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Operations

MOBILIZATION PLANNING AND PERSONNEL READINESS

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This instruction implements Department of Defense Directive (DODD) 1235.10, Activation, Mobilization, and Demobilization of the Ready Reserve, DODD 1225.6, Equipping the Reserve Forces, Air Force Policy Directive (AFPD) 10-4, Operations Planning: Air and Space Expeditionary Force Presence Policy (AEFPP), and provides mobilization process guidance to include mobilization, demobilization, mobilization authority, rescission, and extension. It applies to all Air Force and Air Reserve Component (ARC) activities that mobilize and activate units and individuals, as well as Individual Mobilization Augmentees (IMAs). Procedures for execution of mobilization can be found in Volume 2 of this instruction. DODD 1235.10 establishes Secretary of Defense (SECDEF) policy and assigns responsibilities for mobilization/demobilization processes, while Joint Publication 4-05, Joint Mobilization Planning, and 4-05.1, Joint Tactics, Techniques, and Procedures for Manpower Mobilization and Demobilization Operations: Reserve Component (RC) Callup, establish objectives and further define responsibilities of the Joint Staff and Services. This document represents general guidance; legal counsel should be sought to resolve ambiguities.

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. Major commands (MAJCOMs), direct reporting units (DRUs), and field operating agencies (FOAs) should thoroughly review this publication. Mobilization lessons learned as a result of operations supporting the United States' response to the terrorist attacks of 11 September 2001 and Air Force Handbook (AFH) 10-416, Personnel Readiness and Mobilization, dated 22 December 1994, are incorporated. In addition, mobilization, demobilization, extension, and rescission processes, and guidance on the use of the Aerospace Planning and Execution Network (ASPEN) (or its replacement) are contained within this document. Additional guidance is available in AFI 10-401, Air Force Operations Planning and Execution, AFI 10-403, Deployment Planning and Execution; and AFI 10-404, Base Support and Expeditionary Site Planning. Any organization may supplement this instruction. References to MAJCOMs include the Air National Guard (ANG), FOAs and DRUs as applicable. MAJCOMs will send one copy of their printed supplement to AF/A5X; other organizations send one copy of each printed supplement to the next higher headquarters. See Appendix for a

glossary of references, abbreviations, acronyms, and terms. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 37-123, Management of Records and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at **https://afrims.amc.af.mil/**. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF IMT 847, Recommendation for Change of Publication; route AF IMT 847s from the field through the appropriate functional's chain of command.

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Chapter 1

GENERAL INFORMATION

1.1. Mobilization Terminology. According to Joint Pub 1-02, DOD Dictionary of Military and Associated Terms, mobilization is defined as the act of assembling and organizing national resources to support national objectives in time of war or other emergencies, and as the process by which the Armed Forces or part of them are brought to a state of readiness for war or other national emergency. When comparing the formal and informal definitions of the term "mobilization" in use today, differences can be seen between the general and strict rendering. The term and concept of "mobilization" is typically associated with "calling up" Reserve Component (RC) forces--both individuals and units--to active duty (AD) to increase military capability. It can be more broadly associated with all activities necessary for the orderly transition of both Active and RC forces from a peacetime to wartime posture. In the strictest sense, Title 10 United States Code (Title 10 U.S.C.) most often uses the term "mobilization" as it applies to "partial," "full" or "total" mobilization (the three most robust levels of RC mobilization). Yet, other categories of RC activation exist to increase military capabilities; for example, the use of volunteers (Title 10 U.S.C. § 12301(d)), or the activation of ARC personnel under a Presidential Reserve Call-up (PRC) authority (Title 10 U.S.C. § 12304). Further, "mobilization" is most typically associated with contingency or war support, although various Title 10 activation authorities apply across the full range of military operations and may include responsibilities from peacetime through major combat operations, including domestic emergencies and miscellaneous activities and contingencies (such as insurrection). For the purposes of this instruction, the term "mobilization" is used both in the strict sense when associated with passages of law, but also more generally when associated with the general call-up of RC forces as otherwise addressed throughout this instruction. Armed with these caveats, the differences in use should be apparent to the reader. For the purposes of this AFI, Air Reserve Component (ARC) HQ is defined as: National Guard Bureau (NGB/CF) for the Air National Guard (ANG) and HQ Air Force Reserve Command (AFRC) for the Air Force Reserve.

1.2. Mobilization Planning. Mobilization Planning includes the development of an overall force mobilization strategy, securing the decisions and legal authorizations to activate, call-up or mobilize forces, the identification and validation of mobilization requirements by Air and Space Expeditionary Force Center (AEFC) (soon to be re-designated the Directorate of Air & Space Expeditionary Force Operations (AFPC/DPW)), Gaining Major Commands (GMAJCOMs) and Headquarters United States Air Force (HQ USAF), and the actual sourcing of specific ARC capabilities to meet requirements. Mobilization planning differs from activation planning in scope and applicability. While mobilization refers to broad, strategic shifts in priorities, activation specifically applies to a change in military status for individual personnel. Involuntary activation of ARC resources will be assumed for deliberate (adaptive) planning. Volume 2 of this instruction addresses all processes for individual and unit activation and deactivation.

1.2.1. The USAF War and Mobilization Plan (WMP) constitutes the USAF plan to support the Joint Strategic Capabilities Plan (JSCP) and the Department of Defense Mobilization Planning Directive. WMP Volume 1 (WMP-1), Basic Plan, provides major commands, field operating agencies, direct reporting units, and AF staff agencies a consolidated reference for general policies and guidance concerning mobilization planning and the support of combatant commands in time of war. WMP-3, Part 1, lists all available combat forces by type of aircraft, unit identification, unit availability date, and scenarios or theaters for which they are apportioned for deliberate planning. WMP-3, Part 2, Deliberate, Crisis Action Planning and Execution Segment (DCAPES)-Unit Type Code (UTC) Availability is

the official Air Force system for identifying the availability of all Air Force (AF) UTCs. It contains all postured UTC capability in the Air Force listed by UTC/Unit Identification Code (UIC)/Record Number. This UTC availability represents the Air Force's commitment to support Chairman of the Joint Chief of Staff (CJCS) requirements, Combatant Commander (CCDR), and service unique requirements.

1.2.2. The Air Force continues to refine Air and Space Expeditionary Force (AEF) Concept of Operations (CONOPS) and AEF Global Force Presentation construct, force mobilization planning and execution policies. AFPD 10-4, Operations Planning, AFI 10-401, Air Force Operations Planning and Execution; AFI 10-403, Deployment Planning and Execution; and AFI 10-215, Personnel Support for Contingency Operations (PERSCO); all address various aspects of AEF operations that affect or influence personnel mobilization policies in this instruction.

1.2.3. UTC. A UTC is a potential unit of capability focused upon accomplishment of a specific mission that the military Service component provides. It can consist of only Manpower Force Element(s) (MFE), only equipment element(s) (LOGDET), or both MFE and LOGDET.

1.2.3.1. UTCs are represented by a 5-character alphanumeric code. The assignment of a UTC categorizes each type organization into a class or kind of unit having common distinguishing characteristics, controlled by the Joint Staff and AF/A5XW. The first character of the UTC and the function it represents are provided in CJCSM 3150.24C Volume II, Type Unit Characteristics Report (TUCHAREP), Table 5.1.

1.2.3.2. War planners use UTCs to document total Air Force manpower and logistics requirements needed to support the national military strategy during operational planning and execution activities. These requirements are documented in a Joint Operation Planning and Execution System (JOPES)/DCAPES Time Phased Force and Deployment Data (TPFDD) (see **Chapter 8** for details) in support of an Operations Plan (OPLAN), Contingency Plan (CONPLAN) or Operations Order (OPORD).

1.2.3.3. The Mission Capabilities Statement (MISCAP) associated with a UTC defines the basic mission the UTC is capable of accomplishing.

1.2.3.4. Additionally, force mobilization planning and execution policies will follow the AEF CONOPS and AEF force presentation construct. AFI 10-403, and AFI 10-401, all address various aspects of AEF operations that affect or influence personnel mobilization policies in this instruction.

1.3. Tenets of Mobilization. Four mobilization tenets describe the characteristics of successful mobilization and provide the foundation for mobilization doctrine. The tenets are: objective, unity of effort, flexibility, and timeliness.

1.3.1. Objective. Joint operations are directed toward clearly defined, attainable, and decisive objectives. Planning for joint operations provides the basis for determining whether the mobilization of RC forces and other resources is required to achieve the objectives. Operational planners must clearly understand the mobilization implications associated with their plans to ensure that needed resources are identified, mobilized, and used judiciously and demobilized expeditiously. Requirements for activating RC forces will be clearly identified, as well as the need to expand the capability or capacity of other resource areas. Operational and mobilization planners must coordinate their efforts to ensure the time necessary for mobilization actions is clearly understood, and the resulting impacts clearly identi-

fied. The supported combatant commander must be apprised of the mobilization actions required of the supporting commanders and the supporting establishment.

1.3.2. Unity of Effort. Unity of effort in mobilization demands the integrated efforts of the nation's military and national sectors toward achievement of common objectives established by the President. Integration is achieved through the effective use of planning and execution processes that provide for timely and thorough coordination within the chain of command and among the Department of Defense (DOD), other Federal agencies, and the civil sector. A personnel call up alone, for example, would not be sufficient to provide unit and individual replacements to sustain a theater force in a protracted conflict. At the time of call up or induction, there must be enough organizational clothing and equipment for each Service member, as well as training base capacity and facilities to provide necessary training. At the time of deployment, there must be enough strategic transportation to the theater of operations. At the time of employment, there must be enough combat equipment in the theater, as well as food, ammunition, fuel, and repair parts to sustain peak performance. Additionally, there must be adequate health service support available in the event of injury or sickness. Unity of effort requires the integration of mobilization activities within and among the various resource areas. If integration is not accomplished, insufficient resources in one or more areas could delay the arrival of unit and individual replacements on the battlefield or impair their combat effectiveness.

1.3.3. Flexibility. Flexibility is necessary to develop an appropriate response in a crisis, overcome unforeseen problems, adapt to uncertainties, and adjust to the friction and fog of war. Flexibility for mobilization planning and execution has been provided in joint planning and execution systems and in the comprehensive set of legislated emergency powers that give the President, in his constitutional role as Commander in Chief, wide latitude in selecting a response to a developing crisis. There are substantial emergency authorities available to the President before a declaration of national emergency, such as the PRC authority and authorities ensuring priority of certain industrial production for defense needs. Other authorities are made available to the President upon a declaration of national emergency. Therefore, he must specify the powers he is invoking. Although the powers are limited to those specifically invoked, others may subsequently be invoked. This means the President has the flexibility to act incrementally to signal United States (US) resolve in a developing crisis and authorize certain preparatory actions without causing undue provocation. Joint planning and execution systems also provide flexibility in mobilization by delegating authority to the maximum extent consistent with control in order to promote freedom of action by subordinates and ensure continuity when communications are disrupted. The Joint Planning and Execution Community (JPEC) also contributes to flexibility with adaptive planning (i.e. developing a wide range of military response options for consideration by decision makers) and maintaining ARC forces and other resources at optimum readiness levels. Flexibility also demands a system for accurately monitoring the status and progress of mobilization and the ability to re-plan and redirect mobilization activities to work around bottlenecks, resource shortfalls, and provide protection of the force, equipment, and infrastructure being mobilized.

1.3.4. Timeliness. Timely mobilization of all resources is essential to achieving overwhelming force on the battlefield at the right time and place. It is also essential to seizing and maintaining the initiative. We must be able to act faster than the enemy is able to react. Achieving a capability for timely mobilization of resources requires timely indications and warning of the threat and appropriate response to such indications and warning. This is achieved through rapid needs assessment, efficient mobilization procedures and frequent exercises to test and improve our procedures. Additionally, we must provide each RC the resources necessary to maintain required readiness levels; sustain a civilian

work force prepared to support military missions; secure contractors prepared for their roles; and stockpile material and equipment to sustain the force until industrial base output can be expanded. This includes development of synchronized plans for the expansion of transportation, facilities, training bases, health services support, communications, and host-nation support necessary to deploy, employ, and sustain the mobilized force. Timeliness requires obtaining relief from environmental and any other legal or regulatory constraints, when necessary, as well as legal authorities and funding to enable each mobilization activity.

Chapter 2

MOBILIZATION PLANNING RESPONSIBILITIES AND COMMAND RELATIONSHIPS

2.1. Mobilization Planning Responsibilities. An integrated two-volume approach to presenting pertinent information was selected to maximize continuity in implementation. Volume 1 of this instruction primarily addresses mobilization planning activities, including the development of an overall force mobilization strategy, securing the decisions and legal authorizations to activate, mobilize and/or call-up forces, the identification and validation of mobilization requirements by AEFC, GMAJCOMs and HQ USAF, and the actual sourcing of specific ARC capabilities. Volume 2 specifies personnel policies and procedures supporting the activation/deactivation and/or mobilization/demobilization of individual ARC Airmen.

2.2. Mobilization Command Relationships and Responsibilities. During emergencies threatening national security, the roles and responsibilities of virtually every Federal department and agency will provide significant support to the DOD. The Deputy Chief of Staff, Air and Space Operations (AF/A3/5) develops overall mobilization and demobilization planning policy. The Deputy Chief of Staff, Personnel (AF/A1) will establish procedures for mobilization/demobilization policy execution. Functional directorates develop procedures for administrative support to active and ARC units, individual reservists, and retirees. Air Force Policy Directives, Instructions, handbooks, and other documentation outlining mobilization/demobilization planning policy and execution of activation/deactivation procedures and guidance will be reviewed annually. Listed below are the various agencies involved and their responsibilities.

2.2.1. The President of the United States (POTUS). The POTUS is the highest authority that directs the nation's military, including mobilization.

2.2.2. The Secretary of Defense (SECDEF). As appropriate, exercises involuntary recall authority for affected reserve component forces.

