

**BY ORDER OF THE COMMANDER  
AIR FORCE INTELLIGENCE  
SURVEILLANCE AND  
RECONNAISSANCE AGENCY**

**AIR FORCE ISR AGENCY INSTRUCTION  
10-415**

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**480TH ISR WING  
Supplement**

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**Operations**



**WEAPONS AND TACTICS PROGRAM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements AFD 10-4, *Operations Planning: Air & Space Expeditionary Force (AEF)*. It establishes the Air Force Intelligence, Surveillance and Reconnaissance (ISR) Agency (AFISRA) Weapons and Tactics (W&T) Program by adapting guidance contained in Air Force Instruction (AFI) 11-260, *Tactics Development Program* and AFI 11-415, *Weapons and Tactics Programs*. This instruction applies to all HQ AFISRA, AFISRA subordinate Wings and Centers, AFISRA-gained/attached Air National Guard (ANG) and Air Force Reserve (AFRES) units, and all other AFISRA subordinate organizations. All subordinate organizations, including individual units, may supplement this instruction to cover unique requirements. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional's chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <http://www.my.af.mil/afrims/afrims/afrims/rims.cfm>.

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(480ISRW) AFISRAI 10-415, *Weapons and Tactics Program*, 20 June 2011, is supplemented as follows: The purpose of this supplement is to establish policy and provide guidance for operational and situational reporting activities. This supplement applies to all 480 ISR WG units with a tasked mission via their station United States Signals Intelligence Directives (USSID). It does not apply to the Air Force National Guard or Reserves except when federalized or executing a federal mission. Send waiver requests through the appropriate chain of command to 480 ISR WG/CC. Recommendation for changes on AF Form 847, *Recommendation for Change of Publication*, through channels to 480 ISR WG/DOK, 34 Elm Street, Joint Base Langley-Eustis, VA 23665-2092. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://my.af.mil/afirms/afirms/afirms/rims.cfm>. Contact supporting records managers as required. This publication may be supplemented at any level but must be routed through the higher headquarters functional OPR for review before publishing.

**SUMMARY OF CHANGES**

This revision updates AFISRA office symbol for W&T Program branch and removes specific guidance for ISR Center W&T programs and redefines their responsibilities under Wing W&T programs. This revision also clarifies an Intel Weapons Officer’s roles in a W&T program and solidifies the qualifications for Chief of Weapons and Tactics. Additionally, this publication updates Attachment 3 – Tactics Improvement Program (TIP) Format.

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## Chapter 1

### GENERAL POLICY

**1.1. General.** This instruction specifies the responsibilities of W&T Officer management, W&T Officer utilization, and W&T office functions and responsibilities under the AFISRA. This document is designed to provide commanders and action officers throughout the AFISRA with a basic outline for organizing, staffing, and equipping W&T organizations within their scope of responsibility.

**1.2. W&T Program Goal and Objectives.** The goal of the AFISRA W&T program is to enable commanders to provide world-class ISR to supported commanders and staff. Specifically, W&T personnel will maximize ISR mission effectiveness by providing guidance on W&T program execution. A properly administered W&T program will:

- 1.2.1. Validate existing tactics.
- 1.2.2. Actively participate in the development of Tactics, Techniques, and Procedures (TTP).
- 1.2.3. Provide commanders with subject matter expert advice to enable effective ISR planning, synchronization, employment, and assessment throughout the Tasking, Collection, Processing, Exploitation, and Dissemination (TCPED) cycle.
- 1.2.4. Tactically enhance unit training programs.
- 1.2.5. Manage and disseminate crossflow of tactics information among AFISRA units and outside organizations through means such as the Joint Lessons Learned Information System and the Air Force Lessons Learned program.
- 1.2.6. Ensure W&T program development, implementation, and sustainment.
- 1.2.7. Assess Air Force ISR combat capability, tactics deficiencies, best practices, and advise AFISRA/CC and AFISRA/A3 on TTP improvements and solutions.

## Chapter 2

### FUNCTIONS AND RESPONSIBILITIES

#### 2.1. AFISRA/A3.

- 2.1.1. AFISRA/A3 will oversee the ISR W&T program.
- 2.1.2. AFISRA/A3 is the waiver authority for this instruction. The waiver format is in Attachment 2.
- 2.1.3. Direct AFISRA/A3 Directorate/Branch support to the ISR W&T program as required.

