

**BY ORDER OF THE COMMANDER
480TH INTELLIGENCE SURVEILLANCE
AND RECONNAISSANCE WING (ACC)**

480TH ISR WING INSTRUCTION 14-119

26 MAY 2016



Intelligence

MISSION IMPROVEMENT PROGRAM

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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(Mr. Frank Pazdernik)

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This instruction implements Air Force Policy Directive (AFPD) 14-1, *Intelligence, Surveillance, And Reconnaissance (ISR) Planning, Resources, and Operations*. It establishes 480th Intelligence, Surveillance and Reconnaissance Wing (480 ISRW) policy and provides guidance for establishment and conduct of the Mission Improvement Program (MIP). It applies to all 480 ISRW units, gained or attached, and it is requested coalition partners participate in this program. It does not apply to the Air National Guard (ANG) except when federalized or executing a federal mission. This publication may be supplemented at any level, but all direct supplements must be routed through the OPR prior to certification and approval. Send waiver requests through the appropriate chain of command to 480 ISRW/CC, 34 Elm Street, Joint Base Langley-Eustis, VA 23665-2092. Send recommendation for changes on AF Form 847, *Recommendation for Change of Publication*, through channels to 480 ISRW/CCEA. Ensure that all records created as a result of processes prescribed in this publication are maintained IAW Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS).

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. This revision consolidates three operational improvement programs into a single instruction administered by the 480 ISRW Weapons and Tactics office. Specifically, the Mission Improvement process has

been expanded to include Improvement Proposals (IPs), Tactics After Action Reports (TAARs), and Lessons Learned (LL) submissions.

1. 1. Overview: This instruction outlines the establishment and maintenance of the MIP. It directs actions and assigns responsibilities for implementing continuing improvements to the execution of assigned missions. MIP focuses on recommended tactical, operational, hardware/architectural, training, and work environment improvements to refine and enhance overall mission effectiveness. As such, it is intended to augment, not replace other programs such as Air National Guard Instruction (ANGI) 38-401, *Suggestion Program*, AFI 90-1601_ACCSUP_1, *Air Force Lessons Learned Program* and Air Force Instruction 11-260, *Tactics Development Program*, and other formal processes.

1.1.1. ANG Intelligence Wings, Groups, and Squadrons engaged in Distributed Common Ground System (DCGS) Processing, Exploitation and Dissemination (PED) are requested to collaborate on ANG submitted improvements with the 480 ISRW.

1.1.2. AFRES and ANG Classic Associate Units may develop their own MIP but should collaborate and integrate with their Regular Air Force counterparts to the maximum extent possible in order to facilitate solutions to shared issues.

1.1.3. The MIP will encompass the management of IP, TAAR, and LL submissions.

1.1.3.1. Improvement Proposal: A submission of a best practice or change that falls outside the scope of a Tactic, Technique or Procedure (TTP). These generally deal with internal crew, ergonomic or procedural considerations, or anything that may improve mission operations.

1.1.3.2. Tactics After Action Report: A document describing a tactical deficiency, and a mitigating TTP. Validated and published for consideration across the 480 ISRW enterprise; this TTP must be new, different or modified from those in current AFTTP 3-1.DCGS or positional checklists. TAARs are designed to integrate into the AFI11-260-defined Tactics Development process. In this sense, each TAAR should drive either (1) a Tactics Improvement Proposal (TIP) or (2) a staff action item to implement the change that comes between DCGS crewmembers and the execution of that TTP. See Attachment 2 for sample TAAR format.

1.1.3.2.1. Tactic: The employment and ordered arrangement of forces in relation to one another. (Joint Pub (JP) 1-02, *Dictionary of Military and Associated Terms*).

