

**BY ORDER OF THE COMMANDER
AIR COMBAT COMMAND**

**AIR COMBAT COMMAND MANUAL
14-401**

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Intelligence



**AIR FORCE DISTRIBUTED COMMON
GROUND SYSTEM (DCGS) TRAINING,
CERTIFICATION, AND QUALITY
MANAGEMENT**

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This Air Combat Command Manual (ACCMAN) implements Air Force Policy Directive (AFPD) 14-4, *Management of the Air Force Intelligence, Surveillance, Reconnaissance and Cyber Effects Operations Enterprise*, Department of Defense (DoD) Instruction 3305.02, *DoD General Intelligence Training and Certification*, and is consistent with and responsive to relevant portions of AFPD 10-9, *Lead Command Designation and Responsibilities for Weapon Systems*. This publication establishes the Air Combat Command (ACC) minimum standards for training and certifying personnel performing duties within the Air Force Distributed Common Ground System (AF DCGS) core and distributed sites. This publication is applicable to all units assigned to, or gained by, ACC and applies to commanders, operation supervisors, and mission crews, assigned or attached to an AF DCGS core or Distributed Mission Site (DMS). This publication also applies to ACC gained Air National Guard (ANG) and Air Force Reserve personnel serving in intelligence units performing AF DCGS operations. The authority to maintain the records prescribed in this manual are Title 10 U.S.C. 8013, *Secretary of the Air Force*; Air Force Instruction (AFI) 36-2608, *Military Personnel Records System* and Executive Order 9397, *Numbering System for Federal Accounts Relating To Individual Persons*, as amended by Executive Order 13478, *Amendments to Executive Order 9397 Relating to Federal Agency Use of Social Security Numbers*. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Instruction 33-322, *Records Management and Information Governance Program*, and disposed of in accordance with the Air Force Records Disposition Schedule located in the AF

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SUMMARY OF CHANGES

This document has been completely revised and must be thoroughly reviewed. Major changes include: Consolidating training and certification under this manual to align with 1NX Career Field Education and Training Plan (CFETP) guidelines and eliminating STAN/EVAL and replacing it with a quality management (QM), and assessments program. This document also provides details on the Air Force Next Generation Concept of Operations signed by ACC/A2 and A3 on 24 January 2020.

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Chapter 1

PROGRAM OVERVIEW

1.1. Overview.

1.1.1. In order to keep pace with an ever-evolving Intelligence, Surveillance, and Reconnaissance (ISR) operational environment, AF DCGS is adapting its force presentation model by:

1.1.1.1. Optimizing available forces to support Priority Intelligence Requirements (PIRs) and CCMD Commander's Critical Intelligence Requirements (CCIRs).

1.1.1.2. Focusing on time-dominant analysis.

1.1.1.3. Strengthening tradecraft.

1.1.1.4. Transitioning the focus of measures of performance and effectiveness towards Commander's prioritized intelligence needs and requirements.

1.1.1.5. Transitioning from a linear and industrial production process of exploiting every piece of data collected and the creation of products based upon that data.

1.1.2. The results of this transformation will have AF DCGS forces operating like Intelligence Community (IC)/Combat Support Agencies (CSA) and Service analytic centers, and no longer acting as the back-end element of a flying ISR platform crew performing only individual exploitation tasks and production.

1.1.3. For the future of AF DCGS operations, Airmen will apply intelligence analysis tradecraft in support of functional and geographic Combatant Commands (CCMDs) to answer analytical Lines of Effort (LOE) in support of Combined/Joint Force Air Component Commanders (C/JFACCs). To achieve this, AF DCGS regional leads have been identified to support intelligence operations in their respective regions. These regional leads have been instructed to develop LOEs through participation of Mission Management Teams (MMTs) in the daily battle rhythms of the Air Operations Center (AOC) Chief of ISR Division (CISR), ISR Division (IRD), and the Senior Intelligence Duty Officer (SIDO) team personnel to gather the information necessary to organize and train AF DCGS personnel into Analysis and Exploitation Teams (AETs) to support the C/JFACC PIRs and CCMD Commander's CCIRs. In order to ensure that AF DCGS avoids duplication of effort, MMTs will assist AOC personnel in deconfliction of analytic assignments across the theater.

