e) Itinerary planning to enable media pool to disperse throughout the combat area in order to provide coverage of operations and to regroup periodically to share information and file sorties.

(2) Required Logistics Support. Outline supported commander responsibilities for planning logistics support for pool and escort personnel. Support should address:

(a) Existing airlift to/from CONUS to operational area.

(b) Theater ground, sea, and air transportation available to the media.

(c) Messing and billeting, and reimbursement requirements.

(d) Issuance of any equipment considered appropriate to the situation (e.g., helmets, canteens, protective vest, and chemical protective gear).

(e) Access to communications facilities to file stories on an expedited basis.

(f) Medical support.

5. Command and Control. Identify command relationships for PA including Information Operations Cell participation (see Information Operations Annex).

//Signed//
Commander

Appendices {none included, develop as appropriate}
 1 — Personnel Requirements for MOCs and Sub-MOCs (see also Annex A)
 2 — Equipment and Support Requirements for MOCs and Sub-MOCs (see also Annex D)
 3 — General Ground Rules for Media
 4 — DOD National Media Pool
 5 — American Forces Radio & Television Service Support
 6 — Stars and Stripes Support
 7 — Redeployment/Reconstitution Preparation
 8 --- Visual Information

OFFICIAL

Attachment 3

SAMPLE FORMAT FOR A COMBAT CAMERA APPENDIX 10 TO ANNEX C

**CLASSIFICATIO
N**

APPENDIX 10 TO ANNEX C TO USEUCOM OPLAN 4999-12
COMBAT CAMERA (COMCAM)

References: List documents essential to this appendix.

1. Situation. Describe the general situation expected to exist and the contingency area to be supported. Include the appropriate level of detail that will aid Combat Camera forces to understand the context of their assigned tasks.

  a. Enemy. See Annex B, Intelligence Estimate.

  b. Friendly. Describe available Combat Camera capability.

  c. Assumptions. State any assumptions concerning friendly, enemy, or third-party capabilities, which may affect, negate, or compromise effective accomplishment of COMCAM mission planning, preparations, or execution.

2. Mission. Identify the task and purpose for Combat Camera operations.

3. Execution.

  a. Concept of Operations. State the deployment and employment concept for COMCAM forces based on the nature of the threat within the AOR. Identify the level of support to be provided (e.g., 24-hour operations, special operating procedures, and forward basing). State in-theater daily imagery requirements and distribution priorities.

  b. Tasks. List the tasks assigned to each Combat Camera element of the supported and supporting commands in separate numbered subparagraphs. Each task should be a concise statement of the mission to be performed for the operation upon execution. The task assignment should encompass all key actions that subordinate and supporting elements perform to fulfill the concept of operations.

   (1) Joint Headquarters Combat Camera Support. Specify which Service component/agency is responsible for providing the Combat Camera Team Officer-in-Charge. Identify mission capabilities required in-theater and the imagery requirements to fully support the headquarters staff and other major command staffs. Major capabilities are listed below:

      (a) Video Acquisition Services.

(b) Video Editing and Duplication.

(c) Video Distribution and Satellite Transmission (To include identifying and requesting dedicated bandwidth).

(d) Still Imagery Acquisition, Processing, and Duplication.

(e) Still Imagery Distribution and Transmission.

(f) Other special considerations such as classification of imagery, night vision capability, and any theater level support not directly included within the categories listed.

(2) Joint Combat Camera Teams. Identify the capabilities to be provided by each service component and/or unique qualifications required (i.e., diver team, aircrew personnel, airborne). Specific qualifications are listed in parenthesis.

(a) Army (airborne).

(b) Navy (divers and aircrew personnel).

(c) Marine Corps.

(d) Air Force (air and ground personnel).

c. Coordinating Instructions. List unique Combat Camera instructions applicable to commands within the AOR, other USG agencies, and allied or coalition agencies and forces.

4. Administration and Logistics.

a. Logistics. Identify Combat Camera sustainment requirements. Identify the duration Combat Camera forces will be required to deploy.

b. Administration. Provide guidance for Combat Camera situation reports, interim actions, and after-action report requirements. Identify OPSEC procedures as appropriate.

5. Command and Control. Refer to Annex J. Identify the specific command and control relationships that exist, and how deploying Combat Camera forces will integrate into the existing structure.

Tabs {No specific format provided for Tabs A, B, C, and D}
A--Combat Camera (COMCAM) Customer Support Requirements
B--Organization of Combat Camera Forces
C--Combat Camera Product Flow
D--Armament Delivery Recording