

## COMMAND RELATIONSHIPS

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Air mobility serves all combatant commanders as well as other government agencies, so global optimization is best addressed by a single functional combatant command, [US Transportation Command](#) (USTRANSCOM). In some instances, the nature of the operation requires a transfer of mobility air forces from USTRANSCOM, the functional combatant command, to a geographic combatant command, to synergize regional unity of command and unity of effort.

The President's Unified Command Plan (UCP) specifies Combatant Commander's (CCDR's) roles and responsibilities. The Secretary of Defense (SecDef) supports these CCDR roles and responsibilities and optimizes support for the Department of Defense (DOD) and non-DOD common-users by assigning mobility air forces through the *Forces For Unified Commands Memorandum* and assignment tables in the SecDef's Global Force Management Implementation Guidance.

The UCP designates the Commander, USTRANSCOM (CDRUSTRANSCOM) as the DOD Single Manager for Transportation (other than Service-unique or theater assigned assets). Nevertheless, this does not mean USTRANSCOM is solely responsible for execution of all airlift and air refueling requirements. To this end, geographic CCDRs (GCCs) use assigned and attached air mobility forces to support their theater's requirements using the Defense Transportation System.

To meet validated CCDR requirements and taskings, the SecDef may allocate additional forces regardless of current assignment. The SecDef's force allocation decisions are routinely communicated in a Chairman of the Joint Chiefs of Staff (CJCS) deployment order called the Global Force Management Allocation Plan (GFMAP), which orders force providers to transfer forces from supporting CCDRs and Secretaries of Military Departments to the supported CCDR. The primary goal of the allocation process is to assist CCDRs achieve their combatant command plans and operations while balancing operational and force provider risks to potential future operations. Command relationships of allocated forces is also specified in the GFMAP.

When supported CCDRs determine that additional mobility air forces, over and above those previously assigned or attached, are required to support operations they may

submit a request for forces (RFF) to the SecDef through the CJCS. The SecDef balances the mobility air forces needs of the requesting CCDR against the force needs of other competing CCDRs. When approved, the SecDef determines the command relationship and specifies the authority through an execution order (EXORD). Refer to Joint Publication (JP) 1, [Doctrine for the Armed Forces of the United States](#), CJCS Manual (CJCSM) 3130.06B, *Global Force Management Allocation Policies and Procedures*, and CJCSM 3122.01A, [Joint Operations Planning and Execution System \(JOPES\) Volume 1, Planning and Policy Procedures](#) for further guidance.

GCCs requesting allocation of additional mobility air forces from the SecDef should first address the following conditions:

- ✧ The GCC will use the forces at or near 100 percent of their capability with little or no residual capability for other global missions.
- ✧ The forces will be used regularly and frequently over a period of time, not just for a single mission employment.
- ✧ The GCC has the ability to effectively [command and control](#) (C2) the forces.

If the answer to all three conditions above is “yes,” then the functional forces should be attached to the requesting combatant command. If any of the above conditions are answered “no,” then the functional forces should remain under the [operational control](#) (OPCON) of the USTRANSCOM’s [commander, Air Force forces](#) (COMAFFOR) and be tasked in support.

### **Air Reserve Component (ARC) Forces:**

Control of ARC forces differs from that of regular forces depending on their activation status. Under volunteerism, control of the ARC units and individuals may be shared between the applicable major command (MAJCOM) or Service component and their home command (Air National Guard [ANG] Readiness Center or Air Force Reserve Command [AFRC]). During either selective or partial mobilization, control is exercised through the applicable Service component as described below. After full mobilization, ARC forces’ C2 relationships are the same as regular component forces.

- ✧ **Air Force Reserve Command.** When AFRC air mobility resources are activated for USTRANSCOM missions they come under the [combatant command](#) of the CDRUSTRANSCOM. CCDRs can exercise or delegate OPCON. In this situation, CDRUSTRANSCOM delegates OPCON over AFRC forces to the assigned Air Force Service component commander, the [Air Mobility Command](#) Commander (AMC/CC). [Administrative control](#) (ADCON) for personnel and administrative support usually remains with AFRC. When AFRC forces are activated and allocated to a GCC, the GCC gains OPCON (which the GCC will normally then delegate to the theater COMAFFOR) and the theater COMAFFOR exercises specified elements of ADCON.

