DEPARTMENT OF THE AIR FORCE
HEADQUARTERS UNITED STATES SPACE FORCE

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MEMORANDUM FOR DISTRIBUTION C
<div align="center">FLDCOMs/DRUs</div>

FROM: HQ USSF/COO
        2020 Space Force Pentagon
        Washington, D.C. 20330-2020

SUBJECT: Space Force Guidance Memorandum (SPFGM) 2023-10-401, *Space Force Operations Planning and Execution*

RELEASABILITY: There are no releasability restriction on this publication.

1. By Order of the of the Secretary of the Air Force, this SPFGM implements a pending publication that provides policy and guidance for the implementation of United States Space Force's (USSF) Space Operations Planning and Execution, which is included as an attachment to this guidance memorandum. Compliance with this Memorandum is mandatory. To the extent its directions are inconsistent with other Department of the Air Force (DAF) publications, the information herein prevails, in accordance with Department of the Air Force Instruction (DAFI) 90-160, *Publications and Forms Management* and Department of the Air Force Manual (DAFMAN) 90-161, *Publishing Processes and Procedures*. If this publication conflicts with Department of Defense (DoD) or Chairman of the Joint Chiefs of Staff (CJCS) guidance and policy, then those DoD and/or CJCS publications will take precedence.

2. This SPFGM provides Space Force policy and guidance for operations planning and execution. This publication applies to all civilian employees and uniformed members of the USSF and those with a contractual obligation to abide by the terms of DAF issuances, except where otherwise noted. This guidance does not apply to the Air Force, Air Force Reserves, or Air National Guard.

3. This SPFGM may require the collection and/or maintenance of information protected by the Privacy Act of 1974, authorized by Title 10 United States Code § Section 9013, *Secretary of the Air Force*. Ensure all records created, as a result of processes prescribed in this publication, are maintained in accordance with AFI 33-322, *Records Management and Information Governance Program,* and subsequent DAFI, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located in the Air Force Records Management System.

4. The authorities to waive requirements in this SPFGM are identified with a Tier (T-0, T-1, T-2, and T-3) number following the compliance statement. See DAF Manual (DAFMAN) 90-161, *Publishing Processes and Procedures, Table A10.1*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier 2 waiver approval authority, or alternately, to the publication OPR for non-tiered compliance items.

5. This Memorandum becomes void after one year has elapsed from the date of this Memorandum, or upon publication of a new publication permanently establishing this guidance, whichever is earlier.

DEANNA M. BURT, Lt Gen, USSF
Chief Operations Officer

Attachment:
SPFI 10-401, *Space Operations Planning and Execution*

Attachment

SPFI 10-401, *Space Operations Planning and Execution*

Chapter 1

GUIDANCE

1.1. Overview. This instruction expands upon Space Force Policy Directive (SFPD) 10-4, *Operations Planning: Global Force Management* and implements the Space Force Generation model (SPAFORGEN) in support of the Secretary of Defense's (SecDef) GFM processes. This instruction specifies the responsibilities of organizations or offices involved in USSF GFM and SPAFORGEN. It describes processes and provides guidance on integration with Joint Staff processes. This chapter summarizes overarching guidance, as well as roles and responsibilities of Guardians and Space Force organizations required to meet current and emerging national security objectives. Unless stated otherwise, either within this or any other instruction, responsibilities of designated individuals may be delegated to subordinate organizations.

1.2. Joint Guidance. GFM processes are outlined in the SecDef Global Force Management Implementation Guidance (GFMIG) as well as the Adaptive Planning and Execution (APEX) family of documents. The APEX family of documents are a mixture of current operations planning documents and documents being developed to fill gaps and clarify policy encompassing the whole of APEX. These documents (unclassified documents can be found at https://www.jcs.mil/Library/) outline the policies, processes, and procedures, which govern joint planning and execution activities and provide the reference where detailed instructions on these activities are published.

1.3. GFMIG. The SecDef's GFMIG, published every two years, implements the strategic direction of the National Defense Strategy (NDS) by describing the business rules for directed readiness, assignment, allocation, apportionment, and assessment processes. The GFMIG ensures unity of effort for GFM across the Joint Planning and Execution Community (JPEC). The GFMIG is a classified document available on the Secret Internet Protocol Routing Network (SIPRNet).

1.4. Chairman of the Joint Chiefs of Staff (CJCS) Guide 3130. CJCS Guide 3130, *Adaptive Planning and Execution Overview and Policy Framework,* provides policies and procedures to implement SecDef guidance for adaptive planning and execution of military activities, and provides the business rules for interacting with the JPEC.

1.5. Space Force Policy Directive (SPFPD) 10-4. SPFPD 10-4, *Operations Planning: Global Force Management* implements the GFMIG and CJCS Guide 3130 by delineating USSF senior leader roles and responsibilities related to GFM and by codifying SPAFORGEN. This instruction provides more details and directions not outlined in SPFPD 10-4 for SPAFORGEN.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. Deputy Chief of Space Operations for Operations (SF/COO). SF/COO serves as the Secretary of the Air Force (SecAF) and Chief of Space Operations (CSO) focal point for integrating Total Force operational requirements, policies, guidance, and plans in support of Joint Force Commanders. SF/COO

2.1.1. Represents USSF in the joint community on matters involving operational strategies, requirements, policies, guidance, and plans.

2.1.2. Establishes the SPAFORGEN construct.

2.1.3. Communicates SPAFORGEN policy and direction to Space Force organizations.

2.1.4. Provides an assessment at the GFM Boards of USSF force availability and capacity and presents an overview of the USSF's force generation model, to include annual rotational sourcing policies. Provides risk assessments for fulfilling combatant commander (CCDR) requirements which exceed force availability or capacity.

2.2. Deputy Chief of Space Operations for Human Capital (SF/S1). SF/S1 integrates personnel policies and provides guidance to assist in quantifying and documenting wartime and contingency manpower requirements and organization structures. Contingency manpower requirements, such as Joint Individual Augmentation (JIA), are requested through GFM processes.

2.3. Deputy Chief of Space Operations for Intelligence (SF/S2). SF/S2 ensures SF/COO policies and processes are integrated with Intelligence Community (IC) policies and processes. The SF/S2 works closely with SF/S7OG GMF Branch to develop the assignment, allocation, and apportionment of USSF intelligence, surveillance, and reconnaissance (ISR) assets, presented in GFM processes.

2.4. Mission Sustainment Division (SF/S4O). SF/S4O integrates logistics policies to support Integrated Deployment System (IDS) and Logistics Module (LOGMOD) processes.

2.5. HQ USSF Global Partnerships Directorate (SF/S5P).

2.5.1. SF/S5P coordinates USSF inputs to the SecDef-directed Global Defense Posture process on behalf of the Chief Strategy and Resourcing Officer.

2.5.2. Posture Support to SPAFORGEN. SF/S5P is responsible for coordinating long-term planning for OCONUS forces and footprints. SF/S5P coordinates with SF/S7O to ensure consistent and mutually supportive efforts across all GFM processes.

2.6. Cyber and Spectrum Operations Division (SF/S6C). SF/S6C leads development and coordination of policy, guidance and strategy related to cyber operations, cybersecurity, enterprise satellite communications (SATCOM), and electromagnetic spectrum operations (EMSO) necessary for USSF Operations to succeed. SF/S6C -

2.6.1. Coordinates cybersecurity efforts for field commands (FLDCOMs) and serves as the focal point for all cybersecurity planning and execution activities in this instruction.

2.6.2. Coordinates with the Force Generation Division (SF/S7O) for timely inputs on cyber readiness of Combat Squadrons (CSq) and Combat Detachments (CDet) for GFM.

2.6.3. Ensures USSF adherence to DoD policies on readiness in contested and congested cyberspace as defined below:

2.6.3.1. Contested Cyberspace: a disconnected, intermittent, or limited operational aspect of cyberspace in which malicious activity threatens or impacts mission effectiveness by degrading information, data exchange, or network capability.

2.6.3.2. Congested Cyberspace: a disconnected, intermittent, or limited environmental aspect of cyberspace where operations might be degraded by unintentional interference from private sector or military use, or by natural events.

2.7. Force Generation Division (SF/S7O).

2.7.1. SF/S7O monitors the readiness status of USSF operational units, and uses that information to provide input for GFM processes, to coordinate the assignment, allocation, apportionment, and assessment processes on behalf of SF/COO.

2.7.2. SF/S7O & SF/S2 GFM Branch. SF/S2 established a GFM Branch to assist SF/S7O incorporate IC policies and processes into USSF GFM policies and processes. SF/S7O coordinates with the SF/S2 GFM Branch to coordinate the assignment, allocation, apportionment, and assessment of USSF ISR assets on behalf of SF/COO.

2.7.3. Automated GFM Tool (AGT). SF/S7O updates the USSF Tables via the AGT website. SF/S7O ensures timely inputs about CSq and CDet readiness for GFM processes. The Joint Staff (JS)/J8 uses the USSF Table to collect and organize data for the *Forces for Unified Commands* memorandum ("Forces For"). SF/S7O will coordinate data for force elements, unit numbers, and equipment with assigned combatant commands (CCMDs).

2.7.4. Secretary of Defense Orders Book (SDOB). The SDOB is the JS process to respond to CCMD requests for forces (RFF) between the annual GFM Apportionment Plan (GFMAP) Base Orders. See paragraph 4.6. for specifics on the SDOB. SF/S7O is the USSF lead for coordination with JS in the SDOB process. SF/S7O receives draft SDOB items from JS/J35 for review and concurrence. SF/S7O coordinates with Space Operations Command (SpOC) and applicable component field commands (C-FLDCOMs) for SDOB analysis and recommendations. SF/S7O submits concurrence or non-concurrence, based on SpOC and C-FLDCOM recommendations, coordinating general officer endorsement on non-concurs.

2.7.5. Apportionment Table (AT) Build. The AT is the quarterly assessment of the current Directed Readiness Table (DRT). SF/S7O submits information about the readiness of force elements listed in the DRT to JS/J8, via an Excel sheet developed by JS/J8, every fiscal quarter.

2.7.6. Directed Readiness Table (DRT) Force Offering. SF/S7O fills out and submits the "initial assessment and force offering" to JS/J8, to begin building the DRT. This "force offering" is an Excel spreadsheet provided by JS/J8 to collect and organize force numbers from the Services. SF/S7O coordinates force numbers with the C-FLDCOM for forces that will be assigned to the CCMDs. The names of the force elements, the number of units, and their equipment count, will align with the Forces For memo. The DRT enumerates employed-in-place (EiP) units as force packages, unlike the Forces For, which lists EiP units as Combat Squadrons. EiP equipment availability will be reflected on the DRT.

2.7.7. Unit Type Code (UTC) Management & Manpower and Equipment Force Packaging (MEFPAK). Acts as the USSF MEFPAK manager. Responsible for reviewing, coordinating, and approving all USSF UTCs. Reviews UTCs in the DCAPES MEFPAK/UTC request module to ensure all UTCs are unique, meets criteria, and are complete. See SPFMAN 10-406 for specifics.

2.8. HQ SpOC, Deputy Commanding General of Operations Training, Plans, and Readiness Directorate (DCG-O S3/5). DCG-O S3/5 oversees all USSF deployment implementation guidance and execution actions. DCG-O S3/5 -

2.8.1. Supports coordination efforts between USSF, Military Services, and combatant commands as the organization within the USSF for all planning and execution of this instruction.

2.8.2. Receives draft SDOB items from SF/S7O and determines whether USSF can provide a sourcing solution. DCG-O S3/5R provides a concur or non-concur recommendation to SF/S7O.

2.8.3. Conducts annual mission analysis for all USSF organizations. (See Chapter 5).

2.8.4. Executes reclama and Unit Identification Code (UIC) changes for USSF units.

2.8.5. Provides operational information on USSF units and equipment to HQ USSF for the assignment and allocation processes.

2.8.6. Coordinate all UTC action requests with the MEFPAK Responsible Agency (MRA) manager, through the Deliberate and Crisis Action Planning and Execution Segments (DCAPES). See SPFMAN 10-406 for specifics.

2.8.7. Provides operational information to support the construction of the quarterly AT. Leads coordination between USSF and CCMDs.

