WING LEADERSHIP

Guide to the AEF

FOR OFFICIAL USE ONLY

Editors
Air Force Personnel Center, Directorate of AEF and Personnel Operations
Education Branch (AFPC/DPWPE)

Layout and Graphics
Air Force Personnel Center, Directorate of AEF and Personnel Operations
Education Branch (AFPC/DPWPE)

Version 5.0

01 September 2009

Air Force Personnel Center, Directorate of AEF and Personnel Operations (AFPC/DPW)
550 C Street West Suite 1
Randolph Air Force Base, TX 78150-4701
DSN: 665-0102
Commercial: (210) 565-0102

This guide is not a governing document. When directive information has been provided, it is extracted from an AFI. Users of this guide should reference the applicable AFIs to determine/validate mandatory requirements. The AFIs referenced in this manual are: AFI 36-2629 IMA Management ; AFI 36-3802, Personnel Support for Contingency Operations; AFI 10-244, Reporting Status of Aerospace Expeditionary Forces; AFI 10-401, Air Force Operations Planning and Execution; AFI 10-403, Deployment Planning and Execution. Additionally, Joint Publication 1-02, Department of Defense Dictionary of Military and Associated Terms, was referenced.

Air Reserve Component (ARC) units will follow their respective instructions and HQ guidance.

Foreword

From its inception, the Air and Space Expeditionary Force (AEF) construct has evolved to provide combatant commanders the capabilities they require as part of the joint team. As a force management tool, the AEF battle rhythm has also evolved from its original vision to now align with Global Force Management (GFM) providing agility in adaptive planning for the Air Force. The Global AEF provides a level of predictability and stability while being flexible enough to allow AEF operations to meet combatant commander requirements.

The Air Force is continually looking for ways to improve the AEF and the current changes surely won't be the last. AFPC is now a supporting command to Air Combat Command as the Air Force's conventional force provider to Joint Forces Command. The Air Force is also looking at how to mold the AEF construct to improve support to combatant commanders globally, while providing better predictability and maximum notification to our Airmen.

It is your duty as front-line Air Force leaders to understand our ever-evolving AEF. This guide, in conjunction with the Deployed Leader Guide to the AEF and the IDO/UDM Guide to the AEF, provides full coverage of AEF operations at all levels. Each guide is available on AEF Online; https://aef.afpc.randolph.af.mil/education.aspx

The trilogy of AEF guides offer a 360-degree view of issues facing AEF leaders, from tasking through redeployment. They also provide information to initiate dialogue among our Total Force leaders at all levels on how to best execute the AEF. This knowledge enhances our ability to achieve the Air Force mission and ensure victory in Air, Space, and Cyber Space.

K.C. MCCLAIN
Major General, USAF
Commander

TABLE OF CONTENTS

Wing Leadership Guide to the AEF

CHAPTER 1

AEF Overview

Our Air Force has a history of expeditionary operations dating back to the Wright Flyer and the Mexican campaigns of 1916-1917. Even a cursory look at Gen Kenney's operations in the Pacific or allied campaigns across Europe and Africa in WW II illustrate the nature of our agile, "expeditionary" mind set. Korea followed that same model as deployed forces fought up and down the peninsula. In fact, the period from Vietnam through the end of the Cold War is the aberration in our past. Large, fixed Main Operating Bases (MOBs) with set piece reinforcement plans were our reality...we knew who, where, why and how we would fight.

We won the Cold War and prepared for the "peace dividend" that never really delivered. Instead global events forced us to return to our roots. The Gulf War, Allied Force, Operations Noble Eagle, Enduring Freedom and Iraqi Freedom are the most notable in a series of engagements we've fought all over the world. Expeditionary operations are once again a way of life for us. Our deployments have gone up four-fold since the Cold War, but now we accomplish them with 1/3 fewer Airmen and 2/3 fewer bases.

Air and Space Expeditionary Force (AEF) Concept

The basic concept of the AEF we use today was born of necessity after years of rotations between Operations Northern Watch and Southern Watch. High operations tempo (OPSTEMPO) forced us to update our Air Force-wide system of organizing, scheduling and presenting our forces to combatant commanders (CCDRs). Launched in 1998 by Gen Mike Ryan, CSAF, Cycle 1 of the AEF was 15 months long and included approximately 60,000 Airmen. Today the AEF operates on a 24-month schedule and includes over 300,000 Airmen. It remains flexible to accommodate CCDR's needs, whether for 4 months, 6 months, or 365 days.

Every Airman is "in" the AEF. Some are deployed to an area of responsibility (AOR), while others are employed "in place", perhaps executing 24/7 satellite command and control to provide instantaneous combat effects halfway around the world. Regardless of Air Force Specialty Code (AFSC), rank, staff, or line duty - everyone is considered an expeditionary Airman and must be trained and ready to fight our nation's wars. It is a given that our commanders and supervisors understand that the mission must come first. That is why we exist as an Air Force. But, under that overarching concept, we all realize that people are always at the heart of our combat capability.

Every Airman is "in" the AEF. Some are deployed to an area of responsibility (AOR), while others are employed "in place", perhaps executing 24/7 satellite command and control to provide instantaneous combat effects halfway around the world. Regardless of Air Force Specialty Code (AFSC), rank, staff, or line duty - everyone is considered an expeditionary Airman and must be trained and ready to fight our nation's wars.

Tempo Banding

As the national security strategy of our nation and the DoD requirements needed to support it become more complex, fiscal and force structure constraints continue to limit our options. Air Force force providers supported by AFPC/DPW have implemented transformative ways to meet the CCDRs' requirements through the implementation and maturation of Tempo Banding. The AEF Tempo Bands align capabilities that have been accomplishing the mission with their actual deploy to dwell ratios. Under the Tempo Band construct, Airmen will not deploy for longer periods or more often than their capabilities are required. Instead they are provided predictable schedules for realistic planning.

Under the Tempo Band construct, Airmen will not deploy for longer periods or more often than their capabilities are required.

Headquarters Air Force (HAF) Functional Area Managers (FAMs) assess each capability's true deploy to dwell rate and place it in one of the seven tempo bands. Band "A" is the AEF baseline construct with five pairs of 4-month blocks. The other four Active Component (AC) Tempo Bands consist of five 6-month blocks (Band "B"), four 6-month blocks (Band "C"), three 6-month blocks (Band "D") and two 6-month blocks (Band "E"). The two ARC mobilization Tempo Bands consist of nine 6-month blocks (Band "M") and eight 6-month blocks (Band "N") respectively. The blocks in Bands "M" and "N" are predicated on a 6-month employment period within a 9-month mobilization period.

Figure 1.1 Sample AEF Tempo Bands

AF capabilities that do not fall into Band "A" are sorted by current OPSTEMPO to determine their Tempo Band. Deploy-to-dwell rates, dictate which band they are placed in as Figure 1.2 illustrates.

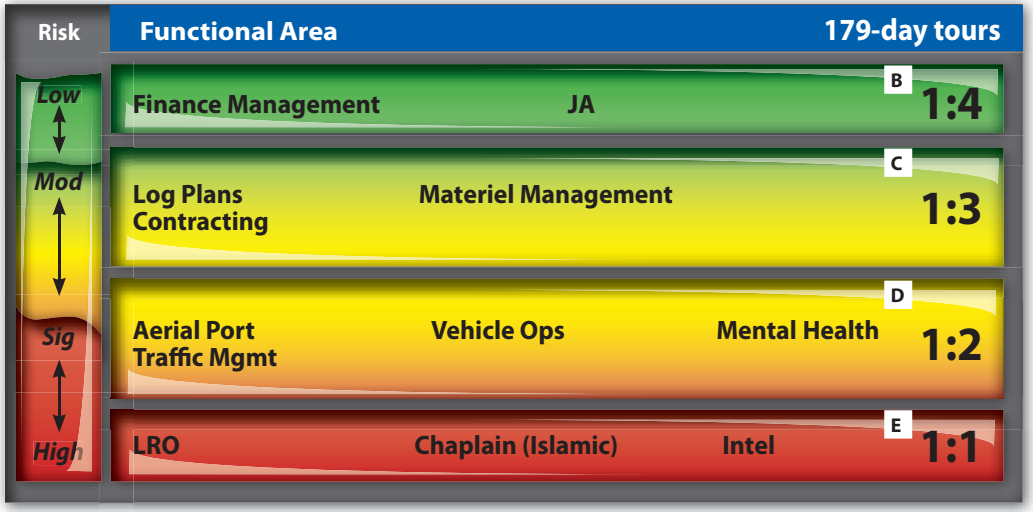


Figure 1.2 Sample Capabilities Tempo

UTCs are then postured in pairs/blocks within each band. A pair/block is a deployment vulnerability period. As Airmen are assigned to postured UTCs, their AEF alignment becomes their band: pair/block assignment (A:1, B:3, C:2, etc).

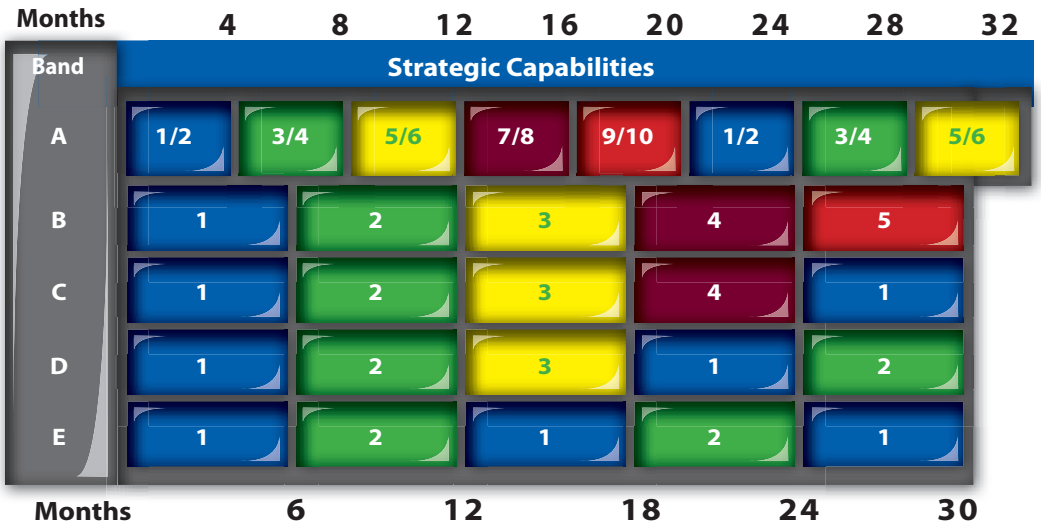


Figure 1.3 Sample Tempo Band + Block = AEF

AEF Key Principles

The AEF is the Air Force methodology for presenting forces to CCDRs. Three main principles provide the foundation of how the AEF is structured and executed: predictability, equitability and transparency.

Predictability

The AEF battle rhythm allows us to maintain a high state of readiness for all of our forces—all of the time. Alignment of forces across AEF blocks defines our battle rhythm and allows our Air Force to address the question, "Who goes first?" This methodology provides a logically organized structure during periods of surge in order to supply near seamless support of CCDR requirements. During rotational operations, the AEF supplies a level of predictability so our Airmen can plan for the future. Predictability varies during surge operations, necessitating higher deploy-to-dwell ratios. This is the cost the Air Force must accept in supporting CCDRs' increased needs.

The AEF battle rhythm allows us to maintain a high state of readiness for all of our forces—all of the time.

CCDRs' needs determine which skills or capabilities are needed and supporting commanders determine how we organize, train, equip and posture our forces to meet their needs. The current operating environment requires more vigilance so Airmen have a feel for when they are likely to deploy. It is imperative that every Airman has all ancillary training up-to-date at all times and has their equipment needs and special or just-in-time training identified and prioritized.

The expectation should be perfectly clear to all: There is no such thing as a "short notice" deployment during your designated vulnerability period. Your bags should be packed as if you had a "prepare to deploy order" (PTDO) in hand! You need to be ready to deploy during your entire vulnerability period. This is due to the possibility that if you're not called in the beginning of your vulnerability period, you could be at any time during your vulnerability period.

There is no such thing as a "short notice" deployment during your designated vulnerability period. Your bags should be packed as if you had a "prepare to deploy order" (PTDO) in hand!

We have always had key parts of our Air Force that do not neatly align with our AEF Schedule. Strategic Capabilities, often referred to as enabler units, such as Joint Surveillance Targeting Attack Radar System (JSTARS) or B-2 squadrons, are always considered "on call".

Key Mobility Air Forces (MAF) enabler units such as Contingency Response Groups (CRG) have similar requirements. This part of our Air Force has an OPSTEMPO that may be unique, but that doesn't mean they're not in the AEF or that commanders are not responsible for providing a "predictable" schedule for their Airmen. The dynamics of a wartime mission create significant challenges in providing predictability—the commander's vigilance is key to providing as much predictability as possible.

The burden is heavy on commanders. You can't just align personnel with their AEF vulnerability period in MilPDS and call it complete. As your OPSTEMPO increases or decreases, your plan must be updated and changed to reflect new mission assignments. If you can't project 12 months out, plan and disseminate a 6- or 9-month look ahead instead. If you were able to answer the questions; "Who goes first?", "Who goes next?" before, then reset the process to provide whatever predictability you can. The Air Force realizes the mission comes first and that one size does not fit all regarding AEF--but every commander should provide as much predictability as possible. Our Airmen deserve no less.

Equitability

After you have answered; "Who goes first?", "Who goes next?"; the next question should be, "Are we treating everyone the same?" At the Air Force level, the answer is "yes". With the addition of tempo banding, our AEF concept allows us to look across our entire Air Force and deploy Airmen at the same rate within the same skill set. For example, if you are a security forces (SF) member of a 13-person squad performing duty on a base, the deployment rates between teams in United States Air Forces in Europe (USAFE), Air Mobility Command (AMC), Air Combat Command (ACC) and other MAJCOMs are essentially the same. Likewise, the deployment requirements for command post personnel are very evenly spread across all of our units Air Force-wide. Under normal AEF rules, the end result of sourcing CCDR taskings is an "equitable" share of these taskings between similarly skilled/coded units throughout our Air Force.

Expeditionary taskings exist in a dynamic world so there will always be varying rates of deployment throughout your wing and across our Air Force. If you have Limited Supply/High Demand (LS/HD) assets, they might be on a 60-day deploy/60-day recover & training/60-day deploy

rotation, depending on the current tasking and overall OPSTEMPO. Some Expeditionary Combat Support (ECS) or aviation units may deploy only a portion of a skill set in a given AEF period, while another unit may have all their UTCs in one of the 6-month tempo bands.

The end result is that as a commander or wing leader, you need to understand that there will always be different levels of taskings. The key take away is that if one of your units is operating at a higher deploy to dwell rate, then every other unit of similarly coded skill sets in our Air Force will be under the same level of stress.

Transparency

As our process and systems mature we will see an ever increasing transparency in the day-to-day operation of the AEF, providing confidence from the ground up. Transparent in the sense that there is no mystery to the process: The when, why and how should be visible and understood by every Airman. The goal is for every commander and senior enlisted leader to fully understand the "when, why and how" a tasking is levied.

Transparency:
The goal is for every commander and senior enlisted leader to fully understand the "when, why and how" a tasking is levied.

Commander, Air Force Forces (COMAFFOR) requirements and the AEF timeline drive the "when" part of the equation. Many wings have horror stories of short-notice AEF taskings that other wings shortfalled at the last minute. The questions never change: "How long has the requirement been in the system?", "Who held on to it for so long?", "Is everyone contributing at the same level of effort?" This guide will go into more details on each of these in the following chapters.

The "why" is driven by a thorough knowledge of the "coding" that is done with each and every UTC in the Air Force inventory. Just as important as coding is how these UTCs are reported by each commander on a monthly basis, using the AEF UTC Reporting Tool (ART). Some UTCs are coded as "more available to deploy" than others, while others will be considered "deployed in place" supporting CCDR war fighting requirements. The "green", "yellow" and "red" readiness rating in ART will impact which UTCs are selected and in what order. Sometimes we'll be forced to combine specific parts of two "red" UTCs to make one deployable "green" UTC.

Understanding the "how" means a basic knowledge of "posturing" of the various UTCs in our Air Force and the effect that HAF and MAJCOM Functional Area Managers (FAMs) have on that process.

The key message for commanders is that ART metrics are not and will not be used as a "report card" item, however, ART accuracy and timeliness is tracked, reported and reviewed at the MAJCOM Vice Commander (CV) level.

The key message for commanders is that ART metrics are not and will not be used as a "report card" item, however, ART accuracy and timeliness is tracked, reported and reviewed at the MAJCOM Vice Commander (CV) level.

AEF Resources

AEF Online

AEF Online is AFPC/DPW's website; it provides relevant information about the AEF and deployments in one location. The information is presented by target audience (individual deployers, force providers), so users can easily locate desired information. A feedback link is available so users can make suggestions to improve AEF Online (https://aef.afpc.randolph.af.mil).

Commander's Toolkit

AFPC/DPW provides this tool on AEF Online to enable commanders to quickly check medical and dental readiness information. The CC Toolkit combines data from the Preventive Health Assessment/Individual Medical Readiness (PIMR) system and MilPDS to provide a snapshot of individual medical requirements. Commanders have near real-time direct access to unit Individual Medical Readiness (IMR) status and due/overdue reports.

Individuals with due/overdue requirements can be e-mailed directly from inside the tool to notify them to complete the requirement. This is a must for your Unit Deployment Managers (UDMs). The Commander's Toolkit can be accessed via a tab at the top of any AEF Online webpage. A short tutorial is also available.

Adaptive AEF

Every time we complete an AEF rotation, we do it better. As we blend the Operation Plans (OPLAN) of the past with the adaptive plans of the future, we continue to apply the lessons learned. Two concepts have evolved based on our experience; teaming and crisis response/ rotation of Airmen.

How we execute the AEF on a daily basis is determined by the needs of the CCDR/COMAFFOR. Are we responding to a crisis OPLAN such as an attack on South Korea or sending Relief In Place (RIP) or Rotation of Airmen (ROA) to established Forward Operating Bases (FOBs) in support of United States Air Forces Central Command (USAFCENT). Both are driven by the common need for combat effectiveness--but they have varying options regarding "teaming" of assets and deployment timelines. Thus, crisis response and RIP/ROA dictate that our AEF must be flexible enough to handle both options. We must develop teaming arrangements that allow us to be as efficient as possible by appropriately posturing and coding Air Force capabilities and ensure combat effectiveness by providing "plug and play" combat lethality to support CCDRs around the world.

Teaming

Teaming is defined as filling out a deployed unit with the largest portion possible from a single contributing unit. Since the basic combat organization is the squadron, AFPC/DPW attempts to team by squadron. However, since Global AEF policy aligns each Air Force unit's capabilities across multiple AEF blocks, the Air Force would have to reach across several AEF blocks to deploy an intact squadron from the same location. So, deployed units typically have personnel assigned from multiple supporting units.

An important consideration for teaming is the operating environment and location of the FOB itself. If your unit is sent to an FOB in a high-threat environment on an austere base, it will score higher on the requirement for teaming than a unit sent to a MOB out of the direct combat zone.

It is more important to have an experienced team that has worked together in a high-threat environment--this is AFPC/DPW's first priority for teaming. Likewise, a Theater Engagement Plan (TEP) tasking to another Air Force MOB will have a lower priority for teaming than either of the above. As AFPC/DPW does the initial FOB alignment, all of these factors will come into play as we seek the best solution for the supported commanders.

One of the benefits of using the AEF construct is the inherent flexibility the system brings in meeting our worldwide commitments.

Crisis Deployment vs. Rotation of Airmen

One of the benefits of using the AEF construct is the inherent flexibility the system brings in meeting our worldwide commitments. In a crisis mode, when planning analysis shows that two or three blocks worth of a certain capability are needed, it makes more sense to pull as much as possible from one wing in that pool even if we must task both hits of ECS, or more than one aviation unit from different pairs. The goal being, one team, one boss, with the wing commander being both the supporting and supported commander! In this case, we are striving for maximum effectiveness so we will reach forward as far as necessary to get a standing combat team. With current tools, our planners will look into each wing and see where they need help to round out their required capability before the first airlift departs. For example, if a designated unit was only 86% manned in SF, we could augment with specific UTCs of SF capability to join up in the AOR during the first 72 hours of deployment. Likewise, if your wing has outsourced most of its civil engineer (CE) assets, you will be augmented by the required UTCs to fill in that capability.

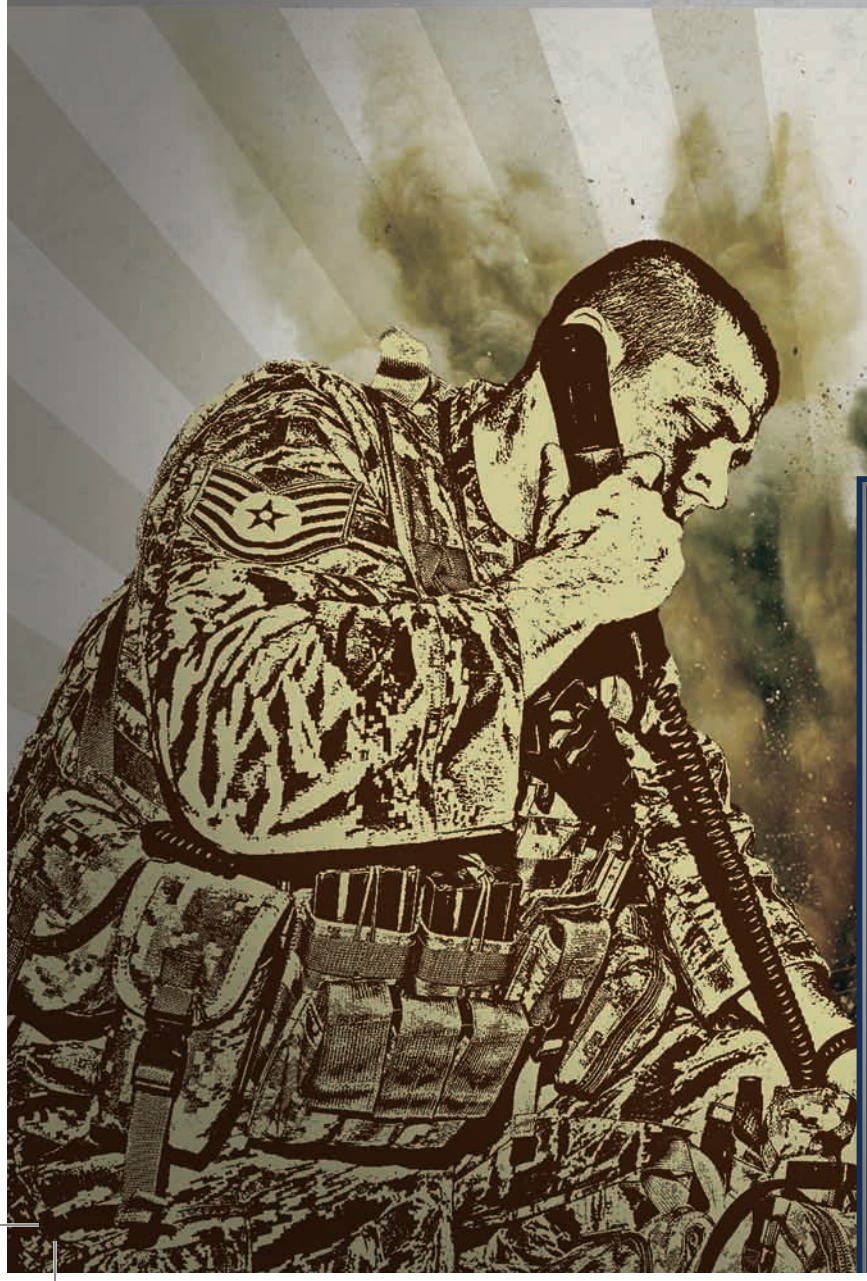
In contrast, normal rotational operations have the lead time to cast a wide net across our Air Force to maximize efficient use of all assets within the AEF. Often the Air Expeditionary Wing (AEW) leadership team including key group and squadron commanders is already in place. The AEF methodology allows the Air Force to source from units worldwide and across all MAJCOMs. As a result, the number of Airmen eligible to deploy increases dramatically. Not every unit has a Designed Operational Capability (DOC) tasking but every Air Force unit has UTCs with standardized Mission Capability (MISCAP) statements. A standard MISCAP applied throughout our Air Force is one of the key requirements of the AEF. Units are the foundation of our combat/combat support capability, but standardized MISCAPs linked to functional UTCs provide the necessary building blocks to formulate ready, capable, expeditionary squadrons, groups and wings to the CCDR.

Another consideration for rotational operations is how to best rotate a unit within the AOR to ensure continuity; thereby, sustaining a high level of combat effectiveness. We have been conducting RIP operations for years. Similar to the Army process where the mission passes from one unit to another in a Transfer of Authority (TOA), each Combat Air Forces (CAF) unit and many MAF aviation units follow this RIP/TOA model. On the ECS side, however, the unit flag, such as the 332 ECES, will likely remain in place and "on the line" performing its wartime tasking without any downtime.

To support the ECS rotational scheme AFPC/DPW implemented a Rotation of Airmen (ROA) template. This template is designed to deliver forces in a stable and predictable pattern to support the warfighter. Key and essential personnel, such as commanders, vice/ deputy commanders and first sergeants, would move into a deployed location during the first 8 days of the movement window. Remaining personnel will have their required delivery dates (RDDs) adjusted or realigned to rotate approximately one-third of the force in 7-day intervals over 21 days. The ROA template provides deploying/deployed commanders insight into what capabilities are scheduled into their units during the critical AEF transition, through the unit change of command (Ref: AFI 10-401, para 9.5.1).