#### 2.2. AFISRA/A3OW.

- 2.2.1. AFISRA/A3OW is the focal point for ISR W&T program policy and guidance.
- 2.2.2. AFISRA/A3OW personnel will liaison with HQ USAF, lateral commanders, and subordinate W&T organizations.
- 2.2.3. AFISRA/A3OW is the office of primary responsibility (OPR) and program manager for the ISR W&T program. A3OW will:
  - 2.2.3.1. Serve as AFISRA OPR for representation to non-AFISRA TTP related publication rewrite conferences.
  - 2.2.3.2. Identify evolving technologies with tactical ISR application for incorporation across the AFISRA enterprise
  - 2.2.3.3. Evaluate threat analysis, ISR employment tactics and techniques, and ISR planning considerations with applicable agencies.
  - 2.2.3.4. Convene ISR Tactics Review Boards (TRB) and Weapons and Tactics (WEPTAC) Conferences.
  - 2.2.3.5. Manage the AFISRA Tactics Development and Improvement Program (TDIP). Recommend priority, OPR, and action to address any identified Tactics Improvement Proposal (TIP) and Tactics After Action Reports (TAAR).
  - 2.2.3.6. Submit validated TIPs and TAARs to the command lesson learned manager and AFISRA/A5 requirements as appropriate.
  - 2.2.3.7. Review, coordinate, and manage WEPTAC and TRB requirements.
  - 2.2.3.8. Develop procedures and executes/manages timely dissemination of ISR tactics developments and other pertinent information in coordination with 561 Joint Tactics Squadron (JTS) and HQ ACC/A3TW.
    - 2.2.3.8.1. Publish and distribute ISR W&T Bulletins
  - 2.2.3.9. Coordinate on test plan development and reports.
  - 2.2.3.10. Support and advocate field unit tactical requirements.
  - 2.2.3.11. Establish and maintain crossflow information forums across multiple security classification levels.

2.2.3.12. Act as the focal point for Special Access Required (SAR) programs affecting ISR W&T employment.

2.2.3.13. Define W&T library requirements.

2.2.4. AFISRA/A3OW will oversee AFISRA W&T Officer management, manning, and billet prioritization IAW AFI 11-415, *Weapons and Tactics Program*. AFISRA/A3OW will:

2.2.4.1. Assist AFISRA/CC in determining AFISRA W-prefix needs.

2.2.4.2. Validate weapons officer billets and scrub current W billet requirements list at least semi-annually.

2.2.4.3. Develop and maintain a standardized W14N billet prioritization for tiered positions within AFISRA IAW Attachment 5.

2.2.4.4. Attend W-Prefix Management Conferences.

2.2.5. AFISRA/A3OW will oversee AFISRA Weapons Instructor Course (WIC) application process for all AFISRA staff and detachments/ direct reporting units. AFISRA/A3OW will:

2.2.5.1. Ensure all AFISRA staff and detachments/ direct reporting units' applicants, nomination packages, and waiver requests meet AFI 11-415, *Weapons and Tactics Programs* requirements.

### **2.3. AFISRA/A2.**

2.3.1. Support the ISR TRB and WEPTAC with appropriate representation and topics.

2.3.2. Provide intelligence and analytical support for AFTTP rewrite conferences as needed.

2.3.3. Provide National Intelligence Collection/Production Requirements management support as needed.

### **2.4. AFISRA/A4/7, A5/8 and A6.**

2.4.1. Support the ISR TRB and WEPTAC with appropriate representation and topics as requested.

2.4.2. Provide program status briefings to support tactical ISR employment and TTP development.

### **2.5. ISR Centers.**

2.5.1. ISR Center W&T programs will have all of the requirements, responsibilities and duties of a Wing-level W&T program and act as such.

### **2.6. Wing Weapons and Tactics.**

2.6.1. Wing W&T will facilitate tactics training and improvement effort of subordinate squadrons and units, and serve as the focal point to the Wing Commander for ISR TTPs.

2.6.1.1. The Chief of W&T will be a Weapons School (WS) graduate. This is not applicable if the Wing has no eligible WS graduates.

2.6.1.1. (480ISRW) When the Wing Intelligence Weapons Officer (IWO) position is unfilled or is deployed, the 480 ISR Wing Commander (480 ISR WG/CC) may determine

that subordinate unit's IWO will fill the Wing Chief of Weapons and Tactics position on a temporary basis.

2.6.2. Wing W&T is the focal point for tactical integration, improvement, and testing of assigned weapons system(s) and non-weapons system ISR program(s) (e.g., National Tactical Integration, Expeditionary SIGINT, etc.). Wing W&T will ensure employment of weapons system(s) and ISR program(s) is based on current, sound tactics.

2.6.2. **(480ISRW)** The Wing Weapons and Tactics office (480 ISR WG/DOK) is the Wing OPR for TTP development for the Air Force Distributed Common Ground System (AF DCGS) weapon system and other ISR programs, as assigned by the 480 ISR WG/CC.

