

**BY ORDER OF THE
SECRETARY OF THE AIR FORCE**

AIR FORCE INSTRUCTION 11-260

15 SEPTEMBER 2011

Flying Operations

TACTICS DEVELOPMENT PROGRAM



COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

ACCESSIBILITY: Publications and forms are available on the e-Publishing website at www.e-Publishing.af.mil for downloading or ordering

RELEASABILITY: There are no releasability restrictions on this publication.

OPR: ACC/A3TW

Certified by: AF/A3O-A
(Col Jeffrey R, McDaniels)

Supersedes: AFI11-260,
12 December 2003

Pages: 46

This instruction implements policy in Air Force Policy Directive (AFPD) 11-2, *Aircraft Rules and Procedures*, and establishes responsibilities and procedures for conducting the Tactics Development Program. This instruction applies to all units involved with the employment of Combat Air Forces (CAF), Special Operations Forces (SOF), Space, Cyberspace and Mobility Air Forces (MAF). All subordinate organizations, including individual units, may supplement this instruction to cover unique requirements. Forward approved supplements to Headquarters Air Combat Command, Weapons and Tactics Branch (ACC/A3TW). 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. This instruction applies to Air National Guard (ANG) units when published in ANGIND2; and applies to Air Force Reserve Command (AFRC) units when published in AFRCIND2. Ensure that all records prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS) located at <https://www.my.af.mil/afrims/afrims/afrims/rim.s.cfm>. Additionally, if the publication generates a report(s), alert readers in a statement and cite all applicable Reports Control Numbers in accordance with Chapter 2 of AFI 33-324, *The Information Collections and Reports Management Program; Controlling Internal, Public, and Interagency Air Force Information Collections*.

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed.

Major areas updated include: adjusting Tactics Review Board (TRB) timing to align with major command (MAJCOM) budget processes; implementing standard practices instituted after the 2009 Combat Air Forces Weapons and Tactics Conference; and, incorporates portions of Air Force Space Command Instruction (AFSPCI) 10-260, *Tactics Development Program for Operational Systems*; Air Mobility Command Instruction (AMCI) 11-207, *AMC Tactics Program*; and Air Force Global Strike Command information.

	1.	General Policy:	2
Table	1.	MAJCOM Control Numbers.	4
Table	2.	TRB Timetable.	4
	2.	CAF and CSARF Tactics Development Procedures:	5
	3.	MAF Tactics Development Procedures:	15
	4.	AFSOF Tactics Development Procedures.	21
	5.	AFGSC Tactics Development Program.	27
Table	3.	Entering Arguments for TTP (Not all inclusive).	29
	6.	AFSPC Tactics Development Program.	30
	7.	Information Collections, Records, and Forms:	30
ATTACHMENT 1—GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION			32
ATTACHMENT 2—AIR FORCE TACTICS, TECHNIQUES, AND PROCEDURES 3-1/3-3 MANAGEMENT PROCEDURES			38
ATTACHMENT 3—AF INFORMATION MANAGEMENT TOOL 4326 INSTRUCTIONS			44

1. General Policy:

1.1. The Tactics Development Program is designed to develop, document and disseminate tactics for the Air Force. The program’s broad goals are to:

- 1.1.1. Identify tactical employment opportunities in all areas of fighter, bomber, rescue, command and control, airlift, air refueling, special ops, air operations center, information warfare, air defense sector operations, intelligence operations, information operations, space operations.
- 1.1.2. Conduct formal Tactics Development and Evaluations (TD&E) to determine new tactics that correct identified tactical deficiencies and pursue new/improved Tactics, Techniques, and Procedures (TTP).
- 1.1.3. Continually validate existing tactics against emerging threats and new technologies.
- 1.1.4. Consolidate and rapidly disseminate tactical information.
- 1.1.5. Develop tactics for new or modified weapons systems entering the AF inventory.

1.2. Tactics incorporate all facets involved with accomplishing assigned tactical missions and are not limited to airborne assets. Any participants actively involved in engagement of the enemy while executing the mission should be involved in the tactics development process. This includes planning, rehearsal, takeoff, departure, intelligence preparation of the operational environment, command and control, ingress to the target, weapons employment, egress procedures, arrival, and any additional support assets required for mission success.

1.2.1. The Tactics Development Program is not intended for hardware/software acquisition, Technical Order (T.O.) modifications or requests to changes in training. Use AF Form 1067, *Modification Proposal*, to request changes to hardware configuration of less than \$10 million; T.O. 00-35D-54, *Deficiency Reporting, Investigation, and Resolution*, to identify equipment shortfalls and software changes; AF Form 847, to request changes to Instructions or Publications and AFTO Form 22 for T.O.s.

1.3. MAJCOM/Equivalent agency Responsibilities:

1.3.1. Air Combat Command (ACC) is tasked by AFI 11-415, *Weapons and Tactics Program*, to serve as the lead command in developing, documenting and disseminating tactics for the CAF. CAF, as used in this AFI, refers to units within ACC, United States Air Forces in Europe (USAFE), Pacific Air Forces (PACAF), Air Force Intelligence Surveillance and Reconnaissance Agency (AFISRA), Air Force Space Command (AFSPC), Air Force Reserve Command (AFRC), Air Force Global Strike Command (AFGSC) and the Air National Guard (ANG).

1.3.2. Air Mobility Command (AMC) serves as the lead command in developing, documenting and issuing tactics for the MAF in accordance with (IAW) AFPD 10-21, *Air Mobility Lead Command Roles And Responsibilities*. MAF, as used in this AFI, refers to mobility units within AMC, USAFE, PACAF, AFRC, and ANG.

1.3.3. Air Force Special Operations Command (AFSOC) serves as the lead command in developing, documenting, and issuing tactics for AFSO IAW AFMD 6, *Air Force Special Operations Command*.

1.3.4. Air Force Space Command (AFSPC) serves as the lead command in developing, documenting, and issuing tactics for space weapons systems IAW AFMD 5, *Air Force Space Command* and Cyberspace IAW Program Action Direction 07-08 change 3.

1.3.5. Air Force Global Strike Command (AFGSC) serves as the lead command in developing, documenting, and issuing tactics for global strike weapons systems IAW USAF Program Action Directive (PAD) 08-04.

1.3.6. Air Force Education and Training Command (AETC) serves as the lead command in education and training IAW AFMD 3, *Air Force Education and Training Command*.

1.4. Tactics Development Integration:

1.4.1. Air Force personnel who identify a non-material solution to a tactical deficiency should submit an AF Information Management Tool (IMT) 4326, *Tactic Improvement Proposal (TIP)*, to the unit tactics shop (see Attachment 3). The unit tactics shops will forward the TIP via the appropriate chain of command. MAJCOMs will assign control numbers for all received TIPs. TIPs will be referred to by the MAJCOM control number until they reach final disposition. Numbering begins with the fiscal year (FY) of the Test

Priority List (TPL) being addressed (if one is used), followed by a MAJCOM reference number. The reference scheme in **Table 1** will be used. **EXAMPLE:** ACC/A3TW receives the first TIP in Nov 10 for consideration during the January 2011 TRB, the TIP will be assigned control number 12-101. For classified TIPs a “C” will be added after the FY (12C-101).

Table 1. MAJCOM Control Numbers.

MAJCOM	CONTROL NUMBER
ACC	(FY)-01XX
PACAF	(FY)-02XX
USAFE	(FY)-03XX
ANG/AFRC	(FY)-04XX
AMC	(FY)-05XX
AFSOC	(FY)-06XX
AFSPC	(FY)-07XX
AETC	(FY)-08XX
AFGSC	(FY)-09XX
AFISRA	(FY)-10XX

1.4.2. MAJCOMs have parallel tactics development processes aligned to support an integrated tactics development program. MAJCOMs will conduct separate TRB to review applicable TIPs from their subordinates and owned units. MAJCOMs will forward specific TIPs to the appropriate Office of Primary Responsibility (OPR) in time for TRB processing. All MAJCOM TRB’s will be conducted prior to the CAF TRB. Any CAF-related TIPs identified during these boards will be made available for the CAF TRB. Forward the CAF-related TIPs to ACC/A3TW by 7 Nov each year for the CAF TRB. Appropriate MAJCOM representatives will be present at the CAF TRB to ensure proper TIP integration. Refer to **Table 2** for dates for each TRB level.

Table 2. TRB Timetable.

TRB LEVEL	NLT DATE
Squadron	15 Sep

Group/Wing/Direct Reporting Units (DRU)/ Primary Support Units (PSU)/Centers	1 Oct
MAJCOM	15 Oct
MAF and AFSOF	15 Nov
CAF	5 Jan

1.4.3. Tactics development will start as early in the equipment acquisition cycle as possible. Tactical objectives should be incorporated during Initial Operational Test and Evaluation (IOT&E), Qualification Operational Test and Evaluation (QOT&E), and Force Development Evaluation (FDE) as much as practical. For aircraft modifications, such as Operational Flight Program (OFP) upgrades, the FDE may be the only opportunity to evaluate the impact on tactics. MAJCOM will provide a concept of operation for operational test objectives to ensure tactics development starts as early as possible in the acquisition cycle.

1.5. TIP Validation:

1.5.1. Weapons shops at each level of command will evaluate and validate the accuracy and desired result of TIPs submitted by subordinate units prior to forwarding to the next level in the chain of command. Weapons shops should emphasize the following areas. When validating TIPs, initial and intermediate reviewers before the CAF TRB should: 1) research and validate that there are no existing TTP that address the problem; and 2) redirect any TIPs that require a hardware/ software solution (TIPs are for non-materiel solutions) to the MAJCOM/A8 acquisition process.

1.5.2. MAJCOM/Numbered Air Force (NAF). Deployment, combat planning, rehearsal, combat operations, tasking of combat forces, and command and control of forces. If a NAF convenes a TRB, it is still responsible for making the MAJCOM deadline (see [Table 2](#)). NAFs are also responsible for any adjustments in the timelines so that subordinate units can achieve the MAJCOM suspense (per [Table 2](#)).

1.5.3. Centers. Weapons and tactics issues that evolve from the respective center activities.

1.5.4. Wing/Group/Air Defense Sectors. Weapons and tactics issues related to Designed Operational Capability (DOC) statement, local tasking, or Air Expeditionary Force (AEF) tasking.

1.5.5. Squadron. Weapons and tactics issues related to any aspect of mission planning through execution.

2. CAF and CSARF Tactics Development Procedures:

2.1. General Policy:

2.1.1. ACC/A3 is ACC's focal point for the CAF Tactics Development Program. ACC/A3T serves as the OPR and program manager. ACC/A3T will coordinate with

MAJCOM/A3, NGB/A3, and AFRC/A3T on programs affecting their respective activities.

2.1.2. The US Air Force Warfare Center (USAFWC) and Air National Guard Air Force Reserve Command Test Center (AATC) are the primary units for conducting TD&Es for the CAF. Selected operational units may also be solicited/tasked via the Consolidated Planning Order (CPO) to assist or participate in testing. Centers will be selected to conduct specific TD&E projects based on unique capabilities, resource availability, and projected workload.

2.2. Tactics Development Process: The tactics development process consists of four phases: Identification of Tactics Deficiencies; Planning and Tasking; Execution; Reporting and Dissemination.

2.2.1. Identification of Tactics Deficiencies:

2.2.1.1. Commanders and supervisors at all levels will continually review their areas of responsibilities for tactical deficiencies, report those discovered, and recommend improvements. The designated unit weapons and tactics organization is the focal point for this effort.

2.2.1.2. Intelligence units at all levels of command will continually evaluate information on enemy capabilities, doctrine, tactics, and will provide updates to the unit weapons and tactics organization.

2.2.1.3. TIP. Tactical improvements addressing identified tactical deficiencies will be documented on the AF IMT 4326. The TIP form can be found on the Air Force Publication website. TIPs must be reviewed, validated, and annotated by an OG/CC or WG/CC in order to be accepted by MAJCOM. Accepted TIPs will be reviewed by appropriate MAJCOM weapons and tactics organization. PACAF, USAFE, AETC, NGB, and AFRC will review the TIPs for concurrence. Non-ACC MAJCOM weapons and tactics organizations will make a disposition recommendation on each TIP before it is forwarded to ACC/A3TW. TIPs should not be used to request modification or acquisition of hardware or software, nor for requesting changes in training procedures. A proposed change to operations/training procedures, as contained in the 11-series publications, should be submitted by message to ACC/A3T as a subject for discussion at the next scheduled Realistic Training Review Board (RTRB). For proposed changes to operations/training procedures impacting space operations and/ or cyberspace operations, as contained in the 10-series publications, should be submitted by message to AFSPC/A3T.