CHAPTER 2

Roles & Responsibilities



As the AEF continues to evolve, commanders' understanding of the roles and responsibilities that contribute to the AEF process is key to their success.

It takes an entire base to deploy an Airman. A trained, cohesive team of individuals who know their jobs, understand how they fit into the process and how important their parts of the process are to the overall mission, is integral to the wing commander being able to successfully execute the AEF. As the AEF continues to evolve, commanders' understanding of the roles and responsibilities that contribute to the AEF process is key to their success. This understanding leads to highly prepared forces and successful delivery of capabilities to supported CCDRs.

This section outlines key roles and responsibilities commanders need to be aware of and areas key staff personnel should focus on to fully understand unit preparedness, assist in the execution of their responsibilities to the AEF and assess unit performance.

Commander Responsibilities

The AEF is flexible, from supporting sustained rotational operations through surge in support of regional crises, to redeployment of forces returning from rotational operations. Commanders must ensure their Airmen understand everyone is in the AEF.

The most crucial step to achieving predictability for your Airmen is accurate ART reporting, but first, Commanders must correctly align each Airman according to their AEF assignment, FAM Prioritization and Sequencing Guidance, Global Intelligence, Surveillance and Reconnaissance (ISR) allocation deployment order (DEPORD), or respective MAJCOM aviation schedule. Additionally, commanders must be aware of the UTCs which contain their unit capabilities and be knowledgeable of any "pilot unit" responsibilities they may have. For more information on pilot units, see AFI 10-401, para 5.15.12.

Unit processes must accurately identify all theater and special training requirements and must ensure timely notification to every Airman. Commanders need to establish a process to ensure Airmen are personally notified of taskings within 96 hours of receipt.

The AEF never stops; all commanders must understand their responsibilities and, like members of a good relay team, be ready to properly execute. Since the AEF never stops, neither should a unit's preparations. Incorporating AEF topics into wing staff meetings is a simple tool for keeping apprised of a unit's readiness along different stages of the AEF battle rhythm. Based on a full AEF Schedule, Appendix C outlines recommended briefing items along the 24-month AEF timeline.

Commanders are continually assessed on the timeliness and accuracy of their units' ART reporting at the Air Force level. Since July 2005, an AEF Debrief has been conducted after each AEF rotation. The CSAF and Vice Commanders of each MAJCOM review AEF metrics on shortfalls/reclamas, readiness, posturing and deployment discrepancies. While no commander can completely eliminate shortfalls/reclamas, the best way to minimize their occurrence is through accurate and timely ART reporting. For more information on the AEF Debrief and metrics, see Chapter 3.

Supporting commanders at all levels are reminded of the importance of administering an aggressive fitness training program that is monitored and enforced.

Fitness Test

Current USAFCENT reporting instructions require that individuals provide a copy of fitness test results upon inprocessing to their deployed location. If a member's fitness test is going to expire while deployed, the member must test prior to departure from home station.

Supporting commanders at all levels are reminded of the importance of administering an aggressive fitness training program that is monitored and enforced. Documented fitness levels in combat AORs show a direct correlation in the relationship between fitness standards and the ability to tolerate extreme conditions. Individuals who fall out due to heat-related issues and non-combat muscular/skeletal injuries tend to be those who do not meet fitness standards. Commanders must ensure that all of their unit personnel are "fit to fight."

Other Key Roles and Responsibilities

The AEF affects everyone in the wing, but there are key work centers that have responsibility to bring it all together. Air Force Instruction (AFI) 10-403, Deployment Planning and Execution, calls for the creation and prescribes the activities of the Deployment Process Working Group (DPWG). The IDO chairs this group comprised of experts from Wing Plans, Logistics Plans, Transportation, Manpower, Personnel, Communications, Medical, UDMs, tenant units and other functional areas. While the installation has key personnel executing, leaders at all levels must remain fully aware and engaged at all times.

Senior noncommissioned officers (SNCOs) and UDMs have key roles in the unit as they in-process and assign incoming Airmen to UTCs and AEFs. These individuals hold the keys to forecasting needs, reviewing Airmen's skills and previous AEF assignments and ensuring seamless transition between incoming and outgoing Airmen. First sergeants assist in the AEF deployment process by working with commanders and deploying members to ensure the members and their families are ready for the challenges ahead.

The commander who knows the key roles and responsibilities of those directly involved in the deployment process, ensures the right people are in the right jobs and provides them the right training, will be more successful at executing a smooth AEF process that supports the mission and the Airmen who execute it.

Installation Deployment Readiness Cell (IDRC)

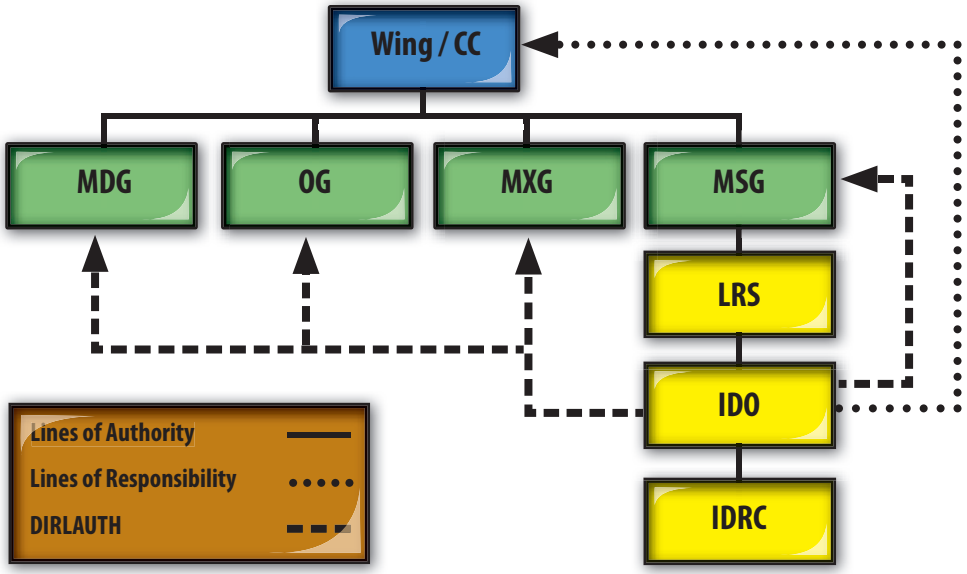
The IDRC is responsible for gathering and presenting decision-quality information to wing leadership. The following members/offices are included in the IDRC:

- Installation Deployment Officer (IDO)
- Installation Personnel Readiness (IPR) Personnel
- Plans and Integration Section (LGRDX) Personnel
- Passenger Movement Element (LGRDAP) Personnel
- Manpower and Organization Section Personnel
- Air Transportation
- Tenant unit log planners
- Other functional representatives when required

AEF specifics should be briefed throughout the AEF Battle Rhythm, typically at wing staff or stand-up meetings.

The IDRC is a centralized function, which is the focal point for all deployment operations. The IDRC is the wing focal point for identifying, validating and distributing taskings and information. It is functionally aligned under the host Logistics Readiness Squadron (LRS) Commander, with AFI 10-403 authority for direct line of communication and responsibility to the wing commander for all deployment planning and execution operations. The IDRC consists of permanent staff and direct support staff. All staff members will be under the tactical control of the IDO. Operational and administrative control still belongs to the respective units (e.g., IPR remains assigned to the Force Support Squadron [FSS]). (Ref: AFI10-403, para 1.5.4.2.1) IDRC daily operations consist of the full-time functions executed by the IDO, LGRDX (from host if in a host/tenant environment) and IPR personnel. Upon Deployment Control Center (DCC) activation, the IDRC falls under the control of the DCC. The IDRC will be a consolidated function capable of supporting personnel tasked to deploy.

AEF specifics should be briefed throughout the AEF Battle Rhythm, typically at wing staff or stand-up meetings. Once deployment tempo warrants activation of the DCC, a stand alone "AEF Stand-Up" briefing should be conducted. Meeting attendees are wing senior staff, all unit commanders and the IDRC members.



IDO Lines of Authority, Responsibility and DIRLAUTH

Installation Deployment Officer (IDO)

The IDO is pivotal to successful AEF execution and reports directly to the wing commander.

The wing commander appoints an IDO for a minimum period of 18 months (with the exception of short-tour locations where the minimum period will be 12 months) (Ref: AFI 10-403, para 1.5.1.2). The IDO is pivotal to successful AEF execution and reports directly to the wing commander. IDOs receive all deployment taskings, including individual augmentee taskings in support of OPLAN/CONPLAN TPFDDs and/or AEF commitments.

The IDO is responsible for keeping the wing commander informed of all deployment taskings. The IDO also ensures the wing meets all execution and command and control deployment requirements. The IDO provides the necessary supervision and direction to all personnel assigned to the IDRC and ensures taskings are processed quickly and efficiently. The IDO coordinates as necessary, with appropriate squadron and group commanders for deployment preparation and execution issues. This coordination is direct liaison authorized (DIRLAUTH).

The IDO will ensure required timelines for processing taskings and assigning personnel to taskings are met. In the rare occasion a shortfall is identified and a reclama is required, the IDO will submit it in accordance with established guidance.

The IDO will forward requests to IPR and Manpower if it's a personnel shortfall or to the Equipment Management Section (EMS) if it's an equipment shortfall. Even though the IDO works these requests, commanders must know when and where these shortfalls are occurring and be working plans to fix them.

Plans and Programs Office (XP)

The wing Plans and Programs office (XP) acts as an advisor to the wing commander, providing a strategic/contingency/combat planning function. Key responsibilities of XP are to keep wing leadership informed of contingency planning and execution. This would include: incorporating the consolidated planning order (CPO) process into the wing's strategic calendar of operational events, monitoring Secret Internet Protocol Router Network / Non-Classified Internet Protocol Router Network (SIPRNET/NIPRNET) communication flow for HAF message traffic, maintaining the OPLAN library and conducting three types of contingency response exercises (Phase I, Phase II and Anti-Terrorism) to prepare/test wing capabilities.

The Chief of XP is a member of the Installation Control Center for contingency operations and chairs the Contingency Planning Team (CPT). This team is activated on any advance notices or alerts for deployments in support of contingencies, as directed by the wing commander and handles contingency-related issues including home station support, deployment package completion and deployment location.

The Chief of XP also acts as an advisor to and assists the IDO in resolving any issues with higher headquarters taskings and shortfalls. This function may have a different name from base to base (e.g., Plan, Programs, Evaluations and Assessments).

Installation Personnel Readiness (IPR)

IPR (formerly known as Personnel Readiness Unit [PRU]) is administratively aligned under the Readiness and Plans Office in the Force Support Squadron (FSS). The IPR will be collocated with the IDRC IAW AFI 10-403 unless an approved waiver has been accomplshed IAW AFI 36-3802, para 4.3.1.1.1. Approved waivers should not exceed 24 months. IPR personnel are responsible for providing personnel deployment planning and execution in matters pertaining to (1) deployment availability (DAV) information, (2) deployed personnel accountability and (3) duty status reporting for contingency, exercise and deployments. While some of the IPR's day-to-day responsibilities are routine management, IPR has several readiness responsibilities. These responsibilities fall into the following categories: unit personnel war planning, Global Command and Control System - Air Force (GCCS-AF), force accountability accuracy and reporting (the single most important responsibility of IPR) and deployment processing. IPR duties include validating receipt of unit taskings, assessing manpower availability and communicating requirements to wing leadership. IPR must ensure every unit line number (ULN) has a name assigned to it. Changes to any tasking, allowed only if unable to meet the tasking requirement, must be followed up with associated ULN corrections to assure accuracy in reporting and in-transit visibility (ITV), as well as ensuring proper preparedness for receiving Personnel Support for Contingency Operations (PERSCO) facilities.

Deployment and Distribution Flight (LGRD)

The Deployment and Distribution Flight (LGRD) is the wing OPR for logistics plans, war reserve materiel management, deployment planning, training and execution, base/expeditionary support planning, sustainment, redeployment, mobility bags/small arms weapons, wing support agreement management and logistics command and control. They manage air terminal operations and all squadron-level contingency support requirements. They provide logistics readiness deployment training for all wing personnel to carry out deployment tasks. They provide wing and squadron command and control during contingency operations.

Plans and Integration Section (LGRDX)

The Plans and Integration Section (formerly known as the Logistics Readiness Flight [LGRR]) provides wing-level management of AEF data/activities, UTCs, In-Garrison Expeditionary Site Plan (IGESP), IDP, deployment training, DCC and Reception Control Center (RCC). Some LGRDX responsibilities include, but are not limited to:

- Monitor War and Mobilization Plan (WMP) Volume Three and AEF Libraries
- Analyze current OPLANs, CONPLANs and FUNCPLANS
- Monitor TFPDDs
- Act on deployment taskings
- Identify ULN movement details and ULN Errors
- Review MISCAPs for accuracy

Passenger Movement

Passenger Movement Element (LGRDAP)

The Passenger Movement Element (formerly known as the Traffic Management Flight [TMF]) works directly with the IDRC to schedule channel airlift into the aerial port of debarkation (APOD) and commercial travel to the aerial port of embarkation (APOE) for deploying personnel. Prior to scheduling any airlift, the LGRDAP checks the TPFDD to ensure passengers aren't scheduled for aggregation. If the passengers aren't already scheduled for airlift via aggregation, the LGRDAP refers to the Passenger Routing Instructions. The LGRDAP will brief passengers regarding excess baggage limitations and potential layovers at the APOD awaiting intra-theater airlift. For those areas of the AOR without commercial travel offices, the LGRDAP will book commercial tickets from the port (e.g., BWI, Norfolk) back to home station for redeploying passengers, if requested by member. Members must inform their home station LGRDAP of AMC mission number, date and time of arrival. Executing deployment and redeployment is covered in detail in Chapter 8.

Manpower and Organization Section

The Manpower and Organization Section (formerly known as the Manpower and Organization Flight [MOF]) is aligned under the Manpower and Personnel Flight. It is involved with the wing's readiness documents: DRMD, MANFOR, MEFPAK and MISCAPs. These documents provide reference detail for the IDRC, IPR, UDMs and each unit's leadership to manage tasking requirements. With these, the Manpower and Organization Section can assist in validating taskings to ensure MAJCOM taskings don't exceed wing/ unit authorized manpower. In addition, the Manpower and Organization Section is involved with other readiness aspects including:

- Assisting units to determine manpower needs for new/modified UTCs and their composition
- Maintaining a current Manpower Force Packaging System (MANFOR) database file within DCAPES, including any base-unique non-standard UTCs
- Providing the LGRD and unit commanders/UDMs with MISCAPs at least quarterly

Unit Deployment Manager (UDM)

UDMs are appointed by the squadron commander to act on their behalf in supervising and controlling unit deployments. They should be selected for their knowledge, experience and organizational skills.

UDMs are appointed by the squadron commander to act on their behalf in supervising and controlling unit deployments. They should be selected for their knowledge, experience and organizational skills.

The UDM is the linchpin between the unit and the IDRC. UDMs are appointed by letter; appointment letters will be updated annually, by new appointment, or at change of commander. Due to the amount of training required to do this job effectively, commanders should minimize the rotation of their UDMs. AFI 10-403, para 1.6.1.12, directs that replacement of these appointments will be kept to a minimum of 24 months.

UDMs work directly with the IDO and IPR to ensure all unit personnel and equipment are ready to deploy. The UDM reports on unit readiness to the commander and is the primary liaison to the unit training manager, squadron superintendent and wing training functions to notify them of need to schedule just-in-time training, specific AOR or required functional area special training, in accordance with line remarks and other guidance.

UDMs work directly with the IDO and IPR to ensure all unit personnel and equipment are ready to deploy.

The UDM works closely with the squadron superintendent to posture squadron members to UTCs and assign them to AEFs. Additionally, the UDM and squadron superintendent ensure the ART report is updated in accordance with Air Force requirements and is accurate.

Superintendents and Command Chief Master Sergeants

It is every SNCO's responsibility to ensure Airmen have the most notification, best training possible and are properly equipped for deployment.

It is every SNCO's responsibility to ensure Airmen have the most notification, best training possible and are properly equipped for deployment. This is absolutely critical in all career fields, but is particularly significant to Airmen in career fields that deploy on an increased battle rhythm or on extended deployments.

The squadron superintendent should work with the UDM to ensure proper UTC coding, which results in proper sourcing. The squadron superintendent should also coordinate with the UDM on a scheduled basis (as frequently as necessary) to ensure ART is being properly updated, with primary focus on the on-call or upcoming AEF vulnerability period. Failure to properly code or update ART leads to units being erroneously tasked, shortfalls identified, reclamas submitted and, somewhere down the line, an Airman being notified of a tasking with short notice.

Another important part of the AEF process is properly and fairly assessing and assigning incoming personnel. As it relates to the AEF, when conducting skill analysis, the squadron superintendent will ensure skill level is commensurate with the UTC the Airman is being assigned to and ensure all skill level and deployment training is up-to-date. When assigning an incoming Airman to an AEF pair/band, carefully consider when he/she deployed with the previous base. If the deployment was recent, then every effort should be made to assign the member to the later AEF pair/band at the current base. If an incoming member is arriving from a remote assignment, the squadron superintendent must allow for a 6-month reprieve from deployment, in accordance with AFI 10-403, table A2.1, note 4. Waiver authority for the 6-month TOS minimum is the Numbered Air Force (NAF)/CC or first 3-star equivalent in chain of command.

Squadron superintendents should work closely with the commander and UDM to ensure a smooth notification process, so Airmen and their supervisors are notified as soon as possible of taskings. If a bottleneck is caused by functions external to the unit, the squadron superintendent needs to bring this to the attention of the leadership of that function and facilitate a smoother pro-

cess. The priority is to ensure that all Airmen have the maximum notification possible. Squadron superintendents should ensure first sergeants are kept informed, so they can assist deploying members with their personal readiness needs.

Training is integral to our force meeting mission needs efficiently and safely. Every SNCO in a unit needs to understand and execute training within their areas of responsibility. The squadron superintendent should project, schedule and ensure training requirements are completed throughout the squadron. There are many ways to "slice" or categorize AEF training. One way to "slice" it is into predeployment, deployment and postdeployment training. Each category can then be broken down further into categories, as described in Chapter 7. The purpose of all training activities is to increase the skill and confidence levels of our Airmen.

Training is integral to our force meeting mission needs efficiently and safely. Every SNCO in a unit needs to understand and execute training within their areas of responsibility.

Ensuring our Airmen are properly equipped is another responsibility of SNCOs. They should be well versed on functional and AOR equipment requirements and work closely with providers of this equipment to ensure the correct equipment is available in sufficient numbers. Equipment and training concerns that cannot be resolved should be elevated up the chain of command immediately.

Group superintendents and wing command chief master sergeants should work closely with the levels below to ensure that every Airman in their units has maximum notification for deployment, the best training available and is properly equipped.

First Sergeants

First sergeants are integral to all phases of the deployment process. In the predeployment phase they assist members and advise commanders on what members need to accomplish to get their personal affairs in order prior to deployment. This includes wills and family care plans. They ensure members know about programs available to them in their deployed status, to include deferred payments, reduced interest rates and tax-free savings programs.

First Sergeants also ensure families are taken care of and are aware of the programs available to them via the Airman and Family Readiness Center and other base agencies. Programs like "Give Parents a Break", video teleconferencing, instant messaging through the AF Portal, free oil changes, etc. are specifically designed to assist the families of deployed airmen. During the deployment, first sergeants perform an important role to ensure families are contacted regularly and know who to contact if they have any issues or concerns. They work with commanders and superintendents to prepare for the return of the deployed members and spearhead the reintegration process. (see Chapter 7)

Unit Training Manager (UTM)

Unit training managers (UTMs) work with the UDM and squadron superintendent to schedule just-in-time training, specific AOR, or functional area special training required for deployment. Additionally, they ensure training records (AF Form 623) are up to date for deploying members in the grade of E-6 and below and for E-7s and above who are in upgrade training status. They work with squadron superintendents and supervisors to ensure deploying members in upgrade training (UGT) have a supervisor assigned at the deployed location (if supervisor is not deploying with member). They ensure members in UGT have all materials they need to take with them, know what is expected of them to accomplish while deployed and what testing services are available at the deployed location.

CHAPTER 3

Metrics

Expeditionary leaders use deployment and readiness metrics as tools that measure/gauge an organization's deployment effectiveness and efficiency. Metrics serve as a roadmap, determining where you've been, where you're going and how (or if) you're going to get there.

Expeditionary leaders do not strive to improve a metric, but use them to improve the performance of the organization.

Expeditionary leaders do not strive to improve a metric, but use them to improve the performance of the organization. The result is the right resources get to the right place at the right time to meet the needs of the warfighter.

AEF Information Service (AEFIS)

AEFIS reports give leaders access to key metrics and reports previously only available through many disparate systems. Key leadership in the deployment process can request access to AEFIS based on their current or deployed duty position. To assist standardizing metrics, reports available through AEFIS are predefined, so users across the AF spectrum are presented the same information.

AEFIS is accessible on AEF Online SIPRNET website. Users need an AEF Online account to access AEFIS. To obtain an account, click on the login button and follow the instructions to register for an account.

The AEF Data Warehouse includes data from DCAPES, MiLPDS, GTN, ART and other systems. By using the prepackaged reports, leaders have access to the same data and metrics used to develop headquarters reports, including the AEF Debrief.

AEF Debrief

The AEF Debrief establishes common execution metrics that are consistent Air Force wide, providing a transparent forum where all AEF process players (e.g., AFPC/DPW, MAJCOM staffs and wings) review the same data with a single goal in mind—better warfighter support. AEF Debrief helps commanders provide more predictability and stability for Airmen, both secondary goals of the AEF.

The AEF Debrief establishes/identifies the norms for deployment operations, planning and execution. MAJCOM commanders request an AEF Debrief approximately 45 to 60 days after an AEF pivot date (The AEF pivot date is normally the 15th day of the first month of the AEF deployment eligibility window. The transportation movement window is 15 days on either side of the

AEF pivot date). The AEF Debrief provides MAJCOM and wing commanders a picture of how their units executed their AEF deployments during an identified rotational period. It is an excellent tool to ensure lessons learned after each rotation are applied to subsequent rotations.

AEF Metrics

The AEF deployment management process metrics fall into two categories: leading and lagging. The theory of leading and lagging indicators is one of cause and effect. Leading indicators are those that show potential problems before they occur. Lagging indicators show firmly established trends "after the fact"; solutions can be developed after the trends are analyzed.

The Wing-Level Metrics Chart lists suggested wing-level metrics to ensure forces are available and ready to support the AEF process. These metrics aid wing leadership to identify key indicators that impact their ability to meet deployment requirements. Unit commanders can use these metrics to manage their unit readiness levels.

Wing-Level Metrics Chart

Metric	Lead/Lag	Focus Area
What is the status of the wing's deployable combat capability as reported in ART?	Leading; Reported in AEF Debrief	Readiness
Has the wing reported on the status of its assigned UTCs in ART within prescribed time limits?	Leading; Reported in AEF Debrief	Readiness
What are the UTC deficiencies and are there trends the commander needs to address?	Leading	Readiness
Are all of the units' warfighting capabilities postured in the AEF Libraries?	Leading	UTC Posturing/ Coding
Are all funded military positions postured in UTCs for units classified as warfighting?	Leading	UTC Posturing/ Coding
Are all unit personnel assigned to an AEF Tempo Band or an Enabler category?	Leading	UTC Posturing/ Coding
How many shortfalls were there & what were the conditions?	Lagging; Reported in AEF Debrief	Requirements
Were names assigned to each tasking (ULN) within suspense timeline?	Lagging; Reported in AEF Debrief	Requirements
Does the unit maintain a program to measure the tasking notification cycle from IPR to UDM to member?	Lagging	Requirements
Have deploying wing personnel completed all required predeployment and AOR-specific training?	Leading	Readiness
Did deploying wing personnel generate deployment discrepancies after arriving in the AOR?	Lagging; Reported in AEF Debrief	Deployment Discrepancies

Wing-Level Metrics Explained

ART status of deployable capability
Goal: 100% Correctly Reported
Report: ART Aggregate UTC Report
Commanders are charged with organizing, training and equipping their forces. UTC readiness, as measured by the Red/Yellow/Green coding scheme in ART, is a direct reflection of the unit's ability fulfill the requirements of the assigned UTC's MISCAP. All funding and training-related measures should be taken to assure UTCs are ready for the fight and coded correctly in ART.

Red UTCs indicate capabilities that should (or could) be ready to deploy, but are not. The primary focus should be on actions required to make those UTCs Yellow or Green. Commanders should track what's lacking in the UTC, what's being done to make it ready and finally, provide and closely monitor the "get well date".

Yellow and Green UTCs define capabilities that either deploy with some assistance or are full up ready to deploy. Commanders should be aware of personnel and equipment issues affecting their assigned UTCs. This could include key personnel changes or equipment being unavailable due to mandatory depot maintenance.

More information on ART management can be found in Chapter 5 of this guide.

ART Reporting Timeliness
Goal: 97% on time
Report: ART Compliance Report
ART reports UTCs readiness to deploy. Wing and base-level agencies ensure current UTC capability and status are reported within AFI 10-244 timelines. The Air Force displays its capability to organize, train and equip forces to meet CCDR requirements through timely accurate ART reporting.

Late UTCs are reported as "Over 30 Days" in ART. These UTCs have not been reported on, as required, over the previous 30 days.