2.2.3. Office of the Secretary of Defense (OSD). OSD assists the SECDEF in managing mobilization by developing implementation guidance for issue by the SECDEF to the Joint Staff, Military Departments, and Defense agencies. OSD assembles cost data and compiles reports on the cost of military operations, as required by law.

2.2.4. National Security Council (NSC). The NSC at the direction of the POTUS establishes national security emergency preparedness policy, normally by means of an Executive Order that assigns emergency preparedness responsibilities, including mobilization, to the DOD and other Federal departments and agencies. The President chairs the NSC; regular attendees include the Vice President, Secretary of State, Secretary of the Treasury, SECDEF and Assistant to the President for National Security Affairs; CJCS is the statutory military advisor to the Council.

2.2.5. The Secretary of the Air Force (SECAF), upon receipt of the Executive Order, is given authority to approve mobilization. This authority may be delegated to a designated representative IAW Title 10 U.S.C. or an Executive Order.

2.2.6. Assistant Secretary of the Air Force for Manpower and Reserve Affairs (SAF/MR). SAF/MR is the lowest level to which mobilization approval authority may be delegated. In this capacity, SAF/MR, in coordination with Office of the Secretary of Defense (OSD) staff (principally the Under Secretary of Defense for Personnel and Readiness (USD(P&R))), provides guidance as contingency and

policy changes necessitate. SAF/MR guidance should detail, but is not limited to, parameters on mobilization and demobilization authority.

2.2.7. Chairman of the Joint Chiefs of Staff (CJCS). The Chairman, in consultation with the other members of the Joint Chiefs of Staff (JCS), prepares integrated plans for military mobilization, establishes planning relationships, develops mobilization options and provides mobilization recommendations to the SECDEF. The Chairman is also responsible for preparing and submitting general strategic guidance for the development of industrial mobilization programs to the SECDEF, monitoring the status and progress of mobilization, and preparing required reports for the President to submit to Congress.

2.2.8. Joint Staff. The Joint Staff (J3/J4) supports the CJCS in integrating the mobilization plans of the Military Departments and Defense agencies.

2.2.9. Combatant Commanders (CCDR). CCDRs organize and employ assigned/attached forces. They are principally responsible for the preparation and implementation of OPLANs. They also participate in the development of national military and theater strategies and participate in the Planning, Programming, Budgeting, and Execution (PPBE). As part of their operations planning responsibilities and based on additional planning guidance, they incorporate information on specific force levels projected to be available into OPLANs and OPORDs. Air Component Commanders will review all requirements for ARC augmentation prior to plan execution.

2.2.10. Supported CCDR. Supported CCDRs are tasked in the JSCP or by other joint operation planning authorities to prepare specific plans in their respective areas of responsibility. They specify force levels needed to support theater plans by identifying time-phased requirements of forces.

2.2.11. Supporting CCDR. Supporting CCDRs are tasked in the JSCP or by other joint planning authorities to provide augmentation forces and other support to a designated supported commander or commanders.

2.2.12. Commander, Air Combat Command (COMACC). COMACC is responsible for managing, sourcing, and executing the AEF schedule as tasked by the Chief of Staff of the Air Force (CSAF) per AFPD 10-4. COMACC, through the AEFC, will task, organize and transfer a ready, mission capable Air and Space Expeditionary Task Force (AETF) consisting of the Total Force to combatant commanders in accordance with the approved AEF rotational force schedule.

2.2.13. Air and Space Expeditionary Force Center (AEFC) (soon to be re-designated the Directorate of Air & Space Expeditionary Force Operations (AFPC/DPW)). The AEFC is the USAF's focal point for facilitating AEF operations. The AEFC plans, configures, integrates schedules, provides continuity, and assesses AEFs to ensure readiness to meet the full range of air and space operations. The AEFC commander establishes the Air Force force rotation date for each AEF rotation. The AEFC provides Expeditionary Combat Support (ECS) planning and scheduling oversight during crisis action planning, escalation to surge or full-scale operations, and the return to steady state operational levels. The AEFC identifies reconstitution requirements when ECS force commitment exceeds sustainment levels. The AEFC also coordinates with MAJCOMs to identify functional areas in surge operations and those that require reconstitution.

2.2.13.1. The AEFC coordinates with component planners during deployment / redeployment TPFDD construction. The AEFC assists the Air Force component commander with identifying capabilities and UTCs required to embody the AETF. The AEFC assists with TPFDD mainte-

nance for all operations supported with AEF scheduled forces. The AEFC maintains the master rotational TPFDD after the initial TPFDD build by the Air Force component commander.

2.2.14. Combat Air Forces Scheduling Integrated Process Team (CAF SIPT). The CAF SIPT is responsible for sourcing, developing, coordinating, publishing and maintaining the CAF portion of the Consolidated Planning Order (CPO), which provides the aviation schedule for the 20-month AEF cycle. ACC/A3O is the designated executive agent for the CAF SIPT and serves as the central point for supporting and managing the CPO database.

2.2.15. Mobility Air Forces (MAF). The MAF sources and schedules strategic airlift requirements. MAF aviation requirements are built by the supported command with Air Mobility Command (AMC) guidance. AMC/A3 prepares and schedules MAF aviation units for steady-state rotations.

2.2.15.1. Mobility Air Forces Scheduling Integrated Process Team (MAF SIPT) is responsible for sourcing, developing, coordinating, publishing and maintaining the MAF portion of the CPO, which provides the aviation schedule for the 20-month AEF cycle. AMC/A3 is the designated executive agent for the MAF SIPT and serves as the central point for supporting and managing the CPO database.

2.2.16. Expeditionary Combat Support Scheduling Integrated Product Team (ECS SIPT). The ECS SIPT is a multi-MAJCOM, cross-functional team of colonels or civilian equivalents, appointed by their respective MAJCOM commander or vice commander to represent the MAJCOM commander and functional ECS UTC resource managers concerning ECS scheduling and sourcing related issues. The AEFC is designated the executive and administrative agent for the ECS SIPT. The ECS SIPT approves the ECS Target Base Alignment Template and will review any requests to deviate from it. ECS SIPT recommendations for approval or disapproval are forwarded to the Vice Chief of Staff of the Air Force (VCSAF) for final decision. The MAJCOM ECS SIPT representative will coordinate and recommend approval/disapproval to the MAJCOM/CV of all MAJCOM reclamas for re-sourcing to another MAJCOM. The Chairman represents the interests of FOAs and other agencies capable of providing forces and not represented on the ECS SIPT as non-voting Airmen. The Chief, AEFC Scheduling Division is the ECS SIPT Executive Secretary responsible for the day-to-day business of the ECS SIPT.

2.2.17. Gaining Major Commands (GMAJCOMs). GMAJCOMs will develop appropriate plans ensuring forces can mobilize to meet the force availability identified in WMP 3, Part 1, Combat Forces and Part 2, Support Forces. This planning will include force list development, and justifications for expanding capability or capacity of other resource areas. GMAJCOM will develop ARC activation plans to support all aspects of the JSCP.

2.2.17.1. Air Reserve Component personnel will be activated for a period of service equal to the duration of the TPFDD validated requirement or the length of the original orders to AD whichever is shorter. Personnel will be expeditiously released and deactivated when the validated requirement diminishes or terminates.

2.2.18. Operations. The Deputy Chief of Staff (DCS), Air and Space Operations (AF/A3/5) is responsible for providing guidance to implement Air Force policy. Through the War and Mobilization Plans Division (AF/A5XW), AF/A3/5 manages the Air Force mobilization program. This includes coordinating efforts of AEFC, Air Staff, GMAJCOMs, and ARC to ensure Air Force mobilization procedures and systems are congruent with OSD policy, to include publishing this instruction.

2.2.19. The Air Force War and Mobilization Plans Division (AF/A5XW). AF/A5XW develops general policies regarding all facets of UTC management, general guidelines for posturing, and UTC alignment to individual AEFs. AF/A5XW is the primary Air Staff agent for interpreting and disseminating mobilization policy guidance. AF/A5XW is also responsible for managing the UTC Availability in the WMP System, but not for UTC updates. AF/A5XW receives and coordinates all mobilization/ demobilization and rescission requests for SECDEF and/or SECAF approval.

2.2.20. Personnel. The DCS, Personnel (AF/A1), assisted by the Chief, Air Force Reserve (AF/RE) and Director, Air National Guard (NGB/CF) manages the activation and deactivation of ARC personnel and retirees.

2.2.21. Personnel Policy. The Directorate of Personnel Policy (AF/A1P) develops plans, guidance, and procedures relating to implementation of volunteerism, recall, activation, sustainment, and deactivation authorities for the utilization of ARC, retirees, and active component personnel. AF/A1P implements these policies through the Personnel Readiness Division, AF/A1PR and the AF/Crisis Action Team (CAT)-A1 when the AF/CAT is activated. All involuntary activation/deactivation actions must be coordinated with AF/A5X. AF/A5X processes all mobilization issues through AF/A5XW.

2.2.22. Air National Guard (ANG). The Director, Air National Guard (NGB/CF) assists AF/A3/5 and A1 in developing guidance and procedures for volunteerism, mobilization, sustainment, and demobilization, and carries out policies through the ANG Staff. Additionally, NGB/CF through ANG/A3 or ANG CAT coordinates with AEFC and GMAJCOMs to source ANG forces for mobilization based on unit readiness, training and other capabilities.

2.2.23. Chief, Air Force Reserve (AF/RE). The AF/RE assists AF/A1 in developing guidance and procedures for volunteerism, mobilization, sustainment, and demobilization, and carries out policies along with HQ Air Force Reserve Command (AFRC) and HQ Air Reserve Personnel Center (ARPC). AF/RE, in his dual-hatted role as the AFRC commander, coordinates with the AEFC and GMAJCOMs to source AFRC forces for mobilization based on unit readiness, training and other special capabilities.

2.2.24. Medical. The Surgeon General (AF/SG) develops medical guidance for mobilizing/demobilizing the medical service, including ARC medical units, elements, and individuals. Additional guidance is provided for medical extension of active duty service in Volume 2 of this instruction.

2.2.25. Legal. The Judge Advocate General (AF/JA) reviews plans, orders, policies, and significant courses of action for consistency with applicable law and regulation.

2.2.26. GMAJCOM/FOA/DRU, respective ARC Headquarters, Unified Commands, and External Agencies will develop appropriate plans ensuring forces can mobilize to meet the force availability identified in WMP 3, Part 1, Combat Forces and Part 2, Support Forces. GMAJCOM/FOA/DRU, respective ARC Headquarters, Unified Commands, and External Agencies will establish any supplemental policies as appropriate. Such guidance will ensure effective and efficient mobilization/activation of ARC forces to AD, successful sustainment operations, and provide for organized and proficient transition of ARC forces off of AD.

2.2.27. GMAJCOM/FOA/DRU, respective ARC Headquarters, Unified Commands, and External Agencies are responsible for the tracking, proper utilization and overall management of activated ARC forces. In addition to data resident in the Military Personnel Data System (MilPDS), ASPEN (or its replacement) and DCAPES, other GMAJCOM/FOA/DRU tracking and reporting responsibilities

include, but are not limited to the tracking/reporting of each ARC Airman's current duty location, operational utilization (i.e. why the Airman was activated and what the Airman is currently being used for), activation/mobilization authority (AF/CAT-WMP authorization message and GMAJCOM message), Deployment Order (DEPORD) if appropriate, and any other data/tracking requirements as directed by AF/A1PR, AF/CAT-MPRC or AF/CAT-WMP.

2.2.28. MAJCOM/FOA/DRU, respective ARC Headquarters, in support of Unified Commands and External Agencies will develop internal guidance and procedures for volunteerism, recall, mobilization, sustainment, and demobilization following policy, guidance, and procedures found in this instruction.

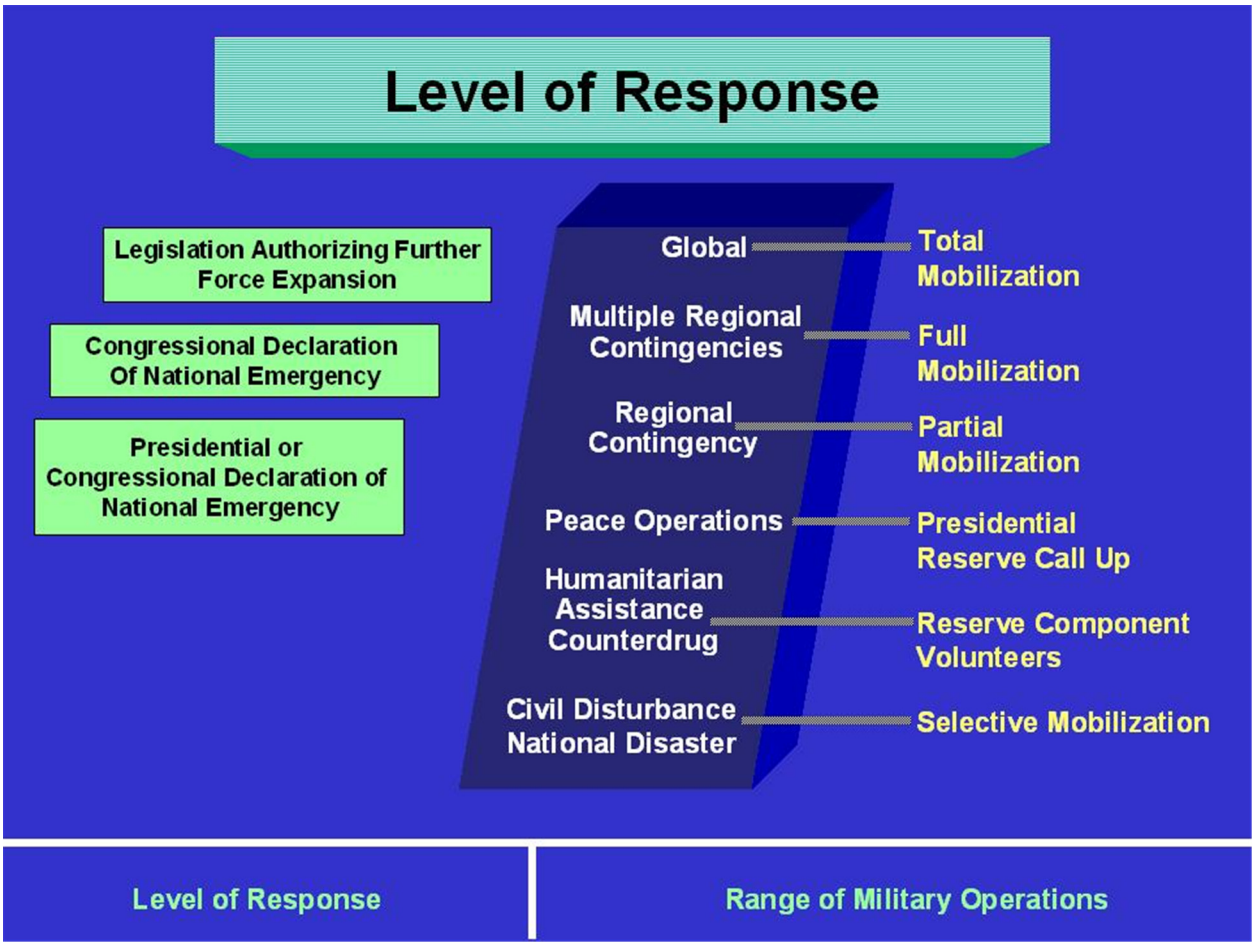
2.2.29. The ARC will develop plans to ensure all assigned forces can be mobilized.