2.6.2.1. **(Added-480ISRW)** Wing, Group, or Squadron weapons and tactics offices (DOKs) will actively identify best practices to document TTPs to maximize AF DCGS capabilities. Group and Squadron DOKs will coordinate through Wing/DOK for coordination with outside agencies for all TTP actions. The Wing DOK will coordinate with AFISRA Weapons and Tactics on TTP actions requiring outside agency support and/or dissemination.

2.6.3. Wing W&T office will consist of at least one crewmember from each weapons system(s) crew position and subject matter experts (SMEs) from non-weapon system ISR program(s) as applicable. If Squadron/CC or DO deems manning does not permit having a member from each crew position, SMEs will be identified to augment the W&T office when necessary to execute its mission.

2.6.3.1. Wing W&T personnel representing a weapons system(s) position will maintain Combat Mission Ready (CMR) status on at least one crew position within the weapons system(s). Personnel may be current and qualified in multiple crew positions to meet manning requirements.

2.6.3.1. **(480ISRW)** The DOK Chief will maintain Combat Mission Ready (CMR) status as a DGS Mission Operations Commander (MOC) for at least one ISR platform. All other Weapons and Tactics officers and enlisted members will maintain CMR status for their respective AF DCGS crew position.

2.6.3.2. ISR Wing W&T personnel representing a weapons system(s) position will acquire and maintain positional Instructor status.

2.6.4. Wing W&T office will:

2.6.4.1. Establish working liaisons with maintenance functions and distributed mission partners.

2.6.4.1. **(480ISRW)** Wing/DOK will maintain a dialogue with subordinate unit DOK offices. Subordinate DOK offices will coordinate with Wing/DOK on all TTP issues affecting AF DCGS operations.

2.6.4.2. Maintain an ISR Tactics Library. Baseline documents are located in Attachment 6.

2.6.4.2. **(480ISRW)** Wing/DOK softcopy library will be maintained on the Wing/DOK SIPR Sharepoint site.

2.6.4.3. Advise other offices on best TTPs for optimum employment of weapons system(s) and non-weapons system ISR program(s), to include operations management, planning, training and evaluations.

2.6.4.3. **(480ISRW)** Wing/DOK is the Office of Collateral Responsibility (OCR) for unit weapon system employment, training, and evaluation. Wing/DOK will:

2.6.4.3.1. **(Added-480ISRW)** Advise all other Wing offices (to include operations, plans, training, and evaluations) on sound TTPs for optimum weapon system employment.

2.6.4.3.2. **(Added-480ISRW)** Act as OCR for exercises or training scenario development and assist in establishing tactically relevant objectives and requirements for participating AF DCGS units.

2.6.4.3.3. **(Added-480ISRW)** Participate in and advise on the development and implementation of DCGS modification proposals supporting current and future AF DCGS requirements.

2.6.4.3.4. **(Added-480ISRW)** Assist group/squadron W&T offices with AF DCGS system baseline Deficiency Reports (DR) as required.

2.6.4.3.5. **(Added-480ISRW)** Distribute Notice to Airmen (NOTAM) as required.

2.6.4.3.6. **(Added-480ISRW)** Participate and advise on theater coordinated after action reports given to 480 ISR WG. Assist in Wing pre-deployment training when applicable. Wing/DOK will validate current TTPs and emerging tactics derived from previous lessons learned.

2.6.4.4. Assess and report unit ISR tactics deficiencies and best practices.

2.6.4.4. **(480ISRW)** Wing/DOK will assess each tactics deficiency by the level of impact to operations, safety, timelines, and resources needed to remedy. The W&T offices may employ program reviews, convene SMEs' action teams, or discuss a deficiency as a WEPTAC focal point. Wing/DOK actively seeks out best practices to adapt as the Wing Standard. Exceptional Unit TTPs will be forwarded to the 561 JTS for Flash Bulletin. Notes to the field will be incorporated into AFTTP 3-1 DCGS rewrites.

2.6.4.5. Develop procedures for timely dissemination of ISR tactics developments and other pertinent information.

2.6.4.6. Propose TIPs and TAARs for undocumented tactics, tactical problems, or new tactics.

2.6.4.6. **(480ISRW)** Subordinate units may submit TIPs to Wing/DOK at any time. The annual Wing TRB focus is to review unit TIPs to assess the most appropriate disposition. Validate unit TIPs requiring TD&E will be submitted to the AFISRA TRB for further validation and disposition consideration.

2.6.4.6.1. **(Added-480ISRW)** Wing/DOK will submit each TAAR to the 480 ISR WG/CC for approval and courtesy copy AFISRA Weapons and Tactics office, 480 ISR WG Historian (480 ISR WG/HO), and 561 JTS ISR SME. The 480 ISR WG/CC will release the TAAR to all Group Commanders for immediate action. Wing W&T will maintain communications with subordinate unit DOKs to identify all feedback.