"Not Reported" UTCs are tracked at "0 to 6 days" and "7 to 30 days" in ART. While these UTCs are postured in the AEF Libraries, the owning unit has not reported on the status in ART. Commanders should report the readiness of these UTCs as soon as possible.

UTC Deficiency Trends
Goal: TBD by wing
Report: ART Status Report
UTC deficiencies are tracked in the ART tool under four categories: Personnel, Training, Equipment and Supplies and Equipment Condition. Commanders should maintain situational awareness of the deficiencies and get well dates reported on their UTCs. They should look for trends to determine what solutions can be implemented or if higher headquarters intervention is required (i.e., a UTC that can never be filled based on a shortage of a required AFSC on the base and Air Force-wide). For more information on UTC availability, see Chapter 4.

Unit Posturing/Coding
Goal: 100% of Warfighting Authorizations Postured
Report: AEFIS AEF Library Quick Reference Report
There must be a one-to-one relationship between funded warfighting authorizations and postured UTC authorizations. To the maximum extent possible, assign funded unit warfighting authorizations to standard deployable UTCs. Warfighting authorizations that can't be assigned to a postured, standard deployable UTC will be assigned to an associate UTC. Additionally, each Unit Manning Document (UMD) authorization must be postured in one and only one UTC.

Readiness of standard UTCs is monitored in ART. Associate UTCs should contain the remaining positions that do not fit into a standard deployable UTC. Associate UTCs provide AEF association for Airmen and represent additional capability to meet individual augmentation, other non-standard CCDR requirements, backfill, or reach-back residual capability for standard deployable UTCs. However, associate UTCs are not currently reported in ART.

MilPDS AEF Indicator Assignment

Goal: 100% assigned to an AEF Indicator in MilPDS
Report: MilPDS AEF Indicator Report

In addition to warfighter support, providing Airmen stability and predictability are the basic tenets of the AEF. Commanders ensure Airmen are assigned an AEF Indicator in MilPDS. This includes personnel assigned to an Enabler Library. Responsibility for entering the data in MilPDS varies from base-to base. IPR, FSS, unit and group support staffs all have the capability to enter the data, but it remains the unit commander's responsibility to ensure it is completed. The Installation Deployment Plan (IDP) should spell out exact procedures for getting the data in MilPDS.

Reclamas and Conditions

Goal: TBD by wing
Reports: RPT Reports

Reclamas are rare if UTCs are postured correctly and accurately reported in ART.

Reclamas will only occur under the most extenuating circumstances and require wing commander approval for conditions #1-4, or MAJCOM/CV approval for condition #5 (See Chapter 6 for more on reclama conditions). Commanders at all levels must be involved in the reclama decision-making process. Reclamas are rare if UTCs are postured correctly and accurately reported in ART. Commanders must closely monitor all taskings and review proposed reclamas prior to notifying MAJCOM FAMs and AFPC/DPW. Reclama metrics are briefed during each MAJCOM's AEF Debrief. The metrics show conditions #1-4 combined and condition #5 separately.

Names in Systems Timeliness
Goal: 100% assigned within suspense
Report: AEFIS Names in Systems Report
Units, in association with IPR, must assign names and related data used for tracking and management of deploying individuals. Based on AFI 36-3802 timelines, IPR personnel enter data into DCAPES as soon as possible after receipt of the deployment tasking, but no later than 15 calendar days after the base accepts taskings for requirements that are greater than 30 days until first movement. Names will be updated within 24 hours of base acceptance if the first movement is less than 30 days. Timely names in system drive CCDR personnel visibility, Army and Air Force training quotas/dates and Airmen deployment notification. Commanders must establish their own timelines to ensure notification to members as well as meet Air Force suspenses.

Timely names in system drive CCDR personnel visibility, Army and Air Force training quotas/ dates and Airmen deployment notification.

Base-level tasking notification timeliness
Goal: TBD by wing
Report: AEFIS Names in Systems Report
The IDO and Installation Manpower Office validate requirements as they hit the base and forward to IPR. IPR processes and forwards to the appropriate unit. Commanders decide which Airmen will fill the requirements, notify the Airmen via the proper channels (commander, UDM or supervisor). UDMs provide the name to IPR. This process must be completed quickly. Installation commanders must establish a goal and measurement process for tasking notification timeliness.

Predeployment Training
Goal: 100% of required training complete
Report: LOGMOD/ADLS Training Report
Squadron commanders, through their UDMs ensure individuals complete tier 2A training prior to entering their deployment vulnerability period and tier 2B training upon receiving a tasking. With the move to tempo bands, tracking this training has become much more important and at times, more complicated. Each unit may have personnel in more than one, if not all tempo bands. Commanders and UDMs must be aware of who is entering their vulnerability period and what training they require. Wing Commanders establish goals and measurement processes for individuals entering each AEF vulnerability period.

Commanders and UDMs must be aware of who is entering their vulnerability period and what training they require.

Discrepancies on members arriving at deployed locations hinder the CCDRs combat effectiveness.

Deployment Discrepancies

Goal: 0%. No deployment discrepancies received

Report: DPDRT Report

Deployment discrepancies are entered in the Deployment Processing Discrepancy Reporting Tool (DPDRT). After reviewing unit reports, commanders should focus corrective action on discrepancies that are the responsibility of the deploying unit. Discrepancies on members arriving at deployed locations hinder the CCDRs combat effectiveness. Effective unit leadership and a proactive UDM can go a long way toward reaching the 0 discrepancy goal.

CHAPTER 4

UTC Availability

The Air Force presents its forces via an Air and Space Expeditionary Task Force (AETF). The basic building block used in force planning and deployment of AETFs is the UTC. A UTC represents a package of capability with a specific MISCAP as defined in the MEFPAK. Planners use UTCS to document total funded manpower and funded logistics requirements needed to support the national military strategy during contingency, crisis action and rotational planning.

UTCs in the AEF Capability Library

The AEF Capability Library consists of 100% of the USAF postured capability and encompasses one iteration of the AEF schedule plus the Enabler force.

The AEF Capability Library consists of 100% of the USAF postured capability and encompasses one iteration of the AEF schedule plus the Enabler force. The AEF Capability library 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 and provides a composite of capabilities from which AETFs are task organized to meet mission requirements. It contains the Air Force's total warfighting capability in terms of UTCs. The library consists of all the forces postured in the five primary and two ARC Tempo Bands plus the Enabler force. The AEF Capability Library is located in the UTC Availability (UTA) module of DCAPES. The capabilities listed in the AEF Library are either Standard Deployable (D=Deployable) or Associate (A= Associate). Deployable or Associate is identified by posturing code (P-Code). The Air Force has organized its Libraries of UTCs into 5 active duty tempo bands, 2 reserve component tempo bands and the enablers.

The Air Force has organized its Libraries of UTCs into 5 active duty tempo bands, 2 reserve component tempo bands and the enablers.

FAMs and UTCs

Air Staff FAMs develop specific functional guidance directing the posturing of functional area UTCs. This guidance is published no later than 9 months prior to the start of the next AEF Schedule. This guidance will be approved at no lower than the applicable Air Staff three-digit level. The approved FAM prioritization and sequencing instructions are published on AEF Online. See AFI 10-401, Chapter 7 and Attachment 3 for items required in FAM Guidance.

Posturing Codes

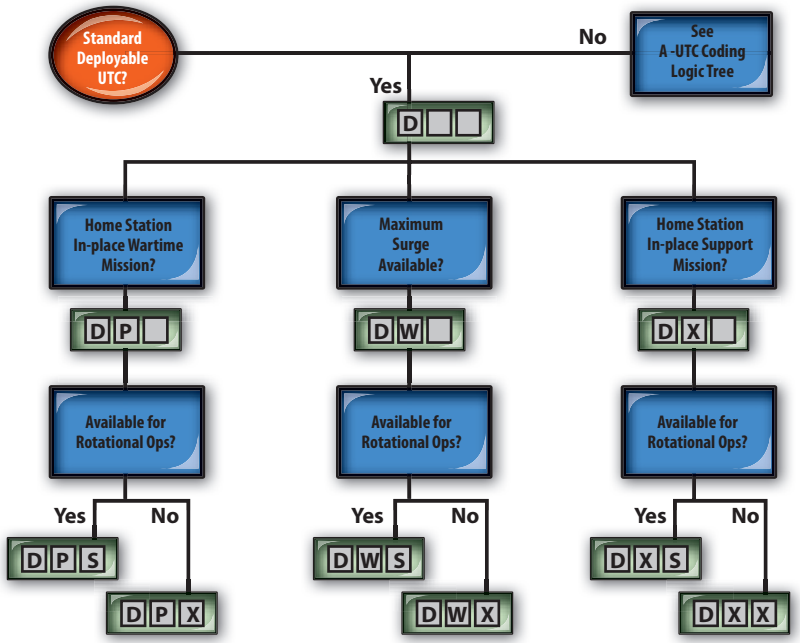
Posturing Codes (P-Codes) indicate the availability of those UTCs a unit has postured. The codes are located in the P-Code column of UTA. Prior to P-coding, the wing/CC and wing senior leadership must, through the respective MAJCOM FAM, expressly articulate mitigating factors and risks that are expected in order to make the maximum amount of capability available to the Combatant Commands. Resource dependent mitigations (e.g., contract dollars, IMAs) must be planned for and ready for immediate implementation during normal rotational operations and at each declared level of surge (i.e., minimum, limited and maximum). The wing/CC is expected

to place this guidance in the base support plan and ensure their subordinate commanders are aware of the permissions, mitigating factors and risks and use them when validating the proposed P-Codes and of the respective MAJCOMS FAMs. The first character of the P-Code shows the deployable capability as a Standard Deployable (D-UTC) or an Associate (A-UTC).

Standard Deployable UTCs (D-UTCs)

Standard Deployable UTCs (D-UTCs) represent a capability with a specific mission as defined in the MISCAP statement.

These UTCs provide the highest level of detail to Air Force planners and will be used to the greatest extent possible. FAMS use D-UTCs to the maximum extent possible when posturing. Deployable positions that cannot be aligned with a standard deployable UTC will be postured into an "Associate" or A-UTC.



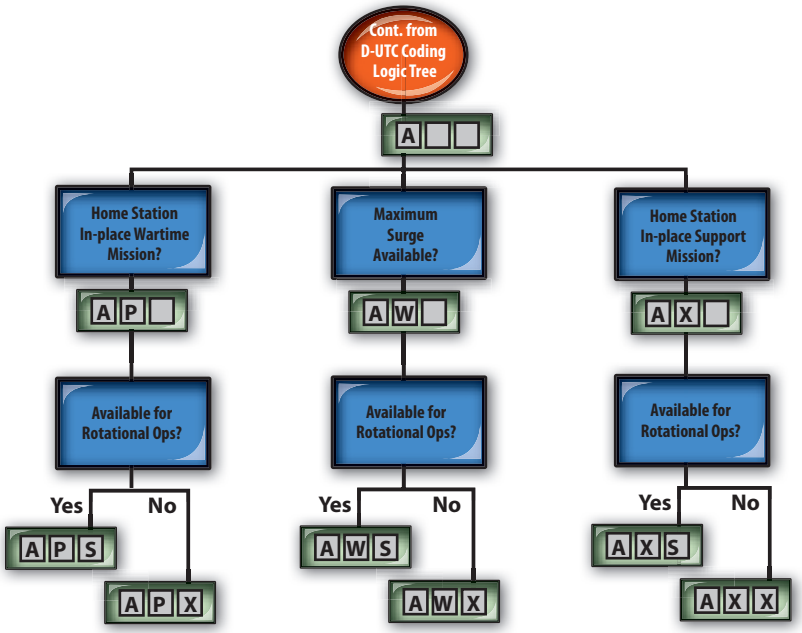
D-UTC Coding Logic Tree

Associate UTCs (A-UTCs)

Associate UTCs (A-UTCs) provide visibility on how many residual positions a unit has once all standard deployable UTCs have been postured. They are identified in the AEF Library and UTC Availability in DCAPES by the functional area they are assigned to and by their "Z, ZZ, or ZZZ" suffix. A-UTCs do not contain MISCAPs or standard manpower/logistics detail.

For example: A unit has an "RRABC = 12-person" UTC for a functional area. The UMD has 14 authorized positions assigned in that same functional area.

The unit will posture the 12 positions as a D-UTC. The remaining 2 residual positions will be postured in UTC Availability in DCAPES as an A-UTC and it will be identified as an "RRZZZ". Each person assigned to an A-UTC will have an AEF association. This A-UTC will provide a pool of capability to meet individual augmentation (IA), reach-back and backfill. A-coded UTCs provide visibility over capabilities that cannot be aligned into a D-UTC. HAF FAM Posturing and Sequencing Guidance guide MAJCOM FAMs in posturing UTCs. The latest approved Posturing and Sequencing Guidance are available on AEF Online.



A-UTC Coding Logic Tree

Coding of Additional UTC Characters

The second and third characters of a UTC's (either D-UTC or A-UTC) posturing code represent specific availability or unavailability of the UTC.

"P" as the second character represents authorizations that fight from home station and have a direct CCDR mission or are only deployable within their own theater of operations. Example: Serving at the tip of the Korean Spear, controlling the high ground in space and operating, maintaining and securing the Inter-Continental Ballistic Missile force.

"W" as the second character represents that the authorizations would be available for tasking during all conditions (War/crisis surge).

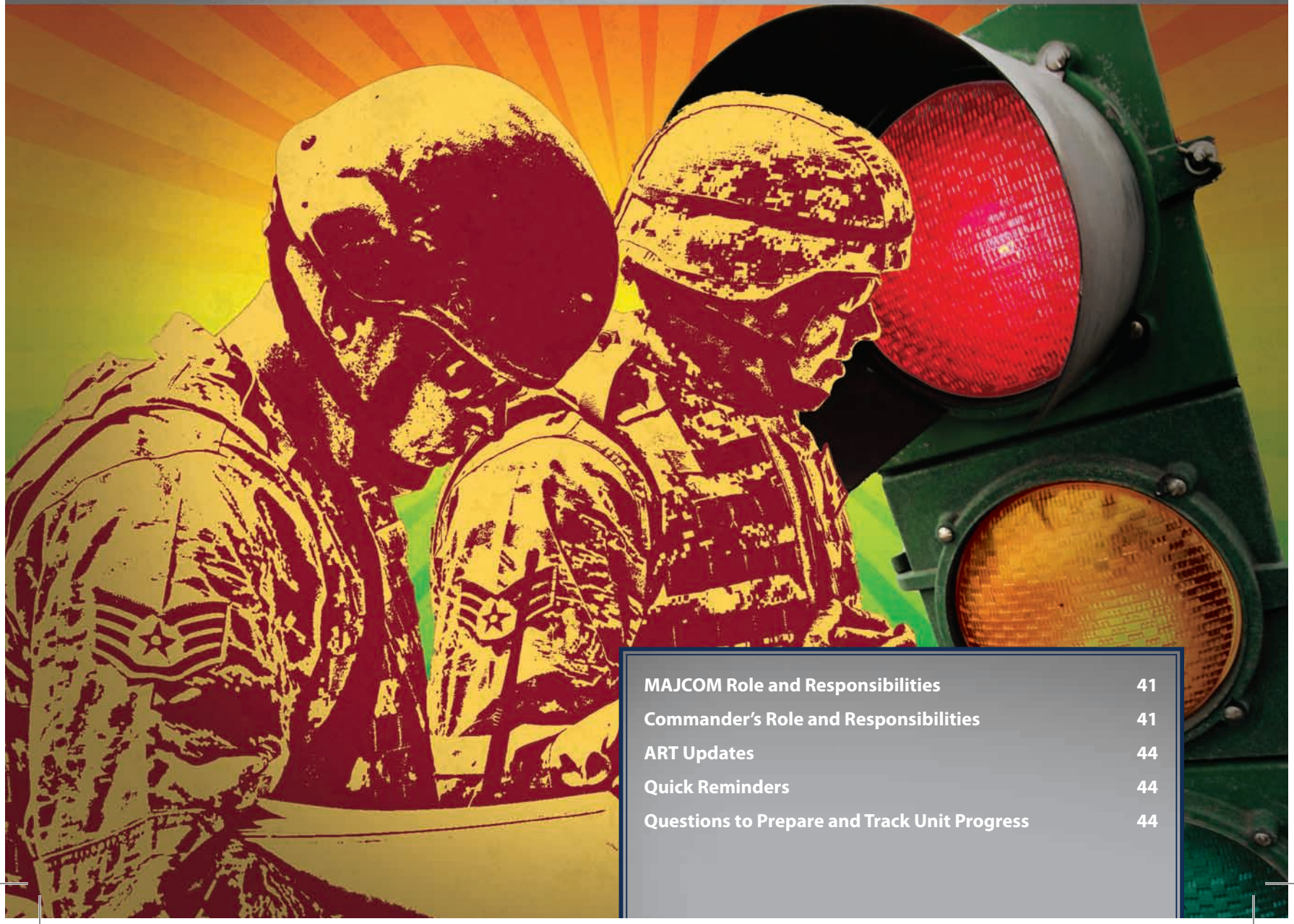
"S" as the third character indicates rotational sustainable support (formerly known as "Steady State"). It refers to the level of support or capability that can be provided within the AEF rotational construct.

"X" can be used as a second or third character. When used as a second character it shows a home station requirement (for D-UTCs) or that the UTC may be deployed as long as there is a like asset remaining on home station (for A-UTCs). An example of "X" as the second character is tech school UTCs; employed at homestation, but not as direct support for a CCDR. When used as a third character, it denotes UTCs that are not normally available within the rotation construct without exceeding the unit's capability to sustain critical home station operations.

Look for further Posturing and Coding guidance at the HQ USAF/A5XW website.
(https://afkm.wpafb.af.mil/ASPs/CoP/OpenCoP.asp)

CHAPTER 5

ART Management



In order to understand the risk associated with current and emerging taskings, Air Force senior leadership determined a need to collect UTC readiness data from all AEF postured UTCs. ART provides sufficient detail to meet the following requirements:

- Provide HQ USAF, AF Component Commanders, MAJCOM's and AFPC/DPW readiness information to employ, manage and sustain AEF operations.
- Enables unit reporting of a UTC's current ability or inability to fulfill its Mission Capability Statement (MISCAP) across the full range of military operations, to include rotational and emerging requirements.
- Provides information to aid resource allocation and risk decisions during rotational and emerging requirements sourcing.

ART requires commanders to report the ability of a UTC to perform its MISCAP statement anywhere in the world at the time of the assessment.

ART requires commanders to report the ability of a UTC to perform its MISCAP statement anywhere in the world at the time of the assessment.

ART highlights missing resources and quantifies the availability of a capability. Deficiencies reported in ART include personnel, training, equipment supply and equipment condition. Accurate ART reporting cannot be overemphasized; report true unit capability at all times. HAF FAMs use ART report to determine capability Tempo Band and posturing rules. ART reports are the basis for rotational and emerging requirement sourcing and all levels of command use them to monitor the health of the force.

Accurate ART reporting cannot be overemphasized; report true unit capability at all times.

Accurate ART reporting cannot be overemphasized; report true unit capability at all times.

UTCs presented in ART are drawn from the AEF Libraries, which reside in the UTC Availability application of the Air Force war planning systems, DCAPES. The UTCs postured in the UTC Availability are used for sourcing. See Chapter 4, UTC Availability for more information.

ART produces many reports. Timeliness, current status as well as reporting trends can be analyzed using ART reports. Your Wing ART monitor can provide reports at any level of detail.

MAJCOM Role and Responsibilities

MAJCOM/FOA/DRUs manage ART access for base-level owned units. MAJCOM/FOA/DRUs provide ART training for Wing ART managers who in turn train their unit ART monitors. A listing of the MAJCOM POCs can be found on the AEF Online. Click on the Reports link, then MAJCOM Points of Contact link.

Commander's Role and Responsibilities

Wing/installation commanders ensure UTC assessments and information provided by subordinate unit commanders are accurate, timely, valid and complete.

Wing/installation commanders ensure UTC assessments and information provided by subordinate unit commanders are accurate, timely, valid and complete.

ART Monitors or Approvers should also review the latest ART tools and documents, located on AEF Online. Click the Help link under "User Workspace". Several documents exist within the "Help Resources" box designed to assist ART Monitors, Approvers and commanders.

Assessments

Unit commanders assess the status of their UTCs. There are two assessments in ART: readiness assessments and tasking assessments.

Readiness Assessments

Readiness assessments use stoplight methodology (Green, Yellow, or Red) to indicate the UTC's ability to perform its MISCAP anywhere in the world at the time of the assessment. Assessments are accomplished on each UTC every 30 days, even if there is no UTC status change. Additionally, a readiness assessment must be accomplished within 24 hours of any change to a UTC's readiness.

The stoplight assessments are:

Green: The complete UTC to include the exact manning and equipment, with only MISCAP allowed substitutions and all required training are available for deployment within 72 hours of notification or sooner if subject to more stringent criteria. Some UTC MISCAPs or DOC statements require more stringent response times.

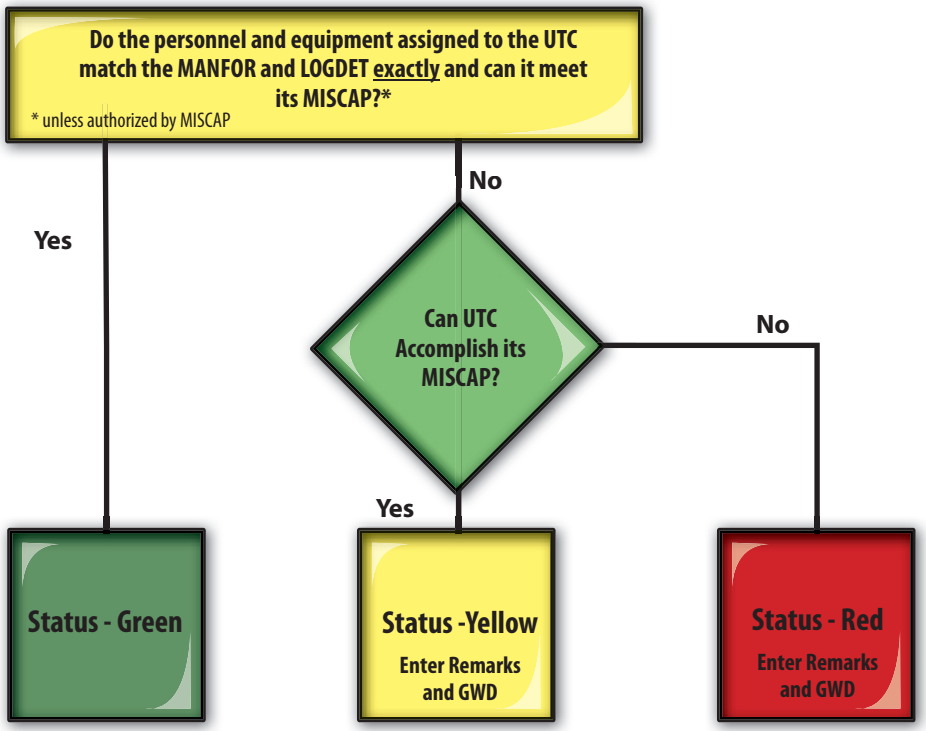
Yellow: The UTC has a missing or deficient capability, but can still accomplish its mission. A detailed explanation of the deficiency is provided in the remarks section of ART. Describe the shortfall, the corrective action and provide a projected get-well date. A deficiency driven solely by a skill level or grade deficiency that is dependent only on a members' promotion still drives a Yellow assessment with remarks.

Red: The UTC has a missing or deficient capability that prevents the UTC accomplishing its MISCAP. A detailed explanation of the shortfall, including corrective actions taken and get well date, is entered in the remarks section of ART.

Yellow or Red assessments do not preclude a UTC from being tasked to deploy. While part of the UTC may be deficient and unavailable to deploy, the good parts of the UTC can still be used to fill a requirement.

For example, unit A is reporting their QFEB2, 13-man SFS UTC red, because they have no equipment available. There are no issues with the personnel. Unit B is reporting their QFEB2 red, because the personnel assigned to the UTC are not deployable due to various medical conditions. The good parts of these 2 QFEB2 UTCs can still be tasked together to support a requirement.

Commanders can use the following chart to aid in assessing their UTCs:



ART Stoplight Methodology

Tasking Assessments

Tasking assessments are accomplished when UTCs are tasked to deploy. UTCs are marked as tasked within 5 days of the unit receiving deployment notification and must be updated within 5 days of the UTC returning from deployment. Commanders also indicate if the UTC can meet theater-specific requirements/line remarks?

To assess UTCs accurately, commanders and unit ART Monitors must know their UTCs and MISCAP requirements. Group and wing commanders are responsible for reviewing the validity, accuracy and timeliness of these assessments.

Assigning equipment and personnel resources to UTCs

Resources must be allocated in accordance with MAJCOM Functional directives. An important point to remember is personnel can only be allocated to one UTC. In other words, a particular Airman cannot be in a UTC in AEF 4 and also planned for use again in AEF 7. Rather than share Airmen between UTCs, commanders elevate issues they cannot resolve to their MAJCOMs. If equipment must be shared between UTCs, at best only one can be Green; the other(s) is (are) most likely Red.

Just as flying units track flight mission capable rates, commanders review ART status in staff meetings to track the capability of each UTC.

Commander's review

ART review procedures vary by MAJCOM and are normally found in the MAJCOM supplement to AFI 10-244. However, just as flying units track flight mission capable rates, commanders review ART status in staff meetings to track the capability of each UTC.