Chapter 3

LAWS, AUTHORITIES, AND LEVELS OF MOBILIZATION

3.1. Laws, Authorities and Levels of Mobilization. Mobilization provides political, economic, military, and legal options for consideration by the President throughout the range of military operations (**Figure 3.1.**). Authority to activate ARC forces stems from United States Code and Public Law. Title 10 of the United States Code (Title 10 U.S.C.) contains the statutes governing manpower mobilization. Emergency actions are governed by Congressional action, Executive Orders, Federal, DOD and service regulations. The supported commanders, in consultation with assigned legal counsel, will consider emergency authorities during planning for response options and include them in OPLANs.

Figure 3.1. Level of Response



3.2. Authorities for Activation. **Table 3.1.** contains a partial list of authorities for activation available in various scenarios. There is no set or chronological sequence to these levels of activation; each depends on the nature of the contingency, its imminence, and the threat to U.S. National Security. The requirement to initiate any level of activation usually will compel a review at all management levels to consider escalating the level of access to the ARC forces. These authorities remain in effect until rescinded by the President or Congress or expire by law. There are seven major authorities for activation:

3.2.1. Volunteerism (Title 10 U.S.C. § 12301(d)). This flexible authority can be utilized by GMAJCOMs to bring Selected Reserve (SelRes) and Individual Ready Reserve (IRR) Airmen to AD on a voluntary basis during domestic or international emergencies and other contingency operations. This authority can be used as a bridge to quickly expand active force capabilities, while awaiting legal authority to proceed with involuntary activation actions. Further, it can also be used selectively throughout a contingency and beyond. The number of personnel activated is determined and managed by the GMAJCOMs but can also be limited by funding, by the number of available volunteers, and potential readiness impacts that could be caused by activating volunteers also assigned to UTCs subject to future involuntary activation, etc.

3.2.2. Retired Airmen (Title 10 U.S.C. § 688). Eligible retired Airmen may be involuntarily assigned to such duties as the SECAF considers necessary in the interests of National Security. Under Title 10 U.S.C. and regulations prescribed by the SECDEF, a retired member of the Regular Air Force (Section 688(b)(1)) or a member of the Retired Reserve who retired with an Active Duty retirement (Section 688(b)(2)), may be ordered to AD by the SECAF at any time. There is no specified period in this section of law for an Airman to be called to duty, except as noted below. The number that can be called is limited only by end strength issues and available funds to pay the individuals for the period they are called. Most Airmen ordered to AD under Title 10 U.S.C. § 688(a) may not serve on AD pursuant to orders under that subsection for more than 12 months within the 24 months following the first day of AD served under that subsection but that time limit is not applicable during war or national emergency.

3.2.3. Selective Mobilization for a domestic emergency (Title 10 U.S.C. § 332, 333, and 12406). Active Armed Forces may be expanded as a result of action by Congress and/or the President to mobilize Reserve Component units, Individual Ready Reservists, and the resources needed for their support to meet the requirements of a domestic emergency that is not the result of an enemy attack.

3.2.4. Presidential Reserve Call-Up (PRC) (Title 10 U.S.C. § 12304). The President, without declaration of national emergency, may authorize the SECDEF to augment the active Armed Forces by a call-up of ARC units and individuals for not more than 365 days to meet the requirements of an operational mission or certain emergencies. The President must notify the Congress and state reasons for this action. PRC is limited to not more than 200,000 Ready Reservists (of which 30,000 may be from the IRR) from all services. PRC authority may be operationally or geographically specific, based on the executive order for each occurrence.

3.2.5. Partial Mobilization (PM) (Title 10 U.S.C. § 12302). The Active Armed Forces may be expanded as a result of action by Congress (up to full mobilization) or by the President (not more than 1,000,000 for not more than 24 consecutive months) to mobilize Ready Reserve Component units, individual reservists, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security.

3.2.6. Full Mobilization (Title 10 U.S.C. § 12301). Active Armed Forces may be expanded as a result of action by Congress and the President to mobilize all Reserve Component units and individuals in the existing approved force structure, as well as all retired military personnel, and the resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to the national security. Reserve personnel can be placed on active duty for the duration of the emergency plus six months.

3.2.7. Total Mobilization (Title 10 U.S.C § 12301 and the additional Titles 10 and 50 Emergency Authorities). The Active Armed Forces may be expanded as a result of action by Congress and the President to organize and/or generate additional units or personnel beyond the existing force structure, and the resources needed for their support, to meet the total requirements of a war or other national emergency involving an external threat to the national security.

3.2.8. Stop–Loss (Title 10 U.S.C § 12305). Stop-Loss can be a prudent crisis preparation action. Any time ARC personnel are serving on active duty pursuant to an order to active duty under 10 U.S.C. § 12301, 12302, or 12304, the President may suspend any provision of law relating to promotions, retirements and separations for ARC and AD personnel. Under this section, the President may prevent members of the ARC from being reassigned to a resource pool of lesser availability (e.g., SelRes to IRR, IRR to Standby Reserve (active status), Standby Reserve (active status) to Standby Reserve (inactive status)). Hence, Stop-Loss can be viewed as a "temporary force preservation" measure associated with mobilization authority granted in support of contingencies.

Table 3.1. Legal Authorities for Activation

Legal Authorities for Activation					
RULE	**LEGAL AUTHORITY**	**AUTHORIZATION REQUIRED**	**SITUATION Appendix 1**	**ELIGIBILE PERSONNEL**	**REMARKS**
1	10 U.S.C. § 12301(d)	Approval of an authority designated by SECAF	At any time	Volunteers	May be used for any lawful purpose. Consent of the Airmen (and respective Governor for Guardsmen) is required. 10 U.S.C. § 12301(d).
2	10 U.S.C. § 12406 (Also related 10 U.S.C. § 331 10 U.S.C. § 332 10 U.S.C. § 333 and 10 U.S.C. § 334)	President	Invasion by a foreign nation, suppress rebellion, or execute laws (selective mobilization)	ANG	May be used for Federal aid to states in case of insurrection (10 U.S.C. § 331). Enforce Federal authority (10 U.S.C. § 332). Suppress interference with state and Federal law (10 U.S.C. § 333). Following Presidential proclamation for insurgents to disperse (10 U.S.C. § 334).

Legal Authorities for Activation					
RULE	**LEGAL AUTHORITY**	**AUTHORIZATION REQUIRED**	**SITUATION Appendix 1**	**ELIGIBILE PERSONNEL**	**REMARKS**
3	10 U.S.C. § 12304	SECDEF pursuant to authorization from President who has determined that it is necessary to augment the active forces	Operational mission or in response to certain emergencies	Limited to 200K Ready Reserve for up to 365 days (30K of the 200K may be IRR from all services). The Air Force share of the 30K IRR call-up authority is determined upon execution of Title 10 U.S.C. § 12304	The President must report to Congress within 24 hours on the circumstances necessitating the action taken under this section and describing the anticipated use of these units or members. May not be used for disaster relief.
4	10 U.S.C. § 12302	Secretaries of the military departments	National emergency declared by the President	Limited to 1,000,000 Ready Reserve Airmen for up to 24 months	SECDEF must report to SASC and HASC at least once a year on the policies and procedures he prescribes to carry out subsection (b) of 10 U.S.C. § 12302

Legal Authorities for Activation					
RULE	**LEGAL AUTHORITY**	**AUTHORIZATION REQUIRED**	**SITUATION Appendix 1**	**ELIGIBILE PERSONNEL**	**REMARKS**
5	10 U.S.C. § 12301(a) Full and Total Mobilization	An authority designated by SECAF	Congressional Declaration of War or national emergency	All ARC members except that members on inactive status lists or in a retired status may not be ordered to AD unless SECAF (w/SECDEF approval) determines that there are not enough qualified reserves in an active status or in the active Air National Guard in the required category who are readily available. No numerical or time limitation unless established by Congress.	Unless terminated at an earlier date by the Secretary concerned, the period of active service of any Airmen of an Armed Force is extended for the duration of any war plus 6 months. (10 U.S.C. § 671 specifies Basic Training requirement).

Legal Authorities for Activation					
RULE	**LEGAL AUTHORITY**	**AUTHORIZATION REQUIRED**	**SITUATION Appendix 1**	**ELIGIBILE PERSONNEL**	**REMARKS**
6	10 U.S.C. § 12305 Stop-Loss	President	Any time ARC Airmen are on AD pursuant to orders to AD under 10 U.S.C. § 12301(a), 12302 or 12304 is authorized	Any member of the armed forces the President determines is essential to national security	During any period ARC Airmen are on AD pursuant to orders to AD under 10 U.S.C. § 12301, 12302 or 12304, the President may suspend any provision of law relating to promotion, retirement, or separation applicable to any member of the armed forces who the President determines is essential to national security.
7	10 U.S.C. § 12103	SECAF prescribes terms of enlistment; extension under this section is automatic during a war or national emergency	Congressional declaration of War or national emergency	May be limited by SECAF	Enlistments in effect at the beginning of war or national emergency or entered into during that time continue in effect until six months after the end of that war or national emergency or the end of the enlistment term whichever is later. Extension of Reserve Component enlistments can bridge the duration of the event plus six months.
8	10 U.S.C. § 603	President	Congressional declaration of War or national emergency	Any qualified person	This section of law provides for temporary appointments to any officer grade (not including warrant officer) below the grade of Lieutenant General.

Legal Authorities for Activation					
RULE	**LEGAL AUTHORITY**	**AUTHORIZATION REQUIRED**	**SITUATION Appendix 1**	**ELIGIBILE PERSONNEL**	**REMARKS**
9	10 U.S.C. § 688	SECAF Approval	At any time	Retired members of the Regular Air Force and members of the Retired Reserves who retired w/AD retirements	During peacetime, most officers may not serve more than 12 months within 24 months from the first day of active duty. During war or national emergency declared by Congress, there is no limitation to tour length.

Chapter 4

MAINTAINING THE TOTAL FORCE POLICY

4.1. Maintaining the Total Force Policy. The Total Force Policy means that both the Active and Reserve Components must work together and prepare to deploy at any time. Mobilization plans will cover all degrees of volunteerism, involuntary recall, mobilization, and demobilization, which support the JSCP, Deliberate Plans and Crisis Action Planning.

4.2. Civilian Workforce Management. The Air Force Total Force Policy includes considerations for the civilian workforce. Policy guidance is addressed in AFI 36-507, Mobilization of the Civilian Workforce; AFPD 36-5, Civilian Personnel Resource Management; DODD 1200.7, Screening of the Ready Reserve; DODD 1400.31, DOD Civilian Work Force Contingency and Emergency Planning and Execution; and DODD 1404.10, Emergency-Essential (E-E) DOD U.S. Citizen Civilian Employees. They each address specifics of developing requirements and procedures for contingency planning for the civilian work force.

Chapter 5

MOBILIZATION CONSIDERATIONS

5.1. Mobilization Considerations. The decision to activate ARC forces is a serious matter and must be made only after determining it is both judicious and prudent to do so. The following considerations will be made before sourcing a required capability to an ARC individual or unit:

5.1.1. Although the entire Ready Reserve, consisting of the SelRes and the IRR, may be accessed via mobilization, normally the Air Force first seeks use of the SelRes through volunteerism and then through involuntary mobilization. Involuntary activation of retired Regular Air Force Airmen is normally restricted to critical Air Force specialties. Access to retired Regular Air Force Airmen is accomplished via the Pre-Trained Individual Manpower (PIM) Process. Retired Reserve Airmen may also be activated involuntarily upon approval of full or total mobilization. Refer to **Chapter 10** for more complete details on activating Air Force PIM, which includes the IRR, Active Duty Retirees, the Standby Reserve and Retired Reserve. When sourcing, selection of a volunteer ARC Airman will have priority over a non-volunteer Airman.

5.1.2. To the maximum extent possible, allow 30-days minimum between notification (alert) and activation. Exception: personnel identified in pre-determined crisis response and rotational constructs (i.e. AEF) or specified in an OPLAN may be activated without a specific alert notification.

5.1.3. Employ ARC individuals and units in a manner that maximizes the utilization of their core capabilities for the duration of activated service.

5.1.4. Give early consideration to the feasible use of alternate manpower sources, such as AD forces, coalition forces, host nation support, federal civilians, civilian contracted labor, a technological solution, or other means that may be available.

5.1.5. Apply innovative management alternatives such as using retirees and civilian auxiliaries.

5.1.6. Other considerations should include any restrictions such as end strength accountability, mobilization ceilings, tour lengths, and Airman participation in the current or previous contingency operations, respectively.