Wing W&T will maintain continuity of all 480 ISR WG released TAARs and ensure proper dissemination, tracking, and acknowledgement of procedures. TAARs provide flexibility in the level of directive nature based on concept and level of impact to operations. Each TAAR will be posted and available on the Wing Operations Center (WOC) website.

2.6.4.7. Inject updated tactics information into applicable training program rewrite(s), Job Qualification Standards (JQS) updates, and mission training material.

2.6.4.8. Assess unit combat capability to accomplish anticipated / assigned mission(s).

2.6.4.9. Support and send the appropriate representatives to the AFISRA and CAF WEPTAC/TRBs.

2.6.4.10. Support and send the appropriate representatives to applicable tactics rewrite conferences.

2.6.4.11. Chair the Wing-level WIC nomination process. The Wing W&T will:

2.6.4.11.1. Ensure all applicants and nomination packages meet AFI 11-415, *Weapons and Tactics Programs* requirements.

2.6.4.11.1. **(480ISRW)** Weapons Instructor Course (WIC) applicants will work with their unit W&T Chief to complete their nomination package for Wing review and nomination. Weapons officers should identify potential WIC applicants by assessing their current capabilities and instructor potential, weapons system employment, integration knowledge, and writing and communication skills.

2.6.4.11.1.1. **(Added-480ISRW)** Instructorship: Applicant possesses humble, credible, approachable character traits.

2.6.4.11.1.2. **(Added-480ISRW)** Weapon system knowledge: Applicant holds AF DCGS qualification and demonstrates proficient understanding of AF DCGS and its combat roles, strengths, and limitations.

2.6.4.11.1.3. **(Added-480ISRW)** Writing and oral communication skills: Applicant can articulate complex ideas through both the written and spoken word and relate effectively to a variety of training audiences and skill levels.

2.6.4.11.2. Coordinate and forward Wing Commander rankings and application packages to ACC/A3TW and courtesy copy AFISRA/A3OW.

2.6.4.11.2. **(480ISRW)** Either prior to acceptance or upon acceptance to WIC, Weapons officers will familiarize and prepare WIC applicants or possible applicants by enforcing the 19th Weapons Squadron (19 WPS) Spin Up Program and encouraging the use of 19 WPS "WIC Looks" and Mission Employment Phase Guest Help Program.

## 2.7. Group Weapons and Tactics.

2.7.1. Group W&T may be formed in two cases:

2.7.1.1. There is no parent Wing organization.

2.7.1.2. The Group/CC, at his/her discretion, consolidates multiple Squadron W&T functions at the Group level.

2.7.2. In the absence of a parent Wing organization, Group W&T will perform all Wing tasks and responsibilities outlined in paragraph 2.6.

2.7.3. If multiple Squadron W&T functions are combined at the Group level, Group W&T will perform all Squadron tasks and responsibilities outlined in paragraph 2.8.

## **2.8. Squadron Weapons and Tactics.**

2.8.1. Squadron W&T office(s) facilitate tactics training and improvement in the squadron.

2.8.1.1. The Chief of W&T will be a graduate of WS. This is not applicable if the squadron has no WS graduates or if all squadron WS graduates have served in a W-prefix billet for more than 3 years consecutively and 5 years total.

2.8.1.1. (**480ISRW**) When the unit IWO position is unfilled or deployed, the Unit Commander or Director of Operations will designate the most qualified individual assigned to the unit DOK to perform IWO responsibilities. Group and or Wing Weapons Officers will assist with unfilled squadron weapons officer tasks as required.

2.8.2. Squadron W&T is the focal point for weapon system(s) and ISR program tactical integration and improvement. W&T will ensure weapons system(s) and ISR program employment is/are based on current, sound tactics.

2.8.3. Squadron W&T office will consist of at least one crewmember from each weapons system(s) crew position and/or ISR program duty position, unless determined not feasible by the GP/CC, or equivalent.

2.8.3.1. Squadron W&T personnel will maintain Combat Mission Ready (CMR) status on at least one crew position within the weapons system(s).

2.8.3.2. A crewmember may be current and qualified in multiple crew positions to meet manning requirements.

2.8.3.3. Squadron W&T personnel representing a weapons system(s) position will acquire and maintain positional Instructor status.