2.8.8. Provides recommended global sourcing solutions for USSF and the CCMDs in accordance with GFMIG, Unified Command Plan (UCP), and Joint Staff directives. (See section 2.10 on USSF Force Coordinators.)

2.9. Field Commands (FLDCOMs).

2.9.1. Synchronize planned activities (e.g., training, exercises, inspections, etc.) with the force generation battle rhythm.

2.9.2. Ensure subordinate organizations meet tasked deployment requirements.

2.10. Delta Commands. Ensure subordinate organizations conduct advanced training requirements.

2.10.1. Synchronize planned activities (e.g., training, exercises, inspections, etc.) with the force generation battle rhythm.

2.10.2. Ensure subordinate organizations meet tasked deployment requirements.

2.10.3. Conducts mission analysis to determine USSF requirements and deployable capability. See chapter 6 for details on mission analysis.

2.10.4. Process waivers and reclamas for deployment management. See chapter 8 for details on waivers and reclama procedures. See paragraph 7.7 for details on early return or release of personnel.

2.11. Component Field Commands (C-FLDCOMs). The commander of a C-FLDCOM is the Service Component Commander for Space Forces (COMSPACEFOR) to support their assigned CCDR/JFC. C-FLDCOM -

2.11.1. Advise the assigned CCDR/JFC on SPAFORGEN and communicate requirements to ensure timely sourcing or mitigation of CCDR force requests.

2.11.2. Present space force capabilities and forces to their assigned CCDR/JFC to help achieve global taskings; and establish agreements with the Air Force for needed functions (e.g., JOPES, GFM, personnel, manpower, logistics, financial management, contracting).

2.11.3. For both annual (i.e., GFMAP) and emergent (i.e., SDOB) requirements, ensure requests are appropriately identified, processed, and sourced.

2.11.3.1. Coordinate and prepare global allocation nominations for USSF forces in response to validated CCDR requirements;

2.11.3.2. Report readiness and availability data of USSF forces to designated JFP.

2.11.3.3. Inform SF/S7O on C-FLDCOM decision for all Joint Staff sourcing actions.

2.11.3.4. Provide military risk assessments to SF/COO/A, SF/S5P, and SF/S7O, as requested.

2.11.3.5. Provide JOPES supporting component verification of deployment requirements utilizing service war planning systems of record.

2.12. Field Commands and MEFPAK Responsible Agency (MRA). The MRA is appointed by the FLDCOM DCG-O, or equivalent, to be responsible for the development, registration, and maintenance activities of all USSF UTC. See SPFMAN 10-406, Unit Type Code Management, for specifics on MRA.

2.13. Field Commands and Mission Area Team Functional Area Managers (MAT-FAM). MAT-FAM are appointed by FLDCOM DCG-O or equivalent, to act as SME in their functional area. MAT-FAM provide mission analysis on the personnel, training, modernization, deployment, and planning for their functional area. This analysis is provided to the MRA for incorporation into department level system, such as DCAPES and LOGMOD. See SPFMAN 10-406, Unit Type Code Management, for specifics on MAT-FAM.

2.14. Planning and Execution Systems. The following systems are utilized in operational planning and execution to define requirements, report readiness, provide sourcing information, and indicate movement data.

2.14.1. JOPES. Automated data planning (ADP) applications and files described below are used for joint command and control. These applications interface with Service applications for essential joint planning data. USSF utilizes DCAPES, the Air Force interface to JOPES. These systems reside on the Global Command and Control System.   Major functions include JOPES Editing Tool and Rapid Query Tool. Standard reference files such as geographic location file, Type Unit Characteristics (TUCHA) file, and Type Unit Equipment Detail (TUDET) file, are in JOPES.

2.14.2. Defense Readiness Reporting System Strategic (DRRS-S). DRRS-S is the DoD readiness reporting system used by the Office of the Secretary of Defense (OSD), CJCS, CCMDs, Services, and Combat Support Agencies. DRRS-S establishes a capabilities-based, adaptive, near real-time readiness reporting system to measure the readiness of military units to meet missions and goals assigned by SecDef.

2.14.3. Joint Capabilities Requirements Manager (JCRM). JCRM is a web-enabled tool which facilitates GFM policy, processes, and tools. JCRM supports automatic requirements generation, validation, sourcing, and orders writing processes in both planning and execution environments. The tool supports JOPES and compliments the APEX process. The primary functions of JCRM are to:

2.14.3.1. Account for forces and capabilities committed to ongoing operations and constantly changing unit availability.

2.14.3.2. Support CCDR decision-making processes.

2.14.3.3. Identify the most appropriate and responsive force or capability to meet requirements.

2.14.4.   Deployment Comparison Management Program (DCOMP). USSF planning and execution community utilizes the DCOMP to plan, execute, and track deployment requirements. DCOMP is the USSF standard ADP system designed to provide communication of Operation Plan (OPLAN) requirements and resource monitoring capability. DCOMP integrates planning data with operations, manpower, and personnel processes to enable planners to develop and access near-real time data from USSF. Major functions within DCOMP include deployment verification and tracking, deployment supportability analysis, unit mission requirements, and military personnel availability.

Chapter 3

USSF ORGANIZATIONAL STRUCTURE

3.1. USSF Types of Forces. USSF has three types of space forces: Deployable, Employed-in-Place (EiP), and Institutional Forces. Deployable and EiP space forces constitute USSF's operational warfighting capability. Institutional forces provide USSF the abilities to meet SecAF statutory functions, outlined in Title 10 United States Code § 9013(b). All Guardians, regardless of which type of force they are assigned to, are available to support warfighting capability.

3.1.1. Deployable Space Forces. Deployable space forces are those units that physically deploy to the AOR of the CCDR they are supporting. Typically, the operational effects of deployable space forces are localized to the AOR they are assigned to. Deployable space forces are typically organized as Combat Detachments (CDet).

3.1.2. Employed-in-Place (EiP). EiP space forces execute their mission from a home station and are not collocated with their platform. EiP operations are typically oriented to the USSPACECOM AOR (greater than 99 km above the surface of the Earth) and operations occur in space. The majority of USSF EiP units are assigned to USSPACECOM. EiP units are typically organized as Combat Force Packages (CFP).
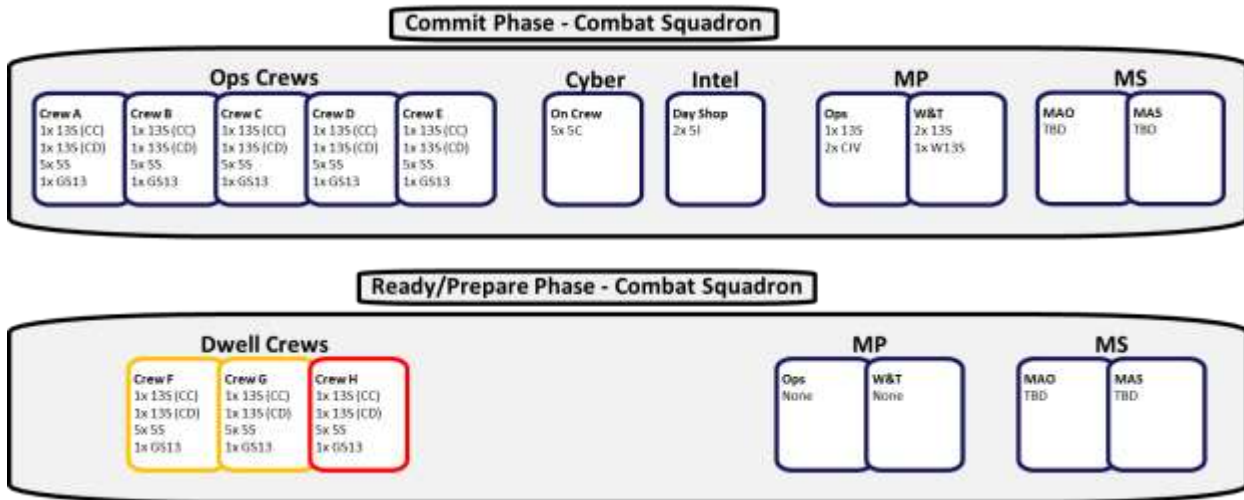
3.1.3. Institutional Forces. Institutional USSF forces consist of those forces assigned to organizations responsible to meet SecAF statutory functions, outlined in Title 10 USC § 9013(b), at the Space Force level. Although institutional forces do not represent a warfighting capability, the members assigned to these organizations can be deployed, if the deployment does not break USSF Service function requirements.

3.2. USSF Operational Forces. USSF operational forces are organized into two types of forces: Combat Squadrons (CSqs), Combat Detachments (CDet).

3.2.1. Combat Squadrons (CSqs). CSqs are EiP forces that execute their mission from a home station and are not collocated with their platform. Typically, CSq operations occur in the USSPACECOM AOR (99 km above the surface of the Earth). The majority of CSqs are assigned to USSPACECOM. The minimum number of forces necessary to meet EiP requirement are documented in DCOMP. See Figure 3.1. as an example of a CSq in the SPAFORGEN model.
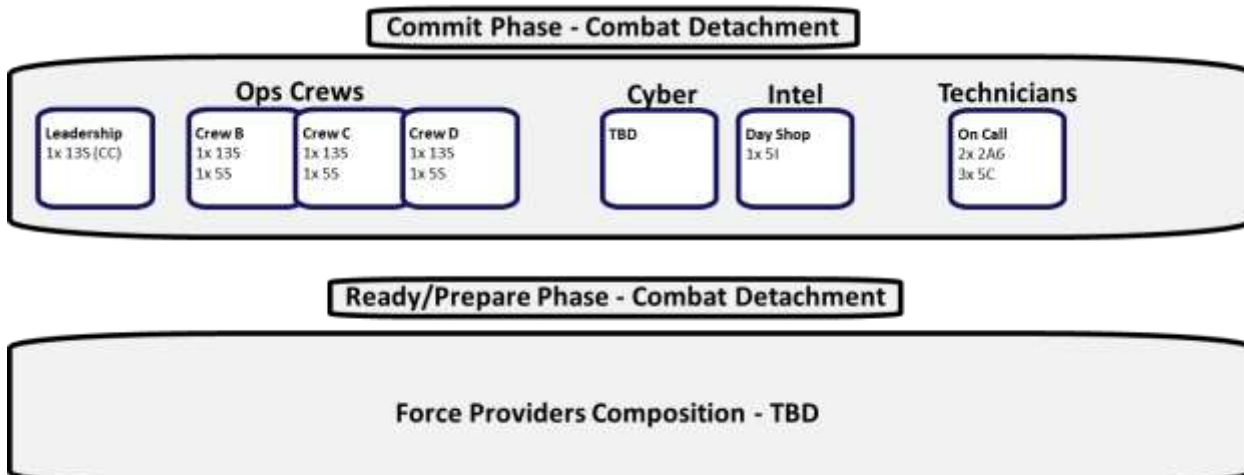
Figure 3.1. Example of a CSq in the SPAFORGEN model.

Commit Phase - Combat Squadron

Ops Crews					Cyber	Intel	MP		MS	
Crew A	Crew B	Crew C	Crew D	Crew E	On Crew	Day Shop	Ops	W&T	MAO	MAS
1x 135 (CC)	1x 135 (CC)	1x 135 (CC)	1x 135 (CC)	1x 135 (CC)	5x 5C	2x 5I	1x 135	2x 135	TBD	TBD
1x 135 (CD)	1x 135 (CD)	1x 135 (CD)	1x 135 (CD)	1x 135 (CD)			2x CIV	1x W135		
5x 5S	5x 5S	5x 5S	5x 5S	5x 5S						
1x GS13	1x GS13	1x GS13	1x GS13	1x GS13						

Ready/Prepare Phase - Combat Squadron

Dwell Crews			MP		MS	
Crew F	Crew G	Crew H	Ops	W&T	MAO	MAS
1x 135 (CC)	1x 135 (CC)	1x 135 (CC)	None	None	TBD	TBD
1x 135 (CD)	1x 135 (CD)	1x 135 (CD)				
5x 5S	5x 5S	5x 5S				
1x GS13	1x GS13	1x GS13				

3.2.2. Combat Detachment (CDet). CDets constitute USSF's deployable warfighting capability. CDets are organized, trained, and equipped to deploy in support of CCDR requirements. CDet operations are typically terrestrial based, and operational affects are localized to that AOR. Typically, CDets are allocated to a CCDR on a temporary basis. USSF Service Retains all CDets that are not deployed, to meet United States Code Title 10 § Section 9084, responsibilities to train, equip, and maintain space forces. There are some CDets that are permanently forward-based, and are assigned to the CCMD they physically reside in. See Figure 3.2. as an example of a CDet in the SPAFORGEN model.