5.2. Backfill. While the primary utilization of ARC forces will be for their specified UTC, ARC forces can provide installations with manpower to perform the functions and services provided by active Airmen who deploy forward. When considering backfill requirements, ensure the service or function that the ARC Airman will provide is critical to supporting families and the installation community during the period the active Airman is deployed. Some alternate manpower sources to consider are:

5.2.1. Joint and/or regional solutions to provide the service or function in-lieu-of activating an ARC individual or unit.

5.2.2. Existing civilian or auxiliary workforces to provide the service or function on a temporary basis while the active Airman is deployed.

5.2.3. Hiring of civilian contractors to perform the service or function short-fall caused by the AD Airman's absence during deployment, either on the installation or from within the regional community.

5.3. Backfill Medical Members. Backfill medical Airmen when:

5.3.1. There are no adequate regional or joint solutions, including greater reliance on the civil sector, to provide the patient population responsive quality medical care.

5.3.2. Diminished staffing could affect the accreditation of the medical treatment facility, its outlying clinics or its key programs.

5.3.3. The backfill is essential to theater medical evacuation plans.

Chapter 6

VOLUNTEERISM

6.1. Volunteerism. In the early stages of a contingency, participating ARC forces used by a GMAJCOM are often volunteers from the SelRes (either as individuals or in postured UTCs), activated under Title 10 U.S.C. § 12301(d) and serving on Military Personnel Appropriation (MPA) man-days. This may be expanded to include volunteers from the entire Ready Reserve population. Until involuntary activation authority has been approved, volunteerism is the only means for bringing ARC forces on AD to support an operational contingency. ARC volunteers thus represent responsive and flexible "seed forces" that can quickly augment active forces on a global scale (at both Continental United States (CONUS) and Outside the Continental United States (OCONUS) locations).

6.2. Military Personnel Appropriation (MPA) Man-days. The MPA program is designed to support the short-term needs of the active force when there is a temporary need for non-Extended Active Duty (EAD) personnel with unique skills or resources that cannot be economically met in the active force. MPA Man-days may also be used, under Title 10 U.S.C. § 12301(h), to allow ARC members to receive authorized medical care or to be medically evaluated for retention. Tours normally not approved include replacement of personnel on leave, temporary duty (TDY), in school, or to cover gaps created by reassignment. Additional information regarding the MPA man-day program can be found in AFI 36-2619, Military Personnel Appropriation (MPA) Man-Day Program.

6.2.1. Benefits. During contingency operations all pay and allowances for Airmen are the same regardless of voluntary or involuntary activation. While on orders, Airmen and their families are eligible for immediate health care provided the orders specify a period of service of 31 days or greater.

6.2.2. Management and Tracking. AEFC, GMAJCOMs, ARC units and respective ARC HQs will ensure volunteer forces are managed and tracked carefully. These same volunteer resources may be associated with UTCs subject to involuntary activation to meet emerging requirements. Management of deploying volunteer ARC forces is critical and must be coordinated across the functional area manager (FAM) communities (within HQ USAF, the GMAJCOMs, the AEFC and the ARC), to de-conflict current requirements with projected and/or long term requirements. GMAJCOMs/agencies must ensure volunteers complete the period of AD specified in their orders or until mission completion whichever occurs first. HQ USAF authorizes the commander having Operational Control (OPCON) to release them earlier after coordination with respective ARC HQs.

6.3. Managing Volunteers.

6.3.1. Subject to the needs of the Air Force, ARC Airmen serving on voluntary tours may be recalled or mobilized. A volunteer serving in a contingency outside his or her unit will not return to his or her unit for call-up or mobilization without the consent of the commander who gained the volunteer. Commanders who gain volunteers will not delay or prohibit the return of volunteers to their home stations as their TDY orders expire. Shortfalls identified at the parent unit will be filled by the GMAJCOMS or via the filler replacement system IAW AFI 36-2110, Assignments and WMP-1, Manpower and Personnel Supplement. ARC personnel may volunteer to be redeployed for tour lengths established by the CCDR for each contingency. If PRC or mobilization is implemented, volunteers can be mobilized and activated. Once PRC or Mobilization is implemented, do not deploy volunteers (except

transiting aircrews) to an area of responsibility (AOR), unless they volunteer for the required tour (as defined by the CCDR).

6.3.2. Once authorized, volunteers will be activated by the GMAJCOM/FOA/DRU. Upon notification of activation, the AEFC and/or GMAJCOMs will immediately provide all appropriate MPA, travel and per diem fund cites to the tasked unit. Unless immediate travel is mission critical, Airmen will not proceed without such information. AD units to which Individual Mobilization Augmentees (IMAs) are assigned will ensure all individual pre-deployment processing actions are completed.

6.3.3. Ready Reserve Component members volunteer under Title 10 U.S.C. 12301(d), and retired Airmen of the Regular Air Force may volunteer under Title 10 U.S.C. § 688, if qualified to perform the mission and a validated requirement exists.

6.3.4. Funds for pay and allowances are provided from the U.S. Air Force MPA Fund (except for retirees). Travel and per diem will be paid from the operation and maintenance (O&M) account of the requesting GMAJCOM of the volunteer. AEFC or GMAJCOM/FOA/DRU will provide 2.5-MPA days to cover accrued leave for each 30-consecutive day period the Airman is activated. Airmen will be returned to home station upon completion of the required tour length. During the leave/out processing period, Airmen are not available to the theater commander. The Airman may be released from AD once out-processing is completed; however, they are still available subject to the limitations imposed by law and policy, to be involuntarily activated after deactivation.

6.3.5. MPA requirements to support a contingency will be calculated by the GMAJCOM, using the following formula: in-processing + travel + training (when required by CCDR) + TDY tour length + accrued leave (based on extended estimated tour length (EETL)) +out-processing = total MPA tour in support of a contingency operation. GMAJCOMs may add additional time to afford Airmen downtime and reconstitution.

6.3.6. The following are some of the uses for volunteers:

6.3.6.1. Pre-coordinated Specific OPLANs. A unit required for early deployment to meet wartime requirements or that has a unique capability needed for contingency operations can be identified through a voluntary agreement. Access to “pre-volunteered” ANG units is direct because the coordination process is completed prior to the need. Courtesy notification of implementation of pre-volunteered agreements will be provided to the appropriate ARC headquarters and GMAJCOM as soon as agreements are finalized and/or as soon as possible after direct access is initiated. For the ANG, this pre-planned specific use is clearly defined in a state agreement between the supported command, the governor of the state involved, the National Guard Bureau (NGB) and the Director, Air National Guard (NGB/CF). The agreement also provides the pre-arranged consent of the governor that is required by Title 10 U.S.C. 12301(d). However, during OPLAN execution, NGB/CF will be notified of volunteer access. For the AFRC, this preplanned specific use is defined in HQ AFRC Contingency Plan (CONPLAN) 96-2, (Air Force Reserve (AFR) Force Package).

6.3.6.2. Contingency Use Without Prior Coordination. The purpose of the ARC is to provide trained personnel for service in the active forces in time of war or national emergency and at such other times as national security may require persons that are not currently in the active component. There will be times when proper coordination for use of ARC volunteers is time prohibitive, and may therefore create an additional risk to national security. In this situation, GMAJCOMs, owning

agencies, combatant commands, etc., may access their assigned volunteers, but must immediately initiate the proper coordination/access actions as soon as practicable.

6.3.6.3. Extension of Duty Beyond PRC and Mobilization Authorities Expiration. ARC Airmen may volunteer for AD beyond the limitations on their involuntary activation. For example, an ANG/AFRC Airman may volunteer to remain on AD after his or her 365-day tour of duty under the PRC (i.e., authority for Airman's orders switches from Title 10 U.S.C. 12304 to 12301(d)). ARC HQs and GMAJCOMs must approve additional AD service periods. Final approval implies funding for the entire period of duty is available.

6.3.6.4. Advance Cadres. During the 60 days preceding any projected activation date, the commander of the GMAJCOM may establish an advance cadre to expedite unit activation. Alerted unit Airmen may volunteer and special orders may be published for a tour of AD to be funded from the MPA Program under AFI 36-2619.

6.3.6.5. Concurrent Activation. Volunteers serving on AD prior to PRC or mobilization, to include advance cadres, who become part of a PRC or mobilization, must be relieved from AD the day before the effective date on which the Airman is "called-up" or mobilized. In levels short of full mobilization, the involuntary AD order (e.g., PRC or partial mobilization) may also rescind the previous AD orders.

6.3.7. When the AF/CAT is activated - requests for involuntary activation of ARC volunteers are submitted via the ASPEN (or its replacement). Receipt confirmation can be obtained by contacting AF/CAT-WMP (AF/RE is a member of this CAT). ANG maintains a separate CAT.

6.3.8. If the AF/CAT has not been activated, then ANG/A3XC serves as the single Point of Contact (POC) for the ANG Volunteer Force Coordinator and HQ AFRC/A3OO serves as the single POC for the AFRC Volunteer Force Coordinator. Both of these are available 24-hours a day and require coordination with AF/A5XW and AF/A1PR, ANG/A3X (for National Guard forces), and HQ AFRC/A3OO. All requests for involuntary activation of ARC volunteers will be submitted via ASPEN (or its replacement).

Chapter 7

AEROSPACE PLANNING AND EXECUTION NETWORK (ASPEN)

7.1. ASPEN. ASPEN is a web-based tool used by MAJCOMs (including ANG and AFRC) to request all mobilization/demobilization and rescission actions. If a replacement system is developed, procedures to access and use the system will be posted on the AF/A5XW web site.

7.1.1. Mobilizations, Demobilizations and Rescissions. All requests for coordination and approval of mobilization/demobilization and/or rescission actions will be completed via ASPEN (or its replacement). Upon completing the coordination process, the GMAJCOM will send a request to mobilize/demobilize RC forces or rescind mobilization authorizations (including force lists) to the AF/CAT-WMP via ASPEN (or its replacement), with a follow-up e-mail message to the **wmp@af.pentagon.smil.mil**.

7.1.2. ASPEN Procedures. Users will reference **http://22.23.54.240** via SIPRNET (Secret Internet Protocol Router Network) for current guidance on ASPEN processes. The website contains current guidance on Processes, MAJCOM Request Preparation (i.e., mobilization/demobilization/rescission), Products (Reports, Plans, Documents), Resources, and Crisis Planning Tools. This site also contains a tutorial on the use of ASPEN (or its replacement). New users should contact AF/A5XW Systems Branch **AFA5XW.Systems@pentagon.af.mil** to establish an account and password.

Chapter 8

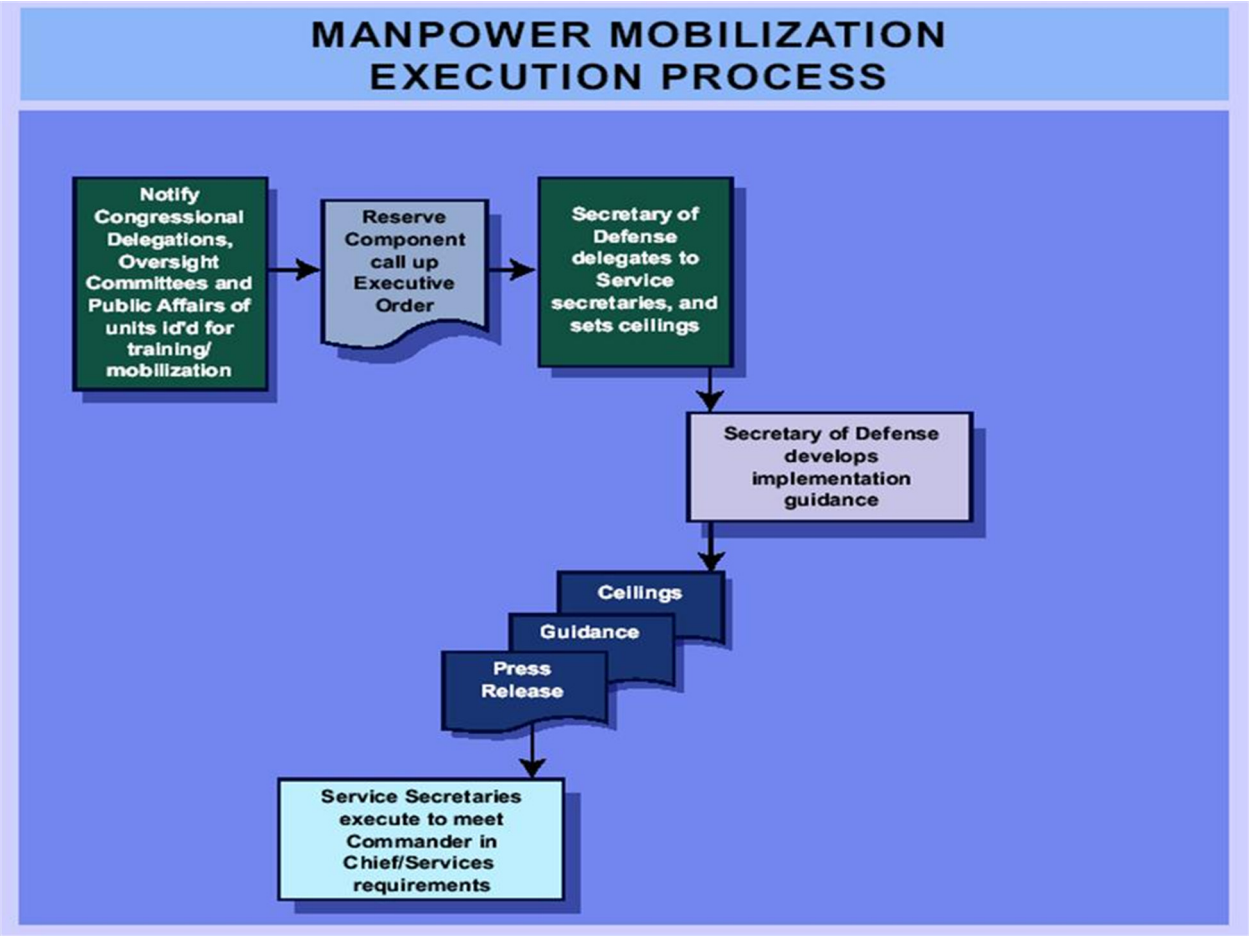
MOBILIZATION PROCESS

8.1. Mobilization Process. Listed below, and in **Figure 8.1.** are the various steps involved in the mobilization process.