2.2.1.3.1. TIPs must be as specific as possible and contain the appropriate classification markings. The TIP must include a detailed description of the tactical problem or deficiency and a recommended solution or tactical improvement. The TIP should include the desired objectives for the recommended testing. The more detailed the information and objectives are in the TIP, the more likely that the TIP will be tested and provide the desired answers. Objectives must be clear, obtainable, and measurable. TIPs with insufficient or unclear information in the description or objectives section should be returned to the originator for expansion of data and resubmission. It is highly recommended that the submitter of a TIP follow their TIP submission

up the review and validation chain and be prepared to brief/educate the tactical deficiency and proposed solution(s) during TRB events.

2.2.1.3.2. TIPs can be submitted at any time of the year. TIPs do not have to wait for the annual TRB conference to be considered or tested. If the TIP is of immediate concern and will affect current operations or testing, the TIP should follow the established routing but at an accelerated pace. This accelerated pace cannot be readily defined and will be dictated by the circumstances requiring tactics development. All TIPs requiring accelerated review and time sensitive testing will be forwarded to ACC/A3TW as soon as practical. Alternatively, an Urgent Operational Need (UON) submission may be appropriate.

2.2.1.3.3. All TIPs approved for formal evaluation and requiring ACC test involvement will be forwarded to ACC/A8 for inclusion on the ACC TPL. ACC/A3TW will provide the TIP to the respective test center for incorporation into the respective project order. The appropriate test center may initiate planning after project order approval by ACC/A8.

2.2.1.3.4. Within 30 days after the CAF TRB, ACC/A3TW will report the disposition of TIPs on the ACC/A3TW SIPRNET website. Individuals and organizations submitting TIPs will be able to check the status of their TIPs by checking the website.

2.2.1.4. Tactics Review Board. The purpose of the TRB is to review tactics and suggest changes to correct deficiencies in those tactics. Squadron TRBs should formulate and forward TIPs in the areas identified by paragraph [2.2.1](#) Group/wing/wing equivalent TRBs will review, validate, and annotate squadron TIPs, formulate any additional required TIPs, and forward to their MAJCOMs. The CAF TRB may formulate new TIPs, but should focus on reviewing TIPs submitted by subordinate units. TRBs should concur/non-concur with TIPs and make a recommendation for the disposition of the TIP in the appropriate coordination box on the form. TRBs should ensure that the TIP objectives and description provide the necessary information to create a draft of the project order and subsequently the test plan.

2.2.1.4.1. TRB Timelines. Annual TRBs will be conducted by unit weapons and tactics organizations. TRB Timelines are in [Table 2](#). All TIPs must be forwarded to ACC/A3TW by 7 Nov for processing. Prior to conducting TRBs at any level, units should review the current and completed TD&Es to avoid redundancy in reporting tactics deficiencies.

2.2.1.5. TRB Attendance.

2.2.1.5.1. The appropriate commander for each TRB level will select the attendees. The intent is for squadrons to conduct their own TRBs, followed by the operations group/wing TRB which consolidates squadron TRB inputs. Single Mission Design Series (MDS) wings/Air Operations Centers (AOC) may not need to conduct a TRB above the operations group level before submitting TIPs to the MAJCOM weapons and tactics organization.

2.2.1.5.2. The CAF TRB will consist of experts from several test centers and

MAJCOMs. The CAF TRB will review all CAF-related TIPs submitted to ACC/A3TW. In order to review the TIPs, the CAF TRB will consist of MDS working groups and mission area (MA) working groups. A chairman will lead each MDS or MA working group. The test group commander responsible for conducting the TD&Es for that MDS or MA will normally recommend the appointment of the chairman. For example, the 53rd Test and Evaluation Group (TEG) Commander will recommend the appointment of the working group chairman for the B-52 working group. The intent is that the same test personnel involved in evaluating the TIPs be directly involved with the test planning and execution. If the test group commander does not have personnel with the appropriate experience, he may coordinate with ACC/A3TW to find a working group chairman with appropriate experience [e.g., USAF Weapons School (USAFWS)]. The Information Warfare (IW) mission area chairman should be from ACC/A3I or their selected representative.

2.2.1.5.3. The CAF TRB attendance is by invitation only. Attendance is determined by each working group chairman and must be coordinated with ACC/A3TW. The intent is to keep the TRB participation to a manageable size while ensuring the correct representation is available for the latest tactical challenges. Working groups should normally be between eight to ten people. The representatives for the MA working groups will be chosen from those attending MDS working groups. Each working group should consist of experts from staff, test, and operations community. MAJCOMs should provide representatives for each applicable MDS or MA working group. These representatives should be able to address theater specific employment issues, if applicable, for the CAF TRB forum. PACAF and USAFE have the option to send, representatives for aircraft that are not permanently assigned (e.g., B-52). AETC may also send a representative to the CAF TRB if they train aircrew in that particular MDS. MAJCOM representatives may be chosen from the MAJCOM staff, subordinate NAF, wings, or squadrons. Working group test representation should be supported by anticipated test agencies to include AATC (if the working group is applicable to the ANG or AFRC). Operations representation should be experienced experts from the CAF (usually a USAFWS graduate. **(IW ONLY:** Representative will be from 346th Test Squadron.) For example, in an A-10 working group the chairman should be from 53 Test and Evaluation Group (TEG) and the working group should consist of ACC, PACAF, USAFE, AATC, AFRC, ANG and USAFWS representatives.

2.2.1.6. CAF TRB Actions.

2.2.1.6.1. The CAF TRB will review all CAF TIPs, untested CAF TIPs on the TPL, and make a recommendation for each. Recommendations may be to delete, test, or forward to an OPR. The CAF TRB will funnel directly into CAF Weapons and Tactics Conference (WEPTAC). The TRB Working Group Chairman will also chair and lead the MDS or MA Working Group at the WEPTAC. The TRB working group chairmen will present the TRB results. CAF WEPTAC Working Groups will validate all TIP recommendations made at the CAF TRB. The reason for the WEPTAC validation is to obtain consensus from an increased number of

warfighters. The number of attendees at the CAF TRB is limited, while attendance at the CAF WEPTAC is not.

2.2.1.6.2. The CAF TRB working groups will ensure each TIP forwarded for test has a detailed description of the tactical deficiency and has clear, obtainable and measurable objectives. ACC/A3TW will, using this information, initiate test requests from appropriate MAJCOMs. For tests requiring ACC involvement, ACC/A3TW will forward the TD&E nominations to ACC/A8XT to meet the ACC annual call for test suspense. The appropriate MAJCOM test center will use information provided by the CAF TRB as part of test planning and approval processes.

2.2.2. Tasking and Planning:

2.2.2.1. ACC:

2.2.2.1.1. Any TD&E requiring ACC involvement must be placed on the ACC TPL and have an approved Electronic Project Order (EPO). The ACC TPL combines and prioritizes all ACC related testing requirements. ACC/A8 is responsible for developing the ACC TPL in coordination with ACC/A3. Coordination and approval of the EPO constitutes approval to conduct the test. A TD&E test plan signed by the applicable commander constitutes approval for test execution.

2.2.2.1.2. If ACC assets external to the responsible test center are required, that responsible test center contacts ACC/A3 to request scheduling of assets via the Consolidated Planning Order (CPO). The tasked operational unit's MAJCOM/A3 and ACC/A3 must approve participation in any MAJCOM testing. Operational units tasked on the CPO for test support sorties do not require additional ACC/A8/A3 approval.

2.2.2.1.3. When practical, TD&E objectives should be accomplished in conjunction with other test missions that replicate the required testing environment.

2.2.2.1.4. IW requires a flexible test capability to remain responsive to rapid changes in current and emerging weapon systems. In coordination with ACC/A3/A8, centers have the discretion to plan and conduct tactics evaluations limited in scope. These evaluations are designed to examine threats, vulnerabilities and achievable effects, using in-house and locally coordinated assets. ACC/A3 and ACC/A8 approval will be provided via a blanket EPO. **NOTE:** 23 IOS Tactics Development Initiatives (TDI) are not TD&E. 23 IOS will request 346 TS range time through 346 TS.

2.2.2.1.5. Test centers should coordinate test requirements and objectives with the US Army, US Navy, and US Marine Corps test/doctrine organizations to ensure commonality and joint applications and to prevent duplication of effort.

2.2.2.2. Air Force Space Command:

2.2.2.2.1. For TIPs that are approved by the AFSPC TRB and require AFSPC-conducted tests, AFSPC/A3TW will forward TD&E nominations via a Test

Request (TR) to AFSPC Space and Cyberspace Test and Evaluation Division. These TRs are generally completed prior to the AFSPC annual call for tests; however, AFSPC/A3TW may also generate an out-of-cycle TR for tactics with urgent development needs. The TR is the vehicle to request AFSPC MAJCOM test squadron support. The TR is used to identify test requirements, identify test funding, determine 595th Space Group (SG) and/or 318 IOG resources, facilitate command prioritization, and obtain final authority test. **NOTE:** Non-CAF-related TIPs should be coordinated within AFSPC only and not sent to ACC/A3TW for the CAF TRB.

2.2.2.2.2. NAF/CC or their designee is the approval authority for Operational Asset Use Requests (OAU) involving AFSPC operational assets unless those assets are under the OPCON of a Combatant Command. In that case, NAF/CC or designee will verify that the requested asset is operationally ready to support testing, evaluate mission impact and assess risk, after mitigation efforts. Based on this information the NAF/CC will approve or disapprove the use of the requested asset for test. The Combatant Command CDR or designee is the release authority for operational use in support of test activities for those requested assets in testing activities to deconflict mission priorities and test requirements. The NAF/CC or designated representative will adjudicate conflicting requests for use of operational assets.

2.2.2.2.2.1. Requesting AFSPC operational assets. All OAU will be forwarded to the applicable NAF HQ with a draft test plan for processing. After receipt of the OAU, NAF and Wing representatives will coordinate the use of their respective assets. During coordination, Wing representatives ensure the amount and duration of testing does not adversely impact overall mission accomplishment while maximizing support to test initiatives. See AFSPCI 99-103 for further guidance.

2.2.2.2.3. When practical, and on a non-interference basis, TD&E objectives should be accomplished in conjunction with other tests or training missions that replicate the environment. A TD&E project with an approved test plan can be executed alone or in conjunction with other tests.

2.2.3. Execution:

2.2.3.1. TD&Es will only be conducted by designated MAJCOM test organizations (or by operational units tasked directly by the MAJCOM) and only with an approved test project order and signed test plan. Test organizations not manned by MDS SMEs will coordinate directly with the operational unit responsible for submitting the TIP. The respective operational unit will be responsible for providing the required resident expertise in the drafting of the test plan.

2.2.3.2. TD&E sorties will be flown IAW MAJCOM instructions and directives unless specific waivers are approved by MAJCOM.

2.2.3.3. TD&Es not requiring sorties will be executed IAW MAJCOM guidance and directives unless specific waivers are approved by MAJCOM.

2.2.4. Reporting and Dissemination. Formal results of TD&E will be reviewed prior to publication by the operational unit responsible for submitting the TIP. The operational unit has 30 days to identify Critical, Major, Substantive, and Administrative comments. TD&Es will be documented in interim/final reports IAW AFI 99-103 and MAJCOM guidance. The results of the TD&Es can be disseminated through Air Force Tactics, Techniques, and Procedures (AFTTP) 3-1 Volumes, test center "road shows," and/or the USAF Weapons Review. (IW only: TDI will be documented in final reports and are accessible through the 688 IOW.)

2.2.4.1. Interim reports will be published anytime information becomes available which has immediate impact on the CAF. Interim reports should also be considered when completion of the TD&E will take longer than 1 year or is delayed/deferred due to unexpected circumstances. Publication of interim reports is at the discretion of the test team and the test report approval authority.

2.2.4.2. Final reports for TD&E projects will be accomplished and distributed IAW MAJCOM guidance. A copy of the final report will be made available for inclusion in the Defense Technical Information Center (DTIC) archives. Final reports shall also be made available on applicable test center SIPRNET sites. (Web Site addresses are listed in References section)

2.2.4.3. MAJCOM weapons and tactics organizations and/or responsible test agencies will review interim and final reports on weapons systems for which they have tactics responsibilities and ensure appropriate information is forwarded to 561 Joint Tactics Squadron (JTS) for inclusion in the applicable AFTTP 3-1 volume.

2.2.4.4. AFTTP 3-1 is the primary source of tactics information for the CAF. It contains information that has been validated and has CAF-wide concurrence. Specific procedures and responsibilities for the management of AFTTP 3-1 are contained in AFTTP 3-1.1, *General Planning and Employment Considerations*. ACC/A3 will approve all AFTTP 3-1 supplements or changes and will be published on an as needed basis. These supplements/changes will contain executive summaries of interim/final reports, and any other information releasable to the CAF as valid tactics.