ART Updates

At a minimum, the person completing the ART update must have access to: SIPRNET, Alpha Roster, DAV code report, unit personnel information (e.g., Retirements, Separations, PCS, inbounds), UMD, Unit Personnel Management Roster (UPMR) and UTC information.

Quick Reminders

- You must accomplish a readiness assessment every 30 days, or within 24 hours of a change.
- Upon receipt of a tasking, ART Is updated within 5 days to reflect the UTC as tasked and whether or not the tasking can be met.
- Update tasking assessment within 5 days of a UTC's return to homestation

Questions to Prepare and Track Unit Progress

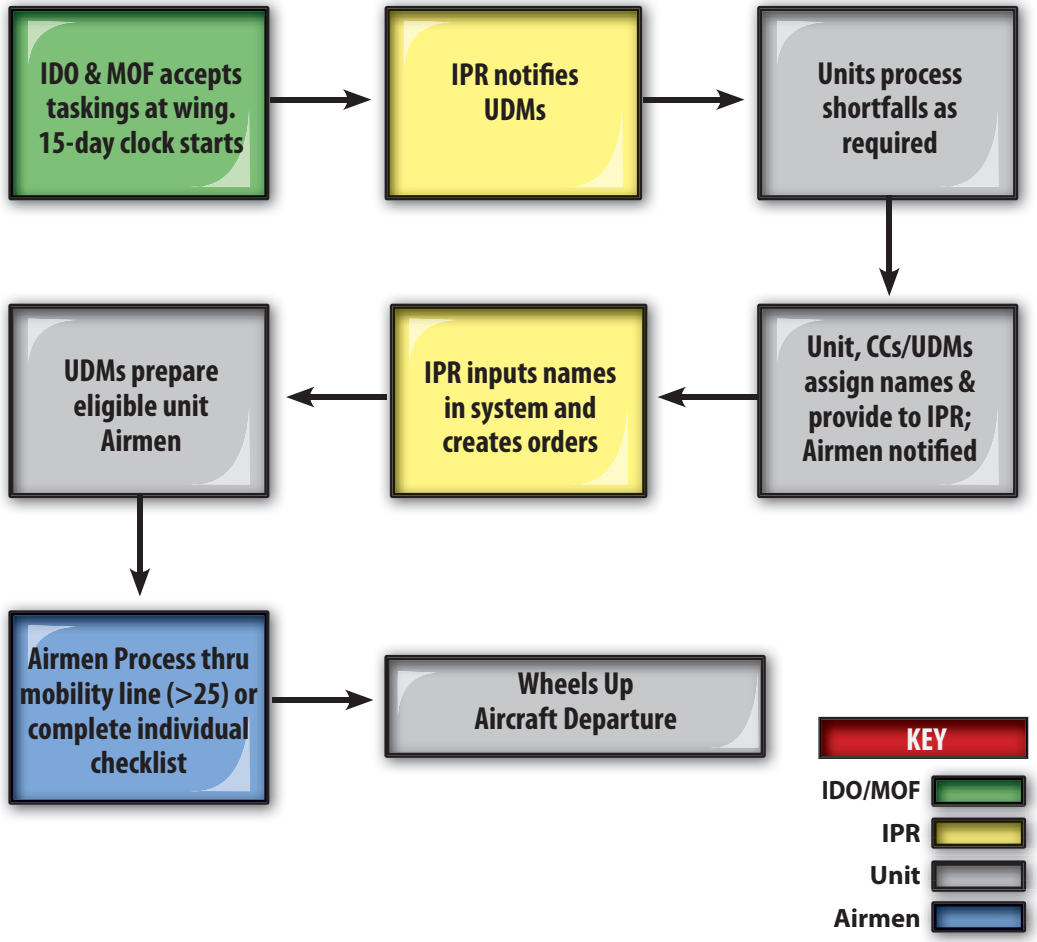
- Which Tempo Band(s) is (are) our group/squadron in?
- Are our UTCs ready to deploy?
- Are the ART monitors periodically running an Aggregated UTC Report on our unit to determine the number of late reported UTCs?
- If UTCs cannot meet the MISCAP, are they reported accurately?

CHAPTER 6

Tasking Notification & Shortfalls

When units receive taskings, an accurate and quick response, along with a smooth process are keys to ensuring the deployment machine operates effectively. Leaders must know the roles and responsibilities of all participants in the process and emphasize the importance of those roles. If a wing uses all available tools and associated members in the process follow through on their responsibilities, taskings will flow appropriately and shortfalls will be rare.

An accurate and quick response, along with a smooth process are keys to ensuring the deployment machine operates effectively.



Base-Level Tasking Process

Tasking Notification

Tasking notification is the process of assigning UTCs and ULNs and the tasked unit receiving the tasking data. When the MAJCOM verifies the UTC/ULN, using Air Force Verification Capability (AFVC) located in DCAPES, the data is immediately visible by the wing IDO in the DCAPES "Deployed Personnel Tasking Module". The IDO will view the data and confirm the base has the tasked UTC. This action makes the UTC/ULN data visible to the Manpower and Organization Section, which verifies the AFSC is authorized within the wing and then forwards them to the IPR for action. IPR expeditiously works with the UDM to identify personnel to the IDO within 3 working days after the tasking is received.

Unit commanders identify and notify personnel to fill requirements. Units provide IPR personnel the names of tasked personnel and date notified. IPR must input a "Name in System" into DCAPES as soon as possible after the deployment tasking is received. Names will be updated within 24 hours if the earliest movement date is less than 30 days. Timely names in system drive CCDR personnel visibility, Army and Air Force training quotas/dates and Airmen deployment notification.

IPR expeditiously works with the UDM to identify personnel to the IDO within 3 working days after the tasking is received.

Deployment Processing

Upon IDO determination, a mobility processing line will be set up (usually 25 or more passengers or PAX) to out-process the deploying personnel. The IDO coordinates with the Military Personnel Section to establish the Personnel Deployment Function (PDF) for the mass processing of the deployers. The PDF is one part of the installation's deployment processing activity, designed to ensure personnel are properly prepared and accounted for as they deploy. It serves as the wing's focal point for monitoring all personnel processing activities including orders preparation/production, eligibility screening, pre-deployment briefings and assisting the transportation/air passenger terminal in preparing PAX manifests.

The PDF is the installation commander's advisor for personnel deployment eligibility IAW DRMD guidelines, reporting instructions/processing guidance and applicable Air Force deployment requirements. Although the ultimate responsibility for deployment eligibility rests with the unit commander, the PDF serves as the base's last set of eyes ensuring all personnel are eligible for deployment and that outgoing personnel have completed all the necessary actions required to ensure preparedness and accountability. The PDF also ensures deployers have the required eligibility and line remarks are satisfied or members are replaced when found ineligible. The PDF reports personnel found ineligible to deploy to the IDO for resolution.

The IPR or PDF, (depending on number of deployers, e.g < > 25) verifies mode of movement has been established with the IDO and coordinated with the Passenger Movement Element (LGRDAP) to ensure the previously requested official travel itinerary is still scheduled and adequate for the number of deploying personnel. The LGRDAP works with the IDO to move large numbers of personnel to the AOR (see Chapter 8 for aggregation information).

Shortfalls, Waivers and Reclamas

A shortfall is a lack of forces, equipment, personnel, materiel, or capability

A shortfall is a lack of forces, equipment, personnel, materiel, or capability, reflected as the difference between the resources identified and those apportioned to a combatant commander for planning that would adversely affect the command's ability to accomplish its mission. A tasked commander may request a waiver to substitute a similar capability in place of the tasked capability. According to Joint Publication 1-02, a reclama is the process to request to duly constituted authority to reconsider its decision or its proposed action. In simpler terms, a reclama is when a commander requests to be relieved of that tasking due to an inability to support. Reclamas will be submitted when a valid shortfall exists (i.e., insufficient capability to meet a specific requirement.) The reclama process may be initiated at the unit, wing, MAJCOM, Air Staff or equivalent level.

Shortfall Conditions

Unit commanders must be involved early in the decision making process validating that a shortfall exists and should not delegate this crucial step to other members of the organization. Below are the Air Force's 5 shortfall conditions and the corresponding descriptions.

Condition #1
Condition 1 shortfalls pertain to personnel matters. There are five recognized personnel subcategories; insufficient authorized or assigned, not qualified or trained and lastly not eligible due to circumstances like PCS, retirement or separation.

Condition #2
Condition 2 shortfalls pertain to equipment. There are three recognized equipment subcategories; insufficient authorized, assigned or unserviceable within the tasked unit or supporting units when identified on the DOC statement. Supporting units are traditionally identified on aviation DOC statements.

Condition #3
Condition 3 shortfalls occur when the unit is tasked during the wrong band/bucket and therefore no capability is available during the on-call AEF vulnerability period or in the available Enabler Libraries within the tasked unit or supporting unit.

Condition #4
Condition 4 shortfalls occur when the desired capability is not inherent within the tasked unit or supporting unit.

Condition #5
Condition 5 shortfalls occur when a wing or tasked unit has the capability, but fulfilling the tasking would cause a severe adverse impact on the wing/unit mission. This condition requires the commander to perform a risk assessment and is generally used when the unit is tasked to deploy DWX or DXX coded UTCs.

Waiver Requests

Prior to submitting a reclama, the tasked commander must request the deployed group commander waive the requirement that precludes the unit from completely filling the tasking (e.g., line remark, special experience identifier [SEI], grade, skill level) or permit a substitution (e.g., AFSC).

Prior to submitting a reclama, the tasked commander must request the deployed group commander waive the requirement that precludes the unit from completely filling the tasking.

The IPR will route the waiver request to the deployed group commander via the applicable PERSCO team, with information copies to the supporting and component commands (Ref: AFI 10-401 and AFI 36-3802). If the deployed group commander approves the waiver request, the PERSCO team will notify the tasked commander via IPR; the supporting MAJCOM and the component command will also be courtesy copied.

If the deployed group commander denies the waiver request, the tasked commander must either fill the requirement as specified in the DRMD or submit a reclama request through the wing commander to AFPC/DPW via the Reclama Processing Tool (RPT).

The tasked commander must route all waiver requests through the IPR and keep the IDO and MAJCOM FAMs informed of the status, to include the final decision of the deployed group commander.

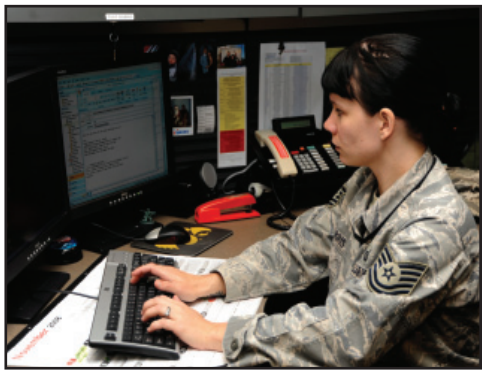
Use of the RPT is mandatory for all reclama actions once a tasking is sourced by AFPC/DPW. AFPC/DPW will inform the Air Force Component-MAJCOM (C-MAJCOM) of the number of approved/disapproved waiver requests and work with the component FAMs to analyze requirements that are consistently difficult to fill.

A reclama is used to request relief from the tasking by asking the appropriate authority to reconsider its decision or its proposed action and assign the tasking to another unit or MAJCOM.

Reclamas

Once a shortfall is validated, if a waiver is either disapproved or determined not possible, the wing commander will consider a reclama. A reclama is used to request relief from the tasking by asking the appropriate authority to reconsider its decision or its proposed action and assign the tasking to another unit or MAJCOM. Reclamas can be initiated at the unit, wing, MAJCOM, or Air Staff level. Units will submit reclamas only after exhausting all other options. Reclamas will only occur under the most extenuating circumstances. Reclamas are minimized when UTCs are properly postured and coded in UTC Availability (UTA) and properly reported in ART. Units must ensure UTA and ART are accurate at all times and report status changes in ART within 24 hours as mentioned in Chapter 5. Generally, relief should only be sought when a wing or tasked unit does not possess sufficient or qualified personnel to support a tasking, the deployed commander denies a waiver request, or the tasking is impossible to meet without shutting down critical elements of the home station mission, as determined by the wing commander's risk assessment.

Reclama Processing Tool (RPT)



The RPT is the Air Force's automated system used for processing and tracking reclamas. It provides total visibility for reclamas and Unit Identification Code (UIC) changes from unit initiation to AFPC/DPW re-sourcing. RPT is located on the AEF Online SIPRNET website. AFPC also provides an unclassified training module on the AEF Online NIPRNET website for UDMs to become familiar with RPT prior to their units' AEF vulnerability period. The RPT on SIPRNET is used to initiate, review and approve/disapprove personnel and equipment reclamas for AEF taskings. All reclamas and UIC change requests will be directly forwarded from the IDO to the wing commander for approval/disapproval and then transmitted directly to AFPC/DPW.

Reclama requests for condition #5 will be forwarded from the IDO to the wing commander for approval/disapproval. If approved, the reclama request is transmitted to the MAJCOM for FAM recommendation and Major Command Vice Commander (MAJCOM/CV) approval/disapproval and then transmitted to AFPC/DPW using RPT.

Unit Level Roles and Responsibilities

Wing Commander

The wing commander develops and implements concept of operations (CONOPs) and supporting plans to allow functional areas to make the maximum capability available during their deployment period (i.e., use of individual mobilization augmentees, execute base support/services contracts, defer work orders, use of civilian over-hires, close/consolidate/defer activities) to mitigate impact of supporting the AEF. Wing commanders advise MAJCOMs of potential impact on operations of wing or base-level agencies as a result of deployments. The wing commander may recommend alternative plans as required. It is the wing commander's responsibility to ensure the installation is able to meet all deployment taskings.

Unit Commander

The unit commander advises the chain of command, through to the wing commander, of resource changes that may impact unit capabilities. Commanders with UTCs in the AEF Library will associate all unit members filling positions against a specific AEF pair/band in MilPDS. Once associated with an AEF pair/band, individuals will remain in the same AEF pair/band for the duration of their assignment to the unit, unless the UTC is realigned (Ref: AFI 10-401, Para 11.18.2.2). Commanders will not select individuals outside their associated AEF deployment period to fill UTC taskings without first gaining a MAJCOM/CV waiver. If tasked to fill a requirement and resources aren't available, the unit commander identifies the shortfall condition (#1 through #5) and initiates a reclama using RPT.

Once associated with an AEF pair/band, individuals will remain in the same AEF pair/band for the duration of their assignment to the unit, unless the UTC is realigned

IDO

The IDO is the primary responsible agent for managing the wing's reclama process using RPT. He/she tracks the status of submitted reclamas and Unit Identification (UIC) changes and works closely with the units and AFPC/DPW to ensure proper visibility and accountability. In addition, the IDO keeps the wing commander updated of when and where shortfalls are occurring throughout the entire deployment process.

If a unit submits a Condition 1-4 reclama, the IDO looks for an alternate in the following sequence: Associate UTCs in the on-call band/block, unused (fragmented or tailored) portions of standard UTCs in the on-call band/block, or standard UTCs in the on-call band/block that aren't already tasked to deploy (Ref: AFI 10-401, Para 10.21.3.3). If an alternate exists, the IDO uses the RPT to change the unit reclama to a UIC change recommendation to the wing commander. If no alternate exists, the IDO endorses the unit reclama request in RPT and forwards the request to the wing commander

for approval/disapproval. If disapproved by the wing commander, the unit must fill the tasking. If approved, the reclama flows to AFPC/DPW for final adjudication and then re-sourced (i.e., tasked to a different unit in DCAPES).

If a unit submits a Condition #5 reclama request, the IDO determines whether or not to establish a Shortfall Validation Team. The team consists of members from Manpower and Organization, the IPR and LRS who may recommend/identify alternative solutions to the wing commander. The recommendations are included in the reclama request. The IDO endorses the reclama in RPT and forwards it to the wing commander. If disapproved by the wing commander, the unit must fill the tasking. If the wing commander approves the reclama request, it is forwarded to the appropriate MAJCOM/CV for final approval/disapproval.

Unit Identification Code (UIC) Change Requests

A UIC change request is the process of reconsidering an identified tasked unit and changing the tasking to another unit.

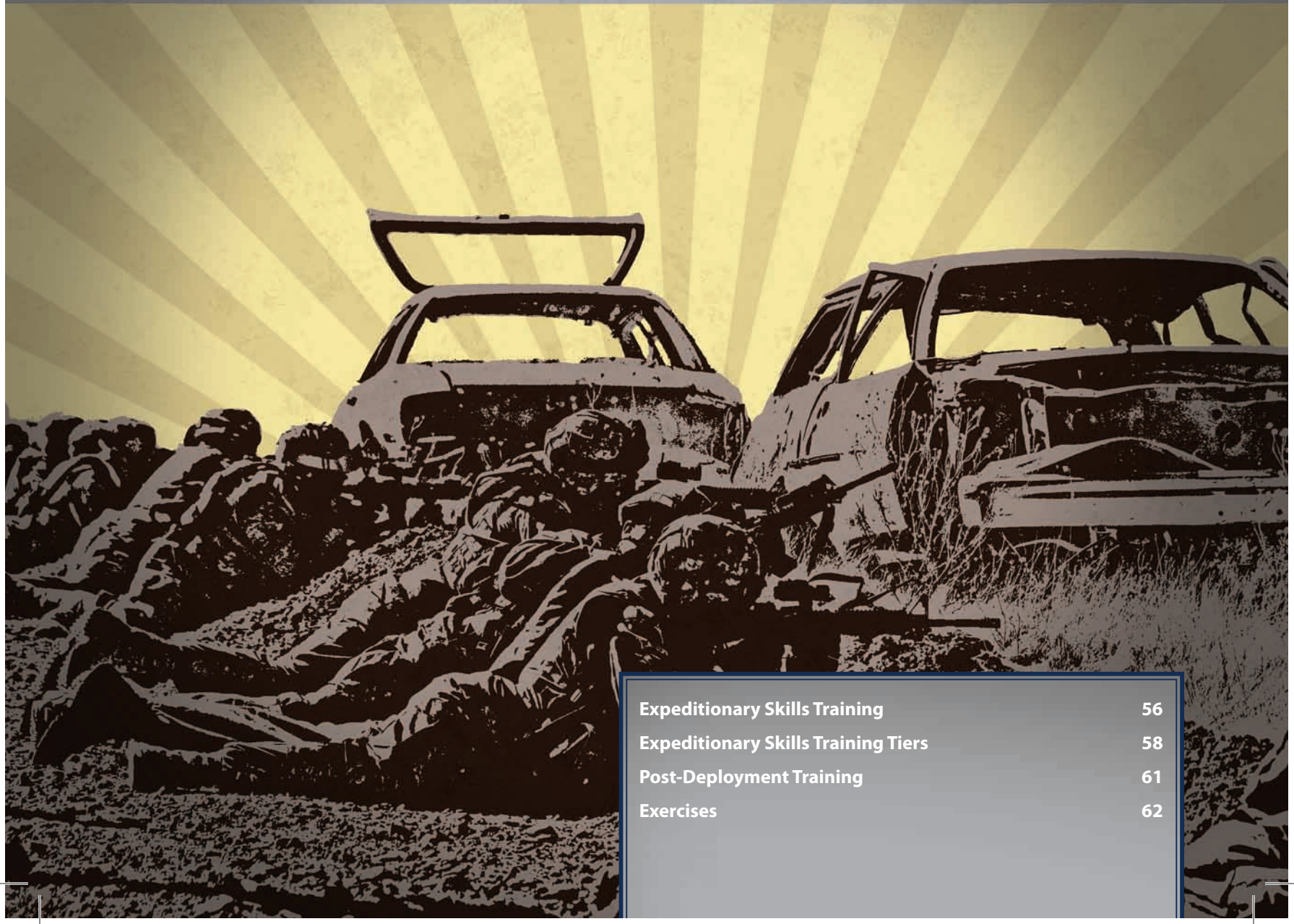
A UIC change request is the process of reconsidering an identified tasked unit and changing the tasking to another unit. A unit replacement or UIC change must be from the same wing and aligned in the same AEF vulnerability period as the originally tasked unit. A UIC change may be initiated at the unit, wing, MAJCOM, or Air Staff levels. UIC changes made during requirement sourcing, verification, or reclama processes will be made using the RPT. AFPC/DPW will change the UIC in the TPFDD. The originally tasked/sourced unit must continue to fill the requirement until relieved by AFPC/DPW.

Metrics Reporting

In order to ensure proper visibility, accountability and address trends, IDOs will monitor the unit shortfall statistics. These statistics should be included in monthly briefings to apprise the wing commander of how the units are meeting shortfall timelines established in AFI 10-401. Unit shortfall data is briefed at every MAJCOM AEF Debrief.

CHAPTER 7

Training & Exercises



Training and exercises are investments in an Airmen's ability to safely and successfully accomplish the mission. Expeditionary Skills Training requirements must be identified and conducted accurately, consistently and in a timely manner, continuously looking for opportunities to increase the skill and confidence levels of our Airmen.

Leaders at all levels are expected to continuously assess Expeditionary Skills Training needs versus training provided and to assess gaps, determine methods to fill those gaps and report findings up the chain of command.

Expeditionary Skills (ES) are defined as the knowledge, skills and abilities (KSA) required of a deployment-ready Airman essential to prepare Airmen to survive, operate and succeed in a deployed environment, while reinforcing a strong warrior ethos.

Expeditionary Skills Training

Expeditionary Skills (ES) are defined as the knowledge, skills and abilities (KSA) required of a deployment-ready Airman essential to prepare Airmen to survive, operate and succeed in a deployed environment, while reinforcing a strong warrior ethos. These skills are obtained through a tiered training approach and target KSAs not routinely acquired during occupational and/or other Ancillary Training venues. ES must be relevant, standardized and integrated across the AF to provide Combatant Commanders (CCDR) with Airmen trained to support theater requirements, while maximizing resources. ES training is optimized when incorporated as a continuum across an Airman's career and aligned with mission tasking and deployments. ES training tiers are described in this chapter.

ES training requirements are established IAW international treaties, U.S. law, DoD requirements, CCDR requirements and HQ Air Force (HAF) policy. These requirements are vetted and validated by the HAF Expeditionary Skills Senior Review Group (ESSRG). An enduring element of the National Security Strategy is to engage forward in peace, crisis and war. However, not all ES requirements are enduring and skills must be reassessed and modified to adapt to current threats, environments and missions. The AF must train like it fights and continually assess ES across the Continuum of Learning to eliminate unwanted duplication. Funding and execution of various ES training is decentralized within the MAJCOMs.

Responsibilities

Each responsible agency will execute roles and responsibilities as listed to satisfy ES requirements.

AF/A3O: Serves as the overall HAF focal point for Expeditionary Skills Training (EST).

AF/A1D: Serves as the HAF OPR for EST construct/policy and alignment of Expeditionary Skills within the Continuum of Learning.

AF/A4/7Z: Integrates oversight of Expeditionary Combat Support (ECS) and is the focal point for all cross-functional ECS-related issues. This office creates and maintains the ESSRG Charter which defines the membership and responsibilities of the supporting bodies, as well as criteria for evaluating and validating new and existing requirements. AF/A4/7Z also provides administrative support to the ESSRG as Secretariat and serves as Chair and Secretariat of the Expeditionary Skills Working Group (ESWG).

ESSRG: Establishes corporate-level systematic processes through which EST requirements are identified and validated and the actual training is synchronized and efficiently administered. The ESSRG approves/disapproves EST recommendations submitted by the ESWG. The ESSRG formally establishes HAF advocacy of ES initiatives as required, matching resources with validated requirements.

ESWG: The ESWG is the AF focal point for EST-related injects, changes, or modifications and serves as the "gatekeeper" for the EST process.

Air Education and Training Command (AETC):
Lead-MAJCOM (L-MAJCOM) responsible for executing HAF policy and guidance to standardize and synchronize EST across Tiers 1, 2 and 3 and to integrate and coordinate ES across all four Tiers. As L-MAJCOM, AETC uses current processes and mechanisms established by HAF to manage EST in the same manner as other USAF training. Where required, AETC coordinates with HAF and MAJCOMS to create needed processes for planning, programming and budgeting IAW HAF policy and guidance. AETC implements EST validated requirements from the ESSRG and works with the USAF Expeditionary Center and other agencies, to determine the best Tier placement and owning agency of new/revised EST requirements/courses.

Second Air Force (2AF):
Under the direction of HQ AETC, 2AF implements HAF-directed policy and guidance to provide support to USAF power projection platforms and Joint Expeditionary Tasking (JET) EST.

USAF Expeditionary Center (EC):
As the USAF Center of Excellence for expeditionary combat support education, training and exercises, the USAF EC has a central role in USAF EST. For Tier 4, the EC will work through the ESSRG as a voting member and AF/A3O as the USAF training advocate to ensure expeditionary training requirements are validated, programmed and resourced to meet ES requirements. The EC is assigned advanced EST that must be rapidly developed and fielded to provide Airmen the skill-sets needed to meet critical/emerging requirements. The EC is also responsible for gathering, refining and being the repository for ES Lessons Learned and Tactics, Techniques and Procedures (TTP). The EC makes these TTPs available to the entire AF and in particular, enables the inclusion of new and rapidly emerging TTPs in all EST. As the AF expert on establishing USAF forward airfield operations, the USAF EC develops those concepts and TTPs which support USAF forward operations in the spectrum from permissive through uncertain/hostile operating environments.

Expeditionary Skills Training Tiers

Tier 1: Foundational EST:
ES for all Airmen delivered through accessions and initial occupational training and sustained through developmental education. Airmen gain foundational expeditionary skills through Basic Military Training, all Officer Accession venues, the Air and Space Basic Course and to some degree, Initial Skills Training. Completion of this training alone does not produce a deployable Airman.