8.1.1. Chairman of the Joint Chiefs of Staff (CJCS). CJCS as advised by Joint Forces Command (JFCOM) recommends to the SECDEF the assets that are to be called up and their planned use when RC forces are to be mobilized to augment the AD. In preparing mobilization recommendations, the following is considered: assessments of the Services, Combatant Commands (COCOMs), and Service component commanders, input from the Joint Staff; and technical advice, legal opinions, and policy considerations from OSD.

8.1.2. Secretary of Defense (SECDEF) and Secretary of the Air Force (SECAF). If certain conditions are met (see **Table 3.1.**), the appropriate authority--SECDEF or SECAF--makes the decision to initiate mobilization. Note: mobilization actions may require the POTUS and/or SECDEF to notify Congress as noted in **Table 3.1.**

Figure 8.1. Manpower Mobilization Execution Process



8.1.3. Mobilization Cap (MOBCAP) Management. The POTUS, in consultation with the SECDEF and with input from the USD(P&R) and the Secretaries of the military departments, will establish an ARC forces MOBCAP, when appropriate (See **Figure 8.2.**). The MOBCAP establishes a limit of how many ARC personnel can be involuntarily mobilized at one time. The Secretaries of the military departments will provide justification for ARC force requirements while applying policies and procedures of judicious and prudent use of these forces. The USD (P&R), in coordination with CJCS, will establish authorization levels for each Secretary of the military departments within the approved total mobilization cap.

8.1.4. During an emerging crisis or contingency, the air component of the supported COCOM will analyze requirements, review and/or modify the appropriate OPLAN(s), force list(s) and TPFDD(s), and submit a validated tasking in accordance with (IAW) CJCSM 3122.01A, JOPES Volume 1, AFI 10-401 and/or ECS Request for Forces (RFF) to the AEFC via JFCOM. At the same time, the Service, President and SECDEF will pursue, if appropriate, increased access to ARC forces via the various activation authorities prescribed by law as noted in **Table 3.1.**

8.1.4.1. All Aviation RFFs are submitted to the CAF SIPT, MAF SIPT or Air Force Special Operations Command (AFSOC) via JFCOM.

8.1.5. GMAJCOM. GMAJCOM is tasked with either: (1) verifying the sourced forces are available, (2) identifying substitute forces, including ARC volunteers, (3) requesting authority to involuntarily activate specific ARC forces, or (4) returning the unfilled requirement back to the AEFC for alternate sourcing and/or Service short falling. Through this iterative sourcing and verification process, UTCs can be sourced and filled by the GMAJCOM and AEFC using ARC volunteers and/or Airmen involuntarily activated.

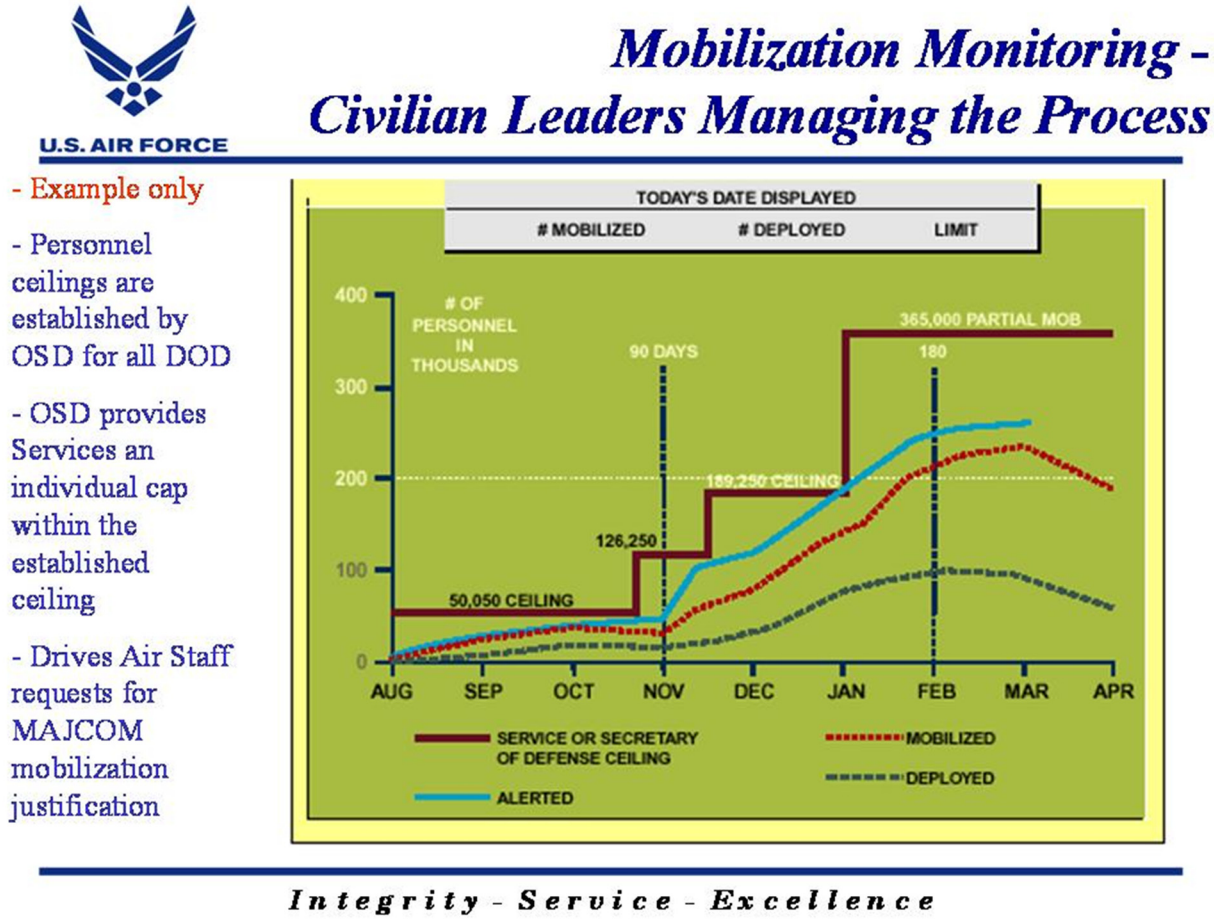
8.1.6. Appropriate ARC Headquarters/FAM/CAT will either: (1) verify the sourced forces are available, (2) identify substitute forces, or (3) return the unfilled requirement back to the MAJCOM/AEFC for alternate sourcing and/or Service short fall. HQ AFRC/A3M, in coordination with HQ ARPC/A1XX, will verify the assignment of requested IMAs.

8.1.7. USAF force sourcing (and deployment) procedures are prescribed in AFI 10-401 and AFI 10-403. Once mobilization authority has been granted as required by law, the AF/CAT-WMP cell relays specific mobilization request procedures to GMAJCOM, AEFC, Air Staff FAMs, HQ AFRC and ANG, AF/CAT-A1, and other CAT representatives.

8.1.8. Crisis Action Teams (CAT). Headquarters Air Force (HAF), MAJCOM, AEFC and operational-level (FOA/DRU, Numbered Air Force (NAF), unit-level) CATs and FAM networks will be alerted/activated and assigned duties to meet contingency mission needs. If the contingency is large-scale or carries significant National Security impacts, the AF CAT will typically be activated, coupled with a cascading or parallel activation of other CATs and contingency networks across the Air Force.

8.1.9. GMAJCOM Selection Priority. The priority established for selecting among candidate ARC forces will be highly situational based on the nature of the contingency, OPLAN priorities (if established), AEF scheduling, and general ARC force availability and readiness; however, GMAJCOMs will follow the guidance published in AFPD 10-4.

Figure 8.2. Mobilization Monitoring – Civilian Leaders Managing the Process



8.1.10. Air and Space Expeditionary Force/Center (AEFC). When the AEFC and GMAJCOMs determine requirements can not be met with active forces, ARC units and/or personnel are identified for sourcing IAW AFPD 10-4. AEFC will provide ARC sourcing data to the tasked GMAJCOMs and the sourced ARC headquarters FAM. The tasked GMAJCOMs, in coordination with the sourced ARC headquarters FAM, will use the AEF force sourcing data to identify and select ARC units and/or personnel for mobilization IAW AFPD 10-4. FAMs will also identify IMA mobilization requirements. The respective ARC headquarter FAMs will verify/identify Unit Type Codes (UTC)/Unit Identification Codes (UIC) for mobilization (IMA mobilization requests will include gaining unit UIC). GMAJCOMs will then submit respective ARC headquarters coordinated requests for mobilization via ASPEN (or its replacement) to the AF/CAT-WMP. All requests should be submitted as soon as mobilization requirements are known. To the maximum extent possible, submit requests NLT 60 days prior to desired training start date or Latest Arrival Date (LAD) whichever is earlier.

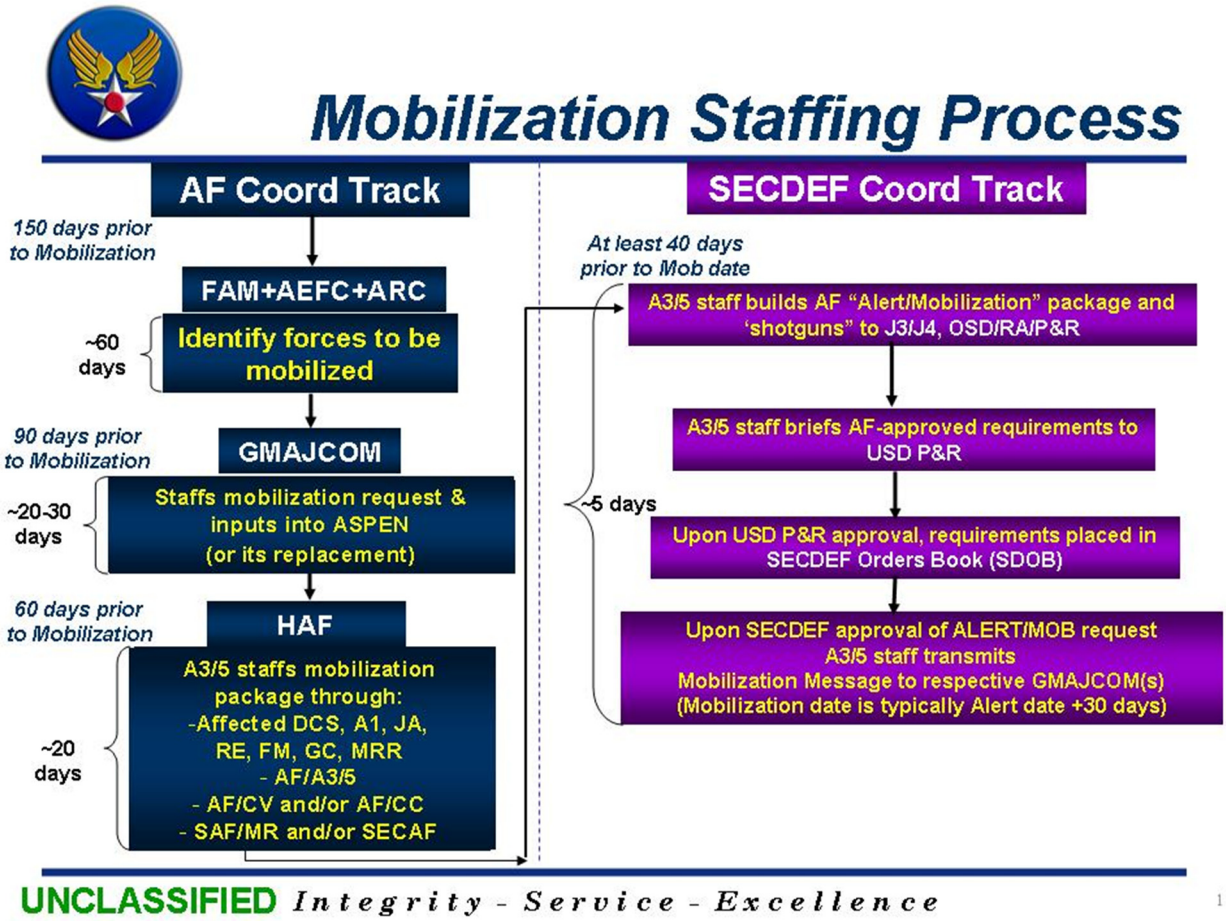
8.1.11. GMAJCOM/FOA/DRU will coordinate with the appropriate ARC Headquarters, AF/A5XW and AF/A1PR when accessing volunteers. These points of contact (POCs) (including ARC FAMs) can assist the GMAJCOMs in evaluating requirements and verifying/validating SelRes personnel and unit availability and readiness. Operating within any ARC force mobilization priorities as established by HQ USAF for the particular contingency, GMAJCOMs are responsible for selecting, activating (i.e., “gaining”), and operationally utilizing ARC personnel. Unit integrity will be maintained to sup-

port mission requirements; however, GMAJCOMs retain final selection authority over activation of gained forces.

8.1.12. GMAJCOMs will enter the directed TPFDD Letter of Instruction (LOI) Project Code into DCAPES, which represents "Request for Mobilization in ASPEN." Simultaneously, the request to mobilize ARC forces will be sent to the AF/CAT-WMP via ASPEN (or its replacement) with a follow-up email message to the **wmp@af.pentagon.smil.mil**.