1.1.3.2.2. Technique: Non-prescriptive ways or methods used to perform missions, functions or tasks (JP 1-02).

1.1.3.2.3. Procedure: Standard, detailed steps that prescribe how to perform specific tasks (JP 1-02).

1.1.3.2.4. TIP: A non-material solution to a tactical deficiency (AFI 11-260).

1.1.3.2.5. Commander's Tactical Initiative (CTI): 480 ISRW Commander directed topics to individual units to provide starting points for tactics development.

1.1.3.3. Lessons Learned (LL): A process to capture AF DCGS enterprise-wide Lessons Identified from operational initiatives to include operational changes during Area of Operation (AOR) specific initiatives with broader lessons for the AF DCGS community. See Attachment 3 for sample format to capture Lessons Learned After Action Reports.

1.1.3.3.1. An LL is an Observation that, when validated and resolved, becomes an evaluated insight resulting in an improvement in military operations or activities at the strategic, operational, or tactical level. An LL Observation is not a compliance “report card” nor is it automatically accepted and implemented without the scrutiny of functional experts.

1.1.3.3.2. Lesson Identified: Contains a validated “better way” to accomplish a mission or task for learning by a broader organization. Lessons Identified become Lessons Learned once the organization has adopted the change.

Table 1.1. Summary of MIP Submission Types.

Product	Intent	Approval Level
Improvement Proposal (IP)	Non-tactical in nature Internal crew or ergonomic considerations Document architectural/hardware shortfalls	Group Commander
Tactics After Action Report (TAAR)	Provide a method to document and vet potential TTPs within the AFI 11-260 mandated once-a-year TRB timeline Staff action item to implement change required between DCGS crew and the TTP	480 ISRW Director of Operations
Lessons Learned (LL)	Designed to document significant operations and operational challenges, gain insight, and push enterprise-wide, internalized changes	480 ISRW Director of Operations

1.2. **MIP Workflow Process.** The MIP workflow process will align with the AF Lesson Learned Process as outlined in AFI 90-1601.

1.2.1. Collection. Any 480 ISRW member may initiate a MIP proposal for consideration. MIP submissions can be “pulled” into the MIP through a formal collection effort or pushed into the MIP by organizations, units or individuals. Specifically, submissions could be solicited by leadership or nominated by an individual from within the organization.

1.2.1.1. Submissions will be in one of three formats: the TAAR template (Attachment 2) to document TTPs; the AAR template (Attachment 3) to document Lessons Learned and non-TTP IPs; or AF Form 1067, *Modification Proposal*. When improvements rely on or relate to the acquisition of new architectural, software, or hardware for the AF DCGS Weapons System baseline equipment, use the AF Form 1067, *Modification Proposal* and route through established channels.

1.2.1.2. The 480 ISRW Commander’s CTIs serve as a starting point for TAAR development though personnel may develop TAARs on topics outside the bounds of

their assigned Group's CTIs. TAARs must adhere to the JP 1-02 definitions of Tactics, Technique and Procedure outlined in para 1.1.3.2 above.

1.2.1.2.1. Each TAAR must explicitly identify whether it addresses a Tactic, a Technique, or a Procedure as outlined in these JP 1-02 definitions.

1.2.1.2.2. If the TAAR suggests a new Technique or Procedure, it should include the applicable checklist or checklist update either within the document or as an attachment. If there is nothing different being done at the site (i.e. current Techniques and Procedures are sufficient), then by definition it does not meet the definition of a TAAR.

1.2.2. Validation. Consists of a review of the MIP submission by staff functionals and/or experts to validate the proposal as an IP, TAAR or LL. Validation occurs when a MIP submission represents a matter (i.e., capability, concept, process, procedure, etc) to be sustained, improved, or developed; or a capability shortfall requiring corrective action.

1.2.2.1. MIP proposals will follow a locally approved validation process.

1.2.2.2. Once validated according to locally established procedures, Group/Squadron Weapons and Tactics offices will send the MIP submission to the 480 ISRW/DOK. DOK will provide feedback to the submitting Group/Squadron Weapons and Tactics office on the MIP submission's content, format, and classification as either an IP, TAAR or LL. Once the submitting unit/individual has addressed DOK comments, DOK will send the MIP submission to the 480 ISRW/DO for final validation and enterprise-wide dissemination. If not validated, MIP submissions will be returned to the Groups/Squadron Weapons and Tactics office for rework, as necessary.

