



## ANNEX 3-30 COMMAND AND CONTROL

### JOINT STAFFS

Last Reviewed: 7 Nov 2014

This section presents some considerations on composition and uses of joint staffs.

#### JOINT STAFF COMPOSITION

Effective joint operations require real integration of significant multi-Service capabilities. The composition of a truly joint staff should reflect the composition of the subordinate joint forces to ensure that those responsible for employing joint forces have a thorough knowledge of the capabilities and limitations of assigned or attached forces. **The presence of liaisons on a single-Service staff does not transform that Service staff into a joint staff.** The joint staff should be composed of appropriate members in key positions of responsibility from each Service or functional component having significant forces assigned to the command.

The same general guidelines for joint staffs apply to [coalition](#) operations. Key staff positions ought to be a representative mix of US and allied officers. As with a joint staff, the key concepts are shared responsibilities and trust. And as with a joint staff, liaisons alone don't make a Service staff into a coalition staff.

#### COMMANDERS AND STAFF

**“Commanders command, staffs support.”** Within a joint force, only those with the title of “commander”—i.e., the [joint force commander](#) (JFC), the Service component commanders, and the functional component commanders—may exercise any degree of operational control over forces. **Only commanders have the legal and moral authority to place personnel in harm's way. Under no circumstance should staff agencies, including those of the JFC's staff, attempt to command forces.** Special cells formed within a joint staff to oversee or advise the JFC on special interest activities should not exercise direct control over component forces. In accordance with joint doctrine, it is permissible for joint staff agencies to issue orders and directives in the name of the commander of the higher command to the commander of the immediate subordinate command. Staff agencies should neither attempt to nor be permitted to directly command or control elements of the subordinate forces. As a final note, while this guidance is aimed at joint staffs, it also applies to Service staffs.

#### JFACC STAFF

When the [commander, Air Force forces](#) (COMAFFOR) is designated the [joint force air component commander](#) (JFACC), he/she may need to establish a small joint or combined staff to deal with joint issues beyond the purview of the [AFFOR staff](#).

Additionally, some AFFOR staff personnel may be present in the [air operations center](#) (AOC) to provide access to Air Force component information; normally, such AFFOR staff personnel should not be dual-hatted within the AOC. Augmentation within each AOC directorate from relevant Service components and [coalition](#) partners ensures adequate joint representation on the staff. At the discretion of the COMAFFOR, officers from other Services and coalition partners may fill key deputy and principal staff positions. Finally, for very large and complex operations—as might be encountered with large coalition operations—a COMAFFOR dual-hatted as a JFACC may delegate some aspects of COMAFFOR functions to a subordinate deputy COMAFFOR to ensure that they receive the proper attention.

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