1.2. Purpose. The objective of this manual is to develop and maintain a high state of AF DCGS mission readiness for effective execution of AF ISR missions supporting the full range of military operations, to include joint and combined operations. AF DCGS personnel participate in the planning and execution of AF operations. Through close and continuous contact, AF DCGS personnel ensure commanders, their staffs, and other supported units are provided the best intelligence to support enhanced readiness, facilitate planning, execute assigned missions, and build warfighting capability.

1.3. Applicability and Scope. This manual applies to personnel who perform AF DCGS analysis and exploitation supporting AF operational missions at the wing level and below (as defined in AFI 38-101, *Manpower and Organization*). It addresses roles, responsibilities and identifies key

processes AF DCGS Airmen must perform to accomplish the unit's mission. This publication is not intended to apply to mission sets already governed by other guidance (such as non-14-series publications), provided there is clear and sufficient guidance to effectively direct intelligence activities therein. MAJCOM/A2s will determine the applicability of this publication for mission sets and units not otherwise specifically addressed by published guidance.

1.4. Implementation. ACC/A32D Staff and 480 ISRW leadership will coordinate with stakeholders (*Regional AOCs, National Mission Partners, etc.*) throughout this transition to ensure continued support to theater CCIRs and PIRs. The ARC will also continue to provide direct support to AF DCGS operations. **(T-2).**

Chapter 2

GUIDANCE AND PROCEDURES

2.1. Operations. Commander ACC (COMACC) directed ACC/A32D to transition AF DCGS operations from a platform-centric processing, exploitation, and dissemination (PED) production model to a sensor-agnostic, problem-centric model. This direction will enable AF DCGS to bring the future faster and provide intelligence in support of C/JFACC priorities.

2.1.1. Enabling concepts. In order to achieve the transition from platform-centric operations to problem-centric analysis, the following concepts were developed.

2.1.1.1. AF DCGS Regional Leads. The 480 ISRW designated ISR Groups (ISRG) as regional leads for establishing and maintaining habitual relationships with theater intelligence organizations. These Regional Lead Groups include:

2.1.1.1.1. 497 ISRG - AFCENT

2.1.1.1.2. 548 ISRG - AFNORTH/AFSOUTH

2.1.1.1.3. 692 ISRG - PACAF

2.1.1.1.4. 693 ISRG - USAFE/AFAFRICA

2.1.1.1.5. 694 ISRG - 7 AF

2.1.1.2. Mission Management Teams (MMTs). MMTs, composed of both Distributed Ground Station and DMS personnel, are primarily responsible for driving the process to create analytic LOEs derived from CCMD CCIRs and C/JFACC PIRs. Each Regional Lead Group has one MMT for each Geographic Combatant Command and National Defense Strategy (NDS) problem set. If groups are working trans-regional issues across CCMDs, they should work through the appropriate Regional Lead/NDS threat leads as required. AF DCGS Regional Lead MMTs perform both external and internal functions.

2.1.1.2.1. External functions are focused on integration and coordination with theater ISR planners at the Air Operations Center (AOC), Air Force Forces (AFFOR) A2, and CCMD/Joint Intelligence Directorate (J2) staff, to develop analytic LOEs and define production requirements.

2.1.1.2.2. Internal functions are focused on posturing AETs to accomplish LOE tasking.

2.1.1.3. Analysis and Exploitation Teams. (AETs) AETs will be postured across the enterprise to support analytic LOEs. AETs will be multi-intelligence (multi-INT), with the exact Air Force Specialty (AFS) makeup tailored to the specific problem set through the Regional MMTs.

2.1.1.4. Signals Intelligence (SIGINT) Element. SIGINT personnel will leverage their language and target expertise, as well as their relationships with National Security Agency (NSA) Mission Elements (MEs). Personnel may align to one or more AETs working on LOEs. AF DCGS cryptologic Airmen will leverage their accesses and authorities to help satisfy analytic LOEs and, as appropriate, lead SIGINT-focused AETs.