1.2.3. Dissemination. Consists of distributing the IP, TAAR, or LL throughout the DCGS enterprise to make it available for wider consumption.

1.2.3.1. 480 ISRW/DOK will post the IP, TAAR or LL to their collaborative Sharepoint site for dissemination, comment and feedback. Where necessary, DOK will provide Wing-level comments on the topic via the collaborative space. Group/Squadron OSKs will acknowledge the IP, TAAR, or LL and indicate local disposition via the collaborative space. DOK will maintain directions on the collaborative space on how to update a site's comments/feedback, etc.

1.2.3.2. TAARs. IAW AFI 11-260 Table 2, 480 ISRW units will conduct Tactics Review Boards (TRB) and Weapons and Tactics Conference (WEPTAC) in preparation for the Combat Air Forces TRB/WEPTAC held annually in January. TAARs may form the core of TIPs validated by the 480 ISRW WEPTAC. TAARs may form the core of Flash Bulletins or Tactics Bulletins drafted for publishing via the 561 Joint Tactics Squadron. TAARs may be for consideration and possible utilization across the 480 ISRW enterprise.

1.2.4. Resolution. Resolution occurs when the IP, TAAR or LL has been staffed for action, as necessary, and tracked till closure.

1.2.4.1. IPs are intended primarily for local improvements and, in most cases, will be locally resolved. However, units should review all IPs for DCGS enterprise wide

applicability and forward up to the 480 ISRW Weapons and Tactics office as appropriate (See Para 1.2.3).

1.2.4.2. LLs will be staffed and tracked within Joint Lessoned Learned Information System (JLLIS) (the system of record).

1.3. Responsibilities.

1.3.1. 480 ISRW/CC will:

1.3.1.1. Assign CTIs to subordinate Groups.

1.3.1.2. Assign 480 ISRW Director of Operations (480 ISRW/DO) as the manager of the MIP.

1.3.2. 480 ISRW/DO will:

1.3.2.1. Be responsible for the overall execution and management of the 480 ISRW MIP.

1.3.2.2. Assign 480 ISRW Weapons and Tactics (480 ISRW/DOK) as the OPR for management of the MIP.

1.3.2.3. Be the approval authority for validated Wing-level MIP proposals.

1.3.2.4. Act as the waiver authority for this instruction. Units will forward waivers to the basic guidance in this instruction through command channels to 480 ISRW/DO.

1.3.3. 480 ISRW/DOK will:

1.3.3.1. Act as the Wing focal point for the MIP.

1.3.3.2. Establish and disseminate MIP policy and guidance.

1.3.3.3. Coordinate MIP submissions from subordinate units with agencies external to the Wing.

1.3.3.4. Make available the 480 ISRW Weapons & Tactics SharePoint site on SIPRnet and JWICS for subordinate units to discuss MIP submissions for applicability across the weapons system.

1.3.3.5. Provide feedback to subordinate units on a regular basis where applicable.

1.3.3.6. Track validated MIP submissions till resolved.

1.3.4. Group Commanders will:

1.3.4.1. Be responsible for the overall execution and management of a local MIP.

1.3.4.2. Designate the Weapons and Tactics (OSK/DOK) shop responsible for the MIP program.

1.3.4.3. Be the approval authority for locally generated MIP proposals.

1.3.4.4. Ensure their unit's LLs are entered into JLLIS.

1.3.5. Group/Squadron OSK/DOK Offices

1.3.5.1. Act as the Group focal point for the MIP.

1.3.5.2. Establish and disseminate local MIP policy and guidance if required for local implementation beyond this guidance.

