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***Intelligence***

**TACTICS ANALYSIS AND REPORTING  
PROGRAM**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This publication implements Air Force Policy Directive (AFPD) 14-1, *Air Force Intelligence Planning, Resources, and Operations*. It defines program management and procedures for the Air Force (AF) Tactics Analysis and Reporting Program (TARP). This publication applies to all Regular Air Force (RegAF), Air Force Reserve (AFR), Air National Guard (ANG), and Department of the Air Force Civilians supporting this program. ANG is considered functionally as a major command (MAJCOM) for the purposes of this instruction. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Disposition Schedule located in the Air Force Records Information Management System. 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 chain of command. This publication may be supplemented at any level, but all direct supplements are to be routed to the OPR of this publication for coordination prior to certification and approval. MAJCOMs need to provide a copy to the OPR once published. IAW Air Force Instruction (AFI) 33-360, *Publication and Forms Management*, the authorities to waive wing/unit level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately, to the Publication OPR for non-tiered compliance items.

***SUMMARY OF CHANGES***

This publication has been substantially revised and needs to be completely reviewed. It adds risk factors, known as “tiers” to tasks assigned to organizations below MAJCOM level to depict the assessed risk of non-compliance. Major changes include: reference updates to MAJCOM/Numbered Air Forces (NAF) Tactics Analysis Teams (TATs); the elimination of the list of supporting Tactics and Adversary Studies Elements (TASEs) and Tactics Analysis Conferences (TACs); and the standup of Twenty-Fifth (25 AF) and its subordination to Air Combat Command (ACC).

## Chapter 1

### OVERVIEW

**1.1. The primary mission of the TARP is to provide analysis and evaluation of operational tactics, training, and employment of air, air defense, space, and cyberspace forces of potential adversaries.** TARP information is presented with an operational perspective to support tactics development, operational planning, and threat replication training.

#### **1.2. Forums, Committees and Working Groups.**

1.2.1. Tactics Analysis Team (TAT). A TAT is a team of intelligence and operations personnel appointed by the MAJCOM/NAF that support to the activities conducted within the AOR/AOI by analyzing and documenting adversary tactics intelligence.

1.2.2. Tactics Analysis Team Working Group. TAT Working Group meetings provide timely analysis and reporting on notable adversary tactics, or analyze specific, narrowly focused topics. Members are typically a subset of the TAT, and their selection is based on the required subject matter expertise (SME).

1.2.3. Special Tactics Analysis Team (STAT). STAT meetings are held for the following reasons: to assess adversary tactics and capabilities that have impact beyond a single MAJCOM Area of Responsibility (AOR)/Area of Interest (AOI), to address topics not directly supported by an existing TAT/TASE, or in response to a high-interest event. MAJCOMs/NAFs and other organizations request STAT support through the Adversary Tactics Program Manager, Air Combat Command, Analysis Branch (ACC/A2AA).

1.2.4. Emerging Threat Tactics Team (ET3). ET3 meetings are hosted by the USAF Air Warfare Center to provide the USAF and its allies a credible, focused expert forum of fused ops and intelligence personnel to drive tactics, testing, training, and acquisition to defeat enemy emerging threats. ET3s look at emerging tactics and capabilities that are expected to be fielded within five to ten years, on average. While not officially part of the TARP, information derived from the TARP is often used to support ET3 analysis.

1.2.5. Tactics Coordinating Committee (TCC). The TCC addresses and assigns action items for TARP issues, reviews MAJCOM guidance, and compiles TAT and TASE funding requirements. The TCC convenes quarterly, but may be called at any time by the Adversary Tactics Program Manager to resolve significant program issues. Attendance is mandatory for TAT co-chairs and TASE chiefs. The TCC forum can be in-person or virtual (via video teleconference).

## Chapter 2

### ROLES AND RESPONSIBILITIES

**2.1. Deputy Chief of Staff (DCS) for Intelligence, Surveillance, and Reconnaissance (ISR) (AF/A2).** AF/A2 is responsible for developing policy and oversight of AF TARP activities.