8.1.13. AF/CAT-WMP will coordinate the alert/mobilization request with appropriate Air Staff functionals and ARC representatives before Joint/OSD staffing as shown in **Figure 8.3.**

Figure 8.3. Mobilization Staffing Process



8.1.14. The requesting command will ensure the requirements in support of contingencies and operations have a TPFDD validated IAW CJCSM 3122.01A, JOPES Volume 1 and AFI 10-401 by the supported command. Volunteer requirements and proposed sourcing will be sent to HQ ANG/A3X, AF/RE, HQ AFRC/A3OC, HQ ANG/A3, HQ ANG/A1, and HQ ARPC/A1XX, as appropriate. Requirements that can be filled from within active Air Force resources will not be approved. Disapproved requests will be returned to the AF/CAT Director with justification/rationale. The Director will advise the AEFC and GMAJCOM or agency of the disapproval and provide an alternative course of action for filling the shortfall. GMAJCOMs must then provide an alternative course of action for filling required capabilities.

8.1.15. Upon CAT activation, MAJCOMs will coordinate as follows:

8.1.15.1. When the ANG CAT is active - MAJCOMs and the AEFC will coordinate with the ANG CAT Director. The ANG response cell on the CAT serves as the POC for the ANG. If the ANG CAT is not activated, MAJCOMs will coordinate with NGB/CF (primary), ANG/A1 and ANG/A3.

8.1.15.2. With AF/CAT-WMP operation, the AF/RE CAT Representative serves as the primary POC. If the AF/CAT-WMP has not been activated, then HQ AFRC/A3OC serves as the single POC. If the HQ AFRC CAT is not activated, MAJCOMs will coordinate with AF/RE.

8.1.16. For approved requests, AF/CAT-WMP will prepare a coordination package that will be routed to appropriate HQ USAF functional representatives in the AF/CAT.

8.1.17. Once all appropriate agencies have coordinated on the request for mobilization, AF/CAT-WMP will continue routing the package through the Air Staff, requesting approval for activation/mobilization from the appropriate authority or their designated representative.

8.1.18. Upon approval, AF/CAT-WMP will prepare a message from the AF/A3/5 authorizing the GMAJCOM or agency to begin the activation process. This message will contain specific guidance and Mobilization Authorization numbers for each position. AF/CAT-WMP will provide an information copy of the message to the AEFC upon AF/A3/5 approval.

8.1.18.1. No additional notification to the SECDEF is required to activate those ARC Airmen specified or implied as necessary to provide the capabilities presented in already approved SECDEF or CJCS Deployment Orders (DEPORD). (Implement IAW current OSD/DOD policy).

8.1.19. The GMAJCOM will direct activation of forces by message through the appropriate ARC headquarters/CAT.

8.1.20. Upon receiving an approved mobilization authorization, the ARC will enter the directed TPFDD LOI Project Code into DCAPES to designate the RC tasking has been authorized for mobilization.

8.1.21. ARC POCs will obtain all requisite approvals for the use of ARC forces (i.e., NGB/CF approval and governor consent for ANG forces and AF/RE approval for AFR forces) after which operational control of the forces can be passed to the appropriate GMAJCOMs/agency, supported command, or organization that requested the forces. Follow guidance in AFI 36-2115, Assignments within the Reserve Components, to ensure proper update of the military personnel data system to provide accountability.

8.1.22. The GMAJCOM will collaborate with the ARC and ensure tasked personnel receive orders. The GMAJCOM will enter the directed TPFDD LOI Project Code into DCAPES to verify the unit is “Ready for Movement” or “In-Place”, IAW AFI 10-215, Personnel Support For Contingency Operations (PERSCO), AFI 10-402, Mobilization Planning and Personnel Readiness, Volume 2, and AFI 10-403, Deployment Planning And Execution. In addition to this TPFDD action, the tasked ARC will also post a Newsgroup Message verifying the unit is “Ready for Movement” or “In-Place”.

8.1.23. The supported Air Force component will include in their verification process the step of verifying their ARC unit(s) have been mobilized and are ready. This will be accomplished by accessing DCAPES to validate entry of the directed TPFDD LOI Project Code. Once verified, the Air Force component sends this information to the supported COCOM for validation.

8.1.24. All requests for activation should be processed and completed as soon as possible upon receipt by the AF/CAT.

8.1.25. The AF/CAT Director will brief the CSAF and senior leadership as directed on the status of activated forces and provide coordinated recommendations on activating additional ARC forces.

8.1.26. AEFC, GMAJCOM, and ARC CAT should monitor COCOM TPFDD requirements to ensure the correct units have been identified, short-notice requests accommodated, and late loading of requirements delays have been approved.

8.1.27. Allow all TPFDD authorized units to flow as required by the Joint Force Commander (JFC). If required capabilities are not identified in a TPFDD, or further justification is required, it should be provided by the JFC with applicable ARC and GMAJCOM inputs directly to the office requesting justification.

8.1.28. Upon initiation of the mobilization process, GMAJCOMs in coordination with the AEFC will begin the following actions:

8.1.28.1. Develop mitigation (burn-down) plans for demobilization.

8.1.28.2. Establish targets and goals for demobilization.

8.1.28.3. Perform mobilization analysis to swiftly demobilize ARC forces as mission requirements decrease. Include the methodology to determine mission accomplishment and the related demobilization.

Chapter 9

INVOLUNTARY ACTIVATION

9.1. Involuntary Activation. The ARC must be prepared for activation at any time. Planning will cover all degrees of volunteerism, call-up, and mobilization in support of OPLANs as well as plans prepared to meet needs created by crisis situations. SelRes units and IMAs may be activated within 72-hours of notification. However, when IRR, Stand-by Reserve, and Retired Reserve Airmen are activated, they have five calendar days or as specified to report for duty.

9.1.1. Follow instructions outlined in this instruction and applicable supplements for IMAs assigned to Joint and/or External positions, Air Force National Security Emergency Preparedness (AFNSEP) positions and PIM resources. HQ AFRC is responsible for activating Joint/External IMAs.

9.2. Effective Tour Dates. POTUS with advice of the SECDEF will specify the effective beginning and ending dates for each activation. Units and UTCs may not be substituted unless authorized and coordinated by the GMAJCOM, AF/RE, and HQ ANG. The first day of AD begins the date an ARC Airmen begins travel in compliance with an AD order. Under Title 10 U.S.C. 12302, Partial Mobilization, units or individuals may not be involuntarily activated for more than 24 consecutive months. (Implement IAW current OSD/DOD policy).

9.2.1. ARC Airmen will be released from AD not later than the established end-of-tour date regardless of the date of entry to AD. Do not extend end-of-tour dates unless a request for continuation, retention or an approved extension has been received. AF CAT or the GMAJCOM will establish end of tour dates, unless otherwise delegated. If SECAF authority has been obtained, individuals being released from involuntary AD may volunteer for continued AD to their GMAJCOM under Title 10 U.S.C. 12301(d). If funds are available and a valid requirement exists, the GMAJCOM may approve the request and provide MPA, travel and per diem fund cites upon approval.

9.2.2. GMAJCOM/FOA/DRU, Unified Commands, and External Agencies will not order Airmen to AD involuntarily not to exceed those prescribed in AF/CAT activation authorization message.

9.2.3. Under PRC, the GMAJCOM/FOA/DRU, Unified Commands, and External Agencies determines individual end dates by the Airmen's start date plus 365 days, unless relieved sooner by authority of HQ USAF.

9.3. Reporting for Active Duty. Units and individuals will report for AD as follows:

9.3.1. GMAJCOM/FOA/DRU, Unified Commands, and External Agencies will order unit Airmen to AD at their assigned duty station. If an entire unit is activated, bring it on AD at the assigned strength.

9.3.2. IMAs report to their unit of assignment unless otherwise ordered by the GMAJCOM/FOA/DRU, Unified Command, External Agency or other authority. Follow instructions outlined in AFI 10-402 Volume 2, paragraph 3.3.1, for centrally managed IMAs (Chaplain, Judge Advocate General (JAG), and Medical Personnel) along with IMAs assigned to Joint and/or External positions, AFNSEP positions and PIM resources.

9.4. Uniform Code of Military Justice (UCMJ) Authority. The organizational commander exercising OPCON over the unit/organization to which a recalled or activated reservist is assigned or attached for

duty (at the mobilized or deployed location) has concurrent non–judicial punishment authority. However, the deployed commander will confer with the ARC Airman's commander at his or her permanently assigned duty station before taking any action (see AFI 10-402 Volume 2, paragraph 2.3.2.1 and 2.3.2.2. for additional information).

9.5. Operational Control/Administrative Control (OPCON/ADCON). The type of mobilization determines who assumes ADCON/OPCON. Follow instructions outlined in AFI 10-402 Volume 2, Appendix 1, Table 3, Administrative/Personnel Processing Actions.

9.5.1. Full Mobilization. Under Full mobilization, the active Air Force will assume OPCON and selected ADCON of activated ARC forces.

9.5.2. Under all involuntary activations (e.g. Partial, Full or, Total mobilization), the ARC will retain ADCON or specified ADCON of unit personnel and IMAs while OPCON passes to the GMAJCOM.

Chapter 10

SOURCING FROM THE PRE-TRAINED INDIVIDUAL MANPOWER (PIM) POOL

10.1. Sourcing from the PIM Pool (IRR, Retired Active, Standby Reserve, Inactive Standby Reserve, and Retired Reserve). During extremely large or sustained contingencies, or scenarios placing significant demands on specific Air Force Specialty Codes (AFSC) where the combination of AD plus SelRes forces is insufficient to meet requirements, mobilization of Airmen of the PIM pool may be warranted. Sourcing from the PIM pool is a limited surge option, not intended as a force sustainment tool, and must be carefully exercised as part of a deliberate and graduated force generation strategy recommended by HQ USAF and approved by SECDEF.

10.2. Activating the PIM. Involuntarily activating PIM Airmen is determined by the statute utilized to recall personnel. Coordinated recommendations are required from the USD(P&R) and the CJCS. Services whose current force structure sets conditions for PIM Airmen to be called to AD as casualty personnel replacements must ensure the intent, scope, and timing for the involuntary use of PIM Airmen is included in plans presented to the SECDEF for approval.

10.2.1. Continued selective use of volunteers serving on MPA days, in conjunction with involuntary mobilizations, may remain part of the force sourcing strategy, with specific volunteerism policies and levels dependent on the nature of the contingency. Other considerations include required mission response times, required skill sets, availability of active forces, the size (or estimates) of the ARC volunteer population, expected duration of the contingency, deployment requirements, etc. Again, careful GMAJCOM and ARC planning/management of volunteers is key and will be highly situational. (See AFI 10-402 Volume 2, Appendix 1, Tables 6 and 7 for specific activation processes and procedures).

10.3. PIM Activation Criteria. Normally, PIM involuntary activation will not be recommended unless the following factors are present relative to the contingency:

10.3.1. Mobilization authority under Title 10 U.S.C. § 12302 (Partial Mobilization) or Title 10 U.S.C. § 12301(a) (Full/Total Mobilization) has been established (also, SECAF authority under Title 10 U.S.C. § 688 is necessary to activate Retired Active Duty).

10.3.2. Tasked AD and SelRes resources have been cross–leveled Air Force-wide (consideration should also be given to cross-leveling skill sets across all Services' SelRes populations), and PIM resources represent the best remaining source of personnel to satisfy the projected shortages.

10.3.3. Stop-Loss has been invoked for PIM skill sets under consideration (reference paragraph **3.2.8.**).

10.4. Individual Ready Reserve (IRR). Airmen serving in the IRR can provide depth of capability to support future conflicts. However, the decision to draw from this resource requires a thorough examination of other viable options. One additional consideration is activation with the consent of the Airman. If involuntary activation is required, appropriate IRR Airmen with the necessary skills will be selected for activation based on COCOM requirements.

Chapter 11

SCREENING THE READY RESERVE

11.1. Screening the Ready Reserve. All Airmen of the Ready Reserve are to be screened at least annually to meet the provisions of Title 10 U.S.C. § 10149. In part, this section requires the Ready Reserve be screened to ensure Ready Reservists occupying key positions or designated as key employees are transferred to the Standby Reserve or Retired Reserve, or are discharged. These measures provide for a Ready Reserve force composed of Airmen who:

11.1.1. Meet military service wartime standards of mental, moral, professional, and physical fitness.

11.1.2. Possess the military qualifications required in the various grades, ratings, and specialties.

11.1.3. Are available immediately for AD during a mobilization or as required by law.

11.2. Participating Airmen. Participating Airmen are assessed during their fulfillment of statutory participation requirements.

11.2.1. Some non-participating Airmen of the Ready Reserve who have remaining military service commitment are assessed during Push-Pull mobilization exercises.

11.3. Theology and Divinity Students. Ready Reservists who are students in an accredited theology or divinity school cannot be involuntarily called to AD or required to participate in AD training IAW Title 10 U.S.C. 12317. These students must be transferred to the Standby Reserve for the duration of their theological studies. Ready Reservists participating in a military Chaplain Candidate or Theology Student Program may continue their Ready Reserve affiliation and engage in AD training and serve on AD.

Chapter 12

PERSONNEL TRACKING SYSTEM

12.1. Personnel Tracking System. GMAJCOM, ARC HQ, and agencies are responsible for the tracking, proper utilization and overall management of activated forces. Tracking will be managed, but is not limited to the Military Personnel Data System (MilPDS), ASPEN and DCAPES.

12.1.1. This information can assist the Air Staff and the ARC in providing accurate and timely information to SAF/MR, SECAF, CSAF, SECDEF, legislative and state authorities upon their request.

12.1.2. Detailed tracking provides the duty location, name of OPERATION, date and number of mobilization message number, DEPORD, order start/end dates, if appropriate, and any other data/tracking requirements as directed by AF/A1PR, AF/CAT-A1, AF/CAT-WMP.

Chapter 13

EXTENSION AND RESCISSION GUIDANCE

13.1. Extension Guidance. Mobilization extensions are the exception and not the norm. It is critical GMAJCOMs thoroughly assess the continued use of ARC forces to support its particular mission.

13.2. For each PRC authority, total activation, including any extensions, will not exceed 365 consecutive days per individual. For PM Authority, total activation including extension will not exceed 24 consecutive months. Implementation of each authority will be IAW current OSD policy.