2.2. Tasking. ACC will continue to align analysis and exploitation support to allocated USAF theater airborne ISR platforms allocated via the GFMAP. The primary form to task AETs will be analytic LOEs published in the respective AOC Reconnaissance, Surveillance, and Target Acquisition (RSTA) Annexes. AF DCGS Airmen will continue to exploit and leverage GEOINT) and SIGINT within AETs to satisfy analytic LOEs. Instead of limiting AF DCGS Airmen to analyze only airborne sensor data, AETs will leverage an expanding data repository to find the best source of information available to answer tasking.

Chapter 3

READINESS, TRAINING AND CERTIFICATION

3.1. Readiness. The Lead Wing for AF DCGS (480 ISRW) will:

3.1.1. Develop, validate, and submit requirements to ACC for AF DCGS training resources for the wing and subordinate units. (T-2). Manage, distribute, and execute assigned training resources. (T-2).

3.1.1.1. Assist subordinate units in management of training programs to ensure unit needs are met. (T-2).

3.1.1.2. Convene an annual Training Review Panel (TRP) to discuss topics such as progression, changes to requirements, positive/negative trends, and other significant issues. (T-2). Forward TRP results to ACC. (T-2).

3.1.1.3. Identify and report training shortfalls that adversely impact mission execution and report deficiencies to ACC. (T-2).

3.1.1.4. Attend training meetings hosted by ACC. (T-2).

3.1.1.5. Appoint, in writing, operations training points of contact and provide to ACC. (T-2).

3.1.1.6. Coordinate with Air Force Cryptologic Office (AFCO), 70 ISRW and ARC DCGS units on the development of DCGS enterprise-wide training materials. (T-2).

3.1.1.7. Develop, manage, and maintain training requirements and training materials to ensure training program objectives are met. Assist subordinate units in management of training programs, provide necessary staff support, and ensure programs meet unit needs. (T-2). Forward task training lists (TTL) to AFCO for coordination and ACC for approval and dissemination. (T-2).

3.2. Training and Certification. Education and training are foundational to our air superiority. Education is defined as the formal academic instruction offered by institutions of higher learning of a given discipline. Training is defined as a set of events or activities presented in a structured manner for the attainment of skills, knowledge, and attitudes required to meet job performance requirements. Under the AF DCGS Next Generation operational construct, DCGS training and certification will implement AFI 36-2651, *Air Force Training Program*, utilizing an AFS certification model preparing Airmen to support problem-centric AETs.

3.2.1. DCGS Training and Certification. The objective of AF DCGS training and certification is to ensure Airmen attain the skills necessary to support mission objectives. The required skills are derived from a combination of attending the AFS awarding course, training outlined within the CFETP, and directives and mission objectives. GEOINT AET members will be certified for work on AETs by virtue of completing their AETC course and completing the 480 ISRW minimum training requirements as listed within the prescribed task training lists (TTL). SIGINT personnel will continue to follow NSA training standards. Quality control functions being conducted on AETs, and leadership decisions within the Mission Management Teams will have specific task lists developed to identify training requirements to ensure Airmen are capable of completing those tasks, and therefore, conducting those functions. Commanders and

supervisors will be responsible for ensuring Airmen have completed the training needed to perform all assigned tasks on AF Form 623a, *On-The-Job Training Record-Continuation Sheet*.

3.2.2. Difference Training (DT). This process transcribes documentation from legacy AF DCGS training and certification models previously employed. DT plans will be developed and implemented by 480 ISRW for current Airmen transitioning to this new AFS certification model. Transcribing documentation to a new TTL is an administrative function, not a re-evaluation of training.

Chapter 4

QUALITY MANAGEMENT

4.1. General. Developing the highest quality intelligence to inform decision makers is imperative to AF DCGS operations. The QM program is designed to ensure there is rigor in the AF DCGS enterprise's analytic and decision making processes, feedback is provided and received with supported units, and verify intelligence products meet IC standards. QM is an overarching program with elements at the wing (WG), group (GP), and squadron (SQ) levels to provide a continuous process looking at the quality of products and an AET's effectiveness in answering LOEs. QM has two supporting functions: Quality Control (QC) and Functional Assessments (FA). QC will be conducted at all sites, while FA will only be conducted at sites with functions that require assessments as determined by the squadron or group commander.