2.8.4. Squadron W&T office will:

2.8.4.1. Establish working liaisons with maintenance functions and distributed mission partners.

2.8.4.2. Advise other offices on best TTPs for optimum weapons system and ISR program employment, to include operations management, planning, training and evaluations

2.8.4.3. Assess and report unit ISR tactics deficiencies and best practices.

2.8.4.4. Propose TIPs and TAARs for undocumented tactics, tactical problems, or new tactics.

2.8.4.4. (**480ISRW**) Valid unit TIPs and TAARs may be submitted to Wing/DOK at any time for disposition determination. As a minimum, subordinate unit DOKs will submit TIPs and TAARs during the annual Wing Tactics Review Board (TRB).

- 2.8.4.5. Develop procedures for timely dissemination of ISR tactics developments and other pertinent information.
  - 2.8.4.6. Ensure tactics information is readily available to unit personnel.
  - 2.8.4.7. Maintain an ISR Tactics Library. Baseline documents are located in Attachment 6.
  - 2.8.4.8. Inject updated tactics information into applicable squadron training program(s).
  - 2.8.4.9. Act as the OPR for managing unit spin-up for new areas of responsibility and missions (AOR).
  - 2.8.4.10. Assess unit combat capability to accomplish anticipated / assigned mission(s).
  - 2.8.4.11. Support and send representatives to the ISR Wing, ISR Agency, and CAF WEPTAC/TRBs if mission needs allow and/or required/requested.
  - 2.8.4.12. Support and send representatives to applicable tactics rewrite conferences if mission needs allow and/or required/requested.
  - 2.8.4.13. Ensure unit's Weapons School nominee(s) applicant(s) meet entry requirements, assist in preparing nomination package, and prepare and process applicable waivers IAW HHQ and AFI requirements.
- 2.8.5. **(Added-480ISRW)** Squadron or Group Weapons and Tactics office will:
- 2.8.5.1. **(Added-480ISRW)** Manage and participate on behalf of the Squadron Commander's Verification Board Program in CMR positions the Squadron Commander has deemed necessary to board. The Verification Board Program will apply critical thinking, effective decision-making, and situational problem solving skills to better highlight training efficiencies and areas of possible deficiencies.
  - 2.8.5.2. **(Added-480ISRW)** Actively participate in the squadron's instructor qualification program, specifically focusing on building effective instructor qualities for all officer and enlisted crew positions within the squadron.

### Chapter 3

#### TACTICS DEVELOPMENT AND IMPROVEMENT PROGRAM (TDIP)

**3.1. General.** The AFISRA TDIP develops, documents and disseminates ISR TTPs to increase ISR capability. The TDIP is broken into two parts: the TIP and the TAAR. The TIP is used to identify tactics deficiencies and develop new or improved tactics. AFI 11-260, *Tactics Development Program* details the TIP and TRB processes.

3.1.1. The TDIP ensures lessons learned and tactics improvements are disseminated, acted on, and archived for follow-on personnel.

3.1.2. TIPs and TAARs that generate Action Items will be tracked to completion using established procedures.

3.1.3. Validated TIPs and TAARs will be coordinated with command lessons learned manager.

**3.2. Tactics Improvement Proposal (TIP).** Use the AF IMT 4326, *Tactic Improvement Proposal*, IAW AFI 11-260, to address a tactical deficiency or to address new or previously undocumented tactics found to be effective. The TIP format is in Attachment 3.

3.2.1. TIPs are used for tactical improvements. The program will not be used to: propose architecture modifications, acquire hardware or software, or propose training changes. Architectural, hardware or software changes are addressed using the AF Form 1067, *Modification Proposal* through appropriate MDS channels.

3.2.2. Improvements/changes to tactics that require immediate attention will be submitted using the TAAR process.

3.2.3. TIPs will be submitted through parent operational chain of command then to AFISRA/A3OW.

**3.3. Tactics After Action Reports (TAAR).** The TAAR supports the AFISRA and supported units by providing timely, tactically-relevant information. TAARs are used to share significant tactics lessons learned and innovations inside the normal annual TIP process. Units should use TAARs to report information from: exercises, contingency operations, tactics conferences, testing, and other events.

3.3.1. TAARs will be submitted as soon as possible to AFISRA/A3OW. The sample TAAR format is in Attachment 4.

3.3.2. TAARs will be closely coordinated with the 561 JTS.

3.3.3. TAARs do not replace TIPs, they are used to supplement for the rapid changes in the ISR environment. AFISRA/A3OW will review each TAAR to identify testing/exercise requirements, coordinate with the applicable testing/exercise agency, and provide feedback to the originator. Depending on the size and scope of the TAAR, it may result in a TIP. In this case, the originator will be notified and requested to submit a TIP for the next TRB.

**3.4. Tactics Review Board (TRB).** AFISRA Tactics Review Boards will be held, at a minimum, annually and follow guidelines spelled out in AFI 11-260 *Tactics Development Program*.