Figure 3.2. as an example of a CDet in the SPAFORGEN model.

Commit Phase - Combat Detachment

Ops Crews				Cyber	Intel	Technicians
Leadership	Crew B	Crew C	Crew D	TBD	Day Shop	On Call
1x 135 (CC)	1x 135	1x 135	1x 135		1x 5I	2x 2A6
	1x 5S	1x 5S	1x 5S			3x 5C

Ready/Prepare Phase - Combat Detachment

Force Providers Composition - TBD

3.2.3. Institutional Force. Institutional USSF forces consist of those forces assigned to organizations responsible to carry out the SecAF Title 10 functions at the Space Force level. Although these organizations do not represent a warfighting capability, the members assigned to

these organizations can be deployed, if the deployment does not break USSF Service function requirements.

3.3. Force Packages. CDets and CSqs are made up of force packages. Each force package is made up of five force elements: operations crews, intelligence, cyber, mission planning, and mission support. (Fig 3.3.) Eight force packages are combined to form a CSq or CDet to comply with battle rhythm prescribed in the SPAFORGEN Model.

Figure 3.3. Combat Squadron Visualization.
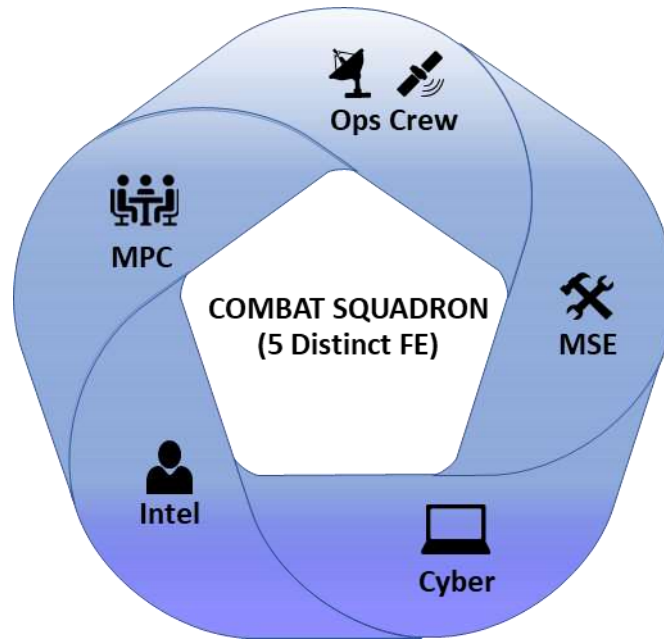
3.4. Internal Organization of CDet and CSq. The USSF SPAFORGEN model directs the organization of CDet and CSq. Each CDet and CSq is comprised of eight force packages. Eight force packages ensures continuous 24/7 operations and allows time for Guardians to conduct Advanced Training (AT) during the Ready/Prepare phases of the SPAFORGEN Model.

3.5. Prioritization of Personnel. Squadrons will prioritize assignment of personnel to fill the minimum of eight viable crews. Crews will be structured to include the minimum personnel necessary to execute one crew shift, as designated by the unit commander. (T-2)

Chapter 4

GLOBAL FORCE MANAGEMENT (GFM)

4.1. Background. GFM processes enables the SecDef to assess, prioritize, and direct the distribution of military forces worldwide, in support of the CCMDs to achieve the NDS. The assigning and allocating of forces is integral to DoD's APEX system. GFM processes supports the SecDef in their role to assign and allocate forces and capabilities to the CCMDs. The GFM community provides the SecDef and Joint Staff with force estimates and risk assessments, for planning. GFM provides senior decision makers comprehensive insight into the global availability of U.S. military forces; and the means to quickly and accurately, assess risks and impacts of proposed changes to assignment, allocations, and apportionment. GFM enables senior decision makers with the right information to make globally integrated, prioritized, and risk-informed force management decisions. GFM processes aligns directed readiness, and force assignment, allocation, and apportionment; with assessments and force planning to support the NDS. GFM aligns forces by assignment, allocation, and apportionment methodologies, in support of the NDS, Joint Force availability requirements, and Joint Force assessments.

4.2. Assignment, Allocation, Apportionment, and Assessment. The DoD and Joint Staff manages the distribution of all military forces through four methodologies: Assignment, Allocation, Apportionment, and Assessment. These terms are used throughout the GFM process and are defined by the SecDef and Joint Staff in the GFMIG.

4.2.1. Assignment. Title 10 United States Code § Section 162 directs the Service Secretaries, with approval from the SecDef, to assign forces to the unified and specified CCMDs to perform assigned missions. The SecDef directs assignment of military forces in the Forces For memo, which is published annually. The tables attached to the Forces For memo list the minimum number of forces that a CCMD can expect to have assigned to their area of responsibility (AOR) for that FY. The Forces For memo is accompanied by tables that show the quantity of units and equipment assigned from each Service and Force Provider (FP). The Forces For memo is issued three months in advance of the GFMAP Base Order to ensure the allocation process is informed by the SecDef's decision on the assignment of forces to the CCMDs.

4.2.1.1. CCDRs exercise COCOM authority over the forces assigned to their CCMD, meaning those forces may only operate in that CCDR's AOR. CCDRs may deploy their assigned forces to another AOR for a maximum of 45 days, and only if there is an agreement between the two CCDRs sharing those forces, or by SecDef decision.

4.2.1.2. All forces in a military service fall into two types: assigned and un-assigned. Forces not assigned to a CCMD are remain assigned to the military department (i.e., Service retained) for the purpose of carrying out the responsibilities of the Service Secretary (e.g., organizing, training, and maintaining ready forces - see Title 10 United States Code § Section 9013).

4.2.2. Allocation. Allocation is how the SecDef adjusts the worldwide employment of military force structure, to address changes in global geopolitics and emerging challenges to national security. The SecDef may allocate forces to CCDRs, when the assigned forces are insufficient for the CCDR to achieve their mission. Allocation is temporary, and the operational control the CCDR has may vary from OPCON to TACON. The SecDef directs allocation of forces to CCDRs in the GFMAP Base Order, published annually. The SecDef may make changes to the GFMAP Base Order at will, via the SDOB. In determining allocation, the SecDef considers readiness and dwell time, and may retain forces in the Services for advanced readiness activities.

4.2.3. Apportionment. Apportionment is the process of estimating the forces available for near-future planning. The apportionment process is a quarterly refinement of the readiness estimates made in the annual DRT process. Apportionment estimates represent the forces CCMDs can reasonably expect to be available for near-term allocation by RFF and SDOB. Apportionment Tables are published quarterly and provide CCMDs an authoritative estimate of forces available.

4.2.4. Assessment. The assessment process compares previous apportionment readiness estimates with forces currently available (i.e., on-the-ground reality). Planning processes are periodically checked for validity. The DRT is assessed quarterly with the Apportionment Tables (AT). The Forces For memo and GFMAP are assessed to ensure the Department is being efficient and successful at assigning forces to meet CCMD missions while preserving capacity for readiness. These processes enable SecDef to make risk informed decisions to move forces efficiently to support national defense. These assessments inform SecDef's Top-Down Guidance and the Joint Staff Planning Order that begin the annual GFM planning processes.

4.3. Sequential Process of GFM. Directed readiness leads the GFM processes, constraining the forces that are considered for planning. The assignment and allocation processes follow, beginning with top-down guidance from SecDef and a planning order from the CJCS, that lays out the forces to be considered for these planning process. The assignment process precedes the allocation process because allocation considers those forces that have not already been assigned to the CCMDs. The GFM process results in publication of the DRT, followed by the Forces For memo, and finally the GFMAP, in sequence.

4.4. Directed Readiness. Directed Readiness is the process the SecDef uses to direct the Services to keep a portion of their forces ready to respond quickly to a national security challenge. Directed Readiness helps the SecDef to direct resources provided by Congress, so the Services are able to achieve a heightened state of readiness, for those units listed on the DRT. Directed Readiness allows the Services to prioritize resources and dedicate a portion of their forces to the Immediate Response Force (IRF), Contingency Response Forces (CRF), or Follow-on Forces (FOF). Directed Readiness allows the JPEC to formulate force plans that are realistic and efficient, because all service planners will be working from the same available force picture provided in the DRT.

4.4.1. Background of DRT. The SecDef instituted the DRT process to ensure ready and scalable forces are available for dynamic force employment (DFE) or major combat operations. The DRT lays out force elements that must stay ready to join the IRF, CRF, or FOF.

4.4.2. Dynamic Force Employment (DFE). The Directed Readiness process supports the DFE Force Management Framework to achieve strategic objectives at acceptable risk. The DRT lists force elements directed by the SecDef to be available to achieve strategic goals within the FY. It informs CCMD operational planning as well as budgetary planning and programming processes. The SecDef specifies the IRF in the DRT as a ready and available force prepared to rapidly transition to combat (within 10 days) and contest enemy objectives until the CRF can arrive (within 30 days). The FOF addresses longer-term requirements (within 90 days).

4.4.3. EiP in the DRT. On CSO recommendation, the SecDef specified that USSF EiP capabilities will be included in the DRT, beginning with the FY24 DRT. Prior to FY24, the DRT only listed deployable space forces. USSF force elements are listed in the DRT according to the lexicon of SPAFORGEN (i.e., Force Packages and Combat Detachments (CDet)).

4.4.4. Force Packages and CDets in the DRT. USSF lists both deployable and EiP forces in the DRT, although other Services typically list only the forces that are deployable. USSF is unique because the bulk of its forces control ground and space assets from fixed-based locations in the continental United States. Operating from fixed locations, EiP forces are presented for planning on the DRT as Force Packages (which are one half the capability of a CSq). USSF forces that physically deploy from their home-station to conduct their mission in a deployed environment are referred to as CDets. All units listed on the DRT will report readiness in DRRS-S IAW measured unit guidance in Space Force Instruction (SPFI) 10-201, *Readiness Reporting*. CSqs and CDets are constructed of force elements from various units across USSF, so the UICs for CSqs and CDets are unique and different from their parent squadron UICs. USSF may offer CDeltas as an aggregation of multiple CSqs or CDets, if necessary, with the addition of a Delta-level planning element to effectively integrate effects provided by the combat units.

4.4.5. UICs Required in the DRT. Each USSF unit in the DRT is required to have a UIC, so its readiness may be tracked in systems of record, in accordance with JS/J8, who manages the DRT. CSq or CDet are not billeted for personnel like institutional squadrons, enabling the readiness community to consider them to be expeditionary in nature. The expeditionary model fits the CSq and CDet.

4.5. GFMAP. The GFMAP is the SecDef process to allocate forces to the CCMDs. The GFMAP process determines how much force DoD can afford to allocate to the CCMDs and still support the NDS. Each allocation decision involves weighing the force provider's risk of sourcing with the supported CCDR's operational risk to both current and future contingencies. The GFMAP begins with the GFMAP Planning Order (GFMPLANORD) and culminates in the GFM Base Order.

4.5.1. GFMAP Planning Order (PLANORD). The GFMAP PLANORD is the plan for developing the GFMAP. It provides specific tasks, milestones, and procedures for the development of the GFMAP. The Joint Staff publishes the GFMAP PLANORD annually, and two years prior to the start of the GFMAP for that given FY. The GFMAP PLANORD includes submissions from the CCDRs for proposed force requirements through a stepped process culminating in the SecDef–approved GFMAP Base Order.