13.3. The GMAJCOM, in coordination with AF/A3/5 and the applicable Air Staff FAM, will review the requirement as soon as possible but not later than 90 days prior to the expiration of mobilization authority to assess whether an extension will be required. If an extension is required, the GMAJCOM will submit a mobilization extension request for approval not later than 60-days before the expiration of mobilization authority together with a specific mitigation plan to sustain operational requirements once all periods of mobilization are complete.

13.4. Mitigation plans at a minimum should address:

13.4.1. How the GMAJCOM will accomplish its expanded and enduring mission without reliance on mobilized ARC personnel.

13.4.2. Assumed operating tempo (OPTEMPO).

13.4.3. Reconstitution plan.

13.5. A GMAJCOM General Officer must review and endorse the mobilization extension request and mitigation plan. The Air Staff Functional Director (3-digit) or higher will also coordinate on each GMAJCOM plan.

13.6. Extension requests will be forwarded to the AF/CAT-WMP desk via ASPEN, which will in turn staff the request through the Air Staff. All requests are subject to SECAF and/or SECDEF approval.

13.7. Rescission Guidance. Upon AF/A5XW direction, GMAJCOMs will revalidate their mobilization requirements against operational needs and identify unused mobilization authorizations for rescission. GMAJCOMs will coordinate with the respective ARC headquarters every 90 days to determine if any unexecuted or unused authority can be rescinded. This coordination will assist in the proper management of RC force mobilization authority and approval by civilian leadership of additional mobilizations as needed. AF/CAT-WMP will inform GMAJCOMs via message of the timeline for authorization rescission. All GMAJCOM requests to rescind mobilization authorizations will be submitted through ASPEN.

Chapter 14

MOBILIZATION AND EXERCISE FUNDING

14.1. Funding During Mobilization. All stages of mobilization require funding. Compute pay and allowances using the appropriate recall authority: Title 10 U.S.C § 12301(a) Full/Total Mobilization, 12301(d) Military Personnel Appropriation (MPA) man-days (Non-EAD Volunteer), 12302 Partial Mobilization, or 12304 Presidential Reserve Call-Up (PRC).

14.1.1. MPA man-days. Use the 3500-appropriation account for pay and allowances for volunteers. Travel and per diem are funded from the GMAJCOM/FOA/DRU, Unified Command, or External Agency O&M accounts.

14.1.2. Personnel perform all volunteer tours using MPA man-days. Reference AFI 36-2619, Military Personnel Appropriation Man-Day Program, for guidance and policy.

14.1.3. PRC Tours. PRC tours are MPA man-day tours, and AF/A1MRE will allocate man-days to GMAJCOM/FOA/DRU or agency based on the approved call up selection list.

14.1.4. Partial Mobilization (Title 10 U.S.C. § 12302 Partial Mobilization). Under partial mobilization, Military Personnel Appropriation (MPA) 3500 funds cover pay and allowances and travel and per diem from the home of record or place called or ordered to active duty to the permanent duty station. Upon demobilization charge 3500 funds for travel and per diem from the permanent duty station back to the home of record or place called or ordered to active duty. Operations and Maintenance (O&M) 3400 funds of the GMAJCOM/FOA/DRU active Air Force organization being supported, Unified Command, or External Agency pay for any per diem entitlements at the principal duty station, as well as for TDY travel costs and per diem incurred away from the principal duty station.

14.2. Funding For Exercises. To maintain oversight of the overall mobilization and activation process, exercises are conducted to identify and correct shortcomings (e.g. PUSH-PULL Exercise usually held every odd year as an adjunct to a CJCS POSITIVE FORCE exercise). This will ensure warfighting commanders have full access to all available personnel.

14.2.1. MilPers funds or MPA man-days, as applicable, will be provided for exercise personnel recalled under Title 10 U.S.C. § 12301(b) or 12301(d) for Joint Chiefs of Staff (JCS) exercises. Use the 3500 appropriation account for pay and allowances. Travel and per diem are funded from the GMAJCOM/FOA/DRU, Unified Command, or External Agency O&M accounts. HQ AFRC will coordinate with AF/A3OTE and AF/A1MP in regards to programming for O&M funding, if applicable.

14.2.2. Air Education and Training Command (AETC) will coordinate with AF/A3OTE in regards to programming for funding for Push-Pull Exercises. AF/A1 will coordinate with HQ AETC and HQ ARPC to determine the number of personnel to be activated and AD duration.

14.2.3. All MAJCOMs must coordinate with AF/A3OTE regarding JCS exercise funds to address their O&M requirements during the “Pull” portion of Push-Pull exercises.

14.3. Unused Man-days. Return allocated but unused man-days to AF/A1MRE via the Command Man-day Allocation System (CMAS).

Chapter 15

UNIFORMED SERVICES EMPLOYMENT AND REEMPLOYMENT RIGHTS ACT (USERRA) AND EMPLOYER SUPPORT OF GUARD AND RESERVE (ESGR)

15.1. The Role of USERRA. USERRA provides civilian employment related legal protection for the ARC Airman. ESGR provides a conduit for both Reserve Component members and employers to resolve issues or answer inquiries related to military service impact on the member and/or workplace.

15.1.1. Legal Protection. The Uniform Services Employment and Reemployment Rights Act of 1994 (Title 38 U.S.C. § 4301-4334) provides certain benefits so long as specified conditions are met.

15.1.1.1. Advanced notification (written or verbal) must be given to the employer (unless precluded by military necessity).

15.1.1.2. Military service must be for less than five years (cumulative), although many periods of service are exempt from being counted against the five-year limit, including periods of active duty pursuant to:

15.1.1.2.1. An involuntary order or call to active duty or retention on active duty under 10 U.S.C. § 688, 12301(a), 12302, 12304, or 12305.

15.1.1.2.2. An order to or retention on active duty under any provision of law because of war or national emergency declared by the President or the Congress, as determined by the SECAF.

15.1.1.2.3. Orders to active duty in support of an operational mission for which personnel have been involuntarily called to active duty (10 U.S.C. § 12304).

15.1.1.2.4. Orders to support a critical mission or requirement as determined by the SECAF.

15.1.1.2.5. Orders calling a member into Federal service as a member of the National Guard under **Chapter 15** of title 10 or under section 12406 of title 10.

15.1.1.3. Notice must be given to the employer at the end of each period of active duty in order to return to civilian employment.

15.1.1.4. Character of service

15.1.2. USERRA's protections include:

15.1.2.1. The right to continued company health insurance, coverage for the lesser of the following: up to 24 months, beginning with member's absence or the day after the date on which the person fails to apply for or return to a position of employment.

15.1.2.2. The right of uniformed service members returning from military service to prompt reinstatement of employment with seniority status, and rate of pay as if continually employed.

15.1.2.3. The right for qualifying periods of uniformed service to constitute service with the employer for the purpose of determining pensions and other benefits.

15.1.2.4. The ability of uniformed service members to seek relief through the Veterans Employment and Training Service, U.S. Department of Labor, if a conflict cannot be resolved (**http://www.dol.gov/vets**).

15.1.3. USERRA also includes exceptions that would prevent reemployment following periods of uniformed service. These exceptions include:

15.1.3.1. The employer's circumstances have so changed as to make reemployment impossible or unreasonable.

15.1.3.2. The employment was for a brief, nonrecurring period with no reasonable expectation it will continue indefinitely or for a significant period.

15.1.3.3. Reemployment, retraining, accommodation, would impose an undue hardship on the employer.

15.2. Understanding Rights and Protection Under Law. It is important all uniformed service members understand their rights and privileges outlined above when performing military duty, as well as their responsibility to their employer before and after activation (both voluntary and involuntary). Keeping the civilian employer well informed ensures a good ESGR program. All organizations utilizing ARC forces need to promote and publicize the rights, protections, and responsibility provisions of USERRA.

15.3. Key Contacts. The member's assigned military organization should designate and publicize a point of contact which instructs the member on where assistance can be solicited at the local level. Military organizations and member's can obtain detailed information on USERRA through the National Committee for Employer Support of the Guard and Reserve (ESGR). ESGR provides employers, military points of contact and military members with information necessary to maintain a good relationship between the employer and the service member(s) in their employ. ESGR also offers informal mediation services, which are available to both the employer and the uniformed service member who is experiencing problems related to military duties. ESGR can be reached at (800) 336-4590.

15.4. Forms Adopted. AF Form 847, Recommendation for Change of Publication; AF Form 601, Equipment Action Request; AF Form 4006, Unit Deployment Shortfalls.

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DCS, Operations, Plans & Requirements

Attachment 1

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Abbreviations and Acronyms

AC—Active Component

ACC—Air Combat Command

AD—Active Duty

ADCON—Administrative Control

AEF—Air and Space Expeditionary Force

AEFC—Air and Space Expeditionary Force Center

AETC—Air Education and Training Command

AETF—Air and Space Expeditionary Task Force

AF—Air Force

AF CAT—Air Force Crisis Action Team

AFH—Air Force Handbook

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFNSEP—Air Force National Emergency Preparedness

AFOG—Air Force Operations Group

AFPC—Air Force Personnel Center

AFPC/DPW—Directorate of Air & Space Expeditionary Force Operations

AFPD—Air Force Policy Directive

AFR—Air Force Reserve

AFRC—Air Force Reserve Command

AFRIMS—Air Force Records Information Management System

AFSC—Air Force Specialty Code

AFSOC—Air Force Special Operations Command

AMC—Air Mobility Command

ANG—Air National Guard

AOR—Area of Responsibility

ARC—Air Reserve Component (ANG and AFRC resources)

ARPC—Air Reserve Personnel Center

ASPEN—Aerospace Planning and Execution Network

CAF SIPT—Combat Air Forces Scheduling Integrated Process Team

CAT—Crisis Action Team

CCDR—Combatant Commander

CJCS—Chairman of the Joint Chiefs of Staff

CJCSI—Chairman of the Joint Chiefs of Staff Instruction

CJCSM—Chairman of the Joint Chiefs of Staff Manual

CMAS—Command Manday Allocation System

COCOM—Combatant Command (Command Authority)

COMACC—Commander, Air Combat Command

CONOPS—Concept of Operations

CONPLAN—Contingency Plan

CONUS—Continental United States

CPO—Consolidated Planning Order

CSAF—Chief of Staff of the Air Force

DCAPES—Deliberate Crisis Action Planning and Execution Segment

DCS—Deputy Chief of Staff

DEPORD—Deployment Order

DOD—Department of Defense

DODD—Department of Defense Directive

DODI—Department of Defense Instruction

DRU—Direct Reporting Unit

EAD—Extended Active Duty

ECS—Expeditionary Combat Support

EETL—Extended Estimated Tour Length

ESGR—Employer Support of the Guard and Reserve

FAM—Functional Area Manager

FOA—Field Operating Agency

GMAJCOM—Gaining MAJCOM

HAF—Headquarters Air Force

HASC—House Armed Services Committee

HQ—Headquarters

HQ USAF—Headquarters United States Air Force

IAW—In Accordance With

IMA—Individual Mobilization Augmentee

IRR—Individual Ready Reserve

J3—Operations Directorate of a Joint Staff

J4—Logistics Directorate of a Joint Staff

JAG—Judge Advocate General

JCS—Joint Chiefs of Staff

JFCOM—Joint Forces Command

JOPES—Joint Operation Planning and Execution System

JPEC—Joint Planning and Execution Community

JSCP—Joint Strategic Capabilities Plan

LAD—Latest Arrival Date

LOGDET—Logistics Detail

LOI—Letter of Instruction

MAF—obility Air Forces

MAF SIPT—Mobility Air Forces Scheduling Integrated Process Team

MAJCOM—Major Command

MFE—Manpower Force Element

MilPDS—Military Personnel Data System

MISCAP—Mission Capability

MOBCAP—Mobilization Cap

MPA—Military Personnel Authorization

NGB—National Guard Bureau

NSC—National Security Council

O&M—Operation and Maintenance

OCONUS—Outside the Continental United States

OPCON—Operational Control

OPLAN—Operation Plan

OPORD—Operation Order

OSD—Office of the Secretary of Defense

PERSCO—Personnel Support for Contingency Operations

PIM—Pre-Trained Individual Manpower

PM—Partial Mobilization

POC—Point of Contact

POTUS—President of the United States

PPBE—Planning Programming and Budgeting Execution

PRC—Presidential Reserve Call-up

RC—Reserve Component

RDS—Records Disposition Schedule

RFF—Request for Forces

SAF—Secretary of the Air Force

SAF/MR—Secretary of the Air Force for Manpower and Reserve Affairs

SASC—Senate Armed Services Committee

SECAF—Secretary of the Air Force

SECDEF—Secretary of Defense

SelRes—Selected Reserve

SIPR—Secret Internet Protocol Router Network

TAFMS—Total Active Federal Military Service

TPFDD—Time Phased Force and Deployment Data

TUCHAREQ—Type Unit Characteristics Report

UCMJ—Uniform Code of Military Justice

UIC—Unit Identification Code

U.S.—United States

USAF—United States Air Force

U.S.C.—United States Code

USD(P&R)—Under Secretary of Defense (Personnel and Readiness)

USERRA—Uniformed Services Employment and Reemployment Rights Act

UTC—Unit Type Code

VCSAF—Vice Chief of Staff of the Air Force

WMP—War and Mobilization Plan

Terms

Activation—The ordering of units and individual members of the reserve components to active duty under legislative authority granted to the President, Congress, or the Secretaries of the Military Departments. Activation expands AD forces through voluntary and involuntary authorities.

Active Duty Sanctuary—Any officer or AGR/AFR enlisted member who attains 18 (but less than 20) years of Total Active Federal Military Service (TAFMS) while serving on AD (other than for training) must be retained on AD unless he/she: voluntarily separates, is medically disqualified for continued service; or is separated or discharged for cause. ARC Airmen may sign a statement waiving their sanctuary "rights" before entering any qualifying active duty tour (Ref: 10 U.S.C. § 12686; AFI 36-2131, Administration of Sanctuary in the Air Reserve Components).