Tier 2: Deployment-Ready EST:
ES for all Airmen delivered at the wing level in alignment with assigned AEF band. Completion of this training is a requirement to maintain mission-ready status to produce a deployment-ready Airman, up to and including a Major Combat Operation (MCO). Tier 2 is designed to ensure every Airman maintains ES proficiency and sustains readiness currency for deployment. Local commanders have maximum flexibility to efficiently execute Tier 2 training, however, they must

execute Tier 2B training IAW the HQ AETC curriculum and HAF guidance. Tier 2 EST curriculum is centrally maintained, but executed at the local level to afford commanders maximum flexibility. Tier 2 is divided into A and B categories.

Tier 2A, ES Proficiency Training:
All Airmen will maintain ES proficiency by completing Tier 2A training as they prepare for their postured AEF vulnerability period (reference AFPD 10-4, Operations Planning: Air and Space Expeditionary Forces). These requirements are fulfilled by completing the requisite computer-based training (CBT) on the Advanced Distributed Learning System (ADLS). These training requirements must be accomplished by all members in preparation for their assigned AEF vulnerability period, irrespective of actual deployment taskings.

Tier 2B, Home Station Pre-Deployment Training:
Commanders will provide Tier 2B training to those members tasked to deploy or to maintain mission-ready status to support up to and including an MCO. Tier 2B Home Station Pre-Deployment Training is a combination of ADLS, standardized classroom and standardized hands-on instruction. Tier 2B will meet AF entry requirements for a standard AEF deployment to a permissive environment. Tier 2B will also serve as the prerequisite for Airmen to attend Tier 3 or Tier 4 training unless specifically waived by the MAJCOM or functional manager directing the training. Tier 2A ES proficiency items that are accomplished within the currency for Tier 2B will satisfy both requirements.

Note: If directed response times in MISCAP or DOC statements preclude units from completing Tier 2B training requirements on a "just in time" basis, owning MAJCOM/Directorate may direct this training to be completed on a recurring basis (i .e., annually). Notable exceptions to Tier 2B requirements are as follows:

Battlefield Airmen (BA), as defined by AFPD 10-35, are organized, trained and equipped to deliver distinctive expertise in a ground combat environment with unequaled accuracy, responsiveness, flexibility and persistence. ES mastery is inherent in BA specific training. Therefore, Battlefield Airmen are exempt from Tier 2B ES training when attached or assigned to units that provide Battlefield Airmen-capabilities. Air Force Regional Training Centers (RTC) have career field specific training that may currently meet Tier 2B training

Battlefield Airmen are organized, trained and equipped to deliver distinctive expertise in a ground combat environment with unequaled accuracy, responsiveness, flexibility and persistence.

requirements. While RTCs are encouraged to incorporate approved syllabi for individual Tier 2B events into their training, AETC/A3A will provide support and guidance to any RTC requesting use of an alternate syllabus. AETC/A3A will ensure RTCs meet CCDR intent for standard presentation of forces with regard to institutional ES training. If a HAF CFM or MAJCOM FAM believes functional RTC curriculum meets or exceeds core Tier 2B training requirements, they can request exemption through the owning MAJCOM/Directorate to AF/A3O-A for decision after AETC/A3A certifies the curriculum meets Tier 2B requirements. Additionally, other Air Force units maintain a high state of readiness with regard to Tier 2B skills. Examples include Security Forces and Combat Communications units. Members of these units who maintain a high state of readiness may be exempt from Tier 2B training for the duration of their assignment or attachment to these units; however, HAF Career Field or Functional Area Managers must request certification of these training programs from AETC/A3A. Documentation must explain how unit training meets or exceeds Tier 2B training standards. Once AETC/A3A certifies the curriculum meets Tier 2B requirements, exemption requests will be coordinated through the owning MAJCOM/Directorate and submitted to AF/A3O-A for decision.

Tier 3: Advanced EST (Mission Specific)

Enhanced ES for select Airmen is determined by factors including: deployment location, threat assessment, specific mission, duty assignment, role, operation, or special requirement. Tier 3 training is focused on pre-deployment training that supports both traditional AEF taskings and non-traditional USAF missions that support other CCDR taskings. Completion of this advanced training prepares an Airman for a specific deployment tasking. Tier 3 training provides mission- specific, expeditionary skills for the individual Airman and/or team and often includes timely updates on the latest enemy TTPs, use of ranges for field training scenarios and small team leadership opportunities that are not available at home station. Tier 3 training includes courses designed in response to organic Air Force need or CCDR-directed theater-specific requirements. Typically, Tier 3 training is directed and identified in the force generation process and will be defined in appropriate line remarks/reporting instructions.

Tier 4: Advanced EST (EC Assigned)
ES courses that are rapidly developed and fielded to train Airmen on skill sets needed to meet critical/emerging requirements. They are often not initially well defined and are subject to rapid curriculum change. Additionally, Tier 4 courses include those advanced training programs that are unique to a specific MAJCOM and/or functionally specific, such as HQ AMC's PHOENIX Raven course. These courses are taught and/or assigned to the Expeditionary Center and other venues.

Predeployment Training Tool (PDTT)

Predeployment requirements are identified by line remarks. Line remarks may be located via the AEF On-Line PDTT, which is a SIPRNET web-based tool designed to provide dates and locations for Army EST and associated training as scheduled by 2AF, in coordination with Functional Area Managers. Any agency with access to AEF Online (SIPRNET) can query the PDTT and obtain training information based on several query options.

Once dates and locations of training are determined, use the Air Force Reporting Instruction Tool (AFRIT) on AEF Online (NIPR) to obtain the course reporting instructions.

Post-Deployment Training

Upon return from deployment, expeditionary leaders need to assess the need for post-deployment training. Reintegration is an integral component of post deployment training; requirements are determined by the applicable MAJCOM.

Reintegration

Reintegration is a way to bring deployed Airmen back into the fold of their families and communities, while ensuring they "decompress" from deployment, which for some may have included hazardous conditions and duty. Regardless of deployed duty or location, Airmen cannot be released for reconstitution/recovery or leave until they have in-processed their home units and participated in formal reintegration conducted by the home unit.

AFI 10-403, Deployment Planning and Execution (13 Jan 2008), Chapter 8, directs reintegration requirements. MAJCOMs may establish additional requirements for the reintegration process. The formal reintegration process extends over a period of time, covering the period before the Airman returns from deployment and extending until after the member returns from reconstitution/recovery and deployment leave. Commanders should provide a formal process upon return to home station that may take a few hours or days, depending on the MAJCOM and base.

This formal process should include initial briefings that bring important functions to the Airmen. This is intended to minimize the need to run around the base individually, potentially experiencing processing delays before they can spend time with their families (e.g., bring Finance to the Airmen to complete travel vouchers en masse, instead of sending Airmen to Finance on a one-by-one basis).

One of the important parts of the reintegration process involves identification of higher-risk individuals. In accordance with AFI 10-403, para 8.9.1.1.2, AOR commanders will notify home station commanders of members who experienced personal loss, family difficulties, or exposure to life-threatening situations while in the AOR. These Airmen are required to undergo individual debriefings and follow-up by qualified medical personnel as necessary.

Exercises

Commanders must consider influence on a unit's ability to train and prepare for deployment. Exercises like Red Flag and Cobra Gold are part of ensuring unit readiness, but can also lead to inadequate preparatory time for unit personnel if not properly planned.

Exercise Sourcing

AFPC/DPW sources approximately 38 joint exercises each year to allow Airmen to hone their combat skills before actually deploying. Commanders may be called upon to support exercises during their training windows, however, there is a possibility that commanders may support both deployments and exercises during their deployment windows. If an exercise is scheduled to be 30 days or more, requirements will be sourced from the on-call AEF pair. Units not tasked

to fill an operational CCDR requirement are considered "residual" capabilities for that AEF pair and can be utilized to support joint Outside Continental United States (OCONUS) and Continental United States (CONUS) exercises. If an exercise is expected to be less than 30 days of training, then AFPC/DPW will source from the training window.

The rule sets for filling exercise requirements are the same for deployments. If the commander does not have the capability requested, he/she should submit a waiver if a suitable substitution is available. If a suitable substitution is not available or the waiver is disapproved, then submit a reclama (see Chapter 6 for more information). As with deployments, judicious use of reclamas is required.

Eagle Flag

Expeditionary Combat Support Airmen, such as civil engineers or communications specialists, may be tasked to attend Eagle Flag. The purpose of Eagle Flag is to give mission support elements (commanders and their units) a chance to focus on the application of skills associated with establishing an airbase at an austere location to the point of initial operating capability, enabling the airbase to receive and generate mission capable forces. Eagle Flag provides the opportunity to practice expeditionary combat support skills in a mock environment based on the challenges faced in opening airbases for Enduring Freedom and Iraqi Freedom. The current concept involves deploying a combat support team, using force modules from one or more bases, to open and establish an expeditionary operating location within 9 days of deploying to the training site at Fort Dix, New Jersey.

Bright Star

An F-15C unit not tasked to fill an operational requirement (residual capability) may be tasked to support Bright Star during their assigned AEF rotation. The mission of Bright Star is to plan and execute a multinational exercise that enhances preparedness for coalition warfare. It includes the full spectrum of military activities to include air, ground, Special Forces, Naval and amphibious operations. Pilots have the opportunity during Bright Star to practice working in a multinational environment very similar to deployed AEF locations, so that arrival in the AOR is not a new and unfamiliar situation.

Silver Flag

Silver Flag provides contingency training free from home station constraints, where Prime BEEF, Prime RIBS, PERSCO/Manpower, Financial Management, Contracting and Communications teams can train, practice and complete contingency operations in a realistic environment for rapid deployment.

Red Flag

Red Flag is a realistic combat training large-force exercise involving the air forces of the US, other services and its allies conducted on the bombing and gunnery ranges at Nellis AFB, NV. Its purpose is a composite force exercise that presents the full spectrum of tactical employment for joint/combined participants. It is the only USAF exercise that presents a broad spectrum of tactical employment incorporating a robust Opposition Force and wide range of target sets.

These exercise examples demonstrate how we "train like we fight and fight like we train." Fully supporting Air Force exercises ensures Airmen are trained, equipped and prepared to meet the needs of the CCDR.

CHAPTER 8

Deployment & Redeployment

Leaders who understand the transportation process and how to efficiently transport their Airmen using the newest AEF concepts can maintain 100% visibility of their personnel.

Transportation to and from an AOR can be confusing to both the leaders and the deploying/deployed Airmen. Leaders who understand the transportation process and how to efficiently transport their Airmen using the newest AEF concepts can maintain 100% visibility of their personnel. These informed leaders can also reduce stress and anxiety for their Airmen by reducing travel time and making the travel experience better. Transportation for our combat Airmen is another of the AEF processes which has matured as the AEF concept continues to evolve. No longer is the focus only on getting Airmen to their destination, it is also focused on doing it more efficiently with more consideration to our Airmen and the cost effective use of constrained airlift resources.

AEF deployments are primarily supported by two modes of transportation--aggregation (AK) and channel (AC) airlift missions. Both of these types of missions are controlled by AMC. Additionally, CENTCOM has directed maximum use of aggregated (AK) missions for those forces entering the CENTCOM AOR. While channel (AC) missions are readily available, they should only be used when no AK missions are available to meet established RDDs.

Military Airlift

Military airlift via contract with commercial airlines provides direct support for duty travelers and their equipment to the APOD, from the APOE, throughout the defense transportation system and passenger travel on identified missions is mandatory.

These contracted commercial airlines are the predominant passenger airlift provider for AEF rotations. It is imperative the IDRC staff, which includes the IDO, the Passenger Movement Element and IPR, ensure deploying passengers are scheduled on airlift missions according to the mode/source of transportation (AK vs AC) identified in the TPFDD. Any deviations must be coordinated through the applicable MAJCOM AEF Cell, who will in turn coordinate with the applicable Component MAJCOM and with AMC's Tanker Airlift Control Center (TACC) to ensure maximum utilization of contracted airlift.

Aggregation

Aggregation stages Airmen from different bases, going to the same APOD with similar RDDs at a central location, based on their Available-to-Load Date (ALD). For example: If Shaw AFB has 100 people requiring transportation to an APOD and Pope AFB has 50 people going to the same APOD with a similar RDD, those 150 personnel could be assembled at Shaw AFB for pick up and movement to the APOD. Aggregation increases ITV and speeds movement to and from the APOD.

A requirement to move 100 or more personnel is the main qualifier to get an aggregation mission at your base. However, there are some instances where less than 100 personnel are aggregated, especially if the group being moved has a lot of cargo (i.e., SFS, CE, EOD, & Firefighter personnel). The local Passenger Movement Element in coordination with the IDO can help determine these type of instances. Aggregation missions require personnel be aggregated, to leave from your home station with similar LADs and appropriate infrastructure to support a large commercial carrier passenger processing. Component MAJCOMs and TACC, select the bases where deploying members will aggregate. If you feel your base meets the qualifications threshold, but weren't selected as an APOE for aggregation, you or your IDO can coordinate through your MAJCOM AEF cell to request consideration/support.

Moving Personnel to the APOE

Wing commanders have many options available when it comes to moving personnel to the APOEs (in our above example, Pope assembled at Shaw, so Shaw was the APOE and Pope needed to move personnel to Shaw). Passengers may be moved by air or surface (e.g., rail, bus, privately-owned conveyance), or a combination of modes depending on the distance, size of group and mission requirements.

For team integrity and ease of movement for Airmen, when a base moves 40 or more passengers to an APOE for aggregation and the distance is not suitable for chartered buses, they can request movement assistance. The IDO coordinates with the Passenger Movement Element, who sends the requirement directly to TACC for CONUS Contingency Passenger (CC PAX) missions. TACC will contract a flight to arrive at your origin to pick up the wing's deploying personnel and fly them to their APOE. TACC normally forwards a CC PAX plan to the affected units about 45 days prior to the first AEF mission.

In the past, the term "GO Pax" was used to describe these types of movements, but this is no longer the case. This support is at unit expense. The purpose of GO PAX is for domestic lift for things other than war efforts, i.e., exercises, unit training, other non-TPFDDed moves.

CC (CONUS Contingency) PAX is used for direct support of OEF/OIF. Funds come directly out of GWOT so there is no expense to the unit, however, the requirement must be TPFDDed or directed in an AMC Mobilization order. Additionally, CC PAX is CONUS only and can either utilize commercial charter or ARC mil-air C-130 or KC-135. The primary purpose is to get passengers to the APOE to meet aggregate missions or to pre-deployment training sites and are occasionally used to support redeployment of TPFDDed moves. As with most programs, cost analysis also becomes a factor in the decision for usage.

Single-Ticket

Where Aggregation gets a group of people from a single base to the APOD, the Single-Ticket concept provides the visibility to project when a group of people will be arriving at the APOD and will require onward movement to their final destinations. For example, the Shaw/Pope group aggregated at Shaw is now at Al Udeid and needs to proceed to Balad. The Single-Ticket concept projected their airlift needs prior to arrival at Al Udeid via the TPFDD, facilitated by IDO, IPR and Passenger Movement Element coordination to put ULNs and final destinations into the Cargo Movement Operations System (CMOS) or Global Air Transportation and Execution System (GATES). Ideally, upon arrival, this group will have airlift scheduled to their final destination, normally within 48 hours.

Channel Missions

Channel missions (AC), commonly referred to as Patriot Express (PE), are a secondary means of rotating Airmen in and out of the AOR. Patriot Express is the common term for missions flown under the AMC channel system. It is a contracted recurring commercial charter mission that provides support for normal duty travelers. It is geared more toward normal overflow in and out of the theater and is available to all services when there are insufficient AK missions to meet RDDs. AMC schedules these international charter flights on a regular basis to and from commercial airports (AMC gateways) and/or military terminals throughout the world.

The IDO and IPR forward passenger information to the Passenger Movement Element, who books all travel on PE missions in GATES. Prior to scheduling any airlift, the Passenger Movement Element checks the TPFDD (provided by IDO) to ensure

passengers aren't already scheduled for aggregated missions. If the passengers aren't already scheduled for airlift via aggregation, the Passenger Movement Element refers to the Passenger Routing Instructions in order to prevent double booking a passenger, hence paying for an airlift seat twice.

In-Transit Visibility (ITV)

To maintain ITV of unit personnel from departure to arrival, the IDO provides accurate passenger manifest information (e.g., names, SSNs, full ULNs, Next of Kin info) in the proper system (CMOS or GATES) to the APOE no later than 72 hours prior to aircraft departure. This information is critical for visibility of inbound and outbound personnel.

The key piece of information for maintaining ITV is the full ULN. For Air Force purposes, a ULN is always 5 or 7 characters long. For example, a ULN shared with another organization is a 7-digit ULN (F5XXX01) instead of the 5-digit ULN used for single unit taskings. This process, called fragging, denotes ULNs are assigned to different units simply by adding a 2-digit number to the 6th and 7th character positions (such as 01-99). For example, if we take a ULN with 10 authorizations shared by 3 bases, all three bases would have 7-character ULNs. The first five characters of the ULNs would be the same, while the last two characters would be numbers that look as follows: 6 authorizations filled by Travis AFB will end with "01"; 3 authorizations filled by Langley AFB will end with "02"; and 1 authorization filled by the Illinois ANG will end in "03". This procedure remains the same whether all bases are from the same or different MAJCOM(s), including ANG and AFRC. The bottom line is this: If you want to know where your Airmen are, you MUST be able to provide the full ULN!

Troop Commanders

The Troop Commander is the senior ranking person among a group of two or more personnel that are deploying on the same means of transportation to the same deployed location. In accordance with AFI 10-403, the Troop Commander must account for and control the deploying force after processing through the PDF through arrival at the final deployed location. If personnel are traveling via commercial transportation and do not process through the PDF, a Troop Commander will still be appointed. The Troop Commander will be provided a Troop Commander's Personnel Accountability Kit (PAK) containing:

- Contingency/Exercise/Deployment (CED) orders with SSNs of personnel deploying
- AF Form 245, Employment Locator and Processing Checklist, for each deploying member

- Integrated Deployment System (IDS) Logistics Planning Module (LOGPLAN) and execution file data disk
- Automated Air Load Planning System (AALPS) data file
- Passenger manifests
- Shipper's declarations
- Cargo Load & Packing lists
- DD Form 2133, Joint Airlift Inspection Record
- Aircraft load plans
- Incoming aircraft commander's package
- Information on how to billet/feed troops in the event of diversion to unforeseen location prior to final destination

The Troop Commander turns the PAK over to the Reception Control Center (RCC) upon arrival at the deployed location. If an RCC isn't activated, the PAK is turned over to the Logistics Readiness Center (LRC) and/or PERSCO team for equipment and personnel accountability.

Personnel Support for Contingency Operations (PERSCO)

PERSCO personnel and their established procedures are used for documenting arriving/departing personnel. If a PERSCO team is not available, a person will be appointed by the Troop Commander to maintain accountability until a PERSCO team arrives (see AFI 36-3802, Personnel Readiness Operations, for more information). The Troop Commander's representative sends the data collected through the chain of command via the daily situation report (SITREP) to the Central Site or appointed PERSCO team (if in a different location). Accounting for personnel and documenting arrival dates is an important part of maintaining ITV and ensuring accuracy of reporting dates.

PERSCO teams report arrival/departure information directly into the DCAPES PERSCO Web application, providing accountability for all personnel and ensuring ITV is maintained. Also, PERSCO teams document discrepancies on arriving individuals and enter them directly into the AEF DPDRT database. DPDRT identifies mission critical and non-mission critical equipment and training deficiencies, allowing commanders to improve their deployment processes.

CENTCOM Boots on the Ground Policy

Commanders are responsible for ensuring their deploying Airmen know before departing home station the total expected deployment period.

Commanders are responsible for ensuring their deploying Airmen know before departing home station the total expected deployment period. Boots on the Ground (BOG) policy, for CENTCOM, prohibits involuntary extension of service members in the CENTCOM AOR beyond 14 days without SECDEF express approval. AFPC/DPW, with concurrence of CENTCOM, interpret the intent of this BOG policy to consist of In-theater training requirements, estimated tour length (ETL) and end-of-tour overlap in determining total time in theater. This total amount of time expected in theater is to be reflected on the CED orders. For example, a Red Horse team will have a total of 198 days in theater reflected on the CED orders using a combination of the ETL and the line remarks:

Number of Days	Deployment Phase	Remarks
014	In-theater training	Indicated in the remarks area of the CED order
179	Estimated Tour Length (ETL)	Indicated on the CED order as described in the tasking (levy flow)
005	Overlap at end of tour	Indicated in the remarks area of the CED order
Total Time in Theater		
198		
Maximum Time in Theater (without SECDEF Approval)		
212		

The maximum number of days this Red Horse team can stay in theater is 212 days (198+14) without SECDEF's approval.

Line Remark Program

Line remarks is an Air Force-owned program that allows the AF component commander to define capability requests beyond what is already in the MISCAP. Line remarks do not allow the AF component to request capabilities that the Air Force does not train. Air Force standard line remarks are used in conjunction with the UTC to further identify unique requirements. The use of line remarks may invalidate the UTC, therefore they must be used judiciously to avoid this situation.

Line remarks that require early arrival or end of tour overlap will be counted to determine total time spent in the AOR without adjustment to the ETL. AFPC/DPW, with support of component

headquarters, will conduct a review of force rotational requirements with line remarks prior to the start of each AEF cycle. To the maximum extent possible, component headquarters will eliminate line remarks and rely on standard UTC MISCAPs to state a requirement.

AFPC/DPW manages the creation and publication of standard line remarks and is the final approval authority for additions, changes and deletions. Line remarks are available on the classified and unclassified AEF Online web site.

If a ULN's Line Remarks are changed after the MAJCOM, FOA, or DRU has verified the tasking and the change makes filling the tasking more restrictive, then the verification code must be removed. This will allow the MAJCOM the opportunity to examine the changes and ensure that it can meet the new requirements with the originally sourced unit, or can fill tasking with another unit within the required timeframe.

Short Tour Credit

Members who are deployed for 181 days or more, as well as other criteria, are eligible for short tour credit, as a temporary exception to policy (Ref: AFPC Message, Award of PCS Short Tour Credit for TDY, May 2008). This policy is intended to reduce the chances of those members being sent as non-volunteers to an unaccompanied PCS short tour soon after a prolonged contingency deployment.

Members who meet the criteria are responsible for requesting action through their home station Military Personnel Section. Members should report to the Personnel Employment Element after inprocessing and completing their travel vouchers.

Leave and Recovery

Personnel recovery (sometimes known as reconstitution time or downtime) is dictated by MAJCOM policy. Personnel recovery allows returning members time to put their personal affairs in order upon return from a deployment, without taking leave. As such, this time is taken in the member's home base area and the member is considered available for duty. Reconstitution time is not a pass and members may not depart the area as if they were on leave or in a pass status.

Different commands/wings mandate unique requirements be completed prior to the start of re-constitution time. Commanders make every effort to streamline those requirements to balance mission needs and the need to decompress the returning Airmen while reintegrating them to the unit as well as their families. Returning Airmen may combine reconstitution and leave time at the commander's discretion and within mission needs.

Commanders also consider acknowledging Airmen who remained at home station, assuming additional workload caused by the absence of their fellow Airmen and sister units. Commanders use existing military and civilian compensation time programs to provide non-deployers with needed rest and recovery time.

Equipment and Cargo

Equally as important as the arrival of qualified Airmen in the AOR is the arrival of all required equipment. Successfully transporting cargo to the supported CCDR is paramount to successfully executing the AEF. Detailed cargo movement requirements and responsibilities are included in each IDP. Commanders ensure that all cargo and equipment meet the deployment and redeployment readiness and preparation requirements.

Cargo Tailoring

Cargo tailoring is completed at the base-level and overseen by MAJCOM and Component FAMs. ACC manages cargo tailoring for combat aviation contingency deployments. The IDO and functional area project officer work hand-in-hand with the deployed commander to ensure there is a complete understanding of the equipment on the ground and the assets required to deploy. The final tailored package must be an accurate listing of the wing's complete cargo requirements. TACC schedules airlift approximately 10 to 21 days before the ALD; the Surface Deployment and Distribution Command (SDDC) schedules sealift approximately 40 to 50 days from ALD. IDOs keep the deploying commander informed about the movement dates and amount of airlift or sealift requested.

Expeditionary Theater Distribution Centers

CCDRs may pre-position mobility bags at Expeditionary Theater Distribution Centers. Expeditionary Theater Distribution Centers centrally manage mobility bags and other personal equipment at locations in the AOR. Airmen required to use prepositioned assets will be identified in line remarks and/or reporting instructions. Units consult the line remarks and reporting instructions to validate the need to bring some or all equipment from home station. View USAFCENT AOR Reporting Instructions for additional information on ETDCs on AEF Online.

"The preponderance of cargo deployments, redeployments and rotations should be accomplished via strategic sealift. Airlift cargo will be reserved primarily for critical and sensitive items."

Sealift

In April 2005, USCENTCOM directed all non-sensitive/non-critical cargo deploy/redeploy via sealift. Specifically, USCENTCOM Message DTG 052300Z Apr 05 stated "The preponderance of cargo deployments, redeployments and rotations should be accomplished via strategic sealift. Airlift cargo will be reserved primarily for critical and sensitive items." In Jan 2006, USCENTCOM denied strategic airlift for redeploying aviation support units aerospace ground equipment (AGE) related cargo.