4.5.2. GFM Boards (GFMB). Joint Staff hosts periodic GFMBs to assess force allocation, apportionment, and assignment proposals in the GFM processes. The GFMBs are chaired by Director Joint Staff (DJS) and consist of Joint Directors, Service Operations Deputies, CCMD Directors of Operations, and select Office of Secretary of Defense (OSD) agencies. GFMBs support GFM processes by reviewing and endorsing annual strategic top-down planning and sourcing guidance, validating CCDR requirements, and reviewing and endorsing allocation sourcing recommendations. The three annual GFMBs provide oversight to the annual GFM processes. While these provide an opportunity to bring transparency to all the processes, the allocation process typically encumbers the Boards the most, since that is the process where most of the decisions need to be made. At the GFMBs, SF/S7O provides an assessment of USSF force availability and capacity and presents an overview of the SPAFORGEN model, to include annual rotational sourcing policies. SF/S7O provides risk assessments for fulfilling CCDR requirements which exceed force capacity.

4.5.3. GFMAP Base Order. The GFMAP Base Order is the SecDef-approved order which authorizes the allocation, or temporary transfer, of forces from the Service Secretaries, JFPs, or supporting-CCMDs, to the supported geographic CCMDs. The GFMAP Base Order, is essentially a deployment order (DEPORD), that is approved by the SecDef. The GFMAP may also include requirements met with assigned force demand (AFD), or JIA, and CCDR requirements that were disapproved, or closed-without-sourcing (CWOS) by the SecDef. The Forces For memo and the GFMAP Base Order represent the SecDef's judgment on the amount and distribution of military forces the DoD can afford to assign and allocate to the CCMDs and still maintain capacity for readiness activities to ensure forces are available and ready for future peer conflict.

4.5.3.1. GFMAP Base Order Spreadsheets. The GFMAP Base Order is published in spreadsheet format containing all the information inherent within a written order and authorizes JFPs to order forces in their respective GFMAP Annex Schedules. Annual requirements are included in the GFMAP Base Order with emerging requirements or changes to existing requirements updated in future GFMAP Mods. Joint Staff maintains a consolidated GFMAP which reflects the baseline and all subsequent mods.

4.5.3.2. GFMAP Annexes. The GFMAP contains six main Annex Schedules which include the four major force categories.

4.5.3.2.1. Annex A includes all requirements for which a JFC is designated as a JFP.

4.5.3.2.2. Annex B *Special Operations Forces* includes all special operations forces as defined in Chairman of the Joint Chiefs of Staff Instruction (CJCSI) 3110.06, *Special Operations Supplement to the Joint Strategic Capabilities Plan* and USSOCOM is the designated JFP.

4.5.3.2.3. Annex C includes all forces for which USTRANSCOM is the designated JFP and includes the following Air Force capabilities: mobility aviation, aeromedical evacuation, aerial port operations, and contingency response groups.

4.5.3.2.4. Annex D lists all position numbers and deployment periods for JIA requirements.

4.5.3.2.5. Annex F includes all forces for which USCYBERCOM is the designated JFP.

4.5.3.2.6. Annex G includes all space forces Service-retained by the USSF as well as those space forces that are assigned to USSPACECOM as the designated JFP for space.

4.6. SecDef Orders Book (SDOB). The SDOB is the process that the Joint Staff uses to implement SecDef approved changes to the GFMAP Base Order, in support of the CCMDs. If conditions in the world change after the GFMAP Base Order is signed, CCMDs may submit RFFs to request additional forces. CCDR submit new requirements via an RFF or request for capability (RFC) to the JS. These new requirements are validated by the JS. If the new requirement is validated by the JS, the requirement is passed to the respective JFP or JFC, who tasks Force Providers (e.g., Services, CCMDs, etc.) who possess the requested capability to provide sourcing nominations and risks. If the Force Providers have sufficient resources to meet the validated requirement, the Chairman of the Joint Chiefs of Staff (CJCS) recommends the sourcing solution to SecDef via the SDOB.

4.6.1. SDOB Process.

4.6.1.1. CCDR's Subordinate Command defines the requirement and initiates an RFF.

4.6.1.2. Component Commander endorses RFF.

4.6.1.3. Supported CCDR or designee approves RFF.

4.6.1.4. Joint Staff J-35 validates RFF.

4.6.1.5. JFC (JS/J3) assigns designated JFP to develop recommended sourcing solution.

4.6.1.6. Designated JFP requests taskings to appropriate FC. (SF/S7O will receive and staff these taskings for USSF.)

4.6.1.7. FC nominates sourcing solution.

4.6.1.8. Designated JFP recommends sourcing solution.

4.6.1.9. SecDef approves and directs sourcing recommendation in GFMAP Base Order of subsequent GFMAP Mod via the SDOB.

4.7. JFPs, JFCs, and Joint Force Managers (JFMs). JFPs, JFCs, and JFMs have a key role in GFM allocation. In accordance with the GFMIG; USTRANSCOM, USSOCOM, USCYBERCOM, and USSPACECOM are the designated JFPs for conventional forces, mobility forces, special operations forces, cyber forces, and space forces, respectively. JFC and JFP roles and responsibilities are outlined in the UCP, GFMIG, and CJCSM 3130.06. The Joint Staff tasks the JFC and JFPs to develop sourcing solutions for global CCDR requirements; these sourcing solutions may be from assigned forces, forces assigned to other CCDRs, or Service-retained (unassigned) forces. JS/DJ3 designates JS/J35 as the JFC and delegates responsibility for coordinating with the Services, CCDRs, other JFPs, and DoD agencies to identify and recommend global conventional joint sourcing solutions to fill CCDR annual and emergent requirements.

Chapter 5

USSF FORCE GENERATION (SPAFORGEN)

5.1. Purpose of the SPAFORGEN model. The USSF supports global CCMD mission requirements by presenting forces that may be assigned and allocated to the CCMD through GFM processes. The USSF uses the SPAFORGEN model to manage the battle rhythm of deployed forces, with the Service need to maintain the highest possible level of overall readiness. Through SPAFORGEN, the USSF establishes a predictable, standardized battle rhythm ensuring rotational forces are properly organized, trained, equipped, and ready to sustain capabilities while rapidly responding to emerging crises.

5.2. SPAFORGEN and Title 10 Requirements. The USSF utilizes the SPAFORGEN model to balance global CCDR requirements with Service level requirements, in accordance with Title 10 United States Code (USC) § 9013(b). SPAFORGEN enables USSF to accomplish its day-to-day mission and still have capacity and time to conduct high-end readiness-building activities that cannot be accomplished while committed to CCDR missions.

5.3. Dwell Policy and SPAFORGEN Model. SecDef deploy-to-dwell (D2D) policy constrains availability of forces. While in dwell, a capability is not deployable unless D2D limits are waived by the SecDef. Once dwell has been achieved, a capability remains available until tasked. This applies to both combat and institutional forces.

5.6. Application of SPAFORGEN Model. The SPAFORGEN Model applies to operational units; CSq and CDet.

5.6.1. SPAFORGEN and Operational Forces. USSF organizes all operational forces under Space Operations Command (SpOC). All forces organized under SpOC will perform force generation functions in accordance with the SPAFORGEN model, to ensure CSqs and CDets are ready to meet CCMD requirements. No unit in SpOC may assign personnel or resources in a role that makes them unavailable for the SPAFORGEN cycle.

5.6.2. SPAFORGEN and Institutional Forces. USSF units organized under Space Training and Readiness Command (STARCOM) and Space Systems Command (SSC) are institutional forces. The SPAFORGEN Model does not apply to institutional forces. There are no institutional units in SpOC; this includes Combat Training Squadrons.

5.6.3. Additional duties and qualifications such as instructor, evaluator, and weapons and tactics does not preclude Guardians from full participation in the Prepare, Ready, and Commit cycle of SPAFORGEN.

5.7. SPAFORGEN Model Phases. The SPAFORGEN Model has three phases: Prepare, Ready, and Commit. All CSqs and CDets follow the three-phases of the SPAFORGEN Model. Every crew or Guardians in a CDet or CSq is in one of the three SPAFORGEN phases. Guardians in the Prepare and Ready phases are Service-retained to perform common Military Service functions (e.g., organizing, training, and equipping) in accordance with DODD 5100.01 (Enclosure 6). Guardians may be deployed in support of JIA or CCMD requirements, while in the Ready or Prepare phases, if ordered.

5.7.1. Prepare Phase. During the Prepare Phase, force elements focus on personnel reconstitution, leave, and replenishment of supplies and equipment. Force elements also conduct Service-led activities such as individual training and positional upgrades, professional military education, and qualification training.

5.7.2. Ready Phase. During the Ready Phase, force elements conduct advanced training, small and large force employment exercises, squadron-level validations, and other preparations for operations in a contested space domain against a peer adversary.

5.7.3. Commit Phase. During this phase, Force elements are fully resourced, validated, and ready to conduct combat operations and are allocated or assigned to an operational mission. USSF offers force elements that are either EiP CSqs, assigned to CCMDs or are deployable CDets available for allocation to CCMDs.

5.7.4. To the maximum extent possible, CDets and CSqs will execute an eight-crew model force presentation structure with five committed crews, one crew in prepare phase, and two crews in ready phase.

5.8. SPAFORGEN Deployment Vulnerability Period.

5.8.1. Forces are always available to meet GFM requirements.

5.8.2. Forces assigned to a CCDR perform the CCDR's UCP tasks. If forces can be deployed without breaking their assigned CCDR's mission, then they will be tasked through DCAPES established processes. Units can determine their known taskings from the Installation Deployment Officer (IDO) who can extract the information from DCAPES.

5.8.3. Service-retained and Institutional forces perform SecAF statutory functions outlined in 10 USC § 9013(b), or support to outside the USSF agencies that they are tasked to support. These units can also be tasked to deploy if the deployment does not break their required missions.

5.8.4. The USSF does not have specific deployment vulnerability periods. This is due to EiP mission requirements that are continuous. If personnel deploy, they are available to deploy again only as specified in Paragraph 4.9.

5.8.5. Regardless of D2D status, all USSF Guardians, including those who recently redeployed and meet all reconstitution requirements, are always vulnerable for OPLAN tasking if the USSF or SecDef determines the need to deploy.

5.9. Individual Responsibility for SPAFORGEN. SPAFORGEN ensures that USSF excels at generating and presenting ready forces to the CCMDs. Individual qualifications or certifications, such as Instructor, Weapons Officer/NCO, or Stan/Eval must not be permitted to keep Guardians from full participation in the Prepare-Ready-Commit cycle of SPAFORGEN. All Combat Mission Ready-eligible Guardians will be responsible for maintaining their SPAFORGEN cycle participation as priority, ahead of other assigned duties.

Chapter 6

MISSION ANALYSIS

6.1. Purpose. The purpose of this chapter is to provide the background, guidance, and procedures for determining USSF requirements and deployable capability.

6.2. Manning minus Mission Requirements (M3R). USSF's DCOMP software suite is designed to focus on USSF's EiP mission requirements, but still identify forces available to meet other CCDR missions. DCOMP accomplishes this through the "M3R equation" to determine if there are available personnel in the Prepare or Ready phases, in excess of mission requirements, that could be available to deploy without undue risk to the supported EiP mission or force generation, presentation, and sustainment (GP&S) requirements. Leave, TDY, deployment, etc., are by exception during the Commit phase.

6.3. Determining Mission Requirements. Within DCOMP, the electronic justification (eJUST) module provides SF/FCs with details on the minimum forces required for a unit's mission, by focusing on assigned/committed and GP&S mission requirements. M3R and eJUST enables SF/FC to conduct a thorough mission analysis and determine what forces are available for deployment. (See Fig 6.1):

6.3.1. DCG-O S3/5R will conduct annual in-person mission analysis with the unit commander. For geographically separated units, where an in-person review is not feasible, the unit's chain of command will represent the unit. MAT-FAM and SMEs are encouraged to participate in this process.

6.3.2. During the mission analysis, the unit must provide information on what each office, section, or function does, the impact on the unit's mission requirements if personnel are not available to accomplish the mission, and the makeup of personnel required to accomplish the mission. Each function will be identified as a team and the number of teams will be determined to accomplish the mission.

6.3.3. During the mission analysis, every level of leadership must articulate risks and mitigating factors expected when determining the minimum number of personnel necessary to accomplish the assigned, committed, and GP&S missions. The risks and mitigating factors will be considered when the chain of command validates the proposed minimum personnel requirements.