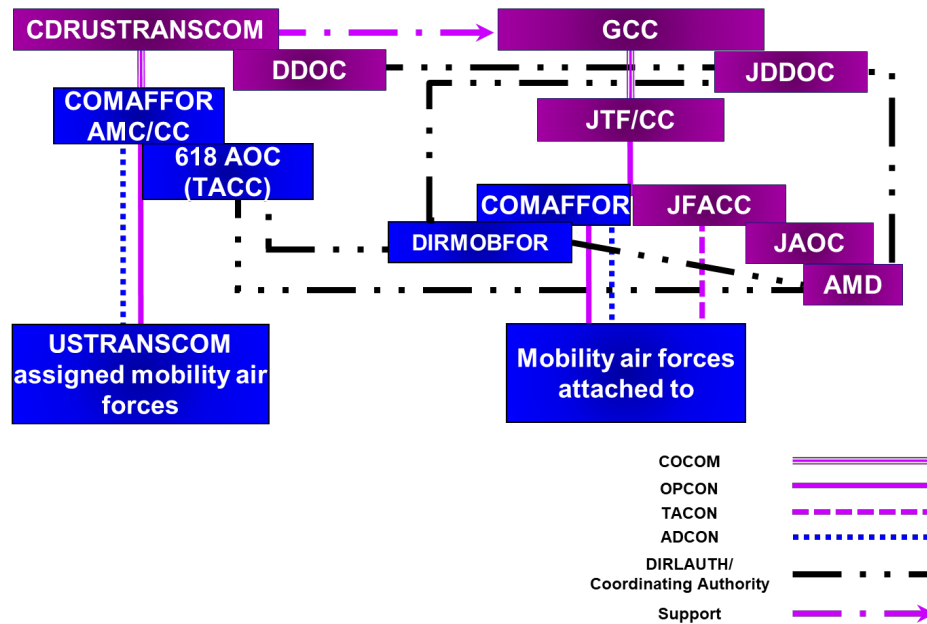
- ✪ **Air National Guard / Air National Guard of the United States.** Special considerations exist in determining the command relationships for the ANG and the ANG of the United States when federalized. ANG units operating outside of the US must be in Title 10, United States Code (USC), *Armed Forces*, status. The COMAFFOR to CDRUSTRANSCOM exercises OPCON of applicable continental US (CONUS)-based ANG forces when they are federalized under Title 10, USC. ANG forces based outside the CONUS are under OPCON of the GCC's theater COMAFFOR when federalized. CONUS-based ANG forces transferred to a GCC by the SecDef via the GFMAP or RFF process are also normally attached with specification of OPCON to the GCC. ADCON for discipline, personnel support, and administration for these federalized units is retained by the ANG Readiness Center, or if full mobilization has occurred, is given to the gaining MAJCOM. ANG forces may be involved in training for the federal mission without being activated to Title 10 status. This is defined under Title 32, USC, *National Guard*. Command of ANG forces operating in Title 32 status remains with the state authorities. Guard members fall under the command authority of the adjutant general (TAG) of their state and therefore their governor. When ANG members are involved in training for the federal mission (Title 32 status) the gaining MAJCOM commander may exercise training and readiness oversight, but not command. If Guard members operate in Title 32 status outside of their state, but within the US, command authority will remain with the TAG, but will be subject to any coordinating authority, or state-to-state agreements. If no pre-negotiated agreement exists, responsibilities such as support and [force protection](#) should be coordinated between applicable commanders.

See [JP 1](#) for further information on command relationships.

## **Air Operations Center (AOC) Command and Control:**

[AOCs](#) are responsible to the CCDR's Air Force component commander for the planning and execution of missions. On behalf of the COMAFFOR or [joint force air component commander](#) (JFACC), AOCs execute command and control of airlift (including aeromedical evacuation) and air refueling missions supporting common-user requirements, using their CCDR's assigned or attached mobility air forces. C2 is not possible without specification of OPCON or [tactical control](#), which also provides the authority to approve waivers (e.g., aircrew, aircraft equipment, and acceptable levels of risk) for operational missions.

Airpower is best employed through [centralized control and decentralized execution](#). That is, centralized C2 is by the AOCs (operational level); whereas, decentralized execution is through the air mobility wings (tactical level). AOCs communicate directly with air mobility wings, command posts, aircrews, en route bases or locations, and intermediate staging locations during all phases of missions. Inherent to all AOCs is the ability to plan, coordinate, task, execute, and assess air mobility missions under their C2. Due to mission sensitivity, distinguished visitor missions supported and executed by the 89th Airlift Wing are under the C2 of that wing.



AMC – Air Mobility Command  
 AMD – Air Mobility Division  
 AOC - Air Operations Center  
 CC – Commander  
 COCOM – combatant command  
 COMAFFOR - commander, Air Force Forces  
 DDOC – deployment and distribution operations center  
 DIRLAUTH - direct liaison authorized

DIRMOBFOR - director of mobility forces  
 GCC – geographic combatant commander  
 JAOC - Joint Air Operations Center  
 JDDOC - joint deployment and distribution operations center  
 JFACC - joint force air component commander  
 JTF - joint task force  
 OPCON - operational control  
 TACC – tanker airlift control center  
 TACON – tactical control

### Mobility Air Forces Command and Control