2.2.4.5. Test Centers should conduct "road shows" to rapidly disseminate information to the warfighter. The intent of the road show is to provide interaction between the test organizations and the operational units. Road show content may include approved test results and the effect on current tactics and training.

2.2.4.6. USAF Weapons Review may include information that is not applicable for AFTTP 3-1, but can be warfighter "food for thought".

2.3. Responsibilities:

2.3.1. ACC/A3 will:

2.3.1.1. Coordinate with ACC/A8 to ensure all TIPs forwarded for test have EPOs. Ensure TIPs forwarded for test appear on ACC TPL.

2.3.1.2. Review for approval CPO taskings for all ACC non-test units tasked to support TD&E projects.

- 2.3.1.3. Coordinate with other MAJCOMs, ANG, AFRC, and NAF tactics office of primary responsibility to ensure program participation.
 - 2.3.1.4. Coordinate with ACC/A8 on ACC TPL.
 - 2.3.1.5. Identify ACC OPR for applicable recommendations in interim/final reports.
 - 2.3.1.6. Sponsor the CAF TRB and the CAF WEPTAC.
 - 2.3.1.7. Task ACC/A3T to be the ACC focal point for tactics development.
 - 2.3.1.8. When necessary, obtain formal coordination on test plans from NGB, AFRC and other MAJCOMs, services, or allied forces.
- 2.3.2. ACC/A3T will:
- 2.3.2.1. Appoint an ACC tactics officer to act as program manager for the CAF tactics development program.
 - 2.3.2.2. Chair the annual CAF WEPTAC and TRB.
 - 2.3.2.3. Provide copies of TIPs to Centers and NAFs, when requested.
 - 2.3.2.4. Document CAF TRB action on TIPs and report disposition of TIPs on the ACC/A3TW SIPRNET webpage.
 - 2.3.2.5. Coordinate all TD&E efforts with ACC/A8X.
- 2.3.3. ACC/A3I will:
- 2.3.3.1. Serve as the designated focal point for CAF IW integration, test and evaluation.
 - 2.3.3.2. Identify ACC OPRs for applicable recommendations in interim and final reports.
 - 2.3.3.3. Obtain formal coordination on project plans from NAFs, NGB, AFRC, and other MAJCOMs, Services, or Allied Forces, when necessary.
 - 2.3.3.4. Coordinate all TD&E efforts with ACC/A8X.
 - 2.3.3.5. Support ACC/A3T in tactics development and provide expertise for the CAF TRB.
- 2.3.4. ACC/A8 will:
- 2.3.4.1. Maintain liaison with ACC/A3 to ensure tactical inputs are available/reviewed throughout the acquisition cycle.
 - 2.3.4.2. Coordinate and produce an annual integrated ACC TPL.
 - 2.3.4.3. Be the single source of tasking for ACC test centers.
- 2.3.5. PACAF/A3, USAFE/A3, AFSPC/A3, AETC/A3, AFGSC/A3 will:
- 2.3.5.1. Review for approval applicable waivers to this instruction.
 - 2.3.5.2. Identify MAJCOM OPR for applicable recommendations in interim/final reports.

- 2.3.5.3. Review for approval MAJCOM TIPs and forward to ACC/A3TW for assignment.
- 2.3.5.4. Appoint representatives for the working groups at the CAF TRB.
- 2.3.5.5. Recommend AFTTP 3-1 changes and forward to ACC/A3.
- 2.3.5.6. Task any MAJCOM units required to support TD&E projects.
- 2.3.6. MAJCOM staff agencies will:
 - 2.3.6.1. Identify tactical information, suspected tactical deficiencies, or proposed improvements to MAJCOM/A3.
 - 2.3.6.2. Coordinate all tactics related items through MAJCOM/A3.
- 2.3.7. MAJCOM/A3T (A3Z for AETC, A3O for PACAF/NGB, and A3V for AFISRA) will:
 - 2.3.7.1. Be the focal point for MAJCOM tactics development activities.
 - 2.3.7.2. Be MAJCOM OPR for AFTTP 3-1 and other tactics development directives.
 - 2.3.7.3. Maintain liaison to ensure tactician participation in applicable phases of equipment acquisition.
 - 2.3.7.4. Ensure concepts of operations are published prior to the initiation of test projects.
 - 2.3.7.5. Assist in coordinating and/or scheduling munitions, ranges, operational unit support, and waivers for TD&E projects.
 - 2.3.7.6. Initiate requests for inputs necessary to meet the CAF TRB timetable.
 - 2.3.7.7. Maintain liaison with other MAJCOMs to ensure a timely flow of tactics information.
 - 2.3.7.8. Provide MAJCOM recommendation on the proposed course of action, timetables, etc., for all TIPs submitted.
 - 2.3.7.9. Disseminate MAJCOM TRB TIP disposition to subordinate operational and training units and NAF/A3s.
- 2.3.8. MAJCOM/A2 will:
 - 2.3.8.1. Evaluate intelligence information for possible effect on tactical operations. MAJCOM/A3 will be immediately notified of such information.
 - 2.3.8.2. Levy appropriate collection requirements and production requirements to national intelligence agencies to obtain and document required data on enemy capabilities, doctrine, and tactics.
 - 2.3.8.3. Disseminate enemy tactics information to subordinate units through appropriate intelligence channels.
- 2.3.9. Centers tasked to conduct TD&E projects will:
 - 2.3.9.1. Program and accomplish TD&Es by establishing and adhering to suspenses for planning, executing, and reporting TD&Es as tasked.

- 2.3.9.2. Program for future TD&E projects and required funding during budget submissions.
- 2.3.9.3. Submit interim and/or final reports IAW AFI 99-103.
- 2.3.9.4. Identify tactics deficiencies or propose new tactics by submission of a TIP.
- 2.3.9.5. Screen reports and project results for applicable information, and process that information for dissemination in AFTTP 3-1 and/or changes to AFTTP 3-1.
- 2.3.9.6. Supply and solicit tactical expertise in their specialized areas to support TD&E efforts by other centers, as tasked by the owning MAJCOM.
- 2.3.9.7. Provide center representation at CAF TRB, as required.
- 2.3.9.8. Assign a center project officer to each TD&E.
- 2.3.9.9. Conduct “road shows” as required to rapidly disseminate information to the war- fighter.
- 2.3.9.10. AATC is responsible to NGB/A3 and AFRC/A3 for applicable items listed in paragraph 2.3 AATC will host the ANG and AFRC WEPTAC. The WEPTAC will evaluate ANG and AFRC TIPs. AATC will forward WEPTAC approved TIPs to ACC/A3TW for consideration at the CAF TRB by the first week of November. The CAF TRB will review ANG/AFRC TIPs for applicability and support of active duty units.
- 2.3.10. NAF/A3 will:
 - 2.3.10.1. Review TIPs related to NAF operations and forward to MAJCOM/A3 with recommendations.
- 2.3.11. NGB/A3 and AFRC/A3 will:
 - 2.3.11.1. Sponsor the ANG and AFRC WEPTAC.
 - 2.3.11.2. Task the AATC for TD&E project management involving ANG and AFRC resources.
 - 2.3.11.3. Approve and support ANG and AFRC unit participation in TD&E projects.
 - 2.3.11.4. Budget for and provide funding, flying hours, and man-days for ANG and AFRC unique TD&E projects.
- 2.3.12. All operational and training units will:
 - 2.3.12.1. Continually evaluate tactical information available to support assigned or expected wartime tasking, specifically analyzing the completeness of information and its validity in today’s environment.
 - 2.3.12.2. Use all available opportunities to exercise validated tactics. Examples: continuation training, Red Flag, RED FLAG-Alaska, Weapons System Evaluations Program (WSEP), Distributed Missions Operations (DMO), and 527th Space Aggressor Squadron (SAS) vulnerability assessments.
 - 2.3.12.3. Report undocumented tactics or tactical problem areas or propose new tactics by submission of a TIP.

2.3.12.4. Conduct an annual TRB as described in this instruction.

2.3.12.5. Support and send representatives to the CAF WEPTAC.

2.3.12.6. Support and send representatives to applicable AFTTP 3-1 re-write conferences.

3. MAF Tactics Development Procedures:

3.1. General Policy:

3.1.1. AMC/A3 is the focal point for the MAF Tactics Development Program. AMC/A3D is the OPR and program manager for the MAF Tactics Development Program. AMC/A3D will coordinate with MAJCOM/A3T (A3O for PACAF/NGB), and AFRC/A3 on programs that affect their respective activities.

3.1.2. The AMC Test and Evaluation Squadron (TES), the Advanced Airlift Tactics Training Center (AATTC) and ANG AFRC Tactics Center (AATC) are the primary units for conducting TD&Es. Selected units may also be solicited/tasked via the Test Order to assist or participate in testing. Units will be selected to conduct specific TD&E projects based on unique capabilities, resource availability, and projected workload.

3.2. **TD&E Procedures:** The TD&E process occurs in four phases: identification of tactics deficiencies, tasking/planning, execution, and reporting.

3.2.1. Identification of tactics deficiencies:

3.2.1.1. Commanders and supervisors at all levels will continually review their areas of responsibilities for tactical deficiencies, report those discovered, and recommend improvements. The designated unit weapons and tactics organization is the focal point for this effort.

3.2.1.2. Intelligence units at all levels of command will continually evaluate information on enemy capabilities, doctrine, and tactics, and will provide updates to the unit weapons and tactics organization.

3.2.1.3. TIP. Identified tactical deficiencies will be documented on the AF IMT 4326. The TIP form can be found on the Air Force Publication website. The Group or Wing must review the TIPs or they will not be accepted by MAJCOM. TIPs will be reviewed by appropriate MAJCOM weapons and tactics organization. MAJCOM weapons and tactics organizations will make a recommendation on each TIP before it is forwarded to the MAF TRB. All TIPs with a Group, Wing, or NAF review will be forwarded to the MAF TRB. The only exceptions to this are TIPs that do not request changes in tactics. TIPs should not be used to request modification or acquisition of hardware or software, nor for requesting changes in training procedures or publications. AMC/A5R is the OPR for hardware/software modifications and acquisition. A proposed change to operations/training procedures, as contained in the 11-series publications, should be submitted by message to AMC/A3T as a subject for discussion at the next scheduled RTRB.

3.2.1.3.1. TIPs must be as specific as possible and contain the appropriate classification markings. The TIP must include a detailed description of the tactical problem or deficiency and a recommended solution or tactical improvement. The

TIP should include the desired objectives for the recommended testing. The more detailed the information and objectives are in the TIP, the better the likelihood that the TIP will be tested and provide the desired answers. Objectives must be clear, obtainable, and measurable.

3.2.1.3.2. AMC/A3DT will assign a MAJCOM control number IAW paragraph 1.4.1 TIPs will be referred to by the MAJCOM control number until they are approved for test.

3.2.1.3.3. TIPs can be submitted at any time of the year. If the TIP is of immediate concern and will affect current operations/testing, the TIP should be accelerated through the review process and forwarded to AMC/A3DT as soon as possible. TIPs do not have to wait for the formal TRB process to be considered or tested. AMC/A3DT will coordinate MAJCOM approval or disapproval of the TIP.

3.2.1.3.4. All TIPs approved for formal evaluation will be forwarded to AMC/TE for inclusion on the AMC TPL. AMC/A3DT will initiate the test by submitting a test request to AMC/TE. AMC/A3DT will also provide the TIP to the respective test organization for incorporation into the respective test plan. The appropriate test organization will initiate planning for the test after tasking through AMC/TE.

3.2.1.3.5. After the MAF TRB, AMC/A3DT will report the disposition of TIPs using on the appropriate AMC/A3DT secure (SIPRNET) or non-secure (NIPRNET) website. Individuals and organizations submitting TIPs may check the status of their TIPs by checking the website.

3.2.1.4. Tactics Review Boards. The purpose of the TRB is to review tactics and suggest changes to correct deficiencies in those tactics. Squadron TRBs should formulate and forward TIPs in the areas identified by paragraph 1.4 Group/wing TRBs will review squadron TIPS, formulate any additional required TIPs, and forward to AMC/A3DT, while courtesy copying their respective MAJCOM. Center/MAJCOMs and MAF TRB may formulate new TIPs, but should focus on reviewing TIPs submitted by subordinate units. TRBs should concur/non-concur with TIPs and make a recommendation for the disposition of the TIP. TRBs should ensure that the TIP objectives and description provide the necessary information to create a detailed draft test request.

3.2.1.4.1. TRB Timelines. Annual TRBs will be conducted by unit weapons and tactics organizations. Follow TRB timelines in Table 2 And Paragraph 1.4.2 All TIPs must be forwarded to AMC/A3DT by 1 Nov for processing. Prior to conducting TRBs at any level, units should review the current TPL and completed TD&Es to avoid redundancy in reporting tactics deficiencies.