4.2. Objectives.

- 4.2.1. Provide a system to assess and document capability to apply judgement.
- 4.2.2. Ensure consistent employment in support of aligned tasking.
- 4.2.3. Identify trends and recommend changes to training programs and governing directives.

4.3. Quality Management Responsibilities. The Lead Wing is responsible for implementing the QM program and will apply measures of effectiveness to AF DCGS enterprise analytic products based on DoD and IC standards. **(T-2)**.

4.4. Quality Control Responsibilities. In order to provide the most accurate data, QC will oversee the production and dissemination of intelligence products.

4.4.1. In these processes the Lead Wing will:

- 4.4.1.1. Perform a quarterly analytic integrity review on at least 5% of each Group's all-source serialized reports in accordance with Intelligence Community Directive (ICD) 203, *Analytic Standards*. **(T-2)**.
- 4.4.1.2. Maintain awareness of MMT status that includes best practices, trends, feedback, and production. Distribute MMT's measures of effectiveness identified to ACC and throughout the enterprise on a quarterly basis. **(T-2)**.
- 4.4.1.3. Maintain awareness on how DCGS enterprise efforts are satisfying LOEs. **(T-2)**.
- 4.4.1.4. Provide feedback to MMTs and AETs as appropriate to address any issues, trends, or concerns about analytic tradecraft. **(T-2)**.

4.4.2. The Group Level QC will:

- 4.4.2.1. Perform post-release review on AET all-source analytical serialized products to ensure they meet IC standards and to identify any potential training gaps. **(T-3)**. This review should be done monthly on a minimum 5% of reports produced by AETs. **(T-3)**.
- 4.4.2.2. Take lessons learned from customer feedback to inform training and development. **(T-3)**.
- 4.4.2.3. Ensure AET products help answer the LOEs tasked. **(T-3)**.

4.4.2.4. Develop the QC processes that best support unit needs and review that process annually. **(T-3)**.

4.4.2.5. Publish a monthly tasking progress report updating the status of LOEs to inform squadron and group leadership on progress. Forward report to the lead wing for situational awareness. **(T-3)**.

4.4.2.6. Provide quarterly updates of best practices, trends, and feedback to 480 ISRW. **(T-3)**.

4.4.2.7. Members subject to oversight by NSA will continue to complete required processes IAW NSA guidance. **(T-0)**.

4.4.3. The AET QC will:

4.4.3.1. Conduct a two-person pre-release review on 100% of products and serialized reports produced by AETs. **(T-3)**.

4.4.3.2. Ensure products and serialized reports are in compliance with IC directives and/or IAW NSA guidance as applicable. **(T-3)**.

4.4.3.3. Check the format and grammar of all products and serialized reports prior to release to ensure broad utility. **(T-3)**.

4.5. Functional Assessments. Assessments are a continuous process that measures the overall effectiveness of employing capabilities during military operations. FAs should reside at the group level, but may reside at a squadron. This will be determined by the senior intelligence officer in a group, or lower organization conducting AF DCGS operations. FAs are used to validate a person's ability to conduct a function and is designed to give commanders confidence in their members' ability to exercise judgement while conducting operations. Successful completion of an FA will determine the ability of an individual to conduct the function being assessed and/or their ability to manage a site's AET execution.

4.5.1. Assessors. Assessors will be appointed in writing by unit commanders. **(T-3)**. They will conduct FAs on behalf of the commander, ensuring ability to conduct functions as required. **(T-3)**. The commander is responsible for the program at their unit's level and are assessors as well.

4.5.2. Assesseees. Members will be assessed in order to validate their ability to make the best operational decisions to meet their assigned objectives. Personnel designated by group commander, squadron commander or squadron director of operations will undergo a functional assessment. **(T-3)**.

4.5.3. Assessment Criteria. This assessment will cover at least resource management, plus one additional area in [Table 4.1](#) **(T-2)**.