Figure 6.1: eJUST Process for Mission Analysis.
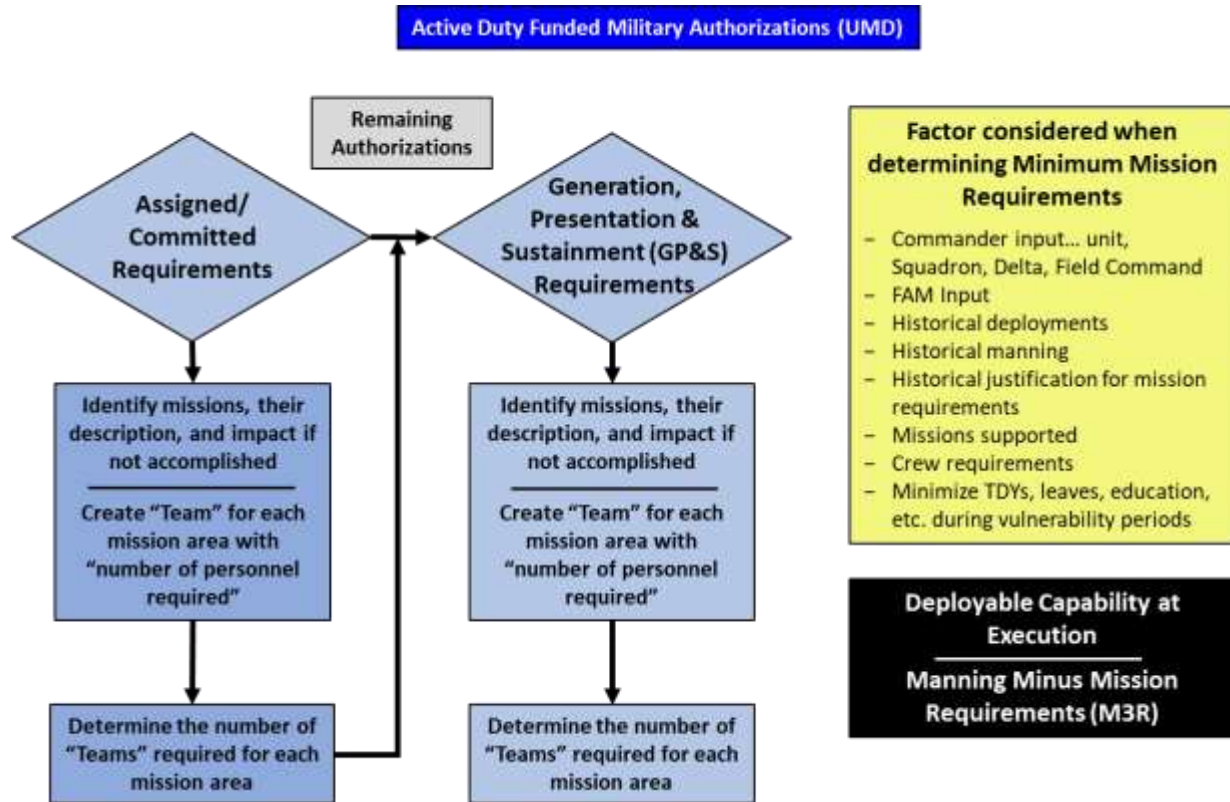
6.4. Mission Analysis Categories. The two types of mission categories that are identified in eJUST during a mission analysis are Assigned/Committed Requirements and GP&S Requirements.

6.4.1. Assigned or Committed Requirements. This is the minimum number of personnel required to accomplish the assigned/committed mission. Also included in this category are the Unit Descriptor Code (UDC): Combat (C), Combat Support (CS), and Combat Service Support (CSS). Mission requirements may vary based on the UDC. The mission requirements must be met, or mission failure could result. CCMDs create and register mission requirements in JCRM as Assigned Force Demand (AFD), for units that are assigned to them in the Force For.

6.4.2. Generate, Present, and Sustain (GP&S) Requirements. Those requirements related to the generation, presentation, and sustainment of the unit to accomplish its mission; including training, maintenance, administration, budgetary, and professional development. The GP&S requirements are not associated with, nor would result in failure, to accomplish the assigned or committed mission. The minimum number of personnel required to accomplish the GP&S mission is the GP&S requirement used to calculate M3R.

6.4.3. Determining the minimum. A unit's authorizations are based on a 40-hour work week with time off for PME, leave, sick, etc. When determining the minimum number of personnel required, the unit must consider a 60-hour workweek for all personnel unless a functional instruction prohibits this, or if otherwise directed by USSF leadership. This allows the unit to be able to accomplish the assigned and committed missions while allowing personnel to deploy in support of CCDR requirements. Any mitigating factors to reduce the workload must be also considered during the mission analysis. Civilian and contractor personnel will be considered 100% manned unless data can be provided that demonstrates a chronic condition that reduces the percentage available. When this occurs, the number of military personnel required to accomplish the mission will be increased. Exception: Combat Squadron minimum requirements are determined by their UTCs inside the SPAFORGEN Force Elements.

6.4.4. Coordination. After a Delta's initial mission analysis has been completed, DCG-O S3/5R will brief the chain of command of the results. This briefing will serve as coordination and approval.

6.5. Determining Deployable Capability. For both planning and execution purposes, determining deployable capability is a 2-part process.

6.5.1. Part 1 – Unit Manning.   This is determined by looking at the anticipated manning for the unit over the deployment period and subtracting the number of personnel required to accomplish the mission, i.e., manning minus mission requirements (M3R). If M3R is positive over the deployment period, then the unit has the capability, but it does not mean they have someone available.

6.5.2. Part 2 – Personnel Availability.   To determine this, everyone personnel in the unit that are assigned to the deployment must be examined for D2D restrictions, pending personnel actions, or other factors such as a deployment availability (DAV) codes that would prevent them from deploying.

6.5.3. Deployable Capability Results. If M3R over the deployment period is positive and someone is available to deploy, then the unit can be tasked. (**T-2**)

Chapter 7

DEPLOYED FORCE ROTATION MANAGEMENT

7.1. Purpose. To articulate the methodology, policies, rules, and procedures the USSF uses to manage rotational deployments to sustain CCDR mission requirements. This chapter also identifies the organizations and considerations involved in planning and preparing combat capabilities and is applicable to forces scheduled and tasked to deploy. NOTE: This chapter only applies to USSF assets and not USAF, Air National Guard, or Air Force Reserves forces in the USSF chain-of-command.

7.2. Deployment Planning and Unit Type Code (UTC). War planners use UTCs to represent USSF capabilities, which include associated manpower and logistics requirements to support the national military strategy during operational planning and execution activities. UTC requirements are recorded in the Joint Operation Planning and Execution System (JOPES) and DCAPES Time-Phased Force and Deployment Data (TPFDD) in support of creating operational, contingency, or operational order plans.

7.2.1. Unit type codes (UTCs) are managed at all levels of military organizations.

7.2.2. DAF organizations maintain UTCs on a regular basis to present the most current and accurate capabilities to commanders at all levels for use in operation plans and other planning systems.

7.2.3. Headquarters Space Force, Force Generation Division (SF/S7O) oversees all USSF UTC management processes and coordinates with AF/A3OD for matters that concern both Services. See SPFMAN 10-406 for further details.

7.3. Types of UTCs.

7.3.1. Unit Type Code (UTC). A system designed by the Joint Chiefs of Staff that assigns codes to specific capabilities and characteristics of military units. UTC are categorized into a group, having a common distinguishing characteristics defined by CJCSM 3150.24E. and managed by SF/S7O. UTCs are modular and scalable, and are not theater or unit specific, unless approved by SF/S7O. Each UTC has a unique 5-character alphanumeric code, that describes the capabilities inherent to the UTC. The first alphanumeric code states the mission capability (MISCAP). The next two alphanumeric characters describe the manpower force element (MFE) and/or logistics detail (LOGDET) elements of the capability. USSF defines the remaining alphanumeric characters to identify distinct capabilities of the UTC. See SPFMAN 10406, Table A2.1 for further details.

7.3.2. Standard UTCs. Standard UTCs consolidate the capabilities and deployment requirements, for a specific Mission Capability (MISCAP). Standard UTC were designed to reduce the amount of detailed planning and coordination needed by CCDRs requesting forces. Standard UTCs provide the most detail to Service planners and should be used to the greatest extent possible by war planners. Standard UTCs contain manpower force element (MFE) and/or logistical detail (LOGDET) information. If a UTC contains both MFE and LOGDET, do not split the MFE and LOGDET into two separate UTCs (i.e., some UTCs support the manpower and equipment for a capability). Standard UTCs are listed in the Manpower and Equipment Force Packaging (MEFPAK) system.

7.3.3. Non-Standard UTCs. Non-Standard UTCs do not contain a transportation movement requirement and do not include complete movement characteristics, but are published in the MEFPAK database. They define a standard unit type (e.g., missile warning squadron, navigation warfare (NAVWAR) squadron) and allow for rapid categorization of like units for reporting and readiness analysis. Non-Standard UTCs are developed with full coordination by USSF FAMs through SF/S7O. See SPFMAN 10-406, Table 1.2 for more details.

7.4. Force Rotation Planning. Force rotational planning supports the GFM requirement of an immediately executable schedule. SPAFORGEN is the force generation model to meet current and emerging CCDR requirements as depicted in the SecDef-approved GFMAP.

7.4.1. Deployed commanders and component headquarters constantly evaluate their ability to execute their missions based on the forces in theater. When there is a change to the deployed unit's mission, equipment or weapons system, operating location, or a reduction in forces, the deployed commander will evaluate the impact and notify the component headquarters of needed changes via either an authorization change request (ACR) or an RFF/RFC. Component headquarters must reflect changes in mission requirements as part of their annual rotational requirements submission; components must communicate and receive feedback with tactical commanders in validating current requirements.

7.4.2. When determining requirements, the component headquarters must use standard UTCs registered in the TUCHA to expedite timely sourcing and minimize tailoring actions. If the desired UTC is not in the TUCHA, consider a suitable standard UTC in the MEFPAK. Standard UTCs may be reasonably tailored, if necessary. As a last resort, use a non-standard UTC (i.e., "Z99").

7.4.3. The ACR is used to explain changes or a deletion to the deployed commander's mission needs in support of an executed deployment order (DEPORD). The ACR will cite all original and new UTC and Time-Phased Force Deployment Data (TPFDD) level-4 details.

7.4.3.1. The deployed/receiving unit commander will submit the request to the applicable component headquarters S1 for validation. If the Space Force (SPACEFOR)/S1 does not validate the ACR, the request is sent back to the requestor to resubmit as an RFF/RFC.

7.4.3.2. The supported component will forward all validated ACRs to the SF FC for action. SF FC will coordinate request with applicable Field Commands and/or MAT-FAMs. If SF FC disapproves the request, they will notify the supported component S1 to initiate the request via the RFF process. If request is approved, the supported component headquarters will update the TPFDD using the appropriate ULN construct.

7.4.3.3. If changes are made to a requirement after the force provider verified the tasking, the verification code must be removed. This will allow the Field Command the opportunity to examine the changes and ensure the originally sourced unit can meet the new requirements or can fill the tasking with another unit within the timeframe.

7.4.4. Individual Augmentation (IA) Requirements. CJCSI 1301.01, *Joint Individual Augmentation Procedures,* governs IA. IA represents unfunded temporary duty positions (military or civilian) requested to augment a supported CCDR's or governmental agency's staff operations during contingencies. Similar to RFFs in support of contingencies, IA requirements are inherently temporary in nature and are not to be used to solve permanent manning or capability shortages. They are not to be used to source joint training or exercise requirements.

NOTE: "Supported Command" is intended to mean a supported CCDR, the supported component headquarters, or a governmental agency approved by the JS to receive IA support from the Services. Supported Commands must first evaluate their ability to fulfill contingency

staff requirements using organic/assigned manpower; only then will they request IA support to cover any identified mission gaps. Once the supported commander develops, validates, and forwards an IA Joint Manning Document (JMD) to the JS, the JS initiates the prioritization and sourcing process described in CJCSI 1301.01, and the Space Force sources IA requirements it commits to or is directed to fill.