3.2.1.4.2. TRB Attendance:

3.2.1.4.2.1. The commander whose staff is running the TRB will select the TRB attendees. Squadron commanders, operations group commanders, etc., will decide the number of participants and attendees. The intent is for squadrons to conduct their own TRBs, followed by operations group/wing TRB which consolidates squadron TRB inputs. Single MDS wings may not

need to conduct a TRB above the operations group level before submitting TIPs to the MAJCOM weapons and tactics organization. NAFs need not review TIPs submitted by subordinate wings as the MAJCOM weapons and tactics organization and the MAF TRB perform that function.

3.2.1.4.2.2. The MAF TRB will consist of experts from test and MAJCOMs. The MAF TRB will review all TIPs submitted to AMC/A3DT. In order to review the TIPs, the MAF TRB will consist of MDS working groups and/or MA working groups. A chairman will lead each MDS or MA working group. AMC/A3DT will appoint a working group chairman with appropriate MDS or MA experience (e.g., USAF Weapons School or AMC staff).

3.2.1.4.2.3. Attendance at the MAF TRB is open. MAJCOMs should make every effort to select MDS or MA representatives and intelligence specialists approved by AMC/A2 or AMC/A3DT best able to address theater-specific employment issues for each MDS within the MAF TRB forum. Representatives may be chosen from the MAJCOM staff, subordinate NAF, wing, or squadron. In addition, representatives from the responsible test organization (the AMC TES for active duty and AATC for the AFRC or the ANG), and the USAF Weapons School should participate in MDS or MA working groups. AETC may also send a representative to the MAF TRB if they train aircrew in that particular MDS. The representatives for the MA working groups will be chosen from those attending MDS working groups. The intent is to encourage TRB participation from all impacted units.

3.2.1.5. MAF TRB Actions:

3.2.1.5.1. The MAF TRB will review all MAJCOM TIPs and make a recommendation for each. Recommendations may include deletion, testing, or forwarding to an OPR. The MAF TRB provides a final recommendation for TIP disposition. Attendance at the MAF TRB is open ensuring that every TIP disposition has support and validation from the MAF. TIP Disposition is the determination of the AMC/A3.

3.2.1.5.2. MAF TRB Working Group. MAF Working Group convenes to review TIPs and develop MAF TRB agenda. Composed of action officers working tactics issues, the MAF TRB Working Group meets 4 duty days prior to the TRB to ensure adequate material preparation for the MAF TRB.

3.2.1.5.3. The MAF TRB working groups will ensure that each TIP forwarded for test has a detailed description of the tactical deficiency and the objectives are clear, obtainable, and measurable. For each recommended test, the working groups will also develop the test request.

3.2.2. Tasking and Planning. AMC/TE conducts TD&Es through FDE focusing on research, analysis, development, and T&E of specific employment tactics against anticipated threats. AMC/A3D will determine if the TIP requires a TD&E. If testing is warranted, AMC/A3D will send a test request to AMC/TE and participate in the test plan working group. The TD&E will be prioritized based on command priorities (i.e., need

date, mission impact, aircraft availability). AMC/TE will coordinate the test plan and test report with AMC/A3D.

3.2.3. Execution:

3.2.3.1. TD&Es will only be conducted by designated MAJCOM test agencies (or by operational units tasked directly by the AMC/A3) and only with an approved test plan.

3.2.3.2. TD&E sorties will be flown IAW MAJCOM instructions and directives unless specific waivers are approved by MAJCOM/A3.

3.2.3.3. TD&E not requiring sorties will be executed IAW MAJCOM guidance and directives unless specific waivers are approved by MAJCOM/A3.

3.2.4. Reporting and Dissemination. Formal results of TD&E will be documented in interim/final reports and are accessible through appropriate test agencies. The results of the TD&E can be disseminated through AFTTP 3-1, test organizations "road shows," and/or published articles.

3.2.4.1. Interim/final report formats will be IAW AFI 99-103. Interim reports will be published anytime information becomes available which has immediate impact on the MAF. The requirement for an interim report is usually coordinated during the test planning process. Publication and release of AMC test information is approved by AMC/TE. The final report will be distributed within 60 calendar days after the last test event or as required by the TD&E plan. A copy of the final report, with classification and distribution markings, will be made available for inclusion in the DTIC archives. Test reports are available on test center SIPRNET sites. (Web Site addresses are listed in References section)

3.2.4.2. MAJCOM weapons and tactics organizations and responsible test agencies will review final reports on weapons systems for which they have tactics responsibilities and identify and forward information to the appropriate AFTTP 3-1 volume OPR for inclusion.

3.2.4.3. AFTTP 3-1 is the primary source of tactics information for the MAF. It contains information that has been validated and has MAF-wide concurrence. Specific procedures and responsibilities for the management of AFTTP 3-1 are contained in AFTTP 3-1.General Planning. Supplements/changes and will be published on an as needed basis IAW AFTTP 3-1.General Planning. These supplements/changes will contain executive summaries of interim/final reports, and any other information releasable to the MAF as valid tactics.

3.2.4.4. TIPSs related to MAF intelligence functions will be coordinated with AMC/A2.

3.2.4.5. Test organizations may conduct "road shows" to rapidly disseminate information to the warfighter. The intent of the road show is to provide interaction between the test organizations and the operational units. Road show content may include approved test results and the effect on current tactics.

3.3. Responsibilities:

3.3.1. AMC/A3 will:

- 3.3.1.1. Coordinate with AMC/TE to ensure all TIPs and Special Projects forwarded for test have test orders.
- 3.3.1.2. Approve tasking for all AMC non-test units required to support TD&E projects.
- 3.3.1.3. Coordinate with other MAJCOMs, NGB, AFRC, and NAF tactics office of primary responsibility to ensure program participation.
- 3.3.1.4. Identify AMC OPR for applicable recommendations in interim/final reports.
- 3.3.1.5. Sponsor the MAF TRB yearly.
- 3.3.1.6. Task AMC/A3D to be the AMC focal point for tactics development.
- 3.3.1.7. Obtain formal coordination on test plans, when necessary, NGB, AFRC, and other MAJCOMs, services, or allied forces.

3.3.2. PACAF/USAFE/AETC A3 will:

- 3.3.2.1. Task MAJCOM/A3T (A3Z for AETC, A3O for PACAF/NGB) to be the focal point for tactics development.
- 3.3.2.2. Approve applicable waivers to this instruction.
- 3.3.2.3. Identify MAJCOM OPR for applicable recommendations in interim/final reports or Special Project reports.
- 3.3.2.4. Approve MAJCOM TIPs and forward to AMC/A3D for assignment.
- 3.3.2.5. Appoint representatives for the working groups at the MAF TRB.
- 3.3.2.6. Recommend AFTTP 3-1 changes and forward to AMC/A3D.
- 3.3.2.7. Task any MAJCOM units required to support TD&E projects.

3.3.3. NGB/A3 and AFRC/A3 will:

- 3.3.3.1. Task the AATC for TD&E project management involving ANG and AFRC resources.
- 3.3.3.2. Approve and support ANG and AFRC unit participation in TD&E projects.
- 3.3.3.3. Budget for and provide funding, flying hours, and man-days for ANG and AFRC unique TD&E projects.
- 3.3.3.4. Sponsor the ANG and AFRC WEPTAC.

3.3.4. MAJCOM/A2 will:

- 3.3.4.1. Evaluate intelligence information for possible effect on tactical operations. MAJCOM/A3 will be immediately notified of such information.
- 3.3.4.2. Levy appropriate collection requirements and production requirements to national intelligence agencies to obtain and document required data on enemy capabilities, doctrine, and tactics.

3.3.4.3. Disseminate enemy tactics information to subordinate units through appropriate intelligence channels.

3.3.5. AMC/A5 will:

3.3.5.1. Maintain liaison with AMC/A3 to ensure tactical inputs are available/reviewed throughout the acquisition cycle.

3.3.6. AMC/TE will:

3.3.6.1. Support the planning, execution, and reporting for all TD&Es, as requested.

3.3.7. MAJCOM staff agencies will:

3.3.7.1. Identify tactical information, suspected tactical deficiencies, or proposed improvements to MAJCOM/A3.

3.3.7.2. Coordinate all tactics related items through MAJCOM/A3.

3.3.8. AMC/A3D will:

3.3.8.1. Appoint an AMC tactics officer to act as program manager for the MAF tactics development program.

3.3.8.2. Chair the annual MAF TRB.

3.3.8.3. Provide copies of TIPs to Centers and NAFs when requested.

3.3.8.4. Document MAF TRB action on TIPs and return all TIPs to MAJCOMs, NAFs, centers, or wings.

3.3.8.5. Coordinate all TD&E efforts with AMC/TE.

3.3.9. Test Organizations tasked to conduct TD&E projects will:

3.3.9.1. Program and accomplish TD&Es by establishing and adhering to suspenses for planning, executing, and reporting TD&Es assigned by test orders.

3.3.9.2. Program for future TD&E projects and required funding during budget submissions.

3.3.9.3. Test organization commanders will sign test plans before test execution begins.

3.3.9.4. Submit interim and/or final reports IAW AFI 99-103.

3.3.9.5. Identify tactics deficiencies or propose new tactics by submission of a TIP.

3.3.9.6. Screen reports and project results for applicable information, and process that information for dissemination in AFTTP 3-1 and/or changes to AFTTP 3-1.

3.3.9.7. Supply and solicit tactical expertise in their specialized areas to support TD&E efforts by other centers, as tasked by AMC.

3.3.9.8. Provide representation at MAF TRB, as required.

3.3.9.9. Assign a project officer to each TD&E and FDE project.

3.3.9.10. AATC is responsible to NGB/A3 and AFRC/A3 for applicable items listed in paragraph 3.3.9.11.

3.3.9.11. AATC will host the WEPTAC. The WEPTAC will evaluate ANG and AFRC TIPs. AATC will forward TIPs approved at the WEPTAC to AMC/A3TW for consideration at the MAF TRB. The MAF TRB will review ANG/AFRC TIPs for applicability and support of active duty units.

3.3.10. All operational and training units will:

3.3.10.1. Continually evaluate tactical information available to support the conduct of assigned or expected wartime tasking, specifically analyzing the completeness of information, its validity in today's environment, and usability of format.

3.3.10.2. Use all available opportunities to exercise validated tactics, i.e., continuation training, Red Flag, Joint Readiness Training Center and Cope Thunder.

3.3.10.3. Report undocumented tactics or tactical problem areas or propose new tactics by submission of a TIP.

3.3.10.4. Support and send representatives to applicable AFTTP 3-1 re-write conference.

3.3.10.5. Support and send representatives to the MAF TRB.

4. AFSOF Tactics Development Procedures.

4.1. General Policy:

4.1.1. AFSOC/A3 is AFSOC focal point for AFSOF Tactics Development Program. AFSOC/A3TW serves as the OPR and program manager. AFSOC/A3TW will coordinate with AFSOC/CCR concerning ANG/A3 and AFRC/A3 on programs that affect their respective activities.

4.1.2. The 18 Flight Test Squadron is the primary unit for conducting TD&Es for AFSOC units. Selected operational units will be solicited/tasked to assist or participate in testing.

4.2. **TD&E Procedures:** The TD&E process occurs in four phases: identification of Tactics Deficiencies, tasking/planning, execution, and reporting.

4.2.1. Identification of Tactics Deficiencies:

4.2.1.1. Commanders and supervisors at all levels will continually review their areas of responsibilities for tactical deficiencies, report those discovered, and recommend improvements. The designated unit weapons and tactics organization is the focal point for this effort.

4.2.1.2. Intelligence units at all levels of command will continually evaluate information on enemy capabilities, doctrine, and tactics, and will provide updates to the unit weapons and tactics organization.

4.2.1.3. TIP. Identified tactical deficiencies will be documented on the AF IMT 4326. The TIP form can be found on the Air Force Publication website. TIPs must be reviewed by OG/CC or WG/CC in order to be accepted by AFSOC. AFSOC/A3TW will review accepted TIPs. TIPs should not be used to request modification or acquisition of hardware or software, nor for requesting changes in training

procedures. A proposed change to operations or training procedures should be submitted by message to AFSOC/A3T.

4.2.1.3.1. TIPs must be as specific as possible and contain the appropriate classification markings. The TIP must include a detailed description of the tactical problem or deficiency and a recommended solution or tactical improvement. The TIP should include the desired objectives for the recommended testing. The more detailed the information and objectives are in the TIP, the better the likelihood that the TIP will be tested and provide the desired answers. Objectives must be clear, obtainable, and measurable. TIPs with insufficient or unclear information in the description or objectives section should be returned to the originator for expansion of data and resubmission.