2.1.1. **Current Intelligence Division Chief (AF/A2INO).** AF/A2INO advocates for AF TARP resources and advises ACC/A2AA on AF TARP policy and guidance.

2.1.2. **Intelligence, Surveillance, and Reconnaissance (ISR) Analysis Division Chief (AF/A2DA)** will:

2.1.2.1. Formulate and maintain guidance for overall AF intelligence analysis, to include an AF ISR Program of Analysis (POA), including TARP direction.

2.1.2.2. Ensure all TARP products, services, and processes meet AF, DoD, and intelligence community (IC) analytic directives and standards.

2.1.2.3. Provide oversight of overall AF analysis and production across the ISR Enterprise as it relates to TARP operations.

2.1.3. **Director for Intelligence, Surveillance, and Reconnaissance (ISR) Resources (AF/A2R).** AF/A2R is the program element monitor for the Tactical Information Program. AF/A2R plans and programs for TARP and secures funding.

**2.2. Director of Intelligence, Air Combat Command (ACC/A2).** ACC/A2 serves as the Adversary Tactics Program Manager for AF TARP. ACC/A2 develops goals, objectives, and guidance to ensure AF TARP aligns with the AF/A2 Strategy and Vision. ACC/A2 will:

2.2.1. Advocate for TARP funding, provide program direction, and establish guidance to identify and outline TARP requirements and address collaboration between MAJCOM/NAF, TASE, and foreign TARP partners.

2.2.2. Maintain direct lines of communication with 25 AF/A2A, TAT co-chairs, component-MAJCOMs, and international TARP partners.

2.2.3. Chair the TCC.

2.2.4. Collect MAJCOM/NAF feedback on TARP operations, collection limitations, and TASE intelligence requirements.

2.2.5. Review MAJCOM/NAF TAT guidance in conjunction with TAT co-chairs and assist with updates.

2.2.6. Designate STAT co-chairs and the supporting TASEs to respond to specific STAT analysis requests.

2.2.7. Oversee TARP expenditures with 25 AF TASE Management Office input to ensure TARP funding is used exclusively for TARP operations. This includes funding action-officer- level temporary duty to brief operational units, act as a subject matter expert at TAT working group meetings, coordinate visits to TARP IC partners, support exercises, sponsor analyst training, and develop/maintain TARP specific hardware and software.

**2.3. Air Combat Command, Global Integrated ISR (GIISR) Core Function Division Chief (ACC GIISR/CFT).** ACC GIISR/CFT supports the ACC Commander (COMACC) Core Function Lead (CFL) on all GIISR programs. The ACC GIISR CFL integrates TARP programmatic changes IAW guidance from the Chief of Staff of the Air Force.

**2.4. Twenty-Fifth Air Force Analysis and Production Division Chief (25 AF/A2A).** 25 AF/A2A provides direction and oversight for TASE unit operations and will:

- 2.4.1. Establish TASE teams to optimize support for the MAJCOM/NAF and associated air components.
- 2.4.2. Ensure TASE teams are manned by Signals Intelligence (SIGINT) SMEs for adversary tactics, training, and employment in their respective AOR/AOI.
- 2.4.3. Issue policy, planning, programming, and budgeting guidance for TASE unit operations.
- 2.4.4. Advocate for TASE manpower, funding, and IT systems support dedicated exclusively to tactics analysis, reporting, and production
- 2.4.5. Field and support Tactics Analysis Production System-Personal Computer (TAPS-PC) software and other TARP-related software in compliance with security controls and supply chain risk management guidance.
- 2.4.6. Coordinate cryptologic-based tactics analysis issues between, ACC/A2AA, ISR wings, TAT co-chairs, TASEs, and international TARP partners.
- 2.4.7. Provide support to allied TARP partners for TASE operations.
- 2.4.8. Establish and maintain comprehensive TARP websites on both the Joint Worldwide Intelligence Communications Systems (JWICS) and the Secret Internet Protocol Router Network (SIPRNet).