Finalized equipment lists are submitted to the appropriate MAJCOM FAM no later than 75 days prior to the EAD. Note: Certain USCENTCOM destinations may require up to 4 months (e.g., Kyrgyzstan). Airlift and sealift verification will occur 60 – 65 days prior to the RDD. No changes to equipment lists will be approved unless there is a mission change directed by the AOR.

A wing's Distribution Flight has the residential expertise to order sea containers, packing and hazardous certification. AFI 10-403 provides the dimensions for containers for sealift. SDDC recommends planning sealift movement as early as possible. Additionally, cargo preparation and accurate documentation are keys to using sealift successfully. If questions arise outside of your wing's expertise, contact your MAJCOM air/sealift movement experts.

Questions to Prepare and Track Unit Progress

- Are transportation arrangements made for all deploying/redeploying personnel?
- Has our base been selected as an aggregation APOE?
- How many missions can we expect to transit or originate from our base?
- What's the status of our airlift?
- Did the Passenger Movement Element check the Passenger Routing Instructions prior to scheduling any airlift?
- How many Airmen are traveling commercial or PE and into what AORs?
- How are our Airmen getting to the APOE?
- Do we have current reporting instructions for the AOR?
- Can we billet the forces transiting our base?
- Have we received the duty status change report showing that our Airmen arrived in theater?
- Has cargo tailoring been coordinated with MAJCOM FAM and deployed commander?

CHAPTER 4
ECS

ACS/ECS Principles

Agile combat support (ACS) includes those actions taken to create, effectively deploy and sustain US military power anywhere-at our initiative, speed, tempo. ACS is technologically superior, robust, flexible and fully integrated with operations. ACS capabilities include provisions for and protection of air and space personnel, assets and capabilities throughout the full range of military operations.

ECS is the deployed ACS capability to provide persistent and effective support for the application of Air and Space power on a global basis.

Expeditionary combat support (ECS) is a subset of ACS that responds quickly and is highly mobile. ECS is the deployed ACS capability to provide persistent and effective support for the application of Air and Space power on a global basis. The ECS aspect of ACS specifically supports Air and Space Expeditionary Task Force (AETF) operations. ACS capabilities, hence ECS capabilities, are aggregations of 23 combat support functional areas. Collectively, these combat support functional areas generate combat capability by creating, posturing, bedding down, protecting, servicing, maintaining and sustaining support and operational forces.

Expeditionary Combat Support (ECS) includes the essential capabilities, functions, activities and tasks necessary to employ and sustain all elements of air and space forces in a deployed location in support of Air Force or joint operations. This capability may be required to support bases without assigned aircraft.

ECS provides essential support while minimizing the forward footprint. The components of support capability provided are determined by the combination of operational mission, environment and resource availability, criticality and risk management.

ECS Components

ECS and the Wing Commander
If your unit is tasked to deploy an aviation package, you can expect to incur ECS taskings also. Depending on the AOR requirements, some will be tasked to your deployment location, while others may be tasked to other locations in support of the overall Combatant Commander (CCDR) mission.

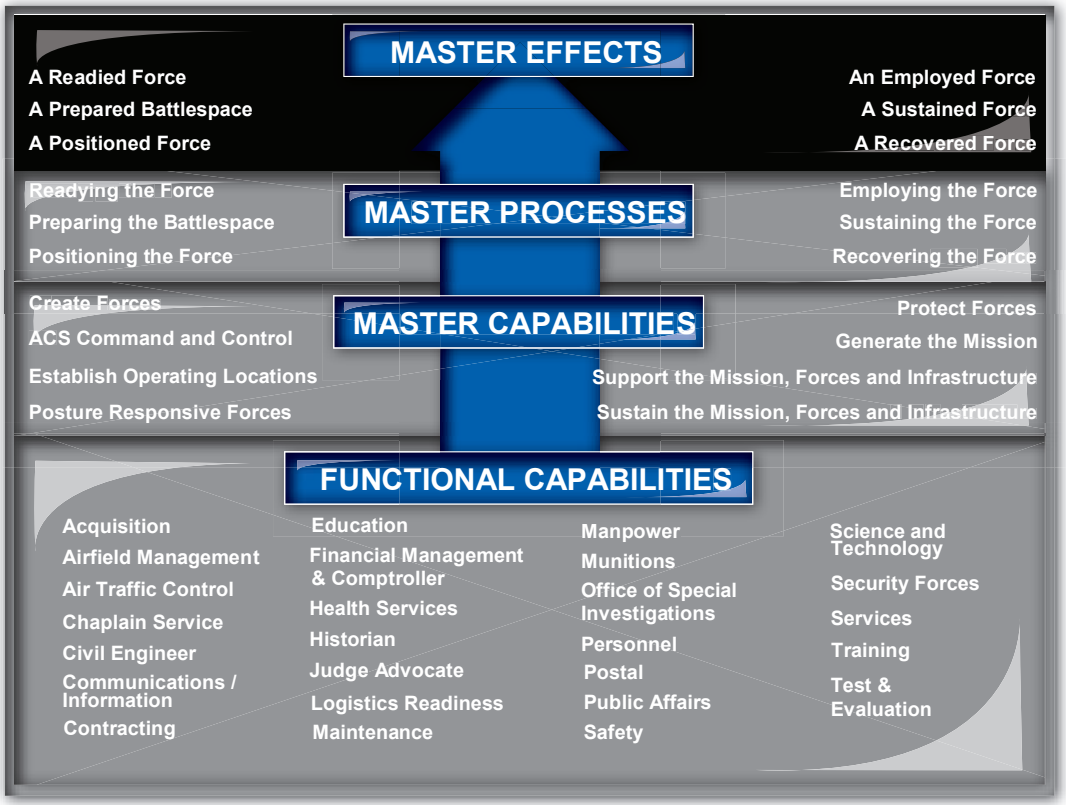
Commanders and other subordinate leaders should be aware that ECS taskings are filled both directly (e.g., UTC for a 7-person CE team) and indirectly by capabilities associated within a given UTC, known as cross-functional UTCs. Some examples of cross-functional UTCs are: 3AXXX Information Manager associated with a communications UTC, maintenance UTC, or a Tactics/Weapons rated officer associated with an OSS UTC.

If you're a support/flying unit with non-deploying aircraft, you may also have ECS deployed from your location in support of an Air Expeditionary Group (AEG) or Air Expeditionary Wing (AEW). All deploying units are established and operated within an AEG/AEW, where the structure and operating policies are similar to your home base.

All deploying units are established and operated within an AEG/AEW, where the structure and operating policies are similar to your home base.

Lead Wing Concept

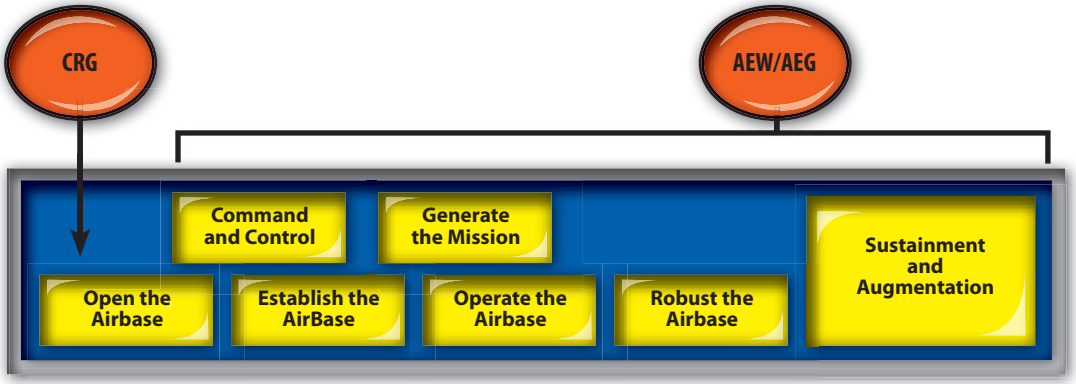
The designated lead wing will fill AEW/AEG senior leadership positions from their wing's current commanders, deputies and command SNCOs unless permanent party leadership is in place at the deployed location. Wing senior leadership (commanders and deputies) should not be postured in the same AEF Tempo Band/block.



AETF Force Modules

AETF FMs incorporate a balance of required combat, ECS and C2 UTCs required to accomplish the mission to open, establish, operate and sustain an airbase.

Air Expeditionary Task Force (AETF) Force Modules (FMs) are a method of packaging command and control, operational mission and ECS forces for presentation to the CCDR. The AETF FMs incorporate a balance of required combat, ECS and C2 UTCs required to accomplish the mission to open, establish, operate and sustain an airbase. There are six scalable FMs each with its own unique purpose.



The Open the Airbase FM provides the capability to open an airbase, regardless of the follow on mission. The Open the Airbase FM will assess the airbase for establishing minimum airfield operations, command and control and host nation support capabilities. The capabilities contained within the module should rapidly establish an initial operating capability (IOC) in approximately 24 hours from the arrival of forces. The primary constraint is the "Establish Minimum Operating Strip" capability. If extensive runway preparation is required then the IOC for this module is approximately 36 hours. Once the operational mission has begun, it is likely that the operation of the airbase will be transferred to the leadership arriving in the C2 and Establish the Airbase FMs.

The C2 FM contains the capabilities to establish an AEW/AEG command structure including maintenance, mission support, operations and medical group staffs. The leadership elements of the C2 FM will be sourced using Lead Wing personnel to the maximum extent possible.

The Establish the Airbase FM contains a limited amount of ECS forces to bring the base to initial operating capability and is designed to support most mission or weapons systems. It will facilitate the integration of those capabilities within the Open the Airbase and C2 FMs to provide the airfield's earliest capability to execute its assigned mission. In addition to integrating with or replacing capability included in Open the Base and C2 FMs, this FM also brings in capabilities previously excluded due to lack of immediate urgency. A high level overview of the capabilities within the module includes: 24-hour day/night mission operations, Airfield Operations, Aerial Port, Infrastructure, Site Preparation, POL, Vehicle Operations & Maintenance, Billeting, Finance, Contracting and Utilities, Force Protection, Emergency Response (Fire Crash Rescue, Medical, Security Forces, Safety and EOD), Personnel Accountability (Personnel Support for Contingency Operations (PERSCO)), Munitions Management and Communications.

The Generate the Mission FM contains all of the aviation and direct aviation support capabilities needed to maintain flying operations.

The Operate the Airbase FM contains the ECS forces needed to achieve full operating capability (FOC). Forces within this module make the Initial Operational Capability (IOC) more robust and should sustain operations for up to 30 days. This module will provide capabilities to enhance force protection, communications, cargo handling, quality of life activities such as chaplain, fitness, library, health care, feeding and sheltering and reach-back capabilities.

The Robust the Airbase FM contains ECS forces that would typically not arrive until 30 days after an operating location is established. This FM provides additional ECS forces to robust the capabilities already in place from the previous FMs until a rotational plan can be implemented.

Operational Capabilities Packages (OCPs)

The benefit of an OCP is that it will include a variation matrix which allows it to be quickly scaled to meet small or large contingencies.

OCPs are groups of FMs/UTCs designed for COMAFFORs to present a comprehensive pre-packaged Air Force capability to CCDRs. OCPs are based on the AETF FM concept and will typically include a list of forces and generalized assumptions (e.g., location, environment, logistics support). The benefit of an OCP is that it will include a variation matrix which allows it to be quickly scaled to meet small or large contingencies. The first OCP developed, "Disaster Response OCP," was as a direct result of Hurricane Katrina. The capabilities contained in the "Disaster Response OCP" (such as Open the Airbase and Airfield Support) are some of the Air Force's core competencies and would likely be requested from the Air Force regardless of the type of natural disaster. Examples of OCPs may include, but are not limited to, Defense Support of Civil Authorities (DSCA), Non-Combatant Evacuation Operations (NEO), Humanitarian Relief Operations (HUMRO) and support to International Law Enforcement.

Requirements

The preponderance of ECS requirements are established by CCDRs, with Secretary of Defense approval, based on the DEPORD and any changes/updates to the DEPORD are presented in the TPFDD. If there are remaining unfilled requirements, then AFPC/DPW, after coordination with HAF, is authorized to reach forward or deeper to source forces. If a ready and available resource cannot be identified, AFPC/DPW will recommend the Headquarters Air Force Functional Area Manager (HAF FAM), initiate an Air Force reclama as outlined in Chapter 10.

JET characterizes the Air Force's combat-focused mindset and its joint posture.

Joint Expeditionary Taskings (JET)

JET is a joint term that characterizes the Air Force's combat-focused mindset and its joint posture. It encompasses the "non-standard" DoD Force Sourcing Categories known as Joint Sourcing Solutions (JSS). The categories of JET are:

Joint Force/Capability Solution:
A Service providing a force/capability in place of another Service's core mission. The capability is performing its core mission. Examples include RED HORSE replacing an Army Combat Engineering Heavy Battalion, an AF Explosive Ordnance Disposal (EOD) Detachment replacing an Army EOD Company and a tailored logistics element operating a base camp.

In-Lieu-Of (ILO):
A standard force, including associated table of organization and equipment, deployed/employed to execute missions and tasks outside its core competencies (e.g. Direct Support Supply Company, filled by Army reserve Petroleum, Oil and Lubricant Unit).

Ad-hoc:
The consolidation of individuals and equipment from various commands/services formed into a deployable/employable entity, properly manned, trained and equipped to meet the supported commander's requirements. Examples include interrogation teams, weapons intelligence teams and provincial reconstruction teams.

Individual Augmentees (IAs)

These assets fill out the CCDR or supported command's Joint Manning Document (JMD) and must be vetted through the Joint Staff and Air Staff before sourcing. The Joint Staff may schedule a Prioritization and Sourcing Review Board before a service is chosen to fill an IA requirement. IAs are unfunded temporary duty positions identified in the TPFDD, requested to augment a supported CCDR's or government agency's staff function during contingency operations.

IAs are unfunded temporary duty positions identified in the TPFDD, requested to augment a supported CCDR's or government agency's staff function during contingency operations.

TCN Escorts & Postal Augmentees

Your Airmen may volunteer to fill augmentee requirements. US military personnel, usually in the grade of E-5 and below, are eligible, except for those active duty members assigned to or postured in Bands "D," "E" or the Enabler force since they are exempt from the planning pool. TCN escorts are responsible for accompanying and observing Third Country National (TCN) contractor personnel while performing contractual duties on US facilities. TCNs are personnel who originate

TCN escorts are responsible for accompanying and observing Third Country National (TCN) contractor personnel while performing contractual duties on US facilities.

from countries other than the host nation and the United States. Postal augmentees are responsible for sorting and pitching mail and escorting mail shipments. The tour length for augmentee positions is normally 120 days. Based on the duties performed, any career field can fill TCN Escort UTCs, usually in grades E-1 through E-4, although members up to E-5 may be assigned. The MAJCOM TCN escort FAMs decide the fair share breakout at their respective bases. TCN escort taskings will be allocated after all initial sourcing has occurred. When large numbers of TCN escorts are required, a management team will be assigned at locations with more than 30 TCN escorts. This team will be filled by E-6 and E-7 members (any deviation from these requirements is highly discouraged). The taskings for TCN escort fluctuate by AEF depending on CCDR requirements and sister service contributions. They are tasked on a MAJCOM percentage basis and are identified in the TPFDD. Current policy withholds TCN escort taskings until after a wing has received the majority of their AEF requirements. Prior to an AEF deployment, the Air Staff TCN escort FAM will determine fair share among MAJCOMs.

AEF Volunteers

Guidance

Airmen may be allowed to voluntarily deploy outside their associated AEFs as long as they understand they are still eligible to deploy during their AEF deployment periods.

There may be times when Airmen will want to volunteer to continue in a tasking or deploy more than once in an AEF schedule. In cases where the commander deems it beneficial for mission accomplishment, Airmen may be allowed to voluntarily deploy outside their associated AEFs as long as they understand they are still eligible to deploy during their AEF deployment periods.

Extensions must be for the entire length of the next rotation (e.g., 4-months) in order to maintain sourcing integrity under the AEF battle rhythm. ARC personnel who volunteer to remain in a deployment may volunteer for a shorter period based on the component headquarters approved CRM (e.g., 60 days of a 120-day tour); however, the request may be disapproved in favor of filling the entire tour with a single individual. Extensions should be requested no later than 60 days prior to end of member's normal TDY return date to allow time for proper processing

If a volunteer is allowed to support a UTC aligned to another AEF pair/band (120 to 179 days), the applicant's commander must gain a Wing/CC waiver to deploy the volunteer outside his/her associated AEF. Volunteers will remain associated in MilPDS to their original AEF bands/blocks and cannot disrupt a unit or wing's ability to support UTC taskings. In other words, a Reclama cannot be submitted due to a person assigned to a tasked UTC voluntarily deployed during another AEF band/block in the same schedule. Further guidance is contained in AFI 10-401, para 9.19.

Rotational deployments of 365-days in length are managed by AFPC/DPA (Assignments Directorate) essentially the same as short tour assignments.

Additionally, commanders must be aware that the Air Force may be tasked to fill a CCDR's rotational requirement with a tour length of 365-days without the option of requesting a shorter tour length. Rotational deployments of 365-days in length are managed by AFPC/DPA (Assignments Directorate) essentially the same as short tour assignments. These 365-day tours are still classified as rotational requirements and not PCS assignments although the selection, sourcing, reclama and entitlements are mostly the same as those for a short tour PCS assignment, depending on career fields and functional areas. Indeterminate length TDYs take precedence over all other type TDYs.

Procedures

During the normal AEF battle rhythm, units receive crisis taskings at least 120 days prior to the RDD/DRI. This time allows units to match volunteers to UTC taskings. Volunteers can find what UTC positions they are qualified to support by contacting their Unit Deployment Manager (UDM) or the Installation Deployment Officer (IDO). Volunteers should first attempt to fill UTC positions within their own unit. If none are available, they may apply to support UTCs allocated to other units within their wing or on their installation. Once volunteers have identified UTC positions they are qualified to support (to include line remarks and SEIs), they must submit their volunteer request in writing through their chain of command, to include the wing commander or equivalent. All applications should be completed at least 90 days prior to the RDD/DRI. If the UTC tasking is allocated to another unit within the wing or on the installation, volunteers must first gain their commander's approval before routing the application to the tasked unit for consideration. Approval by the tasked commander is required for the volunteer to fill the selected position. If for any reason the volunteer is unable or unwilling to fill the requirement after approval, the originally tasked commander is required to fill the tasking as the tasking was levied based on pre-identified sourcing conditions. (Ref: AFI 10-401, para 9.19.2).

For indeterminate length TDYs or 365-day deployments, AFPC will initially solicit volunteers for all positions. Volunteers with less than 12 months time on station (TOS) as of first training date or RDD (whichever is earlier) may be considered for extended deployment, as an exception to policy, with commander concurrence and the understanding they may not be eligible for an advanced assignment. Enlisted positions will be advertised using EQUAL Plus Advertisement in AMS. Ads will normally be posted on EQUAL Plus for 10 days. Officers should contact their appropriate AFPC Assignment Team for information on available requirements and to volunteer, or go to the AFPC 365 Day Extended Deployments website: https://aef.afpc.randolph.af.mil/365.aspx.

Enlisted positions will be advertised using EQUAL Plus Advertisement in AMS.

Changing Assigned AEF

Home station commanders cannot reach forward to pull from another AEF pair/band to fulfill requirements in the current AEF pair/band. Changing an Airman's assigned AEF pair/band for any reason requires MAJCOM/CV approval (Ref: AFI 10-401, para 9.7.6). Changing an individual's AEF assignment can cause disruption, unpredictability and instability to the AEF, in addition to the possibility of providing inaccurate visibility of the state of AEF deployments.

Changing an Airman's assigned AEF pair/band for any reason requires MAJCOM/CV approval

ECS Target Base Alignment Template

The ECS Target Base Alignment Template is used to schedule and balance the Air Force's deployable ECS capability across the 5 blocks of Band A. Wing ECS forces should be aligned to the AEF Block designated for that base in accordance with this template. The alignment template is also used to systematically respond to the CCDR's range of military operations, including rotational requirements during peacetime operations, crisis response and major theater war. The ECS Target Base Alignment Template is the document that establishes the AEF battle rhythm for all active duty units and Air Reserve Component (ARC) forces upon activation.

AFPC/DPW prepares the template in concert with MAJCOM planners and HAF FAMs, approximately 12 months prior to the start of each AEF schedule for approval by the CSAF. Once approved, deviations from the template must be adequately justified and submitted through AFPC/DPW and AF/A3/5 for approval by the VCSAF. Posted on AEF Online, it depicts the alignment of bases into each AEF pair for ECS forces.

AFPC/DPW designs a Forward Operating Base (FOB) alignment template which enables functional schedulers to maximize and synchronize teaming as much as possible. For example, AFPC/DPW tries to send all of your deploying CE Airmen together, however the CCDR requirements may only require a portion of the UTC.

UTCs that provide capability similar to the requested UTC are referred to as suitable substitute UTCs.

Tailoring and Substituting UTCs

The process of removing unnecessary personnel/equipment from a standard UTC to meet a reduced requirement from a CCDR is called tailoring. ECS force tailoring is any omission to the standard contents outlined in the AF registered UTC. ECS taskings may be tailored prior to the unit receiving them and other tailoring actions may require the unit to coordinate with the AOR. See Chapter 11 for more information on the tailoring process.

Within a functional area there may be a different UTC or multiple UTCs chosen to meet a CCDR's requested requirement. UTCs that provide capability similar to the requested UTC are referred to as suitable substitute UTCs. Substitute UTCs may be tasked when the on-call AEF pair/band has no remaining CCDR-requested UTCs or the tasked MAJCOM requests a substitution. Substitute UTCs may be tasked from an individual or multiple bases.

When the on-call AEF Library does not reflect the stated C-MAJCOM requirement, AFPC/DPW will recommend a suitable substitute UTC or combinations of UTCs that meet the capability requested by the C-MAJCOM and are contained within the on-call AEF pair/band. The C-MAJCOM must approve the use of any substitute UTC before placement in the TPFDD.

Scheduling

When replacements are required and more than 30 days are left in the rotation the unit that sent the original capability must send the replacement(s).

It is important to remember that your ECS taskings may come in throughout your AEF vulnerability periods. For example, if you're vulnerability period is 15 January through 15 May, you may receive ECS taskings anytime up until 1 May. Requests for forces that come in when there is less than 30 days in the current AEF Tempo pair/block are rolled forward to the next pair/block. AFPC/DPW sources for all known rotational and temporary, standard and nonstandard UTC requirements approximately 123 days (4-Month rotation) or 151 days (6-Month rotation) prior to each AEF pivot date using standard D-coded UTCs and non-standard A-coded UTCs in the on-call AEF pair/blocks for the deployment period.

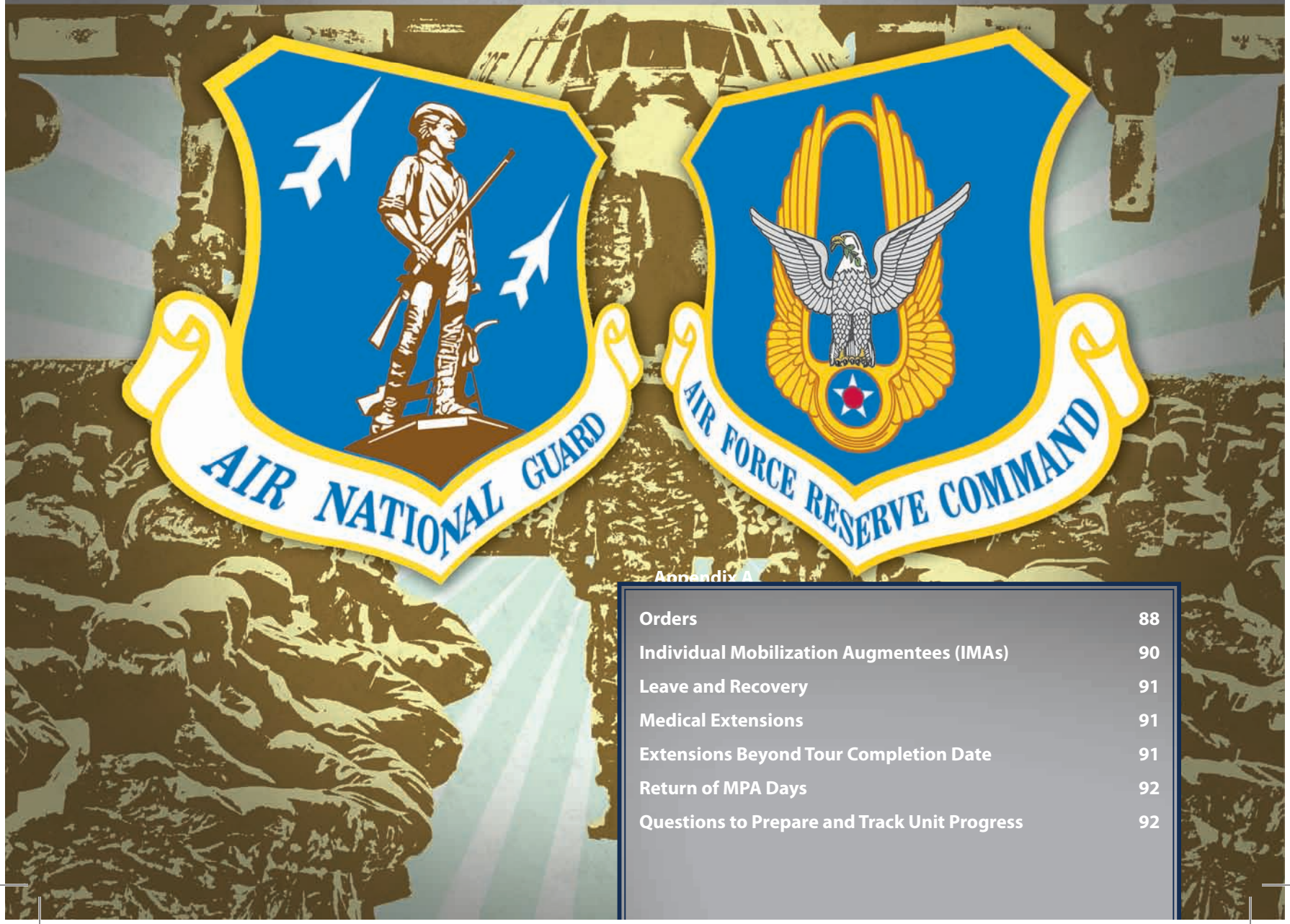
The 30-day rule also applies to capabilities that need to be replaced for reasons beyond their control (medical, emergency leave), substandard performance, or due to qualification mismatch. When replacements are required and more than 30 days are left in the rotation the unit that sent the original capability must send the replacement(s). Typically, when a request for forces/capability (RFF/RFC) leads to sourcing from the next AEF rotation the capability assigned to that tasking will complete what's left of the previous rotation and all of the new (assigned AEF) rotation. This ensures the RDDs stay in line for future rotations.