4.2.1.3.2. AFSOC/A3TW will assign a MAJCOM control number IAW paragraph 1.4.1 TIPs will be referred to by the MAJCOM control number until they are approved for test.

4.2.1.3.3. TIPs can be submitted at any time of the year. If the TIP is of immediate concern and will affect current operations/testing, the TIP should follow an accelerated review process and forwarded to AFSOC/A3TW as soon as possible. TIPs do not have to wait for the annual TRB conference to be considered or tested. AFSOC/A3TW will coordinate AFSOC/A3 approval/disapproval of the TIP.

4.2.1.3.4. All TIPs approved for formal evaluation and requiring AFSOC test involvement will be forwarded to AFSOC/A5ZT in the form of a test request. The 18 FLTS will initiate planning for the test after tasking through AFSOC/A5ZT.

4.2.1.3.5. After the AFSOC TRB, AFSOC/A3TW will report the disposition of TIPs on the AFSOC/A3TW SIPRNET website. Individuals and organizations submitting TIPs will be able to check the status of their TIPs by checking the website.

4.2.1.4. TRB. The purpose of the TRB is to review tactics and suggest changes to correct deficiencies in those tactics. Squadron TRBs should formulate and forward TIPs in the areas identified by paragraph 1.4 Group/wing/wing-equivalent TRBs will review squadron TIPS, formulate any additional required TIPs, and forward to AFSOC/A3TW. The AFSOC TRB may formulate new TIPs, but should focus on reviewing TIPs submitted by subordinate units. TRBs should concur/non-concur with TIPs and make a recommendation for the disposition of the TIP. TRBs should ensure that the TIP objectives and description provide the necessary information to create a draft of the test plan as required.

4.2.1.4.1. TRB Timelines. Annual TRBs will be conducted by unit weapons and tactics organizations. Follow TRB timelines in [Table 2](#). Comply with the NLT times in [Table 2](#) All TIPS must be forwarded to AFSOC/A3TW by 1 Nov for processing. Prior to conducting TRBs at any level, units should review the current and completed TD&Es to avoid redundancy in reporting tactics deficiencies.

4.2.1.5. TRB Attendance:

4.2.1.5.1. The commander will select the TRB attendees. The intent is for squadrons to conduct their own TRBs, followed by operations group/wing TRB which consolidates squadron TRB inputs.

4.2.1.5.2. The AFSOF TRB will consist of experts from AFSOC and other MAJCOMS. The TRB will review all TIPs submitted to AFSOC/A3TW. In order to review the TIPs, the TRB will consist of MDS and mission area (MA) working groups. A chairman will lead each MDS and MA working group. Chief, AFSOC/A3TW will normally appoint the chairman.

4.2.1.5.3. Attendance at the AFSOC TRB should include squadron, group weapons officers/tacticians, and enlisted Subject Matter Experts (SME). MAJCOMs should select a representative for each applicable MDS or MA working group. MAJCOMs should make every effort to select MDS representatives best able to address theater specific employment issues for each MDS within the AFSOF TRB forum. These representatives may be chosen from the MAJCOM staff, 23 AF, wing, or squadron. In addition, each working group should have a representative from the 18 FLTS and the USAF Weapons School. For example, the MC-130 working group should consist of AFSOC, AFRC, AETC, and USAFWS representatives. Working groups should normally be between four to six people. AETC may also send a representative to the AFSOF TRB if they train aircrew in that particular MDS. The representatives for the MA working groups will be chosen from those attending MDS working groups. The intent is to keep the TRB participation to a manageable size.

4.2.1.5.4. AFSOF TRB Actions:

4.2.1.5.4.1. The AFSOF TRB will review all TIPs and make a recommendation for each. Recommendations may include deletion, testing, or forwarding to an OPR. The MDS or MA working groups at the AFSOC WEPTAC must validate all recommendations made at the AFSOC TRB. While attendance to the AFSOC TRB is limited, attendance at the AFSOC WEPTAC is not. This ensures that every TIP recommendation has support and validation from the TRB & the WEPTAC. The TRB Working Group Chairman will also chair and lead the MDS or MA Working Group at the WEPTAC. The TRB working group chairman will present the TRB results for validation in WEPTAC MDS or MA working groups.

4.2.1.5.4.2. The AFSOC TRB working groups will ensure that each TIP forwarded for test has a detailed description of the tactical deficiency and has clear, obtainable and measurable objectives. For each recommended test, the working groups will ensure adequate TIP information is captured and forwarded to AFSOC/A5ZT.

4.2.2. Tasking and Planning:

4.2.2.1. AFSOC/A5ZT is responsible for ensuring test priorities are aligned with the AFSOC Council approved prioritized needs. With the limited AFSOC assets available, most tests are executed when assets become available.

4.2.2.2. When practical and on a non-interference basis, TD&E objectives should be accomplished in conjunction with other test or training missions that replicate the environment. A TD&E project with an approved test plan can be done alone or in conjunction with another test sortie.

4.2.2.3. The 18 FLTS must coordinate test requirements and objectives with U.S. Special Operations Command (USSOCOM), US Army, US Navy, and US Marine Corps test/doctrine organizations to ensure commonality and joint applications and to prevent duplication of effort.

4.2.3. Execution:

4.2.3.1. TD&Es will only be conducted by designated MAJCOM test organizations and only with an approved, signed test plan.

4.2.3.2. TD&E sorties will be flown IAW MAJCOM instructions and directives unless specific waivers are approved by MAJCOM/A3.

4.2.4. Reporting and Dissemination. Formal results of TD&E will be documented in interim/final reports and are accessible through appropriate test organizations. The results of the TD&E can be disseminated through AFTTP 3-1, and/or the USAF Weapons Review and the 18 FLTS SIPRNET webpage.

4.2.4.1. Interim/final report formats will be IAW AFI 99-103. Interim reports will be published anytime information becomes available which has immediate impact on the AFSOC. Interim reports should be considered when completion of the TD&E will take longer than 1 year or is delayed/deferred due to unexpected circumstances. Publication of interim reports is at the discretion of AFSOC/A5ZT. Final reports for TD&E projects will be accomplished and approved by the 18 FLTS/CC. The final report will be distributed within 60 calendar days after the last test event or as required by the TD&E plan. A copy of the final report, with classification and distribution markings, will be made available for inclusion in the DTIC archives. Test reports are available on test center SIPRNET sites. (Web Site addresses are listed in References section)

4.2.4.2. MAJCOM weapons and tactics organizations and responsible test agencies will review final reports on weapons systems for which they have tactics responsibilities and identify and forward information to the appropriate AFTTP 3-1 volume OPR for inclusion.

4.2.4.3. AFTTP 3-1 is the primary source of tactics information and contains information that has been validated and has AF-wide concurrence. Specific procedures and responsibilities for the management of AFTTP 3-1 are contained in AFTTP 3-1.1. AFSOC/A3 will submit any supplements/changes to ACC/A3 for approval and will be published on an as needed basis. These supplements/changes will contain executive summaries of interim/final reports, and any other information releasable to the AFSOF as valid tactics.

4.3. Responsibilities:

4.3.1. PACAF/USAFE/AETC A3 will:

- 4.3.1.1. Task MAJCOM/A3T (A3Z for AETC, A3O for PACAF) to be the HQ focal point for tactics development.
 - 4.3.1.2. Approve applicable waivers to this instruction.
 - 4.3.1.3. Identify MAJCOM OPR for applicable recommendations in interim/final reports or Special Project reports.
 - 4.3.1.4. Approve MAJCOM TIPs and forward to AFSOC/A3TW for assignment.
 - 4.3.1.5. Appoint representatives for the working groups at the AFSOC TRB.
 - 4.3.1.6. Recommend AFTTP 3-1/3-3 changes and forward to AFSOC/A3.
 - 4.3.1.7. Task any MAJCOM units required to support TD&E projects.
- 4.3.2. AFSOC/A3 will:
- 4.3.2.1. Coordinate availability and task the appropriate units to provide required aircraft and aircrew resources identified in the AFSOC approved TD&E test plan.
 - 4.3.2.2. Coordinate with other MAJCOMs, ANG, and AFRC tactics office of primary responsibility to ensure program participation.
 - 4.3.2.3. Identify AFSOC/A3 OPR for applicable recommendations provided in interim/final TD&E test reports.
 - 4.3.2.4. Sponsor the AFSOF Tactics Review Board and the AFSOF Weapons and Tactics Conference yearly.
 - 4.3.2.5. Task AFSOC/A3TW to be the AFSOC focal point for tactics development.
 - 4.3.2.6. Provide AFSOC/A5ZT tactics objectives for FDE projects.
- 4.3.3. ANG/A3 and AFRC/A3 will:
- 4.3.3.1. Task the AATC for TD&E project management involving ANG and AFRC resources.
 - 4.3.3.2. Approve and support ANG and AFRC unit participation in TD&E projects.
 - 4.3.3.3. Budget for and provide funding, flying hours, and man-days for ANG and AFRC unique TD&E projects.
- 4.3.4. AFSOC/A2 will:
- 4.3.4.1. Evaluate intelligence information for possible effect on tactical operations. MAJCOM/A3 will be immediately notified of such information.
 - 4.3.4.2. Levy appropriate Collection Requirements and Production Requirements to national intelligence agencies to obtain and document required data on enemy capabilities, doctrine, and tactics.
 - 4.3.4.3. Disseminate enemy tactics information to subordinate units through appropriate intelligence channels.
- 4.3.5. AFSOC/A5 will:

- 4.3.5.1. Ensure test management responsibilities are executed through AFSOC/A5ZT IAW applicable test directives.
- 4.3.5.2. Be the single source of tasking for AFSOC tests.
- 4.3.6. MAJCOM staff agencies will:
 - 4.3.6.1. Identify tactical information, suspected tactical deficiencies, or proposed improvements to MAJCOM/A3.
 - 4.3.6.2. Coordinate all tactics related items through MAJCOM/A3.
- 4.3.7. AFSOC/A3T will:
 - 4.3.7.1. Appoint an AFSOC tactics officer to act as program manager for the AFSOF tactics development program.
 - 4.3.7.2. Chair the annual AFSOC Weapons and Tactics Conference and AFSOC TRB.
 - 4.3.7.3. Provide copies of TIPs to 18 FLTS when requested.
 - 4.3.7.4. Document AFSOC TRB action on TIPs and return all TIPs to MAJCOMs, wings, or groups.
 - 4.3.7.5. Coordinate all TD&E efforts with AFSOC/A5ZT.
 - 4.3.7.6. Coordinate aircrew training needs, budget for training device modifications, and courseware development when implementing new tactics.
- 4.3.8. 18 FLTS will:
 - 4.3.8.1. Program and accomplish TD&Es by establishing and adhering to suspense for planning, executing, and reporting TD&Es assigned by electronic project orders.
 - 4.3.8.2. Program for future TD&E projects and required funding during budget submissions.
 - 4.3.8.3. Submit TD&E interim and/or final reports IAW AFI 99-103.
 - 4.3.8.4. Identify tactics deficiencies or propose new tactics by submission of a TIP.
 - 4.3.8.5. Screen reports and project results for applicable information, and process that information for dissemination in AFTTP 3-1 and/or changes to AFTTP 3-1.
 - 4.3.8.6. Supply and solicit tactical expertise in their specialized areas to support TD&E efforts by other test units, as tasked by AFSOC.
 - 4.3.8.7. Provide representation at the AFSOC TRB, as required.
 - 4.3.8.8. Assign a project officer to each TD&E and FDE project.
- 4.3.9. AATC Responsibilities. AATC is responsible to ANG/A3 and AFRC/A3 for applicable items listed in paragraph 4.3. ANG/A3 and AFRC/A3 will sponsor the ANG and AFRC WEPTAC. AATC will host the WEPTAC. The WEPTAC will evaluate ANG and AFRC TIPs. AATC will forward TIPs approved at the WEPTAC to AFSOC/A3TW for consideration at the AFSOC TRB. The AFSOC TRB will review ANG/AFRC TIPs for applicability and support of active duty units.

4.3.10. All operational and training units will:

- 4.3.10.1. Continually evaluate tactical information available to support the conduct of assigned or expected wartime tasking, specifically analyzing the completeness of information, its validity in today's environment, and usability of format.
 - 4.3.10.2. Use all available opportunities to exercise validated tactics, i.e., continuation training, Red Flag, Joint Readiness Exercises, and Weapons School Mission Employment.
 - 4.3.10.3. Report undocumented tactics or tactical problem areas or propose new tactics by submission of a TIP.
 - 4.3.10.4. Support and send representatives to applicable AFTTP 3-1/3 re-write conference.
 - 4.3.10.5. Support and send representatives for AFSOC Weapons and Tactics Conference.
 - 4.3.10.6. Conduct an annual Tactics Review Board as described in paragraph 1.4.2 of this instruction.
- 4.3.11. MAJCOM Project Monitors. Will work closely with project managers to ensure headquarters support for the project and timely coordination/approval of support requests.