Activation Force List—List of ARC SelRes forces (specific units, UICs and/or IMA positions) required to augment any GMAJCOM, DOD or non-DOD agency authorized access to ARC forces in support of specific OPLAN deployment, sustainment, backfill, surge requirement(s) and/or AMC's Global Reach Laydown. PIM resources are not "force listed" because the PIM requirements determination and sourcing processes are conducted within the Push-Pull activation process.

Administrative Control (ADCON)—Direction or exercise of authority over subordinate or other organizations in respect to administrative matters such as personnel management, supply, services, and matters not including operational missions of subordinate or other organizations.

Air and Space Expeditionary Force/Center (AEFC) (soon to be re-designated the Directorate of Air & Space Expeditionary Force Operations (AFPC/DPW))—A direct reporting unit (DRU) under Air Combat Command, and is itself without authority to exercise operational command authority over Air Force forces. AEFC authority stems from COMACC's authority granted by the CSAF. In its role as the U.S. Air Force's primary single-source force/capability provider, the AEFC is responsible for executing the Air Force battle rhythm by centrally managing the scheduling and sourcing of forces to meet combatant commander requirements.

Air Force Reserve Command (AFRC)—Air Force Reserve Command, unless otherwise specified, refers to unit selected assigned reservists, IMAs, Individual Ready Reserve (IRR), Standby Reserve, and the Retired Reserve. AFRC/CC has oversight over the management and mobilization of IMAs.

Air National Guard (ANG)—Refers to the Air National Guard of the United States. This Reserve Component contains unit selected assigned guardsmen only (no IMA's).

Air Reserve Component(s) (ARC)—This term comprises all the forces assigned to both the Air National Guard and the Air Force Reserve.

Air Reserve Personnel Center (ARPC)—ARPC is the Direct Reporting Unit (DRU) responsible for management and mobilization of all individual reservists not in the SelRes unit and IMA program (IRR, PIM, etc.).

All Reserve—Includes Ready Reserve, Active Duty retirees, Standby Reserve and Retired Reserve.

Amend—To add, delete or change pertinent data on an order to read as originally intended.

Assigned Unit—The ARC unit or organization the Airman is permanently associated with in peacetime.

Attached Unit—The unit an ARC Airman is temporarily associated with while on Federal active duty. The attached unit commander gains/exercises OPCON of the ARC Airman.

Combat Air Forces Scheduling Integrated Process Team (CAF SIPT)—Multi-team of colonels or civilian equivalents representing the Combat Air Forces, which coordinates MAJCOM aviation unit scheduling responsibilities by producing the Consolidated Planning Order (CPO) to meet operational commitments and training requirements.

Call Up—This term applies only to members involuntarily called to active duty under Title 10 U.S.C. § 12304 (Presidential Reserve Call Up).

Combatant Command (Command Authority)—Nontransferable command authority established by Title 10 U.S.C. § 164, exercised only by commanders of unified or specified combatant commands, unless otherwise directed by the President or the Secretary of Defense. Combatant command (command authority) is the authority of a combatant commander to perform those functions of command over assigned forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction over all aspects of military operations, joint training, and logistics necessary to accomplish the missions assigned to the command. Combatant command (command authority) should be exercised through the commanders of subordinate organizations; normally this authority is exercised through the Service component commander. Combatant command (command authority) provides full authority to organize and employ commands and forces as the combatant commander considers necessary to accomplish assigned missions. Also called COCOM.

Command and Control—The exercise of authority and direction by a properly designated commander over assigned forces in the accomplishment of the mission. Command and control functions are performed through an arrangement of personnel, equipment, communications, facilities, and procedures employed by a commander in planning, directing, coordinating, and controlling forces and operations in the accomplishment of the mission.

Cross Leveling—The process of shifting and balancing resources to meet the combatant command requirements. Cross-leveling plans must include specific reimbursement procedures.

Deactivation—The process terminating activation orders, notifying, and transferring an individual or unit from federal active duty status to their previous reserve status. In some instances, deactivation may include return of ADCON to the assigned Reserve Component.

Defer—An action, which for a specified event or period of time, excludes an individual from activation so they may complete training or other requirements. However, the individual is still obligated to report while mobilization authorities are in effect.

Delay—An action that postpones, for a short duration of time (normally less than 30 days), an individual reporting for active duty after mobilization. A delay is used to resolve temporary or unforeseen circumstances.

Demobilization—The act of transitioning an individual or unit from a wartime posture to a state of peacetime preparedness. In some instances, demobilization may include the return of OPCON to the assigned Reserve Component. This process culminates with the separate and distinct act of deactivation.

Deployment—The relocation of forces and material to desired areas of operations. Deployment encompasses all activities from origin or home station through destination, specifically including within the United States, inter-theater, and intra-theater movement legs, staging, and holding areas.

Exempt—Status conferred on individuals, which totally relieves their requirement to report for active duty.

Forces List—A total list of forces required by an operation plan, including assigned forces, augmentation forces and other forces to be employed in support of the plan.

Full Mobilization (Title 10 U.S.C. § 12301(a))—Expansion of the active Armed Forces during time of Congressionally declared war or national emergency (or when otherwise authorized by law). Mobilization of all Reserve Component units, in the existing approved force structure, as well as all individual reservists, retired military personnel, and the material resources needed for their support to meet the requirements of a war or other national emergency involving an external threat to national security. Reserve personnel can be placed on active duty for the duration of the emergency plus six months.

Functional Area Manager (FAM)—The FAM is the individual or designated agency, accountable for the management and oversight of all personnel and equipment within a specific functional area to support operational planning and execution. Responsibilities may include: providing input to the development of policy, reviewing policy; developing, managing and maintaining UTCs; developing criteria for and monitoring readiness reporting; force posturing; and analysis.

Gaining Major Command (GMAJCOM)—The major command (MAJCOM), field operating agency (FOA), or other organization having the authority to activate (through call-up), (mobilization or volunteerism) the ARC resource. (Example: Squadron XYZ is a gained force to a HQ ACC unit at Langley AFB; HQ ACC is the GMAJCOM). This term is not synonymous with "using" MAJCOM, as they are often different. For instance, HQ ACC has a requirement and an AMC gained resource is selected to fill it; HQ AMC would activate the resource, prepare it for the mission and authorize HQ ACC to use – HQ AMC is the GMAJCOM and HQ ACC is the using MAJCOM.

Home Station—The permanent location of active duty and ARC units (e.g. location of armory or reserve center).

Individual Mobilization Augmentee (IMA)—An individual reservist attending drills who receives training and is pre-assigned to an Active Component (AC) organization, a Selective Service System, or a Federal Emergency Management Agency billet that must be filled on, or shortly after, mobilization. Individual mobilization augmentees train on a part-time basis with these organizations to prepare for mobilization.

Individual Ready Reserve (IRR)—An Airman of the Ready Reserve not assigned to the SelRes and not on active duty.

Latest Arrival Date (LAD)—A day, relative to C-day, that is specified by a planner as the latest date when a unit, a re-supply shipment, or replacement personnel can arrive and complete unloading at the port of debarkation and support the concept of operations.

Major Command (MAJCOM)—Includes MAJCOM, Gaining MAJCOM (GMAJCOM), Field Operating Agency (FOA), and Direct Reporting Unit (DRU).

Mobility Air Forces (MAF)—The Mobility Air Forces are comprised of those air components and Service components that are assigned Air Mobility Forces and/or that routinely exercise command authority over their operations.

Military Personnel Appropriation (MPA)—MPA man-days support short-term needs of the active force by authorizing non-Extended Active Duty (EAD) to officers and airmen. These days are at the convenience of the government and are authorized when there is a temporary need for personnel with unique skills or resources that cannot be economically met in the active force. Pay and allowances for

personnel performing man-days is from the MPA account. (Ref AFI 36-2619, Military Personnel Appropriation (MPA) Man-Day Program).

Mobilization—The process by which the nation makes the transition from a normal state of peacetime preparedness to a warfighting posture. It involves the assembly, organization, and application of the nation's resources for national defense and it encompasses all activities necessary to prepare systematically and selectively for war. A federal active duty status applying specifically to Title 10 U.S.C. 12302 (Partial Mobilization) and Title 10 U.S.C. 12301(a) (Full/Total Mobilization) in which an Airman is involuntarily called to active duty for the period specified in the applicable statute.

Mobilization Plans—These plans detail responsibilities and procedures for accomplishing timely and effective mobilization. Programming data contained in the USAF WMP-3 and the USAF program series documents will be used as a mobilization planning base.

Operational Control—Transferable command authority that may be exercised by commanders at any echelon at, or below, the level of combatant command. Operational control is inherent in combatant command (command authority) and is the authority to perform those functions of command over subordinate forces involving organizing and employing commands and forces, assigning tasks, designating objectives, and giving authoritative direction necessary to accomplish the mission. Operational control includes authoritative direction over all aspects of military operations and joint training necessary to accomplish missions assigned to the command. Operational control should be exercised through the commanders of subordinate organizations; normally this authority is exercised through the Service component commanders. Operational control normally provides full authority to organize commands and forces and to employ those forces, as the commander in operational control considers necessary, to accomplish assigned missions. Operational control does not imply authoritative direction for logistics or matters of administration, discipline, internal organization, or unit training. Also called OPCON.

Partial Mobilization (Title 10 U.S.C. § 12302)—Expansion of the active Armed Forces during time of national emergency declared by the President. Expansion by way of involuntary recall to active duty, Ready Reserve component units, individual reservists, and the resources needed for their support with duration not to exceed 24 consecutive months. No more than 1,000,000 members of the Ready Reserve may be on active duty, without their consent, under this section at any one time.

PIM Activation Working Group (PAWG)—The information-gathering group which establishes a recommendation to SECAF for PIM activation. Membership includes AF/A5XW, AF/A3O, AF/A1PR, AF/A1LT, AF/A1M, AF/A1PC, AF/REPX, AF/REPP, SAF/FMBO, HQ AETC/RMG Det 7/A3X, FAMs and CFMs.

Presidential Reserve Call up (PRC) (Title 10 U.S.C. § 12304)—The President may augment the Active Armed Forces by a call up of Selected Reserve units and individuals and members of the Individual Ready Reserve (IRR) designated essential under regulations prescribed by the SECAF for up to 365 days to meet requirements of an operational mission or respond to certain emergencies. He must notify the Congress and state the reason for this action. He is limited to no more than 200,000 total Ready Reserve members from all services, 30,000 of which may be IRR members.

Push-Pull Mobilization—The process of activating selected members of the Pre-trained Individual Manpower (PIM) pool (IRR, Standby Reserve, and retirees) in anticipation of their need to fill wartime requirements. The Push-Pull process is intended to supplement the normal requirements based mobilization process (i.e., mobilization to meet requirements only as they become known).

Ready Reserve—Refers to units (Air National Guard and Air Force Reserve) and individual reservists eligible to be called to active duty in their current assignment. The Ready Reserve includes the SelRes and the Individual Ready Reserve (IRR). The SelRes and Individual Ready Reserve liable for active duty as prescribed by law. (Title 10, United States Code, Sections 268, 12301, 12302 and 12304).

Reconstitution—A specified period approved by the commander to account for equipment, supplies and for stabilizing and replenishing equipment and supply levels. This period of time is restricted to unit gained members.

Rescind—To withdraw an order when it is no longer required.

Retired Reserve—Consists of all personnel transferred to the Retired Reserve (reference DODI 1215.06, Uniform Reserve, Training and Retirement Categories, 7 Feb 07) and subject to mobilization IAW DODD 1352.1, Management and Mobilization of Regular and Reserve Retired Military Members, 17 Jul 05.

Revoke—To cancel an order before it goes into effect or before any funds are expended.

Sanctuary—See Active Duty Sanctuary.

Selected Reserve (SelRes)—Those units and individuals within the Ready Reserve designated by their respective services and approved by the Joint Chiefs of Staff as so essential to initial wartime missions that they have priority over all other Reserves. All Selected Reservists are in an active status. The SelRes also includes persons performing initial active duty training.

Stand-By Reserve—Refers to personnel who are not members of the IRR or Retired Reserve and for sanctioned reasons are unable to train.

Stop Loss—Presidential authority under Title 10 U.S.C. § 12305 to suspend laws relating to promotion, retirement, or separation of any Airmen of the Armed Forces determined essential to the national security of the United States ("laws relating to promotion" broadly includes, among others, grade tables, current general or flag officer authorizations, and E8 and E9 limits). The President may exercise this authority only if Reservists are serving on active duty under Title 10 authorities for Presidential Reserve Call-up, partial mobilization, or full mobilization.

Tactical Control—The detailed and usually local direction and control of movements or maneuvers necessary to accomplish missions or tasks assigned.

Total Mobilization—Expands the Active Armed Forces by organizing and/or activating additional units beyond the existing approved force structure and the mobilization of all additional resources, including civilian facilities to round out and sustain such forces, to meet the total requirements of a war or other national emergency involving an external threat to the national security.

Unit Reconstitution—Unit-focused activity following a deployment or operation that is dedicated to accounting for unit assigned members, equipment and supplies, and for stabilizing/replenishing equipment and supply levels commensurate with pre–deployment/pre-operation levels. Unit Reconstitution is a command prerogative and may be approved by the unit commander after completion of redeployment or operations. Unit reconstitution may be approved for any time span up to 30 calendar days as required. Unit reconstitution begins after the unit's release by the GMAJCOM and is generally accomplished upon the unit's arrival at their home base. Although unit reconstitution is restricted to unit-assigned members, this time period is not intended for the following member actions: completion of required medical evaluations, out–processing, application for retention in the Regular Air Force,

application for retention on active duty for hardship, using accrued leave, approved MAJCOM down time, or travel time. Commanders requiring additional unit reconstitution time (beyond 30 calendar days) must up-channel requests through HQ ANG, HQ AFRC, MAJCOM, and CAT staff (if activated) to AF/CAT-WMP.

Volunteerism—Allows the Secretary of the Air Force to activate Air Reserve Component (ARC) SelRes and PIRR members in a voluntary federal status (e.g. Title 10 U.S.C. 12301(d)). This authority is normally used as a bridge to expand active force capabilities while awaiting legal authority for involuntary recall.