BRADLEY A. HEITHOLD, Maj Gen, USAF  
Commander

**(480ISRW)**

JEFFREY A. KRUSE, Colonel, USAF  
Commander

**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

Executive Order 12333, *United States Intelligence Activities*, 4 December 1981

**(Added-480ISRW)** AFISRA 10-415, *Weapons and tactics Program*, 20 June 2011

AFPD 10-4, *Operations Planning: Air & Space Expeditionary Force (AEF)*, 30 April 2009

AFPD 14-1, *Intelligence, Surveillance, and Reconnaissance (ISR) Planning, Resources, and Operations*, 2 April 2004

AFPD 14-2, *Intelligence Rules and Procedures*, 29 November 2007

AFI 11-260, *Tactics Development Program*, 12 December 2003

AFI 11-415, *Weapons and Tactics Programs*, 17 August 2010

AFI 14-104, *Oversight of Intelligence Activities*, 16 April 2007

***Forms Adopted***

AF Form 847, *Recommendation for Change of Publication*

AF Form 1067, *Modification Proposal*

AF IMT 4326, *Tactic Improvement Proposal*

***Abbreviations and Acronyms***

**AFISRA**—Air Force Intelligence, Surveillance, and Reconnaissance Agency

**AFI**—Air Force Instruction

**AOR**—Area of Responsibility

**CMR**—Combat Mission Ready

**DOK**—Weapons and Tactics Flight / Section

**FM**—Functional Manager

**HHQ**—Higher Headquarters

**IAW**—In Accordance With

**ISR**—Intelligence, Surveillance, and Reconnaissance

**IWO**—Intelligence Weapons Officer

**JQS**—Job Qualification Standards

**OCR**—Office of Coordinating Responsibility

**OPR**—Office of Primary Responsibility

**PED**—Processing, Exploitation, and Dissemination

**SAR**—Special Access Required

**SME**—Subject Matter Expert

**TAAR**—Tactics After Action Report

**TCPED**—Tasking, Collection, Processing, Exploitation, and Dissemination

**TD&E**—Test Design and Evaluation

**TDIP**—Tactics Development and Improvement Program

**TIP**—Tactics Improvement Proposal

**TRB**—Tactics Review Board

**TTP**—Tactics, Techniques, and Procedures

**W&T**—Weapons and Tactics

**WEPTAC**—Weapons and Tactics Conference

**WIC**—Weapons Instructor Course

**WS**—Weapons School

## Attachment 2

## SAMPLE WAIVER REQUEST



DEPARTMENT OF THE AIR FORCE  
(USE YOUR LETTERHEAD HERE)

MEMORANDUM FOR SQUADRON/DO  
SQUADRON/CC  
ISR GROUP/CC  
ISR WING/CC  
IN TURN

FROM: SQUADRON/DO  
(mailing address)

SUBJECT: AFISRAI10-415 Waiver Request

1. Waivers to AFISRAI10-415 must include:

Paragraph number and name defining requirement to be waived.  
Reason for inability to comply with requirement.  
If waiver is a follow-on to a previous waiver, explain why another waiver is required.  
Description of the plan to attain compliance.  
Date of expected compliance.

2. Operations officer from the originating unit must sign AFISRAI10-415 waiver requests and forward it "IN TURN" to AF ISR AGENCY/A3.

3. Waivers will expire at expected compliance date or one year, whichever occurs first.

SIGNATURE BLOCK

Attachment 3

SAMPLE TACTIC IMPROVEMENT PROPOSAL

Figure A3.1. Sample Tactic Improvement Proposal.

CLASSIFICATION:

<b>TACTIC IMPROVEMENT PROPOSAL</b>		MAJCOM ASSIGNED CONTROL NUMBER CY-XXX (ISR Agency use)
TO (MAJCOM TACTICS): AF ISR Agency / A3OW	FROM (Unit/Organization): Submitter's unit / Organization	DATE
SYSTEM/MDS Weapon System / Specified Automated System	OTHER AFFECTED SYSTEMS	
<b>TITLE</b>		
Short title of TIP		
<b>DESCRIPTION OF TACTIC DEFICIENCY/PROBLEM</b>		
Provide details on the problem so the reader can understand the validity of the proposed solution.		
<b>DESCRIPTION OF TACTICAL SOLUTION</b>		
Provide details on the proposed solution. This paragraph should contain a logical answer to solving the tactical problem/ deficiency identified in the previous block.		
<b>OBJECTIVES</b>		
Provide specific objectives as it relates to the performance of the proposed solution. Objectives should be measurable and describe the purpose of the test.		
NAME (Last, First, MI., Rank) AND ORGANIZATION	E-mail Address	Phone
<b>SQUADRON</b> <input type="checkbox"/> CONCUR <input type="checkbox"/> CONCUR w/INTENT <input type="checkbox"/> DO NOT CONCUR Mandatory remarks are required if TRB selects "concur w/intent" or "do not concur".		
REVIEWED BY (Name/Rank) Squadron TRB Chair		DATE