5. AFGSC Tactics Development Program.

5.1. **General Policy:** The AFGSC Tactics Development Program is designed to meet AFGSC's responsibility to serve as the lead command in developing, documenting, and issuing TTPs for UH-1, B-2, B-52 and ICBM weapons systems. The core of the Tactics Development Program is the documentation of validated best practices in Air Force TTP documents. The program purpose is to maximize the mission effectiveness of AFGSC forces by supporting both the continuous improvement of the operation of conventional and nuclear forces and the continuing evolution of the impact long range strike assets have on military operations, across the spectrum of conflict.

5.1.1. Weapons and Tactics (W&T) entities foster tactical expertise in the operation of given weapon systems (including the expert employment of systems and tactics in anomalous and/or hostile conditions) as well as an appreciation for the broader role those systems play in support of operational and strategic level operations and objectives. They develop procedures and unit tactics for planning and employing operational mission and wing assets and advise unit leaders on operational capabilities, limitations, and status of unit assets. The pursuit of continuous improvement through rigorous and ongoing critical analysis of all unit operational processes is a cornerstone of the AFGSC W&T Program.

5.1.2. AFGSC serves as the lead command in developing, documenting, and issuing tactics for the B-2, B-52, UH-1 and ICBM weapons systems IAW USAF Program Action Directive (PAD) 08-04.

5.1.3. Responsibilities: Identify tactical employment opportunities in all areas of ICBM, UH-1 and B-2 and B-52 nuclear/conventional operations.

5.2. Definitions:

5.2.1. Tactics: “The employment and ordered arrangement of forces in relation to each other.” Within the AFGSC W&T Program the term refers to employment options that are developed through the formal tactics development process and are documented in AFTTP publications.

5.2.2. Techniques: “Non-prescriptive ways or methods used to perform missions, functions, or tasks.” Within the AFGSC W&T Program the term refers to non-prescriptive ways or methods that may or may not be associated with a formally developed tactic.

5.2.3. Procedures: “Standard, detailed steps that prescribe how to perform specific tasks.” Within the AFGSC W&T Program the term refers to prescribed ways or methods that may or may not be associated with a formally developed tactic.

5.3. **TD & E Procedures:** AFGSC has a parallel tactics development processes aligned to support an integrated tactics development program. AFGSC will conduct a separate TRB to review TIPs from UH-1, ICBM, B-2 and B-52 units. The AFGSC TRB will be conducted prior to the CAF TRB. Any CAF-related TIPs identified during this board will be made available for the CAF TRB. AFGSC/A3TW will forward the CAF-related TIPs to ACC/A3TW by 15 November each year for the CAF TRB. Appropriate AFGSC representatives will be present at the CAF TRB to ensure proper TIP integration.

5.3.1. AFGSC/A3 is AFGSC’s focal point for UH-1, ICBM, B-2 and B-52 Tactics Development Program. AFGSC/A3 serves as the OPR and program manager.

5.3.2. AFGSC will review all TIPs for concurrence. AFGSC/A3TW will make a recommendation on each CAF TIP before it is forwarded to ACC/A3TW.

5.3.3. **TRB.** The TRB affords AFGSC senior leadership an opportunity to decide how and if to dedicate resources toward the development, validation, approval, and implementation of a TIP. Additionally, interaction among TRB participants allows for an exchange of ideas across AFGSC mission areas yielding additional opportunities to improve current and future operations through tactics development

5.3.3.1. The AFGSC/A3 or their designated representative will host and chair an annual AFGSC TRB.

5.3.3.2. Unless required by circumstances, the AFGSC TRB will be held in October to allow AFGSC/A3TW time to evaluate and introduce AFGSC TIPs to the January CAF TRB.

5.3.3.3. The AFGSC TRB is a multi-day meeting of tacticians and select subject matter experts usually broken into working groups representing each AFGSC MDS and select operational topics.

5.3.3.4. TRB attendance is unit funded.

5.3.3.5. The AFGSC TRB is by invitation only. AFGSC/A3T will send invitations on behalf of the AFGSC/A3.

5.3.3.5.1. The Chief of W&T at each NAF, and wing are afforded a standing invitation to the annual TRB. At a minimum, a representative from the W&T OPR at each organization will attend.

5.3.3.5.2. AFGSC/A3TW will select chairs for each working group based on subject matter expertise and availability.

5.3.3.5.2.1. Working group chairs, with AFGSC/A3TW review, will select appropriate personnel to comprise each working group to ensure the group is properly resourced to evaluate the TIPs for which they are responsible.

5.3.3.5.2.2. This should include an expert representative from each division within AFGSC/A3 and other directorates, as appropriate, to ensure proposals are evaluated from the most complete perspective possible.

5.4. Responsibilities:

5.4.1. For AFGSC subordinate units, IAW para. 5.3.1., CAF related TIPs for B-2 and B-52 units will be forwarded to AFGSC/A3TW for review. AFGSC/A3TW will then submit all CAF related TIPs to ACC/A3TW for the CAF TRB/WEPTAC. Individuals assigned at the unit or wing level should coordinate TIPs with the wing, group, or unit W&T Shops (or OSK) prior to submitting to NAF W&T. Personnel assigned to NAFs and HQ AFGSC should coordinate with their NAF W&T OPR or AFGSC/A3TW, respectively.

5.4.2. 20 AF and 8 AF. TIPs from wings will be submitted to the appropriate NAF. The NAF W&T function will coordinate on the TIP and document recommendations in the "NAF Recommendation" portion of AF IMT 4326. NAFs will forward the results of their coordination to AFGSC/A3TW on AF IMT 4326 within 21 calendar days of receipt or within 14 days of the conclusion of their TRB if applicable. Every effort will be made to coordinate all TIPs NLT 30 days prior to the annual AFGSC TRB. Coordinate extensions with AFGSC/A3TW.

5.4.3. Units should review historical TIP submissions to determine whether the TIP was previously suggested.

Table 3. Entering Arguments for TTP (Not all inclusive).

Example of TTP	Constitutes	Submit
New method of employing an existing system	Tactic	TIP
New mission area for a system	Tactic	TIP
Deploying ICBM A1/A2 crews in response to a terrorist threat	Tactic	TIP
Method of implementing tactic	Technique	TIP
Using Blue Force Tracking Devices to monitor nuclear weapons convoy in ICBM complex	Technique	TIP
New Tech Order issue	Procedure	AFTO Form 22 (<i>ICBM</i>), <i>Technical Manual Change Recommendation and Reply</i>
Suggested changes to checklist	Procedure	Checklist Change Request

5.4.4. AFGSC/A3T:

- 5.4.4.1. Sign the MAJCOM recommendations block on the AF IMT 4326.
- 5.4.4.2. Send TRB invitations on behalf of the AFGSC/A3.
- 5.4.4.3. Direct Out-of-Cycle TRBs.
- 5.4.4.4. Disseminate TIP dispositions to the affected units within 30 days of the TRB via AFGSC TRB minutes prepared by AFGSC/A3TW.
- 5.4.4.5. Determine 8 AF and 20 AF/CC AFTTP coordination requirements.
- 5.4.4.6. Direct review of this publication in coordination with the ACC/A3TW review cycle.

5.4.5. AFGSC/A3:

- 5.4.5.1. Host annual TRB.
- 5.4.5.2. Chair AFGSC TRB.
- 5.4.5.3. Task All AFGSC units required to support TTP development.

5.4.6. All Operational and training units will:

- 5.4.6.1. If required, request TTP development support from MAJCOM and NAFs through AFGSC/A3TW.
- 5.4.6.2. Aid in the development of products such as checklists, job-aids, etc. required to test and implement TTPs.
- 5.4.6.3. Coordinate TIP submissions with the wing W&T OPR.
- 5.4.6.4. Integrate validated TTPs into normal operations and training within 90 days of notification.

5.4.7. Policy and Guidance:

- 5.4.7.1. AFGSC/A3TW will accomplish a bi-annual review of this publication, but may accomplish sooner should circumstances require, or in accordance with ACC/A3TW direction.
- 5.4.7.2. Coordinate additional requirements, requests, unit supplements (etc.) to this document with ACC/A3TW.

6. AFSPC Tactics Development Program.

- 6.1. Reference AFSPCI 10-260 for all AFSPC tactics development program information.

7. Information Collections, Records, and Forms:

- 7.1. Information Collections. The reporting requirement in this publication is exempt from licensing in accordance with AFI 33-324, *The Information Collections and Reports Management Program*; Controlling Internal, Public, and Interagency Air Force Information Collections, para 2.11.5.
- 7.2. Records. Disposition of records will be in accordance with the AF Records Disposition Schedule in AFRIMS, especially for certain OT&E records covered by Table 99-1, Rules 2, 2.02 – 2.04, and 3.

HERBERT J. CARLISLE, Lt Gen, USAF
DCS, Operations, Plans and Requirements

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

AFDD 1-2, *Air Force Glossary*, 11 January 2007

AFMD 5, *Air Force Space Command*, 1 August 1997

AFMD 6, *Air Force Special Operations Command*, 1 September 1996

AFSPCI 10-260, *Tactics Development Program For Operational Systems*, 1 April 2008

AFPD 10-9, *Lead Operating Command Weapon Systems Management*. 8 March 2007

AFI 10-601, *Capabilities-Based Requirements Development*, 12 July 2010

AFPD 11-2, *Aircraft Rules and Procedures*, 14 January 2005

AMCI 11-207, *AMC Tactics Program*, 14 June 2005

AFSOCI 11-207, *AFSOC Tactics Program*, 29 June 2009

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

AFI 33-324, *The Information Collections and Reports Management Program; Controlling Internal, Public, and Interagency Air Force Information Collections*, 1 June 2000

AFI 11-212, *Munitions Requirements for Aircrew Training*, 8 April 2009

AFI 61-201, *The Local Scientific and Technical Information Process*, 16 June 2010

AFI 61-202, *United States Air Force Technical Publications Program*, 25 July 1994

AFI 61-204, *Disseminating Scientific and Technical Information*, 30 August 2002

AFI 63-114, *Rapid Response Process*, 4 Jan 2011

AFI 91-205, *Non-Nuclear Munitions Safety Board*, 1 July 1998

AFI 99-103, *Operational Test and Evaluation*, 20 March 2009

AFI 99-106, *Joint Test and Evaluation*, 26 August 2009

Prescribed Form

AF Information Management Tool (IMT) 4326, *Tactic Improvement Proposal* (formerly MC Form 1007).

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*; AF Form 1067, *Modification Proposal*; and AFTO Form 22, *Technical Manual™ Change Recommendation and Reply*.