Questions to Prepare and Track Unit Progress

- Do we have all of our requirements and how do we know we have them all?
- Are we able to meet the line remarks and other restrictions on positions? If not, have we asked for waivers?
- Do we anticipate any shortfalls? If yes, have we submitted a reclama?
- Are all of our folks accounted for in standard UTCs? If not, why?
- What TCN escort requirements do we support?
- Have all Airmen been associated to an AEF in MilPDS?

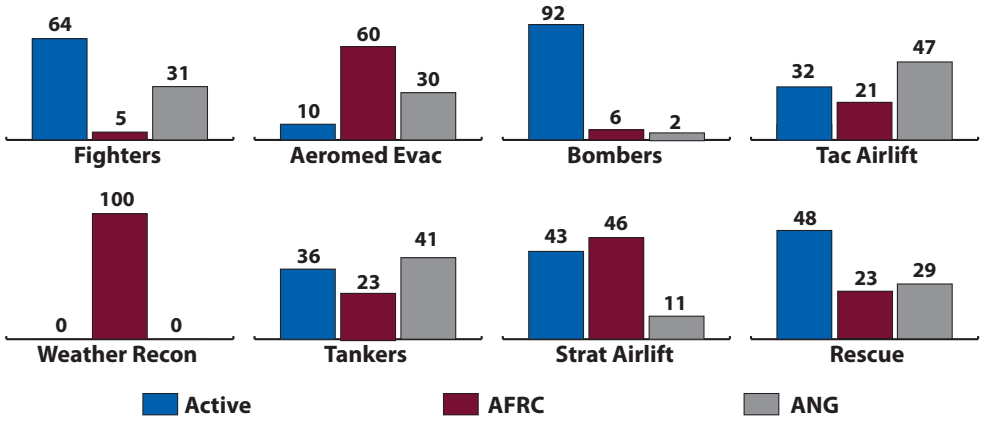
CHAPTER 10

Total Force - Guard & Reserve



Appendix A

As an integral part of the Total Force, the Air Force Reserve and Air National Guard comprise over 174,100 Citizen Airmen. Together they form the Air Reserve Component (ARC). Until called upon by Presidential authority, ARC members are volunteers.



NOTE: Bar Graph Based on 100% totals

Orders

When ARC members deploy, they require two sets of orders. The first order brings the member on active duty, commonly referred to as a Mobilization Order for mobilized forces or Military Personnel Appropriation (MPA) Orders for volunteers. Mobilization/MPA Orders start ARC members' pay, entitlements and benefits. The second is known as a CED Order. This document outlines mission-specific details, such as the ETL and authorizes the member to deploy forward. It is imperative that every effort be made to ensure ARC members are released no later than the tour end date of the CED Order. CED Orders start ARC members' travel and per diem for the deployment leg of their entire activation period.

Mobilization/MPA Orders must "wrap around" CED Orders; that is, they must start before CED Orders begin and end after the conclusion of the CED Orders.

Mobilization/MPA Orders must "wrap around" CED Orders; that is, they must start before CED Orders begin and end after the conclusion of the CED Orders.

Therefore, when requesting MPA man-days, consideration must be made to the length of deployment, travel to and from the deployed location, training identified in reporting instructions or line remarks, accrued leave, downtime/reconstitution and travel to and from home station to home of record (HOR). This is to ensure ARC members remain on active military status and receive all pay and entitlements. This is from the moment they leave their HOR until they return to their HOR.

MPA Orders are based on the allocation of man-days. MPA man-days originate from the active duty MPA account. Once an ARC unit receives an AEF tasking, they then submit a request for man-days via the Command Man-Day Allocation System (CMAS) to AFRC/A3ME or NGB/A3XW for validation. Once the request has been validated, it is submitted to the applicable gaining MAJCOM (ACC or AMC) who allocates the days for those taskings supporting valid AEF contingencies. Afterwards, the applicable gaining MAJCOM sends an allocation message via e-mail to the unit POC directing MPA Orders to be published.

Training identified in the reporting instructions or line remarks is supported via AEF man-days. Typically, ancillary training is the responsibility of the ARC member's unit and is not funded via AEF man-days. Home station support or "backfill" man-day requests should be submitted directly to the gaining, active duty MAJCOM. These requests are normally generated by an agreement between the base affected and the gaining, active duty MAJCOM.

Basic Metric	Leading/Lagging	Focus Area
Have MPA man-days been requested via CMAS?	Leading	Readiness
Did volunteers receive orders IAW SECDEF guidance (at least 30 days prior to deployment)?	Lagging	Readiness

Individual Mobilization Augmentees (IMAs)

IMAs are Air Force Reservists assigned to active duty units. Deploying an IMA is different from a traditional Guard or Reserve member. IMAs are billeted against critical positions and are usually brought onto active duty only when the permanent party member deploys. As a reminder, an IMA's active duty unit of assignment is responsible for equipping and providing ancillary training to that assigned IMA. IMA positions aren't funded as deployable, therefore, certain vaccinations and ancillary training pertaining to deployments aren't required.

Since 9/11 there has been a paradigm shift, as IMAs are volunteering for more deployments. The following outlines what actions must take place when an IMA volunteers to deploy:

- IMA initiates a Statement of Understanding (SOU), located on the IMA Community of Practice website
- IMA obtains the supervisor/active duty commander's concurrence and signatures on SOU
- The Readiness Management Group (RMG) Detachment Program Manager validates member's readiness on the SOU
- The IMA submits AF IMT 49 (Application For MPA Man-Day Tour) and SOU to AFRC/A3ME
- AFRC/A3ME submits a MPA man-day request to the applicable MAJCOM who allocates the funds
- The applicable MAJCOM approves the MPA request and sends electronic notifications with CMAS# to AFRC/RMG DOX, Det PM, IMA, AFRC/RMG FM and AFRC/A3M
- IMA inputs MPA/contingency orders request in the AF Reserve Order Writing System (AROWS)
- AFRC/RMG DOX publishes CED orders and forwards to IMA via mail/email
- RMG/FM certifies orders in AROWS
- AROWS generate orders to IMA, AFRC/RMG DOXand AFRC/A3M
- IMA deploys through their AD Unit of Assignment UDM

Active duty commanders have operational control of those IMAs attached to their units. The IMA RMG oversees day-to-day personnel actions and assists in tracking Inactive Duty Training and annual tour requirements. For more information on IMAs, refer to AFI 36-2629 IMA Management.

Leave and Recovery

ARC members accrue leave at the same rate as the active force. Members who wish to take leave upon redeployment may do so at the commander's discretion. Please note that personnel recovery (downtime) is not "free leave." This is extended so that members have an opportunity to address personal and professional matters which may have been neglected while deployed. They must be available to return to the unit if recalled, therefore, they cannot leave their home station's local area during this period. Members who reside outside of their home station's local area must be advised that any decision to leave their home station's local area during the recovery period indicates their consent to forfeit their downtime.

Medical Extensions

Members injured while on active duty must remain on active duty until they are cleared by competent medical authority. It is important that a line of duty determination (AF Form 348) be accomplished as soon as possible IAW AFI 36-2910 and before the member's orders end. The member will be removed from MPA Orders and placed on MPA Medical Continuation Orders.

Extensions Beyond Tour Completion Date

ARC volunteers are on orders that stipulate a specific period of time they can be on active duty. ARC members performing voluntary active duty tours in accordance with 10 USC 12301(d), may not be extended beyond the expiration of their orders without the member's consent and a written request from the deployed commander to the member's home station unit commander. If the ARC home station commander approves the extension, the PERSCO team will request an ETL adjustment through the component headquarters directorate of personnel.

Upon component headquarters' approval and adjustment of the ETL by AFPC/DPW, the member's home station unit will request additional man-days through CMAS, with the exception of IMAs whose requests for additional man-days are submitted by AFRC/A3ME. Home station units must procure man-days via CMAS prior to the expiration of the original order and publish an amendment once they have received the allocation message. Transportation delays aren't considered an extension and any amendment requests due to this delay will be accomplished by the member's unit (Ref: AFI 10-401, para 9.17.3).

If approval is not gained by the member's original departure date, the individual must return home. Failure to comply will result in the member's tour terminating on the date specified on their orders, which could negatively impact their pay and entitlements.

Return of MPA Days

Unused MPA man-days must be returned to the applicable MAJCOM. This is performed via CMAS, either prior to deployment (for positions that were short-falled) or promptly after members return to home station. Expenditure of man-days for other than their intended purpose constitutes fraud, waste and abuse.

Questions to Prepare and Track Unit Progress

- What happens when an ARC member's CED or MPA orders are due to end before he/she rotates out of the AOR?

  CED orders are automatically good for travel for 30 days past their end date. This means, as long as the ARC member rotates out within 30 days of the end of his/her CED travel orders, the travel orders won't need to be modified. However, the member's unit will need to request an MPA extension via CMAS.

- What happens if an ARC volunteer's CED orders expire before he/she can get transportation to rotate out of the AOR?

  If transportation appears to be an issue, the ARC member needs to contact the PERSCO Team who in turn, needs to coordinate with the ARC member's home station unit as soon as the ARC member becomes aware of the situation. The MPA orders might need to be modified to allow the ARC member appropriate downtime and leave.

- I'm a deployed commander and there is no backfill for my ARC member. Can I extend them?

  ARC personnel need two orders to deploy: CED and MPA orders. If your ARC asset has been brought on active duty via a Presidential ordered partial mobilization (PM) order, then you can extend them as long as the activation order doesn't expire within the time you plan on keeping them (allowing for appropriate downtime and leave upon return). The end date of the activation order is the important date.

- I'm an active duty CC and my ARC volunteer member wants to extend. How can I make this happen?

  Assuming your ARC member has willingly volunteered to extend, here's the process:

  1. PERSCO needs to contact the member's home unit and get the CC's approval.

  2. Assuming the home station unit approves, they will then request an extension via CMAS to the NGB/A3XW for ANG personnel, or AFRC/A3ME for AFRC personnel, after the component headquarters' approval and adjustment of the ETL.

  3. Assuming continued approval, the home station unit Military Personnel Section will process any needed extension waivers, modify the CED orders and extend the activation orders.

NOTE: If NGB/A3XW or AFRC/A3ME has already identified a volunteer replacement for your ARC member, it is highly unlikely that they will approve the extension.

- Can an ARC member be extended to stay up to 7 extra days for overlap?
  Yes, but only if there are appropriate Line Remark codes in the comments section of the CED orders and the orders termination date provides sufficient time for post-deployment travel. The ARC member's home station wing should have briefed him/her before leaving that this was a possibility.

- How much downtime does an ARC member receive?
  Downtime is a privilege, not an entitlement. That means ARC members are not guaranteed downtime. All the MAJCOMs have set different policies with respect to downtime. There are two common threads between all the policies:

  1. The maximum downtime that any MAJCOM has set is 14 days.

  2. Each MAJCOM has delegated down to the Wing CC the authority to alter downtime. What this means is that an ARC member will get no more than 14 days downtime and depending on his/her Wing CC, maybe less. Check with the ARC member's home station Military Personnel Section.

CHAPTER 11

CAF/MAF Aviation

Combat Air Forces (CAF) are all Air Force fighters, bombers, ISR and Limited Supply/High Demand (LS/HD) assets assigned to major commands.

Combat Air Forces (CAF) are all Air Force fighters, bombers, ISR and Limited Supply/High Demand (LS/HD) assets assigned to major commands. LS/HD aircraft form an enabler force which supports the CCDRs as requested/required. Allocation of LS/HD assets is in accordance with Global Military Force Policy (GMFP). LS/HD assets are those assets identified by the Joint Staff as having such a far reaching impact they will only be tasked through the GMFP process and will not be placed on call except through those procedures described in the GMFP. Mobility Air Forces (MAF) are all cargo and tanker aircraft assigned to major commands and gained units. Enabler forces exist within both MAF and CAF and provide a unique capability or support a specific operation.

Although, the CAF is dependent on MAF's strategic airlift capability (Air Bridge), each has a distinctive function in the AEF and is managed/scheduled separately.

CAF/MAF Scheduling

CAF is controlled by the CAF Scheduling Integrated Product Team (SIPT), which ACC/A3O chairs and manages for all MAJCOMs. They schedule all CAF assets in support of the AEF, through the CAF aviation scheduling process outlined in AFI 10-420, Combat Air Forces Aviation Scheduling. The primary product of this process is the Consolidated Planning Schedule (CPS) on the CAF SIPT Aviation Scheduling SIPR website. The CPS contains the coordinated schedules for all CAF aviation units, Control and Reporting Centers and exercises.

The contingency schedule is built two years in advance and the training/exercise schedule is built one year in advance. The CPS is updated regularly by ACC/A3OS. The Installation Plans and Programs Office/Operations Support Squadron (OSS) Current Operations section is your unit POC in this process through your MAJCOM CAF SIPT member. Under the GFM process, the CAF SIPT uses the CPS to provide United States Joint Forces Command (USJFCOM) recommended sourcing solutions for the Air Force portion of the rotational GFM Allocation Plan (GFMAP).

MAF tanker and C-130 schedules are projected, but are extremely fluid due to mission changes.

There are three components that make up the MAF schedule: AMC, Air National Guard (ANG) and Air Force Reserve Command (AFRC). USAFE and Pacific Air Forces (PACAF) assets are scheduled by their own MAJCOMs and coordinated in cooperation with AMC. AMC oversees all MAF theater movement. HQ AMC/A3OO Current Operations is the focal point for obtaining MAF schedules.

CAF/MAF Scheduling Availability Pool

Two AEFs of capability and allocated enablers are made available during any given deployment window to support CCDR requirements or to respond to emerging crises. Forces designated in the CAF scheduling availability pool consist of active duty and Air Reserve Component. Enablers may or may not be included in one of the ten AEF Libraries. If not, Enabler UTCs are aligned to the Enabler Library. Due to different OPSTEMPO management standards for these forces, they may or may not rotate on the normal rotational schedule.

Active Duty

All active duty CAF forces are aligned in an AEF pair up to their full Designed Operational Capability (DOC). MAF ECS requirements are aligned within an AEF pair. MAF aviation support requirements are primarily maintained in the Enabler Libraries. Service-directed resource actions (e.g., major weapon system modifications, unit conversions) may preclude unit availability which will be identified during the development of the CPS.

All active duty CAF forces are aligned in an AEF pair up to their full Designed Operational Capability (DOC).

Air Reserve Component (ARC)

Until the Secretary of Defense implements mobilization, the ARC's availability pool is limited to volunteer support levels. Normally, the ARC supports their volunteer commitment by a "rainbow" of several aligned units to fill a single requirement. Units within the rainbow have flexibility to fill the requirement as needed.

AFPC/DPW Role in CAF/MAF

The AF Component MAJCOM has primary responsibility for determining all Air Force requirements for their respective theaters and building them into the CCDR's operational TPFDD. For example, AFCENT builds all initial Air Force requirements utilized within the CENTCOM theater,

Air Forces Southern Command (AFSOUTH) builds Air Force requirements utilized within the SOUTHCOM theater. A component may authorize other supporting components/MAJCOMs to build unique mission requirements (e.g., AMC Air Mobility Operations, AFSOC Special Operations Forces, or ACC ISR) in their operational TPFDD. AFPC/DPW works closely with ACC and AMC, who schedule the CAF and MAF aircraft through the CPS and MAF schedules respectively to ensure proper supporting UTCs are teamed and updated in the operational TPFDDs accordingly.

ACC/A3OP builds CAF theater rotational requirements, including USAFE and PACAF into the AEF rotational TPFDDs, including Direct Aviation Support (DAS). Currently, AMC/A3OO builds their MAF rotational requirements into the AOR's plan identification designator (PID). The TPFDD also includes updates to the CPS and MAF schedules.

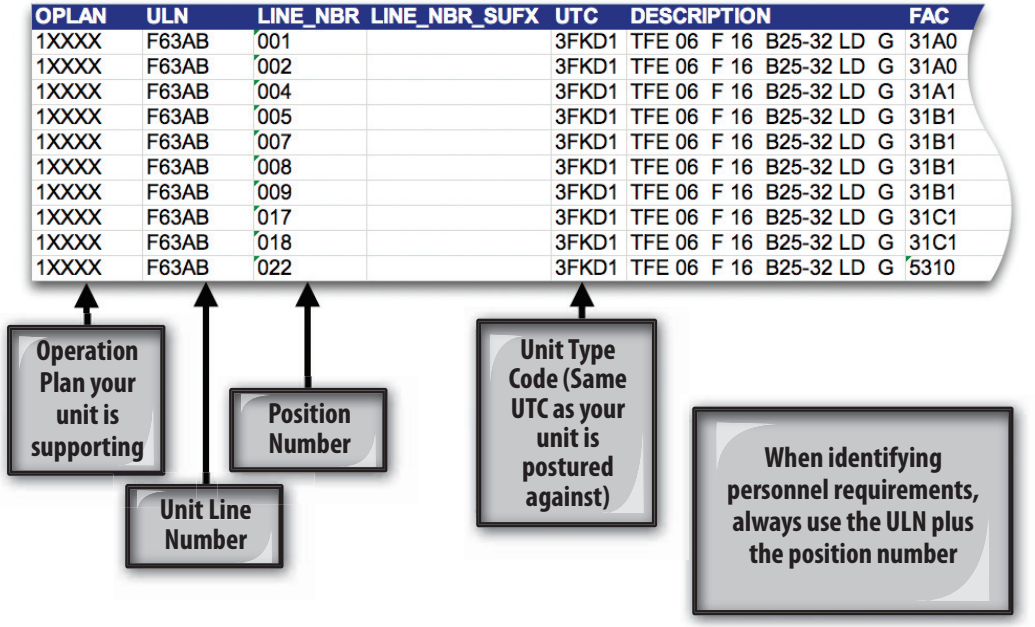
The requirements in the CPS and MAF schedules should be reflected in the TPFDD in accordance with AFPC/DPW's Commander's Sourcing Plans and Tasks message, published approximately 160 days prior to each AEF rotation. You can expect all CAF builds to be updated in accordance with the message. Due to the dynamic nature of MAF employment requirements, within and out of the AEF construct, AMC will reflect their TPFDD requirements for aviation and direct aviation support NLT 60 days prior to the deployment.

CAF/MAF Tailoring Process

ACC or AMC provides a DRMD to the corresponding MAJCOM FAM and deploying unit for tailoring purposes, approximately 150 days (75 days for AMC) prior to the AEF pivot date.

Once you have TPFDD data, the tailoring process is next if not already pre-tailored by the C-MAJCOM. The tailoring process is critical and follows a specific timeline that deploying commanders are required to follow. As a commander you need to be involved early in planning a variety of tailoring options for known or possible deployment sites. Specific suspenses will be established by MAJCOMs in accordance with the DPW's Commander's Sourcing Plans and Tasks message. ACC or AMC provides a DRMD to the corresponding MAJCOM FAM and deploying unit for tailoring purposes, approximately 150 days (75 days for AMC) prior to the AEF pivot date. The DRMD is a detailed listing that includes the PID, ULN, position number, position number suffix, UTC, Functional Account Code (FAC), AFSC, unique qualifications (i.e., line remarks), DRI, geographic location (GLOC), grade, tasked PAS code and attached PAS code, derived from the TPFDD.

The MAJCOM FAM will coordinate the DRMD with the tasked unit and gaining AOR. During the tailoring process, the commander identifies the ULN, position numbers and AFSCs required to support the mission, shaping the UTCs to match the CCDR's requirements. This unit-tailored package is forwarded by the MAJCOM FAM to the C-MAJCOM for coordination and approval (validation). For established rotations, the unit should be coordinating directly with the current deployed unit to discuss location and mission specifics, keeping the MAJCOM FAM informed of any changes in mission or requirements.



Sample DRMD

Things to consider during the tailoring process:

- AOR-specific requirements will drive crew ratios and sortie rates/average sortie duration
- Capability differences between tailored UTC and standard UTC MISCAP
- AOR beddown limitations (i.e., bed spaces) may lead to additional tailoring

DRMD tailoring to include MAJCOM review, AOR coordination, AFPC/DPW editing and MAJCOM verification must be completed no later than 75 days (65 days for AMC) prior to the AEF pivot date. The aviation tailoring process is a measurable metric according to the AFPC/DPW rotation timeline and the results are briefed at AEF Execution Conferences.

DRMD tailoring to include MAJCOM review, AOR coordination, AFPC/DPW editing and MAJCOM verification must be completed no later than 75 days (65 days for AMC) prior to the AEF pivot date.

Commander's Role in CAF/MAF Tailoring Process

The commander needs to ensure the DRMD is tailored within MAJCOM suspenses. The below chart lists some of the Project Codes of the TPFDD used to identify the different stages of the tailoring and verification process. The "AVI" code indicates that an aviation package is initially being built and tailored at the wing level. The "AVI" code will be removed once the MAJCOM approves the tailoring. The other Project Codes are listed for your information only so your IDO can track the process.

Project Code	Means	OPR
"AVI"	Awaiting tailoring complete	MAJCOM
"ALA"	Awaiting airlift allocation	MAJCOM
Blank	Awaiting verification	MAJCOM
"N"	Pre-verification	MAJCOM
"S"	Verified	MAJCOM
"SC"	C-MAJCOM Verification	USAF Component

Any unlock request inside of 96 hours of your ALD or after a movement has been allocated ("A") airlift requires a General Officer endorsement.

Airlift Validation

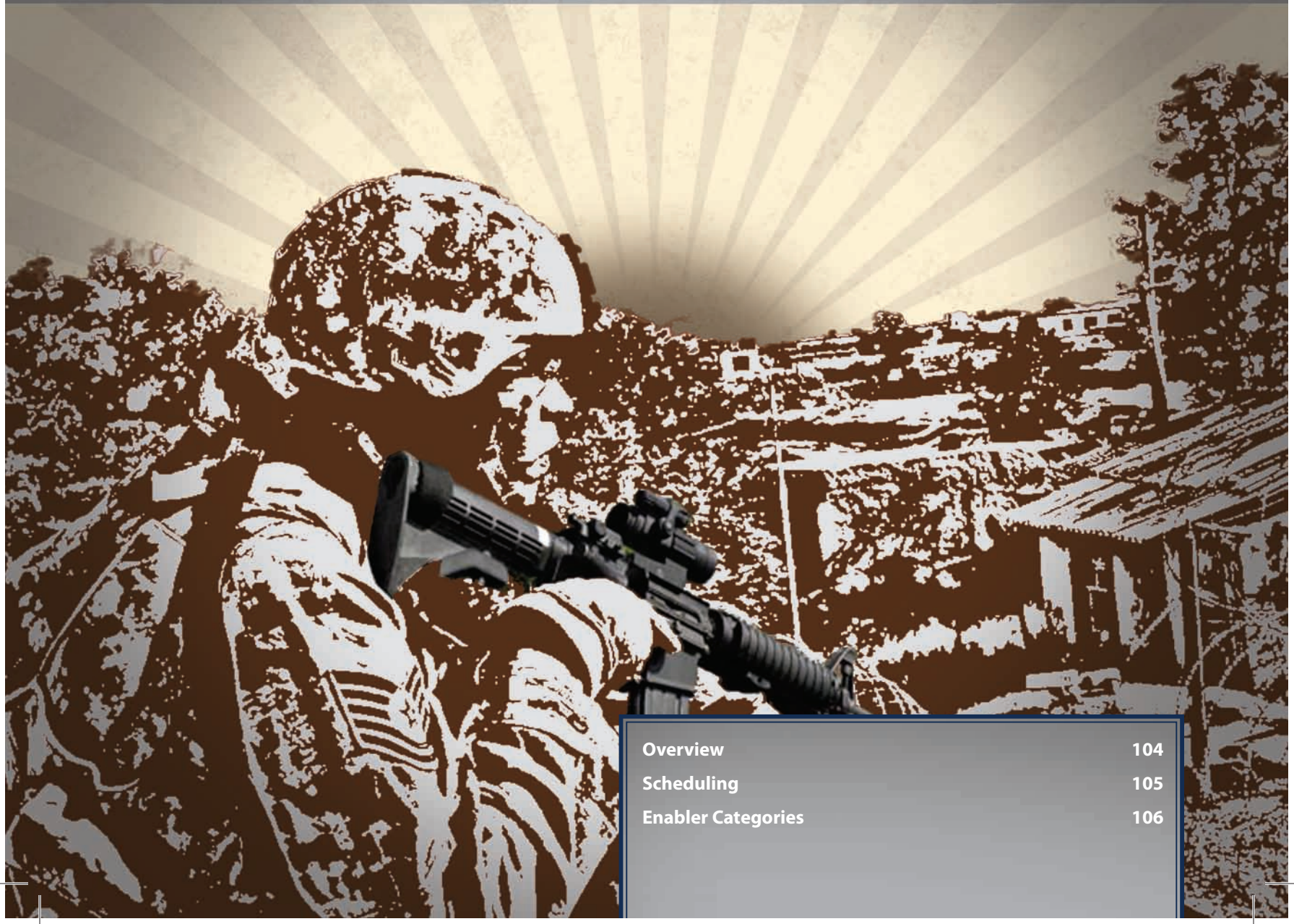
Within DCAPES and JOPES, the airlift validation process starts with requirements that justify Strategic Airlift, those records are coded with a mode/source code of AK, from AMC. The Supported Combatant Command (CCDR) reviews requirements which have been verified through the supporting force providers (MAJCOM/C-MAJCOM) and their supported combat command components (C-NAF); and sets the CCDR Validation date in the record(s). This action signifies to USTRANSCOM the ULNs are ready for allocation and manifesting. The US Transportation Command (USTC) Status Code identifies where your ULN is with respect to airlift allocation after CCDR validation and USTC acceptance of the requirement for movement. The record is locked once the Supported Combatant Command sets their date required in-place (DRI). No changes can be made without your MAJCOM requesting the record be unlocked. Any unlock request inside of 96 hours of your ALD or after a movement has been allocated ("A") airlift requires a General Officer endorsement.