**2.5. MAJCOM/NAF Directors of Intelligence (A2) and Operations(A3) are responsible for the execution of the TARP within their AOR/functional areas.** Both directors will appoint separate special-intelligence-indoctrinated co-chairs to represent their respective directorates for each hosted TAT.

**2.6. TAT Co-Chairs are responsible for the organization, conduct, and execution of their respective TATs.** TAT Co-Chairs will:

- 2.6.1. Form and manage TATs and working groups to satisfy operational requirements, to include organizing, hosting and overseeing TAT and working group meetings.
- 2.6.2. Establish processes and procedures that support TARP by identifying and outlining specific duties of TAT members.
- 2.6.3. Establish collection and analysis requirements in support of each TAT.
- 2.6.4. Determine the focus and scope for event analysis and establish the priorities for TASE analytical activity to satisfy validated operational requirements.
- 2.6.5. Detail procedures to support international TARP partner relationships.

2.6.6. Team with supporting TASEs to provide adversary tactics, training, and employment information and briefings directly to operational units (Regular, Guard, and Reserve) in their respective AOR/AOI.

2.6.7. Ensure that all TARP products produced within their MAJCOM/NAF are posted and discoverable on the TARP SIPRNet and JWICS web sites.

2.6.8. Assist in advocating TARP funding requirements through the AF corporate process.

2.6.9. Present TAT-related programmatic issues at the TCC.

**2.7. Tactics and Adversary Studies Element (TASE) Chiefs.** TASEs chiefs are the TARP's only standing official organization dedicated to providing adversary tactics analysis expertise to the supported MAJCOM/NAF. The mission of the TASE is to gather, fuse, and reconstruct adversary event data for presentation to the supported MAJCOM/NAF. Each TASE is manned with signals intelligence (SIGINT) experts, also trained in all-source analysis, who serve as an interface between operational customers and the various United States (US) and allied intelligence agencies worldwide. TASE members should be SMEs for adversary tactics, training, and employment in their respective AOR/AOI. The TASE provides all-source collector, operational, and technical expertise not typically available to the operational intelligence staff. Each TASE will:

2.7.1. Compile, reconstruct, and analyze adversary events as directed by the supported TAT co-chairs or the TARP program management (**T-2**). Such events could include adversary air, air defense, cyberspace and space tactics, training, and employment.

2.7.2. Interface directly with MAJCOM/NAF intelligence and operations personnel to determine adversary tactics analysis requirements and acquire necessary data (**T-2**).

2.7.3. Team with the partnered MAJCOM/NAF to provide analysis directly to operational units (**T-2**).

2.7.4. Ensure appropriate TASE Chief or senior representative presence at all TCC forums (**T-2**).

2.7.5. Provide dedicated adversary tactics analysis capabilities to supported air and space operations centers IAW established unit type codes during combat, contingency operations, and exercises (**T-2**).

## Chapter 3

### TACTICS ANALYSIS TEAMS

**3.1. Overview.** TATs are teams of intelligence and operations personnel appointed by the MAJCOM/NAF that provide support to the activities conducted within the AOR/AOI by analyzing and documenting adversary tactics intelligence.

**3.2. TAT Cycle.** A standing TAT runs on a year-round cycle. Throughout the year, TAT members collaborate with the intelligence and operations communities to identify and analyze events and topics of interest relevant for discussion within their AOR/AOI. This analysis is presented to all TAT members at a TAT meeting. During the meeting, all TAT members review and validate the presented intelligence and capture tactical takeaways in a TAT report. Information captured in the TAT report is used to update: Air Force Tactics, Techniques, and Procedures (AFTTP) 3-1. Threat Guide; *Threat Reference Guide and Countertactics Manual*; Threats to Aerospace Operations (TTAO) manuals; and other relevant reference documents. Finally, the findings are tailored into briefings for presentation to AF units.