1.3.5.3. Coordinate MIP submissions from local units with the 480 ISR Wing.

TIMOTHY D. HAUGH, Colonel, USAF
Commander

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

AFPD 14-1, *Intelligence, Surveillance, And Reconnaissance (ISR) Planning, Resources, And Operations*, 2 Apr 2004.

AFI 11-260, *Tactics development Program*, 15 Sep 2015.

ANGI 38-401, *Suggestion Program*, 18 Nov 2009.

AFI 90-1601_ACCSUP_1, *Air Force Lessons Learned Program*, 24 June 2014.

Joint Pub (JP) 1-02, *Dictionary of Military and Associated Terms*, 15 December 2013

Prescribed Forms

AF 847, *Recommendation for Change of Publications*.

AF 1067, *Modification Proposal*

Abbreviations and Acronyms

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFPD—Air Force Policy Directive

AFRES—Air Force Reserve

AFRIMS—Air Force Records Information Management System

ANG—Air National Guard

ANGI—Air National Guard Instruction

AOR—Area of Operation

CTI—Commander's Tactical Initiative

DCGS—Distributed Common Ground System

ISR—Intelligence, Surveillance and Reconnaissance

IP—Improvement Proposal

JLLIS—Joint Lessons Learned Information System

LL—Lesson Learned

MIP—Mission Improvement Program

OPR—Office of Primary Responsibility

PED—Processing, Exploitation and Dissemination

RDS—Records Disposition System

TAAR—Tactics After Action Report

TIP—Tactics Improvement Proposal

TRB—Tactical Review Board

TTP—Tactic, Technique or Procedure

WEPTAC—Weapons and Tactics Conference

Attachment 2**TACTICS AFTER ACTION REPORT (TAAR) TEMPLATE****Figure A2.1. Tactics after Action Report (TAAR) Template.**

DEPARTMENT OF THE AIR FORCE
480TH INTELLIGENCE, SURVEILLANCE AND
RECONNAISSANCE WING (ACC)
JOINT BASE LANGLEY-EUSTIS, VIRGINIA

CLASSIFICATION

Date: 13 January 2016

Unit: 480 ISRW/DOK

POC: Nut, Wing, 575-0299, wing.nut.mil@mail.smil.mil

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

TAAR Tracking #: 480th TAAR 15-06-xx (Yr-Mon-#)(issued by 480th DOK)

1. (U) **SITUATION/TACTICAL DEFICIENCY:** The overall objective of this TAAR is to provide the 480 ISRW and subordinate Groups with clear and concise guidance on the creation of a TAAR. Authors should state and define the tactical deficiency, as well as intro the mitigating Tactic, Technique, or Procedures that was developed/modified/changed.

2. (U) **TACTICS EMPLOYED:** What drafting a TAAR it is essential that the author have a solid fundamental understanding of tactical definitions. The following terms (Joint Pub(JP) 1-02 *Dictionary of Military and Associated Terms*) must be understood and properly utilized:

- a. Tactics – “The employment and ordered arrangement of forces in relation to each other.” Within AF DCGS W&T Program the term refers to employment options that are developed through the formal tactics development process and are documented in AFTTP publications.
- b. Techniques – “Non-prescriptive ways or methods used to perform missions, functions, or tasks.” Within AF DCGS W&T Program the term refers to non-prescriptive ways or methods that may or may not be associated with a formally developed tactic.
- c. Procedure – “Standard, detailed steps that prescribe how to perform specific tasks.” Within AF DCGS W&T Program the term refers to prescribed ways or methods that may or may not be associated with a formally developed tactic.
- d. Each TAAR must explicitly identify whether it addresses a Tactic, a Technique, or a Procedure as outlined in these JP 1-02 definitions.
- e. If the TAAR suggests a new Technique or Procedure, it should include the applicable checklist or checklist update either within the document or as an attachment. If there is nothing different being done at the site (i.e. current Techniques and Procedures are sufficient), then by definition it does not meet the definition of a TAAR.