7.4.4.1. IA requirements for a particular joint operation and organization are developed by the supported commander, associated with the appropriate TPFDD, and assigned to Services for fill as a Joint Action tasking in accordance with CJCSI 1301.01. The Joint Staff relays validated joint IA requirements for SF fills (via a JMD formatted per CJCSI 1301.01) to the Space Force Joint Action Coordinating Office (JACO) as a Joint Action. Upon accepting the Joint Action tasking, the JACO relays the SF slice of the IA JMD and the associated Joint Action instructions to SF/S7O for further processing.

7.4.4.2. Space Force Review of Individual Augmentee (IA) Requirements. Upon receipt of the Joint Action from the JACO, SF/S7O performs an initial JMD scrub to ensure format/content compliance with CJCSI 1301.01. SF/S7O then relays the JMD to DCG-O S3/5R for detailed review and analysis. DCG-O S3/5R makes a preliminary determination regarding the Space Force's ability to source and sustain the requirements and forward their analysis back to SF/S7O. With this information, SF/S7O, working with JACO, develops and coordinates a formal Space Force position and response to the Joint Staff. Upon compiling Service positions regarding their ability to source and sustain the requirements, the Joint Staff will broker IA sourcing solutions, and/or elevate unresolved sourcing issues. Once issues are resolved, the Joint Staff secures formal tasking of the Services to fill their allocated IA requirements.

7.4.4.3. IA Rotational Tour Lengths. IA rotational tours lengths shall be in accordance with USSF rotation policy. Longer tour lengths may be approved by FLDCOM/CC or as delegated. SecDef-approved tour lengths are posted in the GFMAP, Annex D. (**T-2**)

7.4.4.3.1. The supported commander may request longer/non-standard IA tour lengths to meet position continuity or other requirements. The request must include the positions and justification. The requesting command submits the request to the Joint Staff who tasks Space Force to respond via the USSF JACO office. The JACO assigns a Space Staff Office of Primary Responsibility (OPR) and Offices of Collateral Responsibility (OCRs) to evaluate the request and develop a Space Force position. The OPR documents the Space Force position in a Space Force Policy Memo (SFPM) and Joint Action Brief Sheet (JABS). The SFPM and JABS are routed through SF/S7O for staffing for FLDCOM/CC decision. (**T-2**)

7.4.5. Individual Augmentee (IA) Sourcing Procedures. Once the supported commander, Joint Staff and the Service(s) agree to the sourcing commitments, the supported component headquarters ensures the requirements are entered in the appropriate TPFDD for sourcing and identifies the tasking type as IA. The requirement(s) will use standard UTCs to the maximum extent possible. The use of non-standard "Z99" UTCs is only authorized when standard tailored UTCs cannot match the requirement(s). DCG-O S3/5RD will source these requirements using DCOMP.

7.4.6. Eliminating Longstanding or Recurring IA Requirements. Given the nature of IA requirements, once validated and sourced, can become longstanding or "perpetual" if no mechanism exists to review them on a recurring basis and remove them once they are no longer required. CJCSI 1301.01 requires the "supported commander" to review and revalidate IA requirements every 12 months; however, it is also incumbent upon the Space Force to establish trigger points that drive an internal review of IA requirements on a recurring basis, in which longstanding requirements are either eliminated or converted to permanent positions.

7.4.6.1. IA Requests Not IAW CJCSI 1301.01. To ensure global visibility and centralized management of all joint IA requirements, any requests for IA support that are not sent by a supported commander via the Joint Staff to the Services in accordance with CJCSI 1301.01 will not be supported by the USSF. Space Force offices aware of such requests will redirect the requestor to the Joint Staff/J1 for further processing.

7.5. Rotational Requirements Review. Supported component headquarters will continually review the rotational requirements throughout their area of responsibility with the goal of meeting the combatant commander's mission requirements. However, component headquarters will officially revalidate requirements as part of the GFMAP PLANORD process. In validating requirements, components ensure Space requirements are stated using standard UTCs, where possible.

7.6. Senior Officer Sourcing Procedures. For the purpose of sourcing, a senior officer is defined as a general officer or colonel. SF/S1L nominates (sources) senior officer requirements for rotational operations, JCS/joint exercise requirements, and crisis operation requirements after coordination, as required, with respective senior officer Points of Contact (POCs) at HQ USSF. All colonel nominations are approved by the nominated member's senior rater. All general officer nominations are approved by the Chief of Space Operations before the sourcing is entered into DCAPES by DCG-O S3/5R.

7.7. Personnel Early Return/Release and Replacement Sourcing. Deployed commanders have the authority to curtail a deployment and return entire UTCs or individual members to home station. DCG-O S3/5RD must be notified of any curtailed USSF deployment.

7.7.1. Deployed commanders may require the replacement of an entire UTC or individual members of a UTC prior to the completion of their tour. Reasons for return must be either associated with problems beyond the member's control (medical, emergency leave, etc.) or for documented substandard duty performance, or not be qualified for duty as defined by the UTC MISCAP or TPFDD's level-4 detail. If there are 30 or more days left on the tour and a replacement is required, the providing unit will deploy another qualified member or team.

7.7.2. When the home unit is unable to provide a replacement, the Delta/Space Base Delta will submit a reclama. Delta commanders will submit reclamas through their IDO to DCG-O S3/5R only after exhausting all other options; Delta must attempt to re-source taskings from forces within the same Delta prior to submitting a reclama (NOTE: Not required for IA taskings sourced via MilPDS).

7.7.3. When deployed commanders voluntarily release members for reasons other than listed in para 7.7.1., the home station is not required to deploy a replacement.

7.7.4. In all early return cases, the Required Delivery Date (RDD) of the subsequent rotation will not be adjusted. Replacements will only serve the remainder of the replaced member's tour length and will be replaced as scheduled by the next rotation. Any exception must be approved by DCG-O S3/5R.

7.8. Line Remark Program. Line remarks is a program that allows the component headquarters to further define capability requests. 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.

7.9. Estimated Tour Length (ETL). The standard USSF deployment rotation length is six months. Alternate rotations may be approved by either the supported COMSPACEFOR or FLDCOM/CC. (**T-2**)

7.10. Tasking Notification Process. DCG-O S3/5R provides oversight of the DCOMP tasking notification process for all USSF Deployments.

7.10.1. Assigning Names. Assigning names to requirements is critical to the entire deployment process. Deploying members must be identified and updated in the system to ensure name visibility of members projected to deploy, to facilitate any advanced training requirements, and to schedule an appropriate airlift mission to meet the supported commander's RDD.

7.10.1.1. Units must meet their servicing Installation Deployment Readiness Cell's (IDRC) Name-In-System (NIS) timelines. This includes providing a name within those timelines even if the unit intends to submit a reclama or waiver. If the unit has a member that meets the qualifications of the tasking, they must provide the name of such qualified member to the IDRC even when seeking a waiver from the deployed unit commander. For example, if a tasking calls for a minimum grade of E5 and the unit is requesting a waiver to send an E4, they must provide the name of an E5 until a waiver is approved. Upon waiver approval the unit can change the name. Ultimately, units must select a member for each deployment tasking that will definitively deploy should a reclama or waiver be disapproved. Until relieved, the originally tasked unit will continue to take all measures to fulfill the deployment tasking (e.g., pre-deployment training, out-processing, medical clearance, etc.). If units fail to meet the IDRC's suspense, the IDRC will elevate to their Delta leadership for resolution.

7.10.1.2. The IDRC's primary point of contact for a unit is the Unit Deployment Manager (UDM). Every USSF unit will have a UDM designated for their UIC. UDMs will maintain a SIPRNet email account.

7.11. Retention Beyond Normal Tour Completion Date. Tour length or rotation guidance will be directed in the SecDef approved DEPORD. Guardians will not be retained more than 14 days beyond the normal tour length (ETL plus additional time depicted via line remarks).

7.11.1. When members are retained, the RDD of the subsequent rotation will not be adjusted.

7.12. Voluntary Extension (Deployed Forces).

7.12.1. Personnel who wish to extend their current deployment must first obtain their home unit and deployed commander concurrence and provide concurrence documentation to the Personnel Support for Contingency Operations (PERSCO) team.

7.12.2. Extensions must be for the entire length of the next rotation.

7.12.3. Extensions will be requested no later than 60 days prior to end of member's normal TDY return date to allow time for proper processing.

7.12.4. Processing Guidance.

7.12.4.1. The PERSCO team reviews and obtains local approval based on existing policy and forwards approved requests to DCG-O S3/5R for further review and coordination.

7.12.4.2. If the extension is approved, DCG-O S3/5R will coordinate with the appropriate organizations to adjust the current ETL and delete the next rotation.

7.13. Split Tours. Guardians tasked to fill requirements are expected to fill the entire tour unless a non-standard or mid-tour rotation is approved in advance by the gaining supported component commander.

Chapter 8

WAIVERS AND RECLAMA PROCEDURES

8.1. Purpose. The purpose of this chapter is to outline the processes, responsibilities, and approval mechanisms for obtaining waivers for deployment tasking and outlining reclama procedures.

8.2. AFFORGEN Employment Force Indicator (AEFI). An AEFI of "XX" will be assigned to all USSF Guardians to show being outside USAF structure. The AFFORGEN forces, including Air National Guard and Air Force Reserves, will adhere to established USAF policies and procedures.

8.3. Employment of SPAFORGEN. The SPAFORGEN model is the USSF's construct for meeting global CCDR requirements.

8.4. TPFDD Line-level Detail/Deployment Requirement Manning Document (DRMD) Waivers. Prior to submitting a reclama, the tasked commander will request the deployed unit commander waive any requirement that precludes the unit from filling the tasking (e.g., line remarks, Special Experience Identifier (SEI), grade, skill level, etc.) or expand substitution rules that will still meet the UTC MISCAP. Substitutions of 1 grade/skill-level up or down is permitted and does not require a waiver unless precluded by the UTC MISCAP.

8.4.1. The Installation Personnel Readiness (IPR) office will route the waiver request to the deployed PERSCO team, in accordance with supported component command policy.

8.4.2. If the deployed unit commander approves the waiver request, the unit will be notified through the IPR/IDRC and will continue to process the member for deployment.

8.4.3. If the deployed unit commander disapproves the waiver request, and there aren't any other members that meet the tasking requirements, the unit will begin the reclama process.

8.4.4. If the TPFDD Line-level Detail waiver has not been received within 5 duty days of submission, and there aren't any members that meet the tasking requirements, the tasked unit is authorized to initiate the reclama process by forwarding the reclama to the Delta commander/equivalent for decision.

8.5. Shortfall/Reclama/UIC Change. USSF active-duty units will make every effort to meet all deployment taskings they receive. Relief will only be sought when a tasked unit does not possess sufficient or qualified personnel to support a tasking or the tasking will cause severe impact to mission requirements where there is not an alternative solution, as determined by the Delta commander, or equivalent. DOs will submit reclamas to DCG-O S3/5R only after exhausting all other options; Deltas must attempt to make UIC changes from forces within the same Delta prior to submitting a Delta reclama (Note: Not required for taskings sourced via MilPDS). The shortfall-reclama-UIC change process will be initiated as soon as a unit is aware that a shortfall condition exists that will prevent deployment of all or part of the required capability to meet a tasking.

8.5.1. Medical Conditions. Commanders and supervisors must be cognizant of situations where tasked individuals could have a medical condition that would render the individual unable to meet deployment qualifications. Commanders and supervisors must ensure tasked individuals received all required medical evaluations for deployment as soon as possible to ensure timely notification should a replacement be required.

8.5.1.1. Exercises/inspections do not take priority over operational deployments. Exercise ETLs of less than 45 days and exercise participation directed by the CCMD, to which the unit is assigned, is not subject to mission analysis restrictions. For more information regarding exercises, reference SPFI 10-204, *Exercise Program*.

8.5.2. All reclamas initiated by units will be submitted to the local IDO for coordination and review prior to approval by the Delta commander, or equivalent (e.g., Field Command Director). Commanders will submit all reclamas and UIC changes for their units to the local IDO. The commander's local IDO will forward the reclama to DCG-O S3/5RD, who will staff and forward the reclama to the appropriate FLDCOM/CC for decision. Commanders will not forward reclamas directly to their FLDCOM/CC or Staff for a decision. (**T-2**)

8.5.2.1. Units will ensure members are assigned to the correct Personnel Accounting System (PAS) code and that DAV codes are always accurate in order to minimize shortfall issues. Unit commanders will ensure reclamas are submitted via the IDO as soon as possible to allow DCG-O S3/5R sufficient time to re-source requirement within the timelines depicted in Table 8.1.