**3.3. TAT Composition.** Each TAT is chaired by both an intelligence and operations co-chair appointed by the hosted MAJCOM/NAF and supported by a TASE that is manned by cryptologic personnel provided by 25 AF. Additional TAT members need to have the relevant experience to provide detailed analysis of operational tactics, training, and employment of air, air defense, cyberspace, and space forces of potential adversaries.

**3.4. TAT Co-chairs.** It is highly recommended that weapons school graduates fill one of these positions. The intelligence co-chair needs to be an experienced intelligence analyst (officer or civilian) appointed by the MAJCOM/NAF A2. The operations co-chair needs to be an experienced rated officer or civilian equivalent appointed by the MAJCOM/NAF A3. Co-chairs are appointed in writing with a courtesy copy of the appointment letters sent to ACC/A2AA TARP Manager. The co-chairs are the final authority for selecting topics and events to be analyzed and reported. Co-chairs will:

3.4.1. Determine the focus and scope for event analysis and establish the priorities for TASE analytical activity to satisfy validated operational requirements.

3.4.2. Chair TAT and TAT Working Group meetings and determine and approve the agenda to meet the air component's adversary tactics analysis requirements.

3.4.3. Announce and invite TAT participants for meetings. An initial message should be sent out 120 days prior to the start of the TAT and a subsequent message every 30 days until the start of the TAT to ensure proper coordination of participants and topics. TAT announcement messages should also be posted on the TARP SIPRNet and JWICS websites.

3.4.4. Submit intelligence production requirements through COLISEUM in coordination with Headquarters Air Combat Command, Collection Management Branch (ACC/A2AC).

3.4.5. Ensure initial release of TAT report is accomplished within five working days of the meeting's conclusion. Initial release may be a text-only draft, at any classification level, and be sent to the ACC/A2 Adversary Tactics Program Manager at a minimum. Final "US-Only" TAT report will be released within ten working days of the meeting's conclusion and posted on the TARP SIPRNet and JWICS websites. If appropriate, subsequent TAT reports

at other classification levels will be released with 30 working days of TAT conclusion. Ensure sanitization and release of TARP products produced by the TAT and/or support TASE, and disseminate the products within five work days of the meeting's conclusion. Initially release a text version without graphics to keep the five-day suspense and post all TAT reports on the TARP SIPRNet and JWICS websites upon publication.

3.4.6. Advocate and assist TASE Chiefs in scheduling adversary tactics briefings for operational units, placing priority on units that deploy in support of contingencies, combat operations, theater support packages (TSP), or multinational exercises in coordination with supporting TASE or with 25 AF for out-of-area requirements.

3.4.7. Ensure TAT results are available for presentation at national tactics forums (e.g., Nellis Air Tactics Conference, Integrated Air Defense Systems Forum) and for incorporation into applicable revisions of the AFTTP 3-1. Threat Guide.

3.4.8. Solicit feedback from TAT participants and consumers of TAT products and incorporate findings to refine local processes.

**3.5. Participants.** TATs are made up of personnel drawn from a wide variety of intelligence and operations organizations within the AF and joint community as well as from specific allied partners. Any TDY travel in support of a TAT is unit funded. Members may participate in person or virtually, as conditions allow. The membership of a TAT should be limited to the number of core members and specialists needed to adequately address the topics identified for examination. Participation by weapons school graduates or personnel of equivalent experience is highly recommended. Other TAT members are primarily drawn from the following:

3.5.1. Aggressor Squadrons.

3.5.2. Operational Squadrons. MAJCOM/NAFs need to ensure crew members with significant relevant experience in the appropriate AOR/AOI participate in TAT meetings.

3.5.3. Intelligence Collectors and Analysts. Personnel from National Intelligence Community analytical sites, airborne collection platforms, and other entities with collections experience relevant to the AOR/AOI provide additional intelligence expertise to the TAT.