3. TACTICS EMPLOYED (CONTINUED): If required, use multiple paragraphs to describe the Tactic, Technique, or Procedure.

4. (U) RESULTS/RECOMMENDATIONS: The following table is recommended for incorporation to all 480 ISRW and subordinate units' tactics program to effectively identify the appropriate mean. The referenced documents can be located on the 480 ISRW Weapons and Tactics SharePoint site.

Note: Discuss the effectiveness of the tactics employed and make recommendations based on these results. Recommendations may include changes to tactics, techniques, procedures, weapon systems, equipment, mission planning systems, information management/intelligence systems, and/or publications. (**Note:** See the 480 ISRW/ DOK's SIPR SharePoint site for classified titles).

Table A2.1. 480 ISRW/ DOK's SIPR SharePoint Site for Classified Titles.

<u>Title</u>	<u>Tactic</u>	<u>Technique</u>	<u>Procedure</u>	<u>Rationale</u>
AF TTP 3-1.DCGS ATTACHMENT 2	YES	NO	NO	Refers to employment options that are developed through the formal tactics development process and are documented in AFTTP publications.
480 ISRW TAAR 15-008	NO	YES	NO	Refers to non-prescriptive ways or methods that may or may not be associated with a formally developed tactic.
MIP 15-037	NO	NO	YES	Refers to prescribed ways or methods that may or may not be associated with a formally developed tactic.
480 ISRW CIF 15-003	NO	NO	YES	Refers to prescribed ways or methods that may or may not be associated with a formally developed tactic.
480 ISRW CTD 14-03	YES	NO	YES	Contains COMISAF Tactical Directive, Rev 5.1 (Tactic), Contains multiple standardized checklists for LOAC, BDA (Procedures).

Attachment 3**AFTER ACTION REPORT (AAR) TEMPLATE****Figure A3.1. After Action Report (AAR) Template.**

(Note: For use in documenting Lessons Learned)



DEPARTMENT OF THE AIR FORCE
480TH INTELLIGENCE, SURVEILLANCE AND
RECONNAISSANCE WING (ACC)
JOINT BASE LANGLEY-EUSTIS, VIRGINIA

CLASSIFICATION

MEMORANDUM FOR XXX

FROM:

SUBJECT: (U) After Action Report (AAR) Template (For use in documenting Lessons Learned)

1. (U) OPERATION/EVENT DESCRIPTION: Include information on the background of the operation.
2. (U) DATES: Enter operation or event dates.
3. (U) PARTICIPATION: Synopsis of how the unit participated in the operation and any key events that occurred.
4. (U) OBJECTIVES: List objectives for the named operation or event and include feedback if/how they were/were not accomplished.
5. (U) LIMITATIONS: Discuss specific limitations that impacted the accomplishment of operational objectives or degraded and/or detracted from the AF DCGS' participation. Suggested areas of focus are personnel training or physical limitations (i.e. communications and systems).
6. (U) LESSON IDENTIFIED: Per AFI 90-1601, Air Force Lessons Learned Program, a Lesson Identified "represents a matter (e.g., capability, concept, process, procedure) to be sustained, improved or developed. A Lesson Identified contains a better way to accomplish a mission or task for learning by a broader community." In short, Lessons Identified are statements that capture the "so what?" Lessons should document processes/capabilities existing

prior to the operation, then document what changed as a result of executing the operation, and finally the significance of the change for the broader enterprise.

7. (U) RECOMMENDATIONS/ACTION ITEM: Recommendations can be in line with each Lesson Identified (in Paragraph 6) or written out in this section (Paragraph 7). Recommendations may include (but are not limited to) changes to tactics, techniques, procedures, weapon systems, equipment, mission planning systems, information management/intelligence systems, and/or publications.

8. (U) POC INFORMATION: For any questions or concerns regarding this matter, please contact (enter POC name and contact information here.)

SIGNATURE BLOCK