8.5.2.2. All correspondence associated with reclamas and UIC changes will be conducted on SIPRNet or secure phone lines as LIMFACs and deployment tasking information is classified. Failure to do so could result in a classified message incident.

8.5.2.3. Any reclamas submitted outside of the timelines identified in Table 8.1. will not be considered or processed. Unforeseen circumstances that arise after the initial timelines are considered a new shortfall condition and restart the timeline as soon as known.

8.5.2.4. If the unit has overages (assigned personnel exceeding Unit Manning Document (UMD) authorization), then those personnel are inherently deployable.

Table 8.1. Reclama/UIC Change Submission Timelines (Calendar Days)

Action	Suspense Timeline (All days are calendar days)
Unit or Field Command declares shortfall condition	---
Delta (or Field Command staff) provides reclama to DCG-O S3/5R via IDO	5 days
DCG-O S3/5R evaluates reclama and either accomplishes UIC Change or prepares reclama package for Field Command/CC approval	5 days
Field Command/CC approval	4 days
If approved, DCG-O S3/5R re-sources requirement	4 days
If reclama disapproved, DCG-O S3/5R notifies IDO	1 day

8.5.3. UIC Change: Although not considered a reclama, Delta commanders and MAT-FAMs may request that DCG-O S3/5R change the unit originally sourced to support a deployment requirement, through their local IDO.

8.5.4. Reclama Reasons: The two conditions the USSF considers justification for a reclama are capability not available and severe mission impact.

8.5.4.1. Capability Not Available. Unit does not have personnel assigned and trained and/or does not have equipment on-hand and serviceable. The tasked unit will consider every possible resource to meet mission requirements prior to submitting a reclama. Capability not available would also be used if the tasking exceeds the unit's mission requirements.

8.5.4.2. Severe Mission Impact (SMI). The unit has the capability and sufficient personnel to meet requirements, but deployment of personnel or equipment would cause a severe mission impact on the tasked unit.

8.5.4.2.1. SMI reclamas must address the necessary information for every eligible member within the Delta. The current USSF SMI questions will be addressed for all USSF SMI reclamas and can be obtained from DCGO/S3/5RD or the IDO.

Chapter 9

SPAFORGEN AND THE INDIVIDUAL GUARDIAN

9.1. Purpose. This chapter establishes policy and procedures for the management of individuals in support of SPAFORGEN. This encompasses individual deployment availability, force management with respect to individuals, and sourcing individuals to fulfill IA requirements.

9.2. Deployments. All USSF personnel contribute to SPAFORGEN. DCG-O S3/5R and other designated force coordinators support SPAFORGEN by identifying the most ready and available forces as part of UTCs or as individuals to meet validated requirements. Guardians are always eligible for deployment, based on assigned/committed mission requirements or GP&S mission requirements, SecDef D2D limitations, personnel actions, and DAV codes. Commanders determine who deploys, unless MilPDS sourced.

9.2.1. All military members are expected to be ready and available for deployment. This includes maintaining physical fitness, ensuring medical status is up to date and documented, ensuring personal, legal, and family affairs are in order. Commanders and supervisors will ensure their personnel meet these requirements of being ready to deploy. The goal is to provide the deployment tasking to the member with as much notice as possible.

9.2.2. Guardians are not part of AFFORGEN however the USSF relies on the USAF deployment systems, processes, and functions. Ready Airman Training (RAT) does not apply to Guardians in the same manner that it does to Airmen, but when a Guardian is tasked to deploy, they must still comply with all applicable reporting instructions and supported commander guidance. If the applicable guidance directs accomplishment of RAT, Guardians will complete it at the Category 1 level.

9.3. Associating Individuals. Guardians may be temporarily assigned to organizational staffs as IA; based on their skill set, experience, and availability. All Guardian training and assignments are recorded in DRR-S, and every USSF unit is categorized as C, CS, CSS, or Other; in accordance with Joint Chiefs of Staff (JCS) UDC. Guardians who are assigned to organizations categorized as "Other" will primarily be used to meet IA requirements.

9.3.1. Operational Deferment (DAV 64). Individuals will be assigned a DAV Code of 64 (Operational Deferment) only in association with an approved SMI reclama. Individuals with a DAV 64 will not be included in the normal rack-and-stack tasking methodology but may be tasked as part of a forced-to-source solution with SF/COO and assigned CCDR approval. **NOTE:** DAV 64s will generally have an expiration date of 12 months from the specific deployment's RDD. There are situations that may dictate different expiration dates.

9.4. Sourcing. USSF sourcing is accomplished through USSF's software suite DCOMP. The sourcing process is accomplished differently for C, CS, CSS, and Institutional force category, but utilizes the same functions within DCoMP. The following are key elements of DCOMP:

9.4.1. Deployments Module. The Deployments Module contains information on all known deployments for Command Identification (CID) codes for which USSF oversees or establishes and monitors minimum manning requirements. DCG-O S3/5R maintains data by ULN and line number (LNR), can access MilPDS data of tasked individuals, integrates UTC data, automatically records changes to any field within a ULN. DCG-O S3/5R emails MAT-FAMs of relevant information or changes, records information and comments provided by the IDO, MAT-

FAM, or SF FC. DCG-O S3/5R records and tracks UIC changes, reclamas, and can automatically post to newsgroups when verifying JOPES ULNs.

9.4.2. MilPDS. MilPDS data is displayed for all USSF personnel. Current and historical data is available to assist in the identification and sourcing of individuals for all specialties. This includes PME, civilian education, deployments, SEIs, duty titles, and assignments. DCOMP does not create Personal Identifiable Information (PII) data, but displays data contained in DCAPES and MilPDS.

9.4.3. Electronic Justification (eJUST). This section records mission requirements for every operational unit. It details what each unit contributes to the overall mission, what the impact would be if personnel were not available, and specifics on what type and how many personnel are required. This data is gathered annually, in-person, with every commander.

9.4.4. Authorizations Module. The authorizations module contains current and projected UMD authorizations for active-duty funded positions for all units associated with the USSF.

9.4.5. Capability Analysis (CA) Module. The CA module gathers information from the ULN, authorizations, MilPDS, and eJUST to determine supportability for every unit within USSF that has the requested capability assigned. It utilizes the equation "Manning minus Mission Requirements (M3R)" to determine if there are personnel in excess of mission requirements that would be available to deploy. CA also projects M3R into the future to ensure that the tasking can be supported throughout the period of the deployment. If M3R is negative at any time during the anticipated deployment period, then the tasking is not supportable by the unit being analyzed.

9.4.5.1. CA and MilPDS Deployment. If a unit can support a deployment request for manning, MilPDS must be examined to ensure that the individual can deploy (i.e., not separating, retiring, PCSing, DAV coded, D2D, etc.) After identifying where capability exists, CA then provides data on all personnel meeting the deployment requirement. Individuals that cannot deploy are highlighted and can be excluded from consideration. This provides the ability to quickly determine not only M3R, but specific individuals that are able to deploy.

9.4.5.2. CA and MilPDS Sourcing. This uses many of the same functions as M3R but begins with a prioritization of personnel using MilPDS sourcing rules. It identifies personnel meeting the deployment requirement, then sorts them by number of deployments, date returned from last deployment, number of short tours, and short tour return date. This capability can also eliminate individuals with deployment limitations and can access eJUST to determine if M3R is a factor for individuals in combat units.

9.5. Sourcing Guardians to Fulfill Joint Force Commander Requirements.

9.5.1. The sourcing methodology and pool from which requirements are drawn will be guided by the first character of the tasking type code assigned to each requirement. If the tasking type is K (i.e., IA requirement), the primary sourcing pool is the Institutional Force and the MilPDS sourcing methodology will be followed; if the tasking type is other than K (i.e., unit-like requirement), the primary sourcing pool is the warfighting force, and the C, CS, CSS sourcing process will be followed (See Table 9.1.). Sourcing methodology used, will be determined by DCG-O S3/5R.

9.5.2. By-Name Requests (BNRs). DCG-O S3/5RD will enter the tasked PAS and Social Security Number in DCAPES for all approved BNRs.

Table 9.1. Tasking Type, Sourcing Methodology and Appropriate Resource Pool Matrix

Tasking Type	Primary Pool	Sourcing Methodology	Alternate Pool	Alt. Pool Sourcing Methodology
F, G, J	C, CS, CSS	CA/eJUST	IF	CA/MilPDS
H	C, CS, CSS	CA/eJUST	IF	CA/MilPDS
K	IF	CA/MilPDS	C, CS, CSS	CA/eJUST
NOTE: Some requirements may be better suited to MilPDS sourcing methodology				

9.5.3. Individuals assigned to OSD components, defense agencies, DoD field activities, and CCDR staffs will not be tasked without prior approval.

9.5.4. "Any-SFSC" Requirements. MilPDS sourcing procedures will be utilized. Due to the recent stand up of the USSF, the Service has minimal manpower to fill "Any AFSC or SFSC" requirements.

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References
Title 10, U.S.C., *Armed Forces, 1 January 1957.*
2021- Pub. L. 116–283, div. A, title IX, §923(a)(2), Jan. 1, 2021, 134 Stat. 3807 , substituted
"Air Force and Space Force" for "Air Force" in item for subtitle D.
Title 10 United States Code § 9013, *Secretary of the Air Force*, 6 June 2023
Title 10 United States Code § 162, *Combatant Commands assigned forces; chain of command*
Secretary of Defense Global Force Management Implementation Guidance, 28 January 2016
Chairman of the Joint Chiefs of Staff Guide 3130, *Adaptive Planning and Execution Overview
and Policy Framework*, 29 May 2015
CJCSM 3130.06, *Global Force Management Allocation Policies and Procedures*
Chairman of the Joint Chiefs of Staff Manual 3130.06B, *Global Force Management Allocation
Policies and Procedures*, 12 October 2016
Air Force Manual 33-363*, Management of Records*, 1 March 2008

Abbreviations and Acronyms
ACR—Authorization Change Request
ADP—Automated Data Planning
AFD—Assigned Force Demand
AFFORGEN—Air Force Generation
AGT—Automated GFM Tool
APEX—Adaptive Planning and Execution
AT—Apportionment Table
BNR—By-Name Request
C—Combat
CA—Capability Analysis
CCDR—Combatant Commander
CDET—Combat Detachments
C-FLDCOM—Component Field Command
CID—Command Identification
CJCS—Chairman of the Joint Chiefs of Staff
CMR—Combat Mission Ready
COMSPACEFOR—Component Commander for Space Forces
CRF—Contingency Response Forces
CS—Combat Support
CSO—Chief of Space Operations
CSQ—Combat Squadron
CSS—Combat Service Support
CWOS—Close Without Sourcing
D2D—Deploy To Dwell
DAF—Department of the Air Force
DAV—Deployment Availability

DCAPES—Deliberate and Crisis Action Planning and Execution Segments
DCG-O S3/5—Deputy Commanding General of Operations Training, Plans, Readiness
DCOMP—Deployment Comparison Management Program
DEPORD—Deployment Order
DFE—Dynamic Force Employment
DJSDirector Joint Staff
DRMD—Deployment Requirement Manning Document
DRRS—Defense Readiness Reporting System
DRT—Directed Readiness Table
EiP—Employed-in-Place
EJUST—Electronic Justification
EMSO—Electromagnetic Spectrum Operations
ETL—Estimated Tour Length
FAM—Functional Area Managers
FGS—Force Generation Squadron
FLDCOM—Field Command
FOF—Follow-On Forces
GFM—Global Force Management
GFMAP—GFM Apportionment Plan
GFMB —GFM Board
GFMIG—Global Force Management Implementation Guidance
GP&S—Force Generation, Presentation, And Sustainment
IA—Individual Augmentation
IDO—Installation Deployment Officer
IDRC—Installation Deployment Readiness Cell
IPR—Installation Personnel Readiness
IRF—Immediate Response Force
JACO—Joint Action Coordinating Office
JCRM—Joint Capabilities Requirements Manager
JFC—Joint Force Coordinator
JFM—Joint Force Manager
JFP—Joint Force Provider
JIA—Joint Individual Augmentees
JMD—Joint Manning Document
JPEC—Joint Planning and Execution Community
JRC—Joint Requirements Code
JS/J3—Joint Staff Operations
JTF-JMD—Joint Task Force-Joint Manning Document
M3R—Manning Minus Mission Requirements
MAT-FAM—Mission Area Team Functional Area Manager
MEFPAK—Manpower and Equipment Force Packaging
MILPDS—Military Personnel Data System
MISCAP—Mission Capability
NDS—National Defense Strategy
NIS—Name-In-System
OPLAN—Operation Plan