3.5.4. Intelligence Production Centers. Analysts from production centers, including but not limited to the National Air and Space Intelligence Center, the Missile and Space Intelligence Center, and the National Ground Intelligence Center, should be invited to provide subject matter expertise to the TAT.

3.5.5. Other DoD Services' Experts. Operations and intelligence personnel with appropriate experience in the AOR/AOI (e.g., PATRIOT operators and the Office of Naval Intelligence Strike Projection Evaluation and Anti-Air Warfare Research Division cell (ONI-SPEAR)).

3.5.6. Graduates of AF or other US Service weapons schools (e.g., US Navy Strike Fighter Tactics Instructor Program (formerly USN Fighter Weapons School))

3.5.7. Allied TARP partner aircrews, intelligence personnel, and other allied agencies.

3.5.8. Weapons controllers, weapon systems operators, and SMEs.

**3.6. US organizations and foreign partners that convene TATs and participate in the TARP process are shown in Table 3. 1.**

**Table 3.1. TAT Representation.**

<b>MAJCOM</b>	<b>TAT</b>
Air Combat Command (ACC)	Air Forces Central TAT (CENTAT) Latin American TAT (LATAT) Homeland Defense TAT (HDTAT) Special Tactics Analysis Team (STAT)
Air Mobility Command (AMC)	Air Mobility TAT (AMTAT)
Pacific Air Forces (PACAF)	Australian TAT (AusTAT) Asian TAT (ATAT) European TAT (ETAT) Far East TAT (FETAT) Korean TAT (KTAT) Alaskan TAT (AKTAT)
Air Forces Europe (USAFE)/ Air Forces Africa (AFAF)	European TAT (ETAT) European Surface-to-Air Missile TAT (ESTAT)
Air Force Special Operations Command (AFSOC)	Special Operations Forces TAT (SOFTAT)
Air Force Space Command (AFSPC)	Space TAT Cyberspace TAT

## Chapter 4

### PROGRAM PRODUCTS

**4.1. Overview.** The nature of operations supported by the TARP dictates the type of reporting product. The physical form of the product is determined by the nature of the request, the event being analyzed, the data available, and the time provided to respond. At a minimum, TAT reporting takes the form of a written report and can be augmented by TAPS videos, formal briefings, verbal presentations, or any combination. All TARP products are posted on the TARP SIPRNet and JWICS websites as part of the publication process.

**4.2. TAT Report.** The primary product of the TARP is the TAT report that documents the team's analytical efforts. The report is written by operators for operators and should use an informal writing style with operational jargon, when acceptable. No changes are made to the report after the meeting concludes, with the exception of administrative corrections and the addition of details that were not available at the meeting, but deemed essential by the co-chairs. A text version, at any classification level, will be sent to the ACC/A2 Adversary Tactics Program Manager at a minimum within five work days of the TAT conclusion. The final TAT report will be released within ten working days of the meeting's conclusion and posted on the TARP SIPRNet and JWICS websites. The report is released to all MAJCOMs' Regular, Guard, and Reserve units; intelligence organizations involved in TARP operations; chapter chairs for AFTTP 3-1. Threat Guide, and any other recipients deemed relevant by the TAT co-chairs. Classification of the report should not exceed the secret collateral level to ensure widest dissemination among the operational community and allied partners. A supplemental report classified above the secret collateral level may be generated if deemed necessary by the TAT co-chairs. Sanitized versions of the TAT report may be generated for allied or coalition partners that could benefit from the report's findings.

**4.3. Quick Reaction Capability (QRC) Products.** A QRC product is the initial report of events that are of immediate concern to the supported MAJCOM/NAF, air component, theater commander, or national decision maker. The goal is to gather all available information on a distinct event, perform baseline analysis, and report findings as quickly as possible. The QRC supplements TAT meetings and working groups by providing a timely flow of preliminary adversary tactics information to consumers. The form of the response is dictated by customer desire, timelines and availability of relevant/pertinent information. Requests for QRC products should be submitted directly to their supporting TASE. Requests for QRC products from organizations that are not directly supported by a TASE (e.g., ACC/A2, Joint Survival and Recovery Center, Secretary of Defense, etc.) should be directed to the 25 AF/A2A TASE Management Office for tasking to an appropriate TASE.