AF IMT 4326, 20030901, V1

CLASSIFICATION:

**Figure A3.2. Sample Tactic Improvement Proposal (Reverse).**

CLASSIFICATION:

<b>GROUP RECOMMENDATION</b> <input type="checkbox"/> CONCUR <input type="checkbox"/> CONCUR w/INTENT <input type="checkbox"/> DO NOT CONCUR Mandatory remarks are required if TRB selects "concur w/intent" or "do not concur".	
REVIEWED BY (Name/Rank) Group TRB Chair	DATE
<b>WING RECOMMENDATION</b> <input type="checkbox"/> CONCUR <input type="checkbox"/> CONCUR w/INTENT <input type="checkbox"/> DO NOT CONCUR Mandatory remarks are required if TRB selects "concur w/intent" or "do not concur".	
REVIEWED BY (Name/Rank) Wing TRB Chair	DATE
<b>MAJCOM/NAF RECOMMENDATION</b> <input type="checkbox"/> CONCUR <input type="checkbox"/> CONCUR w/INTENT <input type="checkbox"/> DO NOT CONCUR Mandatory remarks are required if TRB selects "concur w/intent" or "do not concur".	
REVIEWED BY (Name/Rank) AF ISR Agency TRB Chair	DATE
<b>AFSOF/MAF RECOMMENDATION</b> <input type="checkbox"/> CONCUR <input type="checkbox"/> CONCUR w/INTENT <input type="checkbox"/> DO NOT CONCUR <input type="checkbox"/> N/A Mandatory remarks are required if TRB selects "concur w/intent" or "do not concur". N/A will be used when TIP is deemed CAF -related and therefore is not routed through the AFSOF/MAF TRB.	
REVIEWED BY (Name/Rank) AFSOF/MAF Working Group Chair	DATE
<b>CAF TRB ACTION</b> <input type="checkbox"/> CONCUR <input type="checkbox"/> CONCUR w/INTENT <input type="checkbox"/> DO NOT CONCUR <input type="checkbox"/> N/A Mandatory remarks are required if TRB selects "concur w/intent" or "do not concur". N/A will be used when TIP is deemed AFSOF or MAF-related and therefore is not routed through the CAF TRB.	
REVIEWED BY (Name/Rank) CAF Working Group Chair	DATE

AF IMT 4326, 20030901, V1 (Reverse)

CLASSIFICATION:

**Attachment 4**

**SAMPLE TACTICS AFTER ACTION REPORT**

CLASSIFICATION

Date: (Date of Report)

Unit: (Squadron/Group/Wing)

POC: (Last, First, MI, DSN phone number, Email Addresses, Mailing Address) (If deployed include deployed contact information)

SUBJECT: (CLASS) Tactics After Action Report (TAAR)

1. (CLASS) SITUATION: Include mission objective, date/time group, weather conditions, location, terrain, and/or any other relevant information. (ISR effects and MTO).
2. (CLASS) TACTICS EMPLOYED: Include applicable information on airspeed, altitude, range, mode, and processing sensors employed, communications employed, joint assets employed, and/or any other relevant events.
3. (CLASS) RESULTS/RECOMMENDATIONS: Discuss the effectiveness of the tactics employed and make recommendations based on these results. Recommendations may include changes to tactics, techniques, procedures, weapon systems, equipment, mission planning systems, information management/intelligence systems, and/or publications.

SIGNATURE BLOCK

CLASSIFICATION

## Attachment 5

### AFISRA WEAPONS SCHOOL BILLET PRIORITIZATION

**A5.1. Tier System.** Intelligence Weapons Officer (IWO) positions are categorized within a three-tier system to denote desired experience level for each billet. Individual billets, within a Tier, will be further prioritized to optimize use of available IWOs. The billet defines required experience for that position. Priority One billets are required to support warfighting organizations and should be filled before all others. Additionally, the Tiers themselves are not prioritized against other Tiers. It is possible to have a high-priority Tier 2 billet filled prior to a lower-priority Tier 1 billet.

A5.1.1. Tier 1 positions are normally filled by first assignment weapons officers. Tier 1 indicates responsibilities commensurate with a Company Grade Officer and will normally reside in an operational squadron (i.e. intelligence squadron, information operations squadron) or training squadron. Tier 1 jobs are defined as those positions that directly support warfighting units or organizations. Tier 1 positions include flying, reconnaissance, intelligence, and space operations.