OSD—Office of the Secretary of Defense
PCS—Permanent Change of Station
PERSCO—Personnel Support for Contingency Operations
PII—Personal Identifiable Information
PLANORD—Planning Order
POC—Point of Contact
RFC—Request for Capability
RFF—Request for Forces
SATCOM—Satellite Communications
SDOB—Secretary of Defense Orders Book
SECAF—Secretary of the Air Force
SECDEF—Secretary of Defense
SF/COO—Chief of Space Operations for Operations
SF/COOA—Deputy Chiefs of Space Operations Assessments
SF/DCS—Deputy Chiefs of Space Operations
SF/FC—USSF Force Coordinators
SF/FD—USSF Functional Directors
SF/S1—Deputy Chief of Space Operations for Human Capital
SF/S1L—Space Force Senior Leader Management
SF/S2—Intelligence, Surveillance, and Reconnaissance Directorate
SF/S4O—Mission Sustainment Division
SF/S5P—Global Partnerships Directorate
SF/S6C—Cyber and Spectrum Operations Division
SF/S7O—Force Generation Division
SFPD—Space Force Policy Directive
SMI—Severe Mission Impact
SPAFORGEN—Space Force Generation
SPFPD—Space Force Policy Directive
SFPM—Space Force Policy Memo
SPOC—Space Operations Command
SSC—Space Systems Command
STARCOM—Space Training and Readiness Command
TPFDD—Time-Phased Force Deployment Data
TUCHA—Type Unit Characteristics
TUDET—Type Unit Equipment Detail
UCP—Unified Command Plan
UDM—Unit Deployment Manager
UIC—Unit Identification Code
UMD—Unit Manning Document
USSF—United States Space Force
UTC—Unit Type Code

Terms

Allocation – The temporary adjustment, or deployment, of available forces to support CCMD, on a as needed, basis for non-enduring missions. The SecDef directs the allocation of available forces through the annual GFMAP Base Order, to provide temporary forces. Allocation or deployment, can change significantly from year to year, depending on geopolitics and changes in the national strategies.

Apportionment – Apportionment is the process of estimating what forces will be available for near-future planning. Apportionment estimates are documented and published quarterly, as the Apportionment Tables (AT). The AT represents the forces a CCMD could reasonably expect to be available for deployment or allocation through the RFF and SDOB process. The AT process is a refinement of the estimates made during the annual DRT process.

Apportionment Table (AT) – The AT is a quarterly process, led by the Joint Staff, J8, that refines the estimate of forces a CCMD could reasonably expect to be available for deployment or allocation through the RFF and SDOB process. The quarterly AT is derived from the annual DRT process.

Assignment – Term used for the assignment of forces to the unified and specified CCMDs to perform missions assigned to them, in support of national strategic objectives documented in the National Military Strategy (NMS) and National Defense Strategy (NDS). Section 162 of US Title 10 directs the Service Secretaries, with approval from SecDef, to assign forces to the CCMDs. The SecDef provides guidance on the level of forces that will be permanently assigned to the CCMDs in the annual Forces For memo. The tables attached to the Forces For memo list the minimum number of forces that a CCMD can expect to be dedicated to their area of responsibility (AOR). Combatant commanders have OPCON of the assigned forces to them, and exercise CCMD authority over those assigned forces; meaning those forces may only be deployed out of the CCMD AOR by an agreement between the CCDRs (for 45 days maximum) or by a SecDef decision.

Automated Data Planning (ADP) - the applications and technical component of JOPES that supports a Service's requirement for joint planning and development of OPLANs and OPORDs.

Automated GFM Tool (AGT) – The online collaboration tool, provided by the Joint Staff, J8, for the purpose of collecting input from the Services for the Forces For Unified Commands memorandum, DRT, and AT. SF/S7O is the lead for timely inputs from USSF on Combat Squadron and Combat Detachment readiness for GFM processes. SF/S7O updates the USSF tables via the AGT website. SF/S7O will coordinate data for force elements, unit numbers, and equipment with assigned CCMDs.

Combat Mission Ready (CMR) - CMR is a designation given to an operations crewmember that has received Initial Skills Training (IST) (or a joint or allied IST equivalent), has completed Initial Qualification Training (IQT) and/or Mission Qualification Training (MQT), has passed an evaluation, and has been certified by their Squadron Commander, Operations Center Director, or appointed designee, to perform operational mission requirements in support of a combat unit's mission essential tasks. (SPFI 10-602)

Combat Squadron (Combat Sq) – A USSF unit assigned to a CCMD that performs operational missions to provide combat effects supporting CCMD mission requirements. Combat Squadrons are comprised of Force Elements sourced from Force Generation Squadrons.

Contingency Response Force (CRF) – The category of forces, identified in the DRT, to be ready to respond to a contingency in ten (10) to thirty (30) days. CRF is preceded by IRF and followed by FOF.

Deliberate and Crisis Action Planning and Execution Segments (DCAPES) - system of record for USSF deployment requirements.

Deployable Forces - These are forces that are designed, trained, and equipped to deploy to a CCMD AOR in support of CCDR requirements.

Deploy To Dwell (D2D) – SecDef policy designed to ensure units have the time required to reconstitute readiness after a deployment. While in dwell a unit is not deployable unless D2D limits are waived by the SecDef. Once dwell has been achieved, capability remains available until tasked. This applies to both combat and institutional forces.

Directed Readiness Table (DRT) Force Offering - Fills out and submits the "initial assessment and force offering" for the DRT build to JS/J8. This tool is an Excel spreadsheet provided by JS/J8 to collect and organize force numbers from the Services. SF/S7O coordinates force numbers with CCMDs for assigned forces through USSF Component Field Commands. The names of the Force Elements, the number of units, and their equipment will mirror the Forces For memo.

Employed-in-Place (EiP) - These are forces who execute their mission from home station. Typically, EiP missions are conducted in orbit, and whose operational affects are global.

Follow On Forces (FOF) - The category of forces, identified in the DRT, to be ready to respond to a contingency in over thirty (30) days. FOF is preceded by CRF and are the final forces to arrive in theater.

Force Generation Squadron (FGS) - A USSF unit that provides trained and ready personnel for the Combat Squadron to present to the combatant command (CCMD). The FGS generates and presents personnel and capabilities by conducting training, evaluations, maintenance, personnel administration, and providing professional development.

Force Structure - Numbers, size, and composition of the units that comprise our Defense forces, e.g., divisions, ships, air wings.

Functional Area - One or more USSF specialties that provide a specific support or capability (I.E., Supply, Maintenance, Personnel, Services, etc.).

Functional Area Manager - The Functional Area Manager (FAM) is the individual responsible for the management and planning of all personnel and equipment within a specific functional area to support wartime and peacetime contingencies.

Generation, Presentation, and Sustainment (GP&S) – Those requirements related to the generation, presentation, and sustainment of the unit to accomplish its mission. These requirements include, but are not limited to, training, maintenance, administration, budgetary, and professional development. The GP&S requirements are not associated with, nor would result in failure, to accomplish the assigned/committed mission. The minimum number of personnel required to accomplish the GP&S mission, is the "GP&S requirement", which is used to calculate M3R.

Global Force Management Implementation Guide (GFMIG) - The SecDef approved and signed, guidelines and procedures for GFM processes. The GFMIG is published every two years and ensures unity of effort for GFM across the JPEC. The GFMIG is a classified document available on the Secret Internet Protocol Routing Network (SIPRNet).

Immediate Response Force (IRF) - The category of forces, identified in the DRT, to be ready to respond to a contingency in zero (0) to ten (10) days. IRF are the first forces in theater and are followed by CRF.

Institutional Force - Those forces assigned to organizations responsible to carry out the SecAF Title 10 functions at the Space Force level (i.e., organize, train, equip, recruit, supply, etc.). Although these organizations as a whole do not represent a warfighting capability, the members assigned to these organizations can be deployed if the deployment does not break USSF mission requirements.

Joint Requirements Code (JCRM) – The portion of Joint Capability Requirements Manager (JCRM), where a Service's capabilities are aggregated. JRCs are used to categorize, organize, and manage requested force requirements, and to assist JFC for the purpose of identifying and staffing global joint sourcing solutions. JRCs provide CCMD planners, Joint Staff, and JFC/JFPs the ability to easily track aggregate functional requirements and sourcing information.

Joint Operation Planning and Execution System (JOPES) – the applications and files (DRRS, JCRM, DCOMP) used by the Joint Staff to interface with the Services in the development of products essential for joint planning.

Joint Requirements Code (JRC) - JRC are used to categorize, organize, and manage requested force requirements, and to assist JFC in identifying and staffing global joint sourcing solutions. Capabilities are aggregated under JRCs within Joint Capability Requirements Manager (JCRM). Supported component headquarters planners use JRC to develop requirements in JCRM**.** JRC provides CCMD planners, Joint Staff, and JFC/JFPs the ability to easily track and aggregate functional requirements, and sourcing information.

Readiness—The ability of forces, units, weapon systems, or equipment to deliver the outputs for which they were designed (includes the ability to deploy and employ-in-place without unacceptable delays).

Reclama—A request to duly constituted authority to reconsider its decision or its proposed action. Reclama is the process to "request to duly constituted authority to reconsider its decision or its proposed action" (JP 1-02) when a valid shortfall exists, or the task would cause a severe adverse impact on the unit's mission.

Risk – The probability that a hazard will occur, and severity of the impact of that hazard.

Rotational Operations – Any operations that requires a continuous rotation, for an employed-in-place or deployed location. Standard deployments are completed after a standard tour length and are replaced by a unit with the same capability. Rotational operations are sustained indefinitely, by a rotating crew.

Secretary of Defense Orders Book (SDOB) – The document that codifies the SecDef approval of a CCMD requests for forces (RFF) that exceeds the GFM Apportionment Plan (GFMAP) Base Order.

Space Force Generation Model (SPAFORGEN) – The construct that enables USSF to meet Title 10 institutional Service requirements and present forces to CCMD, at the highest possible level of readiness. SPAFORGEN is the battle rhythm for all USSF forces, designed to ensure USSF units can accomplish their day-to-day mission, and still have capacity and time, to conduct high-end readiness-building activities, that cannot be accomplished while committed to missions in support of CCMDs. Through SPAFORGEN, the Space Force establishes a predictable, standardized battle rhythm, ensuring rotational forces are properly organized, trained, equipped, and ready to sustain capabilities, while rapidly responding to emerging crises.

Unit Type Code (UTC) – UTCs are how Service capabilities are defined within the JOPES Automated Data Planning (ADP) system. It can consist of a manpower force element only, equipment only, or manpower and equipment combined. USSF UTC are listed in the Joint Operation Planning and Execution System (JOPES) Automated Data Planning (ADP) systems. The USSF utilizes DAF processes for developing and managing UTCs. UTCs are represented by a 5-character alphanumeric code. The first character of the UTC and the function it represents are provided in CJCSM 3150.24E, Type Unit Characteristics Report. A UTC is a potential capability focused upon accomplishment of a specific mission that the Military Service provides.

Unit Type Code, Standard – Standard UTCs represent a package of capability with a specific Mission Capability (MISCAP) statement, as defined in the Manpower and Equipment Force Packaging (MEFPAK) system and are designed to reduce the amount of detailed planning and coordination needed by combatant commander in requesting forces. Standard UTCs provide the most detail to Service planners and will be used to the greatest extent possible.

Unit Type Code, Shortfall - When a unit does not possess sufficient equipment or qualified personnel to support a UTC tasking, they will submit a UTC shortfall through the Installation Deployment Officer/Installation Deployment Readiness Cell via Reclama Processing Tool (RPT).

Waiver – A request to not require specific requirements or criteria to be met, for a justifiable reason.