**4.4. "Road Show" Briefings.** Permanently assigned TASE members will develop a briefing based on the final TAT report. Briefing allows a unique opportunity to provide operational units an all-source evaluation of potential adversary tactics, training, and employment capabilities. Briefing may also support deployments for contingencies, combat operations, or multi-national training events. In addition to in-person briefings, every effort should be made to use all available virtual conferencing means to reach as many customers as possible. TASE Chief

should consider allowing TAT Co-Chairs or working group leads to review TASE-produced briefing material prior to final dissemination.

ROBERT P. OTTO, Lt Gen, USAF  
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**Attachment 1****GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

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

AFI 33-360, *Publications and Forms Management*, 25 September 2013

AFMAN 33-363, *Management of Records*, 1 March 2008

AFTTP 3-1, *Threat Guide; Threat Reference Guide and Countertactics Manual*, 3 December 2012

***Adopted Forms***

AF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**ACC**—Air Combat Command

**ACC/A2**—Air Combat Command Intelligence Directorate

**ACC/A2AA**—Adversary Tactics Program Manager, Air Combat Command, Analysis Branch

**ACC/A8**—Air Combat Command Global Integrated ISR Core Function Division

**AF**—Air Force

**AFAF**—Air Forces Africa

**AFI**—Air Forces Instruction

**AFMAN**—Air Force Manual

**AFPD**—Air Force Policy Directive

**AFR**—Air Force Reserve

**AFSOC**—Air Force Special Operations Command

**AFSPC**—Air Force Space Command

**AFTTP**—Air Force Tactics, Techniques, and Procedures

**AKTAT**—Alaska TAT

**AMC**—Air Mobility Command

**AMTAT**—Air Mobility TAT

**ANG**—Air National Guard

**AOI**—Area of Interest

**AOR**—Area of Responsibility

**ATAT**—Asia TAT

**AusTAT**—Australian TAT  
**CENTAT**—Air Forces Central TAT  
**CFL**—Core Function Lead  
**COMACC**—Commander, Air Combat Command  
**DCS**—Deputy Chief of Staff  
**ESTAT**—European Surface-to-Air Missile TAT  
**ETAT**—European TAT  
**FETAT**—Far East TAT  
**GIISR**—Global Integrated ISR  
**HDTAT**—Homeland Defense TAT  
**IAW**—In Accordance With  
**IC**—Intelligence Community  
**ISR**—Intelligence, Surveillance, and Reconnaissance  
**JWICS**—Joint Worldwide Intelligence Communications Systems  
**KTAT**—Korea TAT  
**LATAT**—Latin American TAT  
**MAJCOM**—Major Command  
**NAF**—Numbered Air Force  
**NSA/CSS**—National Security Agency/Central Security Service  
**OPR**—Office of Primary Responsibility  
**PACAF**—Pacific Air Forces  
**QRC**—Quick Reaction Capability  
**SIGINT**—Signals Intelligence  
**SIPRNet**—Secret Internet Protocol Router Network  
**SME**—Subject Matter Expert  
**SOFTAT**—Special Operations Forces TAT  
**STAT**—Special Tactics Analysis Team  
**T-0**—Tier 0  
**T-1**—Tier 1  
**T-2**—Tier 2  
**T-3**—Tier 3  
**TAC**—Tactics Analysis Conference

**TAPS-PC**—Tactics Analysis Production System-Personal Computer

**TARP**—Tactics Analysis and Reporting Program

**TASE**—Tactics and Adversary Studies Element

**TAT**—Tactics Analysis Team

**TCC**—Tactics Coordination Committee

**US**—United States

**USAFE**—US Air Forces Europe