A5.1.2. Tier 2 positions indicate responsibilities commensurate with a senior captain or field grade officer and are normally filled by second assignment weapons officers. For the AFISRA, Tier 2 billets are normally associated with Wing, Operational Support Squadron, and certain headquarters/center positions. Although Tier 2 assignments denote an experience level of a second assignment weapons officer, priority positions may be filled by first assignment weapons officers as required.

A5.1.3. Tier 3 positions are normally filled by graduates with more than 5 years of W-prefix experience and indicate responsibility commensurate with a field grade officer. An individual can be considered a Tier-3 weapons officer once he completes the 5 year payback. A Tier-2 weapons officer can fill a Tier-3 position, if there is no one who meets the payback criteria. Conversely, a Tier-3 weapons officer could fill a Tier-2 position, if the individual is the only graduate available. Tier 3 assignments include MAJCOM staff, HAF staff, and HQ AFISRA staff. Tier 3 billets may also be filled by field grade IWOs that have not fulfilled 5 years of "W" service.

**A5.2.** The AFISRA W-Management functional manager (FM), will provide AFPC prioritization guidance based on deployment schedules, anticipated personnel moves, and other factors bearing on mission priorities. For example, it could be possible to fill a Tier-2/Priority-1 billet with a Tier-3 graduate, when all/most of the Tier-3/Priority-1 billets are filled. Assigning a Tier-1 or Tier-2 graduate to a Tier-3 position requires W-Management FM coordination before taking final assignment actions.

**A5.3. Tier-1 Prioritization and Considerations.** AFISRA Tier-1 IWO graduates will be prioritized according to Table A5.1. Additional general guidelines for prioritizing within Tier-1 include:

- A5.3.1. Is the unit designated a "must fill"?
- A5.3.2. Does the unit have an operational mission?
- A5.3.3. Does the unit execute reach back operations?

- A5.3.4. Does the unit have an upcoming deployment commitment?
- A5.3.5. Does the unit have a regularly scheduled deployment rotation?
- A5.3.6. Has the unit IWO position been gapped? If so, for how long?
- A5.3.7. Is there an IWO assigned to a parent or lateral unit on base?
- A5.3.8. What is the officer and enlisted intelligence manning situation at the unit?

**Table A5.1. AFISRA Tier-1 Prioritization.**

Priority	Position
1	Intel/Info Ops Squadron Wpns
2	Trng Squadron Wpns Officer

**A5.4. Tier-2 Prioritization and Considerations.** AFISRA Tier-2 IWO graduates will be prioritized according to Table A5.2. Additional general guidelines for prioritizing within Tier-2 include:

- A5.4.1. Does the unit have an operational mission?
- A5.4.2. Does the unit execute reach back operations?
- A5.4.3. Does the unit have an upcoming deployment commitment?
- A5.4.4. Does the unit have a regularly scheduled deployment rotation?
- A5.4.5. Does the unit provide support to operational units?
- A5.4.6. Has the IWO position been gapped? If so, for how long?

**Table A5.2. AFISRA Tier-2 Prioritization.**

Priority	Position
1	USAF Wpns School Instructors
2	ISR Wing/Ops Support Squadron
3	HQ AFISRA/ISR Centers

**A5.5. Tier-3 Prioritization and Considerations.** AFISRA Tier-3 IWO graduates will be prioritized according to Table A5.3. Additional general guidelines for prioritizing within Tier-3 include:

- A5.5.1. Does the position support operational USAF organizations?
- A5.5.2. Does the duty position require unique IWO experience/expertise?

**Table A5.3. AFISRA Tier-3 Prioritization.**

Priority	Position
1	HQ AFISRA/ISR Centers
2	Non-Traditional IWO Assignments

**Attachment 6****TACTICS LIBRARY**

**A6.1.** Tactics Library Index. The following is a departure point for establishing unit tactics libraries:

- A6.1.1. Applicable AFTTP 3-series publications.
- A6.1.2. Applicable AFI 10-, 11-, and 14-series publications.
- A6.1.3. Applicable Technical Orders.
- A6.1.4. Applicable USAF Weapons School Instructor Course Texts.
- A6.1.5. Tactics Analysis Bulletins.
- A6.1.6. Applicable FME Reports.
- A6.1.7. Test Design and Evaluation (TD&E) Final Reports.
- A6.1.8. Exercise and Deployment After Action Reports.
- A6.1.9. Tactics Analysis Team Reports.
- A6.1.10. USAF Weapons Reviews (Classified and Unclassified).
- A6.1.11. Applicable Lessons Learned Instructions (AFI 90-1601 and AFISRA Supplement)