USTC Status Code	Means	OPR
"V"	Validated by Supported CCDR	CCDR
"T"	Accepted by TRANSCOM for Scheduling	TRANSCOM
"A"	Airlift Allocated to Carrier	TRANSCOM
"M"	Manifested to Carrier	TRANSCOM
"B"	Both Allocated and Manifested	TRANSCOM

Questions to Prepare and Track Unit Progress

- How are my aircraft squadrons distributed through the AEF rotations?
- What is our suspense for having our cargo and DRMD tailored?
- Have we met the suspense for tailoring?
- Have we received our taskings so we can begin personnel processing actions?
- Do we have dedicated airlift to move us?
- Have we received the DEPORD?

CHAPTER 12
Enablers



Overview

In addition to those forces in the AEF Tempo Bands, the AEF includes those entities the DoD has deemed "strategic capabilities" or Enablers. These Enablers are normally common user assets, such as global mobility forces, special operations (SOF) and recovery forces, space forces and other uniquely categorized forces that provide support to authorized organizations within and outside the Department of Defense (DOD), including Air Force movements of AEF forces. Most limited supply/ high demand (LS/HD) assets, as defined in Global Military Force Policy (GMFP), National Air Mobility System and Theater Air Control System (TACS) elements are postured as an Enabler force and will rotate as operational requirements dictate. Forces postured in the Enabler categories are not given stability and predictability, and therefore should be kept to a minimum.

LS/HD assets are a portion of the Enablers... execute worldwide peacetime and contingency operations at a rate that regularly exceeds sustainable force availability.

LS/HD assets are a portion of the Enablers and are force elements consisting of major platforms, weapons systems, units, or personnel possessing specialized attributes or capabilities, which have historically been called upon by CCDRs to execute worldwide peacetime and contingency operations at a rate that regularly exceeds sustainable force availability. When there is an imbalance between force/capability supplies and force /capability demands for a given force/capability, it can be designated as an LS/HD force/capability.

Military Departments and United States Special Operations Command (USSOCOM) will nominate LS/HD force capabilities annually for approval at the Global Force Management Board (GFMB) (Ref: Global Force Management Implementation Guidance FY 2008-2009). Air Force leadership must understand that designation of a force/ capability as LS/HD is not permanent and is situationally driven.

The key concept for leaders... LS/HD assets is mission demands have them stretched to capacity.

The key concept for leaders to understand when it comes to LS/HD assets, the very reason they are identified as LS/HD assets is mission demands have them stretched to capacity. Additionally, their limited supplies must be shared across a very broad needs base. LS/HD assets must be used for training as well as operational capability. Surge operations direct force availability at a higher than sustainable rate. Exceeding this level represents maximum surge and will result in decreased readiness and increased risk, which may require extended reconstitution.

Surge force packages are managed based on availability to provide immediate response, rapid response, decisive operations and augmentation forces (Ref: Global Force Management Implementation Guidance FY 2008-2009).

Another key concept for leaders to understand is the accuracy in accessing and reporting the stress on LS/HD assets. Capturing persistent shortfall data enables GFM to inform the Planning, Programming, Budgeting and Execution (PPBE) and Joint Capability Integration and Development System (JCIDS) processes, as well as anticipate potential alternative sourcing solution requirements for Joint Force Planners (JFPs) during future sourcing efforts (Ref: Global Force Management Implementation Guidance FY 2008-2009).

For those reasons, leaders in the AOR must guard and employ these assets carefully, and only request additional assets when absolutely critical. When requesting an asset that is not truly crucial or as a "just in case" capability, these leaders are creating a situation that mandates force providers to "rob from Peter to pay Paul"; i.e., another CCDR who truly needs the asset based on the threat or actual foe, may be shorted for someone who wants the "What if…" counter for planning purposes.

Another option with the advice and support of your MAJCOM FAM, is to seek approval from the AEF Steering Group (AEFSG) for your unit to be placed in the Enabler category. See AFI 10-401, Attachment 6 for details on how the process works and the associated timeline to ensure your request is timely.

Enabler forces do not operate within a 24-month life cycle/ battle rhythm.

Scheduling

Enabler forces do not operate within a 24-month life cycle/battle rhythm. The Enabler battle rhythm is provided by the HAF/MAJCOM FAM as a part of the Enabler nomination request package. For forces aligned in the Enabler force, unit commanders should develop a deployment schedule that provides a measure of predictability to associated Airmen. However, operational requirements may force deviations from the applicable battle rhythm. MAJCOM/CVs will ensure appropriate mechanisms are in place to ensure Airmen postured as an Enabler are provided a measure of predictability/stability and do not violate CSAF- or SecDef-redlines with respect to dwell. For further information, refer to the SecDef's Boots on Ground Memorandum.

Enabler forces are intended to support specific operations and are primarily sourced by the respective MAJCOM. MAJCOMs need to inform AFPC of assets tasked directly by the MAJCOM to meet CCDR requirements, to provide total visibility of worldwide requirements. MAJCOMs may release certain Enabler assets for DPW sourcing. These will be stipulated in the applicable Enabler guidance outlined by AF/A3/5 or through one-time concurrence with the MAJCOM/A3.

Enabler Categories

The Air Mobility Operations Enabler category will have sufficient number of UTCs postured to fill three Open the Airbase FMs AETF Force Modules.

Air Mobility Operations (E-GRL). E-GRL (formerly known as Global Reach Laydown) is restricted to airlift and tanker assets and associated support, Contingency Response Groups, AMC Enroute forces and Aeromedical Evacuation forces. Only those UTCs that directly support the Global Mobility CONOPS mission will be aligned to this Enabler category. Air Refueling forces and intratheater airlift forces (currently consisting of C-130 units) support Air Mobility Operations and AEF operations. HQ AMC/A3O will schedule these Enabler assets against AEF requirements and USTRANSCOM/AMC-directed Global Mobility Missions. ARC forces are aligned in appropriate tempo bands. The UTCs in this category will constitute most of the Open the Airbase AETF force module. The lead agency for this Enabler category is AMC/A3X.

The Air Mobility Operations Enabler category (with augmentation from UTCs, in some functional areas, from the AEF Tempo Bands) will have sufficient number of UTCs postured to fill three Open the Airbase FMs (see Chapter 9 for more on AETF Force Modules (FM)) simultaneously (four with ARC augmentation). HAF FAMs will include this requirement in their FAM guidance.

Special Operations and Rescue (E-SOR). E-SOR is restricted to those forces that perform Special Operations and Personnel Recovery. This includes special operations/special tactics forces, as well as resources assigned outside of Air Force Special Operations Command (AFSOC). Note: It does not

automatically include those ECS forces assigned to AFSOC, unless their UTC provides unique capabilities for supported SOF and/or is funded by US Special Operations Command (USSOCOM). This category also includes forces within the Personnel Recovery triad (CSAR and Guardian Angel). Other special activity missions (e.g. 820 SFG) may be considered on a case-by-case basis. The lead agency for this Enabler category is AF/A3O-AS.

Theater battle management (E-TBM). E-TBM is restricted to those command and control UTCs that due to their unique and/or limited nature (e.g., AFFOR, Control & Reporting Centers (CRC), AMD) cannot be aligned to the Tempo Bands. The lead agency for this Enabler category is AF/A3O-AYO.

Army Support (E-ARY). E-ARY is restricted to those UTCs which are habitually associated with supporting specific Army (or other sister Service) units such as combat weather teams or TACP/ASOC UTCs. These UTCs almost exclusively support the Army. The co-lead agencies for this Enabler category are AF/A3O-W and AF/A3O-AYO.

Essential Installation Support (E-EIS). E-EIS is restricted to those UTCs that are required to establish and operate an airbase. There are two groupings of UTCs in this category: (1) Air Force vehicle- and equipment-only UTCs that do not directly support or deploy with specific units, and (2) UTCs from specialized units required for base establishment such as RED HORSE, engineering and installation (E&I) teams, combat communications, etc. The lead agency for this Enabler category is AF/A4/7.

Global Strike Support (E-GSA). E-GSA is restricted to those UTCs that support the Global Strike mission to include forces identified in DoD Nuclear Weapons Employment Guidance (NUWEP), Joint Strategic Capabilities Plan-Nuclear (JSCP-N) Supplement and the Requirements and Planning Document (RPD). For some units in this category, this will be a secondary mission (units may be dual-postured). The co-lead agencies for this Enabler category are ACC/A3O and AFSPC/A3O.

Intelligence, Surveillance and Reconnaissance Support (E-ISR). E-ISR is restricted to those weapon systems and direct support UTCs that perform the ISR mission. The lead agency for this Enabler category is AF/A2D.

Additional Enabler categories may be created with coordination with AF/A5XW.

Enabler assets are intended for specific operations and are not normally sourced by AFPC/DPW.

Enabler assets are intended for specific operations and are not normally sourced by AFPC/DPW. MAJCOMs may release certain Enabler assets for DPW sourcing. These will be stipulated in the applicable Enabler guidance (see AFI 10-401, Chapter 7 for Enabler Posturing & Alignment Guidance) or through one-time concurrence with the MAJCOM/A3.

Lead agency for each Enabler category will develop and staff posturing, coding and utilization guidance for their applicable Enabler category. AF/A3/5 will approve this Enabler guidance. Lead responsible agency may be a MAJCOM or a HAF directorate.

APPENDICES

Wing Leadership Guide to the AEF

Appendix A
Acronyms & Definitions

AC- Active Component
ACC - Air Combat Command
ADCON- Administrative Control
AEF - Air and Space Expeditionary Force
AEFIS - AEF Information Service
AEFT - Air and Space Expeditionary Task Force
AEG - Air Expeditionary Group
AEW - Air Expeditionary Wing
AFCHQ - Air Force Component Headquarters
AGE - Aerospace Ground Equipment
ALD - Available-to-Load Date
AMC - Air Mobility Command
AOR - Area of Responsibility
APOD - Aerial Port of Debarkation
APOE - Aerial Port of Embarkation
ARC - Air Reserve Component
ART - AEF UTC Reporting Tool
AT - Antiterrorism
A-UTC - Associate Unit Type Code
AWACS - Airborne Warning and Control System
BMC2 - Battle Management Command and Control
CAF - Combat Air Forces
CBRNE - Chemical Biological Radiological Nuclear & High-Yield Explosive
CCDR - Combatant Commander
CC PAX - CONUS Contingency Passenger
CE - Civil Engineer
CED - Contingency/Exercise/Deployment
CES - Civil Engineering Squadron
CIRF - Centralized Intermediate Repair Facilities
CMAS - Command Man-Day Allocation System
COMAFFOR - Commander, Air Force Forces
CONPlan - Contingency Plan
CONUS - Continental United States
CPS – Consolidated Planning Schedules
CPT - Contingency Planning Team
CRC - Control and Reporting Centers
CRG - Contingency Response Groups
CSAR - Combat Search and Rescue
DAS - Direct Aviation Support
DATCALS - Deployable Air Traffic Control and Landing System
DAV - Deployment Availability
DCAPES - Deliberate and Crisis Action Planning and Execution Segments
DCC - Deployment Control Center
DEPORD - Deployment Order
DIRLAUTH - Direct Liaison Authority
DOC - Designed Operational Capability
DPDRT - Deployment Processing Discrepancy Reporting Tool
DPWG - Deployment Process Working Group
DRI - Date Required In-Place
DRMD - Deployment Requirements Manning Document
DRU - Direct Reporting Unit
DSCA - Defense Support of Civil Authorities
DSOE - Deployment Schedule of Events
D-UTC – Deployable Unit Type Code
EAD – Expected Arrival Date
ECS - Expeditionary Combat Support
EMS - Equipment Management Section
EOR - Explosive Ordnance Reconnaissance
ETL - Estimated Tour Length
EW – Electronic Warfare
FAM - Functional Area Managers
FM - Force Modules
FOA - Field Operating Agency
FOB - Forward Operating Base
FOL – Forward Operating Location
FSS - Force Support Squadron
GCCS - Global Command and Control System
GFL - Global Force Laydown
GFM - Global Force Management
GFMP - Global Military Force Policy
GWOT - Global War on Terrorism
HAF – Headquarters Air Force
HUMRO - Humanitarian Relief Operations
IA – Individual Augmentee
IDO – Installation Deployment Officer
IDRC – Installation Deployment Readiness Cell

IGESP - In Garrison Expeditionary Site Plan
ILO – In Lieu of Sourcing
IMA – Individual Mobilization Augmentee
IMR - Individual Medical Readiness
IPR - Installation Personnel Readiness
ISR - Intelligence, Surveillance and Reconnaissance
ITV – In-Transit Visibility
JET - Joint Expeditionary Training
JFP - Joint Forces Provider
JMD – Joint Manning Document
JOPES - Joint Operation Planning and Execution System
JSTARS - Joint Surveillance Target Attack Radar System
LAA - Limited Asset Availability
LAD – Latest Arrival Date
LS/HD – Limited Supply/High Demand
LGRR - Logistics Readiness Flight
LOAC – Law of Armed Conflict
LRS – Logistics Readiness Squadron
MAF - Mobility Air Forces
MANFOR - Manpower Force Packaging System
MilPDS – Military Personnel Data System
MISCAP – Mission Capability
MOB – Main Operating Base
MOC - Maintenance Operations Center
MPA - Military Personnel Appropriation
MSS – Mission Support Squadron
NIPRNET - Non-Classified Internet Protocol Router Network
OCONUS- Outside Continental United States
OCP - Operational Capabilities Packages
ONW - Operation Northern Watch
OPLAN – Operation Plan
OPSTEMPO - High Operations Tempo
OSS - Operations Support Squadron
OSW - Operation Southern Watch
PAT - Posturing Analysis Tool
PERSCO – Personnel Support for Contingency Operations
PID – Plan Identification Designator
PIMR - Preventive Health Assessment/Individual Medical Readiness
PRF – Personnel Readiness Function
PTDO - Prepare To Deploy Order
RAW - Retrieval Applications Web
RCC - Reception Control Center
RDD – Required Delivery Date
RFAP - Rotational Force Allocation Process
RFF - Request for Forces
RIP – Relief In Place
RMG - Readiness Management Group
ROA - Rotation of Airmen
ROMO - Range of Military Operations
RPT - Reclama Processing Tool
SABC - Self-Aid and Buddy Care
SDDC - Surface Deployment and Distribution Command
SEI - Special Experience Identifier
SF - Security Forces
SIPRNET - Secret Internet Protocol Router Network
SIPT - Scheduling Integrated Product Team
SOU - Statement of Understanding
TACC - Tanker Airlift Control Center
TCN – Third Country National
TEP - Theater Engagement Plan
TMF - Traffic Management Flight
TOA – Transfer of Authority
TPFDD – Time-Phased Force and Deployment Data
UDM – Unit Deployment Manager
UGT – Upgrade Training
UIC - Unit Identification Code
ULN – Unit Line Number
UMD – Unit Manning Document
UMPR - Unit Manpower and Personnel Report
UPMR – Unit Personnel Manning Roster
USAFCENT - United States Air Forces Central Command
USTC - United States Transportation Command
UTC - Unit Type Code
UTM - Unit Training Manager
WMP - War Mobilization Plan
WRM - War Reserve Materiel

Appendix B

Roles & Responsibilities Checklist

Area	Wing Commander	IDO or Wing POC	Group Commander
UTC Availability			
Alignment	Validate alignment of UTCs in correct AEF pairs/ bands prior to start of AEF schedule		
Posturing	Ensures all authorized positions are postured	Ensures capabilities are postured IAW, UTC Posturing & Coding guidance	Ensures capabilities are sufficiently manned, trained, & equipped to meet the MISCAP of the UTC
Coding	Reviews postured capabilities (prior to each AEF schedule) to ensure each is P-coded IAW the WMP & MAJCOM guidance. Provides Coding Guidance in the IGESP	Advises Wing CC about proper P-Coding of wing UTCs IAW WMP & MAJCOM Guidance	
ART			
Reporting	Wing-level review	Ensures accuracy	Group-level review
Briefing	Reviews capabilities of UTCs (Red, Yellow, Green)		Reviews capabilities of UTCs (Red, Yellow, Green)
Tasking Notification			
Tasking Notification	Ensures commanders have a process to notify individuals in a timely manner	Ensures base has tasked UTC/ULN	Ensures commanders have a process to notify individuals in a timely manner
Shortfalls/Reclamas	Approval/Disapproval of reclama. Returns to Wing or forwards to approval authority	IDO attempts to fill shortfall from within Wing. Forwards reclama to Wing/CC	
Training			
Predeployment	Reviews training status at UTC/AEF briefings	Works with UDM/LGRDAP to aggregate groups attending training enroute to AOR	Reviews training status at UTC/AEF briefings
Postdeployment	Ensures personnel are reintegrated IAW MAJCOM guidelines		Ensures personnel are reintegrated IAW MAJCOM guidelines

Continued on next page....

Area	Squadron Commander	Squadron Superintendent	UDM or Unit POC
UTC Availability			
Posturing/Coding	Ensures capabilities are sufficiently mannned, trained, & equipped to meet the MISCAP of the UTC	Ensures the UTC has the AFSC/skill level/grade of the authorized UMD positions postured	Ensures all incoming Airmen are assigned to UTCs & AEFs
ART			
Updating	Reviews every 30 days & within 5 days of tasking, within 24 hrs of status change, Searches for ways to fill gaps, upchannels need for additional resources	Reviews for accuracy & evaluates gaps for solutions & availability of additional resources	Compares requirements to resources & identifies gaps in capabilities (MEFPAK=MISCAP + Manpower + Equipment)
Reporting	Unit approval authority	Coordinates changes with UDM & provides oversight	Provides 24 hour status change updates to current plus 2 AEF pairs & every 30 days
Briefing	Signs report	Reviews for accuracy	Prepares report for squadron commander review monthly & files
Tasking Notification			
Tasking Notification	Ensures tasking is complete & individuals are notified in timely manner	Works with commander & UDM to assign name & notify individual	UDM works with IPR to identify personnel
Tailoring	Tailoring actions as required (depending on function)		
Shortfalls/Reclamas	Unit CC identifies shortfall to IDO*	Attempts to resolve shortfall at unit level or through waiver request*	Identifies shortfall & reports up chain of command*
Training			
Predeployment	Ensures personnel are trained, prepared for deployment within aggregation/reporting timelines	Ensures training req. are identified, listed, projected, scheduled within aggregation /reporting timelines	Identifies training req. for all, specific AFSCs & for specific locations. Reviews line remarks on taskings for training req.
Postdeployment	Directs reintegration, reconstitution, & leave time IAW MAJCOM guidelines	Notifies first sergeant of return dates for reintegration training	

* Reviews ART management to determine if shortfall is a result of inaccurate ART reporting.

Appendix C
Briefing and Action Timeline

The following is a recommended timeline to assist in preparing your units for their upcoming AEF deployment. The timeline identifies considerations you should be reviewing based on actions occurring for your specific AEF rotation.

The greater than 7-month window is based on actions that need to be reviewed/completed prior to an AEF schedule.

The 5-month window is based on units' receipt of their upcoming AEF rotation taskings.

The 3-month window is an appropriate time to ensure actions associated with units' taskings are being completed.

The 30-day movement window is centered around the AEF pivot date, plus and minus 15 days, to facilitate ROA into and out of the deployed location. Following the 30-day movement window, supporting commanders will want to follow-up, starting weekly, after their first Airmen have deployed until the last Airman has arrived at the final destination.

Area	>7 Mo. prior to sched	Month 5 prior to deploy	Month 3 prior to deploy	Weekly 1 Mo. prior to deploy		Deploy +1 Week	Deploy +2 Weeks	Monthly (as needed)
AEF Capabilities Status								
UTCs postured correct AEF pair/band	X							
UTCs have appropriate deployment P-Code (e.g. DWS, DXX)	X							
All posns on UMD assigned to UTC	X							
All wing personnel assigned to an AEF pair & notified	X							
ART Management								
Status Reports		X	X					
Tasking Notification								
Taskings Received		X	X	X				
UTC Tailoring (if Req)		X	X	X				
Waiver Submissions/ Status		X	X	X				
Shortfalls/ Reclamas Status		X	X	X				
Wing personnel notified thru proper channels/ timeline		X	X	X				
Names against every tasking (ULN)/updated in DCAPES		X	X	X				
Readiness								
Deployment training requirements (ancilliary training, special training, expeditionary combat skills)		X	X	X				
Exercise support/requirements (Eagle Flag, etc.)				X				X
Transportation Arrangements								
Aggregation/Airlift				X				
Airlift arrangements meet RDD				X				
Rec'd Duty Status Change report						X	X	
Redeployment Arrangements								X
Discrepancy Reporting (DPDRT)								
Mission Impact items						X	X	X
Minimal Mission Impact items						X	X	X
Wing Specific								
Deployed Airman Status						X	X	X

Appendix D
Questions for Leadership

Q: Who is my base IDO? (Tenant units use the host base.)

Q: Who are my squadron UDMs?
Are my squadron UDMs appointed for a minimum of 24 months, IAW AFI 10-403, para 1.6.1.12?

Q: Does the host base wing know who my UDMs are?
There should be a set of appointment & authorization letters signed by the squadron commander and kept by the host base wing.

Q: Do I identify names for taskings in DCAPES within 15 days of notification?

Q: What is my formal process to ensure Airmen are personally informed of their deployment taskings as soon as they are selected/identified?

Q: If my unit cannot fill the tasking (i.e. shortfall), has a waiver been submitted to the deployed commander?
IAW AFIs 10-401 & 36-3802, IPR will route the waiver request to the deployed PERSCO Team.

Q: If the waiver is disapproved, has a reclama been submitted?

Q: What is my unit's process to ensure deployment eligible people maintain their eligibility at all times?

Q: If I am tasked to deploy, who is identified and trained to take my place?
Supported commander's requirements take precedence over supporting commander's needs.

Q: Are the squadron commanders reviewing their ART reports monthly?
The procedures for this vary by MAJCOM and are found in your MAJCOM supplement to AFI 10-244.

Q: Are the squadron ART reports accurate?
UTC ART coding is accomplished IAW your MAJCOM supplement to AFI 10-244.

The person doing the ART update must have access to the following information, at a minimum: SIPRNET, Alpha Roster, DAV code report, Unit personnel information, (Retirements, Separations, PCS, DEROS, Inbounds, medical profiles, etc.), Unit Manning Document, Unit Personnel Management Roster and UTC Readiness information.

ART reflects the current status and 6-month projection of the UTC. Items that affect the future health of the UTC should be covered in the comments.

If you have personnel shortfalls, identify these by rank and ULN/Line Number in the comments.

After receipt of a tasking, you must update ART to reflect that the UTC is tasked and that it can meet the tasking.

Q: Have the squadrons' UTC coding in ART been validated 7 months prior to the upcoming pivot date?
AFPC/DPW begins presourcing analysis at 5 1/2 months out.

At 5 months out, AFPC/DPW begins sourcing requirements.

Q: When are my unit's deployment vulnerability windows?
Consider all career fields, all deployment bands.

Q: What are my wing/group/squadron pivot dates?
For standard rotations, the pivot date is the 15th of the first month of the deployment schedule..

Transportation windows are 15 days on either side of the pivot date. Generally, movements in/out of theatre take place within the transportation window.

Q: Does my wing/group/squadron have major activities occurring within my transportation window?
Major activities can include Exercises, Inspections, Runway Closures, Airshows, etc.

Can/should any of these major activities be rescheduled?

Q: What taskings are we asked to provide outside of our postured UTCs?
Individual Augmentees (IAs), Third Country National (TCN) Escorts, Extended tours, Joint Sourcing/Capability solutions.

Q: What process do I have in place to provide predictability for personnel designated as Enablers?

Q: Do all Airmen in my command know what AEF they are assigned to and is it updated in MilPDS?