Abbreviations and Acronyms

AATC—Air National Guard Air Force Reserve Test Center

ACC—Air Combat Command

ACTD—Advanced Concept Technology Demonstration

AEF—Air Expeditionary Force
AETC—Air Education and Training Command
AF—Air Force
AFDD—Air Force Doctrine Document
AFGSC—Air Force Global Strike Command
AFI—Air Force Instruction
AFISRA—Air Force ISR Agency
AFIWC—Air Force Information Warfare Center
AFMD—Air Force Mission Directive
AFNOSC—Air Force Network Operations Security Center
AFOTEC—Air Force Operational Test and Evaluation Center
AFPD—Air Force Policy Directive
AFRC—Air Force Reserve Command
AFSOC—Air Force Special Operations Command
AFSOCI—Air Force Special Operations Instruction
AFSOF—Air Force Special Operations Forces
AFSPC—Air Force Space Command
AFTTP—Air Force Tactics, Techniques, and Procedures
AMC—Air Mobility Command
AMCI—Air Mobility Command
ANG—Air National Guard
AOC—Air Operations Center
ATD—Advanced Technology Demonstration
CAF—Combat Air Forces
CFACC—Combined Forces Air and Space Component Commander
CSARF—Combat Search and Rescue Forces
COTS—Commercial Off the Shelf
CPO—Consolidated Planning Order
CY—Calendar Year
DOC—Designed Operational Capability
DoD—Department of Defense
DRU—Direct Reporting Unit

DT&E—Developmental Test and Evaluation
DTIC—Defense Technical Information Center
EPO—Electronic Project Order
FB—Flash Bulletin
FCT—Foreign Comparative Test
FDE—Force Development Evaluation
FME—Foreign Material Exploitation
FY—Fiscal Year
GFE—Government Furnished Equipment
HQ—Headquarters
IAW—In Accordance With
IMT—Information Management Tool
IOT&E—Initial Operational Test and Evaluation
IW—Information Warfare
JT&E—Joint Test and Evaluation
JTS—Joint Tactics Squadron
MAJCOM—Major Command
MA—Mission Area
MAF—Mobility Air Forces
MDS—Mission Design Series
MM—Model Manager
MRTFB—Major Range & Test Facility Base
NAF—Numbered Air Force
NDI—Non-Developmental Item
NGB—National Guard Bureau
NIPRNET—Non-Secure Internet Protocol Router Network
NLT—No Later Than
NORAD—North American Aerospace Defense Command
OA—Operational Assessment
OFP—Operational Flight Program
OG—Operations Group
OPR—Office of Primary Responsibility

OT&E—Operational Test and Evaluation
OUE—Operational Utility Evaluation
PACAF—Pacific Air Forces
PM—Program Manager
POC—Point of Contact
PRA—Primary Review Authority
PSU—Primary Subordinate Unit
QOT&E—Qualification Operational Test and Evaluation
QT&E—Qualification Test and Evaluation
ROM—Rough Order of Magnitude
RTRB—Realistic Training Review Board
SAF—Secretary of the Air Force
SAS—Space Aggressor Squadron
SG—Space Group
SIPRNET—Secret Internet Protocol Router Network
SME—Subject Matter Expert
SOF—Special Operations Forces
TDI—Tactics Development Initiatives
TD&E—Tactics Development and Evaluation
T&E—Test and Evaluation
TEG—Test Evaluation Group
TES—Test and Evaluation Squadron
TIP—Tactic Improvement Proposal
T.O.—Technical Order
TPG—Tactical Pocket Guides
TPL—Test Priority List
TR—Test Request
TRB—Tactics Review Board
TTP—Tactics, Techniques, and Procedures
UON—Urgent Operational Need
USAFE—United States Air Forces in Europe
USAFWC—United States Air Force Warfare Center

USAFWS—USAF Weapons School

USSOCOM—U.S. Special Operations Command

VM—Volume Manger

WEPTAC—Weapons and Tactics Conference

WG—Wing

WSEP—Weapon System Evaluation Program

W&T—Weapons and Tactics

Terms

ACC Project Officer—An individual assigned to the headquarters, responsible for staffing the project order, accomplishing HQ duties, and providing guidance through the life of the project.

CAF Test Priority List—An annual list approved by ACC/A8 that identifies the relative priority of all active and projected FY “XX” T&E projects for a given fiscal year. ACC/A8XT is the OPR for producing the priority list.

Electronic Project Order—A formal headquarters document, hosted in a web-based system that authorizes the test center to participate in a project. EPOs are issued for all T&E projects.

Force Development Evaluation (FDE)—The operational test and evaluation of fielded, operational systems during the sustainment portion of the system life cycle after acceptance for operational use. The focus is on maintaining or upgrading operational systems after the initial acquisition process is complete. FDE may also support full-rate production or fielding decisions for new systems acquisition when AFOTEC-conducted OT&E is not done.

Initial Operational Test and Evaluation (IOT&E)—**1.** The field test, under realistic combat conditions, of any item of (or key component of) weapons, equipment, or munitions for the purpose of determining the effectiveness and suitability of the weapons, equipment, or munitions for use in combat by typical military users; and the evaluation of the results of such test. (Title 10 §139(a)(2)) **2.** Testing and evaluation conducted in as realistic an operational environment as possible to estimate the prospective system’s operational effectiveness and operational suitability. In addition, OT&E provides information on organization, personnel requirements, doctrine, and tactics. It may also provide data to support or verify material in operating instructions, publications, and handbooks. (Air Force Doctrine Document [AFDD] 1-2, *Air Force Glossary*) **NOTE:** This definition may be used for OT&E.

National Guard Bureau (NGB) and Air Force Reserve Command (AFRC) Project Officer—An individual assigned to the NGB and AFRC Staffs, in the case of activities associated with AATC, serving as a POC for coordination with the ACC project officer, who monitors the test and provides command coordination and support as required.

Project Manager—An individual assigned to the USAFWC, the Aerospace Command and Control Intelligence, Surveillance and Reconnaissance Center (AC2ISRC), the Air Force Information Warfare Center (AFIWC), or the Air National Guard Air Force Reserve Test Center (AATC) who is directly responsible for the management and coordination of all activities associated with the planning, conducting, and reporting for the assigned project.

Qualification Operational Test and Evaluation (QOT&E)—A tailored type of IOT&E performed on systems for which there is little to no RDT&E-funded development effort. Commercial-off-the-shelf (COTS), non-developmental items (NDI), and government furnished equipment (GFE) are tested in this manner. (AFPD 99-1)

Tactics Development and Evaluation (TD&E)—TD&E is the formal portion of a CAF tactics development program designed to fully exploit a system's capability. It includes research, analysis, development, test, and evaluation of a specific employment tactic against anticipated threats.

Test and Evaluation (T&E)—The act of generating empirical data during the research, development or sustainment of systems, and the creation of information through analysis that is useful to technical personnel and decision makers for reducing design and acquisition risks. The process by which systems are measured against requirements and specifications, and the results analyzed so as to gauge progress and provide feedback. T&E refers to testing directed by the MAJCOM to conduct primarily, but not necessarily limited to, Operational Test and Evaluation (OT&E), Force Development Evaluations (FDE), foreign comparative testing (FCT), joint test and evaluation (JT&E), and other T&E-related activities. OT&E-related activities include operational assessments (OA), operational utility evaluations (OUE), foreign material exploitation (FME), and test support for technology transition mechanisms. Technology transition mechanisms include advanced technology demonstrations (ATD), battlelab initiatives (BI), advanced concept technology demonstrations (ACTD), and exercises and experiments.

Test Director—An individual assigned to Air Force Operational Test and Evaluation Center (AFOTEC) or AFMC responsible for directing an OT&E or Developmental T&E (DT&E) test team respectively, or overseeing execution of the project according to the test plan.

Unit Project Officer—An individual assigned to USAFWC, AC2ISRC, AFIWC, or AATC that directs a test team in the execution of OT&E.

ATTACHMENT 2

AIR FORCE TACTICS, TECHNIQUES, AND PROCEDURES 3-1/3-3 MANAGEMENT PROCEDURES

A2.1. Introduction. This attachment outlines the fundamental guidelines for AFTTP 3-1/3-3 volume management including coordination procedures, responsibilities, and production. Additional guidance associated with this attachment are outlined in AFTTP 3-1.General Planning, Attachment 4.

A2.1.1. Applicability. AFTTP 3-1/3-3 volumes are the primary tactical doctrine references for the U.S. Air Force, i.e. Air Combat Command (ACC), Air Mobility Command (AMC), Air Force Space Command (AFSPC), Air Force Special Operations Command (AFSOC), Air Force Global Strike Command (AFGSC), Pacific Air Forces (PACAF), United States Air Forces in Europe (USAFE), Air Force ISR Agency (AFISRA), Air Force Reserve Command (AFRC), Air National Guard (ANG), and Air Education and Training Command (AETC), and North American Aerospace Defense Command (NORAD).

A2.1.2. AFTTP Definition. AFTTP 3-1 is a comprehensive and current tactical forces employment manual bringing together lessons learned from previous conflicts, operational evaluations, training exercises, tactics development programs, and analyses of the threat. AFTTP 3-1 volumes are the standard on how to fight the war with tested and proven tactics. The AFTTP 3-1 series focus on three areas: (1) MDS specifics to include combat systems, capabilities, and limitations; (2) combat mission planning, routes, threat avoidance, and delivery; and (3) mission specifics to accomplish the mission and stay alive. The unclassified, complementary set is the AFTTP 3-3 volumes. AFTTP 3-3 should be the baseline instruction and focus on any combination of the following three areas: (1) mission preparation, planning, and execution; (2) MDS specifics of preflight, takeoff, formations, contracts/techniques, air-to-air refueling, approach, and landing, and/or (3) basic mission elements upon which fundamental AFTTP 3-1 employment is based. The AFI 11-2 series regulations contain rules, requirements, and restrictions for each aircraft. Phase manuals and USAF Weapons School texts address techniques and procedures applicable to formal training courses only.

A2.1.3. Flash Bulletin (FB) Definition. Approved, produced, and distributed by 561 JTS, FBs are TTP or lessons learned that are time perishable and need to be passed to the warfighter immediately. Published as required, FBs are unofficial TTP that have been validated, vetted, and fused by a cadre of subject matter experts (SME) which require expeditious dissemination to keep TTPs current. FBs can become tactics bulletins (TB) after more comprehensive global combat air forces (CAF), space, cyberspace or mobility air forces (MAF) vetting. FBs are added to routine TTP conferencing for further vetting and inclusion into volumes as deemed necessary by the Model Manager (MM) and the Chapter Leads.

A2.1.4. Tactics Bulletin (TB) Definition. Tactics Bulletins (TB) act as official updates to AFTTP 3-1 volumes between rewrites in an effort to ensure warfighter TTP remains current. All are TTP that SMEs across the CAF/MAF/SOF/Space/Cyberspace deem worthy of AFTTP 3-1 credibility and longevity without further validation. They are analyzed, vetted, and validated in methods similar to AFTTP, including operational test, weapons school

missions, combat exercises, weapons validation programs, and actual combat employment. TBs are produced, edited, and staffed by 561 JTS, coordinated through the owning Primary Review Authority (PRA) (reference Table A4.1 in AFTTP 3-1 General Planning, Attachment 4), and officially approved for publication by USAFWC/CC. To ensure TBs are rapidly made available to the warfighter; the PRA has six (6) working days to formally concur/non-concur with TTP content before USAFWC/CC approves/disapproves. TBs should be incorporated into future AFTTP 3-1 rewrites, as appropriate.

A2.1.5. AFTTP Changes (Out-of-Cycle). Changes are sponsored by MAJCOM and published by 561 JTS. MAJCOMs are the final authority for determining the requirement for a change. Since significant work stoppage will occur on other volumes to produce a change, only urgent combat or safety requirements should be considered for a change.

A2.1.5.1. Scope. Out-of-cycle changes to an AFTTP typically contain new systems, procedures, or capabilities developed between volume rewrites. AFTTP changes are critical updates affecting safety or significant combat capability.

A2.1.6. Revision Schedule. With the exception of AFTTP 3-1.Shot Kill and AFTTP 3-1.Threat Guide, all AFTTP 3-1/3 rewrite conferences will occur on or about a 24 month cycle. All volume conferences will be scheduled and coordinated through 561 JTS Volume Managers (VM). Changing a scheduled conference requires approval from the MAJCOM Program Manager (PM) and 561 JTS VM.

A2.1.6.1. AFTTP 3-1. Shot Kill. Conference full rewrite every 18 months.

A2.1.6.2. AFTTP 3-1. Threat Guide. AFTTP 3-1.Threat Guide, will update specific chapters, as determined by the MM, every 12 months with a full rewrite on or about every 24 months.

A2.1.7. Review/Approval Milestones. The review/approval milestones have been established to ensure timely dissemination of updated AFTTP volumes. The intent is not to sacrifice the quality of the information contained in each volume, but to make every attempt to complete all actions within the established milestones. Delays must be coordinated through the PRA or delegated authority, the MM, and the VM. See AFTTP 3-1. General Planning, Attachment 4 Figure A4.1 for the milestones.

A2.2. Roles and Responsibilities.

A2.2.1. MAJCOM. Each MAJCOM/A3 will establish the PRA staffing procedures and an AFTTP volume PM at the headquarters level.

A2.2.1.1. Primary Review Authority. PRA is the MAJCOM agency (ACC/A2, ACC/A3, ACC/A4, AFSPC/A3, AFSOC/A3, AFGSC/A3, AFISRA/A3, AMC/A3, and NORAD/J33) that is responsible for the content of a specific AFTTP volume. The PRA, through the PM, designates the MM, provides general guidance for the volume revision, and approves the final edition of each AFTTP volume. The PRA is responsible for the specific AFTTP volumes outlined in Table A4.1 of AFTTP 3-1.General Planning, Attachment 4.

A2.2.1.2. AFTTP PM. Normally, PM is at the MAJCOM agency (e.g. ACC/A3TW, AFSPC/A3TW, AFSOC/A3TW, AFGSC/A3TW, AFISRA/A3, AMC/A3DT, and NORAD/J33) for each of its own AFTTP volumes. The responsibilities of the PM are:

A2.2.1.2.1. To facilitate funding, and manning

A2.2.1.2.2. To identify and task a specific unit to provide MM no later than 200 days prior to the start of the rewrite conference.

A2.2.1.2.3. To coordinate AFTTP conference scheduling with 561 JTS to include conference postponements. Conferences will not be postponed without MAJCOM PM and 561 JTS/VM concurrence.