Table 4.1. Assessment Criteria

Assessment Areas	
01.	Provocative Actions
02.	Critical Information (CRITIC)
03.	Personnel Recovery and/or Combat Search and Rescue
04.	Checklist Knowledge (which checklist is applicable)
05.	Resource Management *
*denotes always required	

4.5.4. Conducting an FA. FAs are conducted in a rehearsal of concept (ROC) drill, verification board style, critic testing evaluation program (CTEP) or when possible during readiness/theater exercises. It is recommended that members are assessed with a team. The commander, or a designated representative, conducts the ROC drill, verification board, or assessments during readiness/theater exercises for the FA.

4.5.5. Assessment Grading. A grade is the characterization of assessed performance in a graded area. Individual grades are assigned to each assessed area. Graded areas have a three-tier grading system: satisfactory, marginal, and unsatisfactory.

4.5.6. Area Grading Criteria.

4.5.6.1. Areas 01-04 from [Table 4.1](#)

4.5.6.1.1. Satisfactory. Performed procedures following national policy, theater, and local directives. Used applicable checklist if required.

4.5.6.1.2. Marginal. Committed minor procedural deviations which did not detract from overall mission effectiveness.

4.5.6.1.3. Unsatisfactory. Failed to identify a provocative action and/or perform procedures IAW national, theater, and local policies/directives. Failed to use applicable checklists, if required, or omitted major checklist items that adversely affected mission accomplishment, safety or security.

4.5.6.2. Area 05 from [Table 4.1](#)

4.5.6.2.1. Satisfactory. Recognized potential dynamic events. Effectively postured resources to meet changes in the operations environment. Recognized a potential shift in prioritization. Divested resources from lower priority taskings. Recognized workspace and/or system requirements that a shift in prioritization may cause. Postured to move the right people to support new higher priority taskings and/or communicated the need for additional resources to address issues.

4.5.6.2.2. Marginal. Committed minor procedural deviations which did not detract from overall mission effectiveness

4.5.6.2.3. Unsatisfactory. Failed to adapt or identify resources required to address shifts in operations. Unable to effectively utilize allocated resources.

4.5.6.3. Overall Grading.

- 4.5.6.3.1. Satisfactory. Indicates the assessee can perform all assigned functions.
- 4.5.6.3.2. Marginal. Indicates the assessee requires additional training and oversight until a supervisor in agreement with the assessee's flight's leadership validates the member's training has led to a satisfactory level understanding of assigned functions.
- 4.5.6.3.3. Unsatisfactory. Indicates the assessee is not validated to perform the functions required. The assessee demonstrated insufficient knowledge and/or performance outside acceptable parameters. Assessee will be required to complete additional training on areas where the deficiencies were noted. An additional FA will need to be completed that results in a satisfactory performance before being validated to perform assigned functions unsupervised.
- 4.5.7. If any portion of an assessment results in an unsatisfactory rating, the whole assessment is rated as unsatisfactory. If a marginal grade was earned during any portion of the assessment, the assessor should use their best judgement when assigning an overall grade.
- 4.5.8. Debrief. All FAs, regardless of grade, will be debriefed. **(T-2)**. This debrief should recap the assessment results, all areas for improvement, any required additional training and highlight superior performance.
- 4.5.9. Timing of FAs. All members subject to an FA will be assessed at least once a year, and/or within 90 days of assuming a function that requires an assessment. **(T-2)**. FAs shall remain effective as long as the validated member serves within a function at least three times in a 30 day window for active duty, or three times in a 120 day window for ARC members. Squadron commanders may extend members' effective validation requirement no more than 90 days. Group commanders may extend members effective validation date no more than 270 days. Failure to maintain an effective FA will require reassessment and validation prior to sitting in a function that requires assessment. **(T-2)**. For any period more than 270 days, re-assessment is required. **(T-2)**. Group commanders may direct a reassessment at any time.
- 4.5.10. Assessment Documentation. All FAs will be documented. **(T-2)**. The minimum information that should be documented will be name, date, function assessed, areas assessed, items debriefed, and grade: Satisfactory/Marginal/Unsatisfactory. All FAs shall be tracked electronically in a database designated by the Lead Wing. **(T-2)**.
- 4.5.11. Transition from Qualifications to Assessments. Commanders will identify in writing members that are to fill functions requiring assessments. **(T-2)**. Members will complete a FA once a year in the same month last qualified. **(T-2)**. Example: If last qualified in July 2020, member will complete next FA in July 2021.

KEVIN A. HUYCK, Maj Gen, USAF
Director of Operations

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

AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020

AFI 33-360, *Publications and Forms Management*, 1 December 2015

AFI 36-2608, *Military Personnel Records System*, 26 October 2015

AFI 36-2651 *Air Force Training Program*, 3 January 2019

AFPD 10-9, *Lead Command Designation and Responsibilities for Weapon Systems*, 8 March 2007

AFPD 14-4, *Management of the Air Force Intelligence, Surveillance, Reconnaissance and Cyber Effects Operations Enterprise*, 11 July 2019

DoDI 3305.02, *DoD General Intelligence Training and Certification*, 12 August, 2015

ICD 203, *Analytic Standards*, 2 January, 2015

Prescribed Forms

None

Adopted Forms

AF Form 623a, *On-The-Job Training Record-Continuation Sheet*

AF Form 679, *Air Force Publication Compliance Item Waiver Request/Approval*

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

ACC—Air Combat Command

ADO—Assistant Director of Operations

AETs—Analysis and Exploitation Teams

AF—Air Force

AF DCGS—Air Force Distributed Common Ground System

AFDPO—Air Force Departmental Publishing Office

AFFOR—Air Force Forces

AFI—Air Force Instruction

AFS—Air Force Specialty

AOC—Air Operations Center

ARC—Air Reserve Component

CCIRs—Commander's Critical Information Requirements

CISR—Chief of Intelligence, Surveillance, and Reconnaissance
COMACC—Commander, ACC
CCMD—Combatant Command
CFETP—Career Field Education and Training Plan
C/JFACC—Combined/Joint Air Component Commander
CRITIC—Critical Information
CTEP—Critic Testing and Evaluation Program
DO—Director of Operations
DCGS—Distributed Common Ground System
DMS—Distributed Mission Site
DT—Difference Training
FA—Functional Assessment
GCC—Geographic Combatant Command
GEOINT—Geospatial Intelligence
GFMAP—Global Force Management Allocation Plan
IC—Intelligence Community
INT—Intelligence
ISR—Intelligence, Surveillance, and Reconnaissance
ISRW—Intelligence, Surveillance, and Reconnaissance Wing
J2—Joint Intelligence Directorate
LOEs—Lines of Effort
NDS—National Defense Strategy
NSA—National Security Agency
MMTs—Mission Management Teams
PED—Processing, Exploitation, and Dissemination
PIRs—Priority Intelligence Requirements
QM—Quality Management
ROC—Rehearsal of Concept
RSTA—Reconnaissance, Surveillance, and Target Acquisition
SIGINT—Signals Intelligence
TRP—Training Review Panel
TTL—Task Training List

Terms

Accountable Forms—Forms that the Air Force stringently controls and which cannot be released to unauthorized personnel, since their misuse could jeopardize DoD security or result in fraudulent financial gain or claims against the government.

Administrative Change—Change that does not affect the subject matter content, authority, purpose, application, and/or implementation of the publication (e.g., changing the POC name, office symbol(s), fixing misspellings, etc.)

Approval Authority—Senior leader responsible for contributing to and implementing policies and guidance/procedures pertaining to his/her functional area(s) (e.g., heads of functional two-letter offices).

Authentication—Required element to verify approval of the publication; the approval official applies his/her signature block to authenticate the publication. The signature block includes the official's name, rank, and title (not signature).

Analysis and Exploitation Team—Any team of single or multiple-AFSC Airmen, organized to provide intelligence support to an AOC developed analytic line of effort.

Functional Assessments—Used to validate a person's ability to conduct a function. This assessment is designed to give commanders confidence in their members' ability to exercise judgement while conducting operations.

Platform Centric—Operations focused on exploiting data originating from a specific ISR platform.

Quality Control—The portion of the QM program focusing on the products and services provide by AF DCGS personnel, applied to ensure adherence to IC standards.

Quality Management—An internal inspection protocol developed to ensure the quality of AF DCGS intelligence.

Sensor Agnostic—Operations not solely focused on exploiting data derived from specific ISR platforms.

SIGINT Element—An element of personnel qualified in SIGINT Air Force Specialty Codes that support multiple AETs and LOEs.