A2.2.1.2.4. To perform draft AFTTP review, provide HQ level inputs, and give final approval for release.

A2.2.1.3. **Conference and Production Funding.** All MAJCOM/A3s are responsible for funding of approved conference delegates for their respective AFTTP volumes. In addition, MAJCOM/A3s will ensure sufficient manning or funding in lieu of manning is available to produce AFTTP manuals. Lack of sufficient MAJCOM manning and funding will result in reduced number of volumes being produced on a normal rewrite cycle. For example, if only 50% of the needed production personnel/funding are provided, only 50% of the respective volumes can be published in a given fiscal year.

A2.2.1.4. **Program Oversight.** The MAJCOM/A3 will delegate to the MAJCOM/A3TW or equivalent to provide program oversight. The following is a list of program management agencies: ACC/A3TW is the designated PM responsible for program oversight, manning, and funding issues for ACC. AMC/A3DT is the designated PM responsible for program oversight, manning, and funding issues for AMC. AFSPC/A3TW is the designated PM responsible for program oversight, manning, and funding issues for AFSPC. AFSOC/A3TW is the designated PM responsible for program oversight manning, and funding issues for AFSOC. AFISRA/A3VW is the designated PM responsible for program oversight manning, and funding issues for AFISRA. NORAD/J33 is the designated PM responsible for program oversight, manning, and funding issues for NORAD. AFGSC/A3TW is the designated PM responsible for program oversight, manning, and funding issues for AFGSC. Other commands (i.e. PACAF, USAFE, AFRC, ANG, and AETC) will have input into the AFTTP process during the rewrite cycle, the MAJCOM 3-Digit Review, and the post production phase through the MM and 561 JTS/VM.

A2.2.1.5. **MAJCOMs and Model Managers.** MAJCOMs will provide an MM to be the content manager for each AFTTP volume. MM is normally a USAFWS graduate at group or wing level, but can come from MAJCOM staff. The MM must be a knowledge person with a solid background in their respective weapons system and aware of current capabilities. If MAJCOM has a SME assigned to 561 JTS, the individual will be the MM for his/her own community's volumes unless pre-coordinated otherwise with 561 JTS/VM.

A2.2.2. **Numbered Air Forces (NAF).** NAFs will provide appropriate representation at each AFTTP volume review conference at the discretion of their respective MAJCOMs in conjunction with the MM.

A2.2.3. **USAF Warfare Center (USAFWC).** USAFWC/CC or designated representative is the production approval and provides overall production management. Although other commands will approve their own documents or otherwise stated in this attachment,

USAFWC/CC, through 57 WG/CC, will retain quality control of all documents produced by 561 JTS. USAFWC/CC and 57 WG/CC will designate 561 JTS to manage the program funding, production, publication, and distribution of all MAJCOM AFTTP volumes in coordination with MAJCOMs.

A2.2.3.1. LeMay Center. The LeMay Center has a liaison in the USAFWC. The LeMayCenter focuses on the operational level of warfare and ensures that AFTTP volumes do not repeat Air Force doctrine, but tactically supports it ensuring AFTTP volumes aligns with AFDD functions and missions of aerospace power.

A2.2.3.2. 561st Joint Tactics Squadron. The 561 JTS is the OPR for all AFTTP 3-1/3 and Air NTTP 3-22 series volumes. The organization is responsible for managing all AFTTP 3-1/3 volumes, AFTTP annexes, AFTTP out-of-cycle changes, TB, FB, Air NTTP volumes, and Air NTTP tactical pocket guides (TPG). This includes scheduling, executing rewrite conferences, production, and dissemination of MAJCOM/A3 AFTTP 3-1/3 volumes. See AFTTP 3-1.General Planning, Attachment 4 Paragraph A4.1.2 for additional information.

A2.2.4. Wings. Each wing is responsible for the following: Provide inputs on assigned areas to the applicable MM. Provide wing/squadron level delegates to AFTTP review conferences as requested by the MM. Wing delegates represent their installation commander and should elevate their respective wing's position. It is imperative that each delegate maintain open communication with their respective wing during the rewrite conference.

A2.2.5. Model Managers (MM). The MM is the AFTTP 3-1/3 volume SME and is responsible for the volume's content. Each volume MM is responsible for the following: Complying with all procedures within AFTTP 3-1.General Planning, Attachment 4 Selecting an alternate MM Developing executable pre-conference, conference, and post-conference plan in order to ensure timely release of their respective AFTTP 3-1/3 volumes Selecting experienced delegates who are critical to the development of AFTTP 3-1/3 volumes for their respective combat system Reading applicable AFTTP volumes, TBs, FBs, safety related reports, and doctrines Coordinating tactics inputs/changes with the appropriate test management branch and USAFWS squadrons Coordinating with PMs to identify specific MAJCOM interest items Utilizing cross-domain integration Meeting 561 JTS directed timeline/milestones

A2.3. AFTTP Concept of Operations.

A2.3.1. AFTTP Volume Standardization. All AFTTP 3-1/3 volumes will use the standard formats as outlined in AFTTP 3-1.General Planning, Attachment 4: Standard AFTTP Outline AFTTP 3-1 Strike/Air-to-Air Outline Standard AFTTP 3-3 Volume Format-CAF Standard AFTTP 3-3 Volume Format-MAF Deviations are authorized by the LeMay Center as it suits the mission needs of the combat system. All deviations must be approved by VM on a case-by-case basis and coordinated through production staff

A2.3.2. Flash and Tactics Bulletin Standardization. See AFTTP 3-1.General Planning, Attachment 4

A2.3.3. Pre-Conference Phase. See AFTTP 3-1.General Planning, Attachment 4

A2.3.4. Conference Phase. See AFTTP 3-1.General Planning, Attachment 4

A2.3.5. **Post-Conference Phase.** See AFTTP 3-1.General Planning, Attachment 4

A2.3.6. **Review/Approval Milestones.** The review/approval milestones have been established to ensure timely dissemination of updated tactics manuals. The MM will adhere to all milestones in coordination with 561 JTS/VM from pre-conferencing to approval process. In the event of delay, the MM, VM, and PM will immediately notify each other regarding impacts and changes in estimated completion date. The keys to success in meeting the milestones are: Pre-conference drafts are submitted to 561 JTS on time Maintaining solid communication line MM providing resolutions to production questions within 24 hours of inquiry

A2.3.7. **Approval Phase.** Coordination for release and distribution of all AFTTP 3-1/3 volumes will be as follows: 57 WG/DS – Coord 57 WG/CV – Coord 57 WG/CC – Coord USAFWC/CS – Coord USAFWC/CV – Coord USAFWC/CC - Coord/Concur MAJCOM/PRA – Approve MAJCOM/A3TW (or equivalent; A3DT for AMC) - Info/File

A2.4. Establishment of New AFTTP 3-1/3 Volumes. Submit official request to 561 JTS/VM with a complete background of the combat system along with strong justification endorsed by the unit leadership. VM will submit an e-SSS to MAJCOM/A3 for approval with coordination through 561 JTS/CC, 57 WG, USAFWC, and MAJCOM PM. MAJCOM, through 561 JTS, will determine if sufficient manning and funding provided by MAJCOM to 561 JTS will enable the production of additional volumes. To determine conference schedules, 561 JTS/CC, or the delegated authority, will review and match priorities to funding, manning, requirements, and available facilities. If a conflict arises, USAFWC/CC will be the final decision authority. The tasking to create a new AFTTP volume will occur at MAJCOM/A3 level or higher. Entrance standards for proposed volumes are as follows:

A2.4.1. **AFTTP 3-1, Tactical/Operational Employment Volume.** Only combat-coded aircraft, Air Force officially designated weapons systems, or Air Force ground combat teams will be considered. The volume must include tactical weapons effects or “weapons-like” effects, have FTU or similar training and follow-on training, e.g. instructor, flight lead, etc, and require specific TTP to employ in combat. The subject matter is below the operational level of war.

A2.4.2. **AFTTP 3-3, Fundamentals Volume.** AFTTP 3-3 can be established without the existence of AFTTP 3-1 of the same mission design series (MDS).

A2.4.3. **AFTTP 3-1, Annex.** The 561 JTS produces annexes to volumes at higher security levels. Access to these annex documents is strictly limited by clearance and need-to-know. Normally, MAJCOM/A3 is the PRA (through MAJCOM/A8) for distribution of these documents. ACC annexes are staffed through ACC/A8ZA to ACC/A3 for approval. Annex volumes may be written for any system based upon operational necessity. To request the establishment of an annex, MM must contact the specific VM for details. Typically, annex documents will follow the same production and coordination procedures with exception made accordingly for security needs. If necessary, 561 JTS will build a production and coordination program specifically for each annex. To produce annex documents, 561 JTS may require MM assistance with facilities, clearances, coordination, distribution, and additional funding.

A2.5. Distribution. AFTTP volumes are distributed worldwide to Department of Defense agencies and other federal organizations which require access. These volumes are not releasable to non-U.S. government personnel, agencies, or contractors, in any form, without specific approval from MAJCOM and SAF/IA through coordination with 561 JTS. Primary means of distribution is via user download from primarily 561 JTS SIPRNET and NIPRNET websites. Contact 561 JTS/VM for access to other sources. See AFTTP 3-1.General Planning, Attachment 4 for specific instructions on downloading, purchasing, distribution, and cost associated with procuring hard copies. For contractor releasability procedures, see paragraph A1.6, Contractor Releasability. For foreign national releasability, see paragraph A2.7, Foreign National Releasability. All users are required to account for all classified material IAW applicable DoD directives and procedures.

A2.6. Contractor Releasability. The following guidelines do not apply to contractors who already have SIPRNET accounts; access to the SIPRNET allows access to AFTTP 3-1 volumes by default. Contractors should have AFTTP access written into their working contract. However, if unable to write AFTTP access into their contract, approval for releasability of AFTTP 3-1/3 volumes to contractors is on a case-by-case basis. Submit requests for release to the 561 JTS, who will coordinate through MAJCOM PM. MAJCOM/A3, or delegated authority, will grant contractor access, by exception, when required to fulfill contract requirements. Access will be limited to 1 year or the duration of the contract (whichever is shorter). The military program officer must submit a letter stating the requirement for contract access, AFTTP volumes required, contractor name, valid contract number, contract expiration date, uniformed U.S. military point of contact, and how AFTTP volumes will be used. If granted, the conditions of contractor access will be specified in a return letter from MAJCOM/A3. The military program officer is responsible for the return/destruction of released material at the end of the contract or when the information is no longer required. 561 JTS will assist the process. For additional information and sample "Contractor Access Request" form, visit 561 JTS NIPRNET.

A2.7. Foreign National Releasability. Approval for releasability of AFTTP 3-1/3 volumes to foreign nationals is on a case-by-case basis. This is based on DDL or HHQ approval. Submit requests for release to 561 JTS who will coordinate with MAJCOM/A3 and SAF/IA. The military program officer for the foreign national is responsible for the return/destruction of released material when the information is no longer required. See AFTTP 3-1.General Planning, Attachment 4 for instructions on submitting request.

ATTACHMENT 3

AF INFORMATION MANAGEMENT TOOL 4326 INSTRUCTIONS

A3.1. Instructions for completion of AF Information Management Tool (IMT) 4326 (Formerly MC Form 1007).

Figure A3.1. Sample AF IMT 4326 With Instructions.

TACTIC IMPROVEMENT PROPOSAL		MAJCOM ASSIGNED CONTROL NUMBER CY-XXX (for MAJCOM use)
TO (MAJCOM Tactics Organization): MAJCOM/A3TW (or equivalent)	FROM (Unit/Organization): Submitter's unit/organization	DATE Day/Month/Year
SYSTEM-MDS Aircraft/Systems, etc.	OTHER AFFECTED SYSTEMS Aircraft/Systems, etc.	
TITLE		
Provide short title of TIP		
DESCRIPTION OF TACTIC DEFICIENCY/PROBLEM		
Provide details on the problem so that the reader can understand/evaluate the validity of the proposed solution.		
DESCRIPTION OF TACTICAL SOLUTION		
Provide details on the proposed solution. This paragraph should contain a logical answer to solving the problem/tactical deficiency identified in the previous paragraph.		
OBJECTIVES		

Provide specific objectives as it relates to the performance on 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
SQUADRON <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
GROUP RECOMMENDATION <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
WING RECOMMENDATION <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
MAJCOM/NAF RECOMMENDATION <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) MAJCOM/NAF TRB Chair	DATE
AFSOF/MAF RECOMMENDATION <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 a 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
CAF TRB ACTION <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 a TIP is deemed AFSOF or MAF-related and is not routed through the CAF TRB.	
REVIEWED BY (Name/Rank) CAF Working Group Chair	DATE