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SECRETARY OF THE AIR FORCE**



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Flying Operations

WEAPONS AND TACTICS PROGRAMS

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This publication implements Air Force Policy Directive (AFPD) 11-4, *Aviation Service*. The organization, responsibilities and procedures for unit weapons and tactics organizations are detailed in this instruction. Additionally, the Weapons School graduate management program is described in this instruction. This instruction applies to all units involved with the training and employment of Combat Air Forces (CAF), Air Force Global Strike Command (AFGSC) Forces, Air Force Special Operations Forces (AFSOF), Mobility Air Forces (MAF), Air Force Space Command (AFSPC) Forces, Air Force Reserve Command (AFRC) Forces and Air National Guard (ANG) Forces. All subordinate organizations, including individual units, may supplement this instruction to cover unique requirements. Units must send supplements, through their chain of command to the functional Office of Primary Responsibility (OPR) (ACC/A3TW) for review and coordination before publishing. Major Commands (MAJCOMs) will forward a copy of MAJCOM supplements to Headquarters (HQ) ACC/A3TW. Refer recommended changes and questions about this publication to the OPR using the AF IMT 847, *Recommendation for Change of Publication*; route AF IMT 847s from the field through MAJCOM publications/forms managers. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) 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/afirms/afirms/afirms/rims.cfm> The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

SUMMARY OF CHANGES

This interim change revises AFI 11-415 by removing and replacing **Table 6.1** through **Table 6.4** with new tables entitled **Table 6.1** through **Table 6.3**. Several paragraphs have been reworded, and mentions of the Air Force Intelligence Surveillance Reconnaissance Agency (AFISRA) and Intelligence Sensor Weapons Instructor Course (ISWIC) have been deleted, as these entities no longer exist. A margin bar () indicates newly revises material.

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Chapter 1

GENERAL GUIDANCE

1.1. Objective and Scope. This instruction specifies the responsibilities of Air Force Weapons and Tactics Offices, Weapons Officer (WO) management, WO utilization, Weapons Instructor Course (WIC) standup, WIC closure and Air Reserve Component (ARC) agreements. Throughout this instruction, Weapons and Tactics Offices (or their equivalent) are referred to as "weapons shops." Due to the diversity of weapons shops, this instruction provides only common, required actions. Specific programs may require MAJCOM, Numbered Air Force (NAF), Wing, Operations Group (OG) or Squadron supplements to this instruction. Throughout this publication, the USAF Weapons School is abbreviated as "USAFWS" or "WS" and wherever the term MAJCOM is used, it also refers to MAJCOM equivalent organizations where no MAJCOM exists. Additionally, AFsOF will be referred to as "SOF" throughout this document.

Chapter 2

WEAPONS SHOP GUIDANCE

2.1. Policy. Weapons shops should be established at all levels. **Attachment 3** addresses specific responsibilities at each level. This chapter applies to weapons shops at the wing level or below. This instruction does not conflict with, nor repeat, basic responsibilities assigned in other instructions and directives. Units must use all applicable instructions and directives when developing weapons shop programs.

2.1.1. Squadron weapons shops will report directly to the operations officer or commander (or Air Reserve Component (ARC) equivalent). Overall responsibility for all wing weapons and tactics guidance and policy rests with the wing/group weapons shop. See AFI 38-101, *Air Force Organization*. **(T-3)**

2.1.2. Weapons shops will be organized into functional areas capable of supporting Design Operational Capability (DOC) tasked mission sets. **(T-3)**

2.1.3. The weapons shop will function as the OPR or Office of Collateral Responsibility (OCR) for unit mission training, exercises, mission planning and evaluation scenarios. All crewmembers assigned to weapons and tactics shops must maintain mission qualification in their designated Mission Design Series (MDS) to ensure desired tactical employment expertise in these areas. **(T-3)**

2.1.4. Chief of the Weapons and Tactics office will (be):

2.1.4.1. USAFWS graduate. This is not applicable if the squadron has no WS graduates or if all squadron WS graduates have served in a W-prefix billet for more than 3 years consecutively and 5 years total (see paragraph 6.5.2.). **(T-3)**

2.1.4.2. Maintain Instructor Combat Mission Ready (CMR) or equivalent mission certification qualification, unless determined not feasible by the OG/CC, or equivalent. This is not applicable for Intel officers, unless required under AFI 14-202V2, *Intelligence Standardization/Evaluation Program* series, and applicable Air Force Distributed Common Ground System (AFDCGS) MDS specific series. **(T-3)**

2.1.4.3. Cleared for or eligible to attain TS/SCI clearance. . **(T-3)**

2.1.4.4. Assigned as the Weapons Flight Commander, Weapons Branch Chief, or Weapons Assistant Director of Operations (ADO), at the discretion of the Squadron Commander. **(T-3)**

2.1.4.5. Not be assigned unrelated additional duties (N/A ANG, AFRC). **(T-3)**

2.1.5. Weapons shops should be manned IAW **paragraph 6.6, Table 5** and:

2.1.5.1. Consist of at least one crewmember from each MDS crew position, unless determined not feasible by the OG/CC, or equivalent.

2.1.5.2. Manned with personnel that maintain CMR or equivalent mission certification qualification, unless determined not feasible by the OG/CC, or equivalent. This is not applicable for Intel officers, unless required under AFI 14-202V2 series and applicable AFDCGS MDS specific series.

2.1.5.3. Cleared for all mission-required access/clearances.

2.1.5.4. Have an Electronic Warfare Officer (EWO), Electronic Combat Pilot/Officer (ECP/ECO) or an Electronic Counter Measures Officer/Technician (ECMO/T) assigned (N/A for AFSPC). EWOs/ECPs/ECOs will be graduates of the USAF Electronic Warfare School, aircraft-specific Fighter Electronic Combat Officers Course, Mobility Electronic Combat Officers Course or Introduction to Electronic Warfare. Wings or squadrons without these qualified personnel will designate the most qualified individual to perform Electronic Warfare/Combat responsibilities within the weapons shop.

2.1.5.5. Work with assigned unit intelligence personnel to ensure all squadron personnel receive current information on the unit mission, projected enemy threat, and expected combat/theater conditions affecting mission employment.

2.1.5.6. Establish and maintain liaison with maintenance and munitions functions to identify and solve maintenance and munitions-related issues as necessary to achieve the unit mission.

2.1.5.7. Refer to MAJCOM tactics instructions for additional weapons shop manning guidance and criteria where applicable.

2.2. Training Guidance. During training operations, the weapons shop, the standardization and evaluation office, and the intelligence office will cooperate to ensure mission qualification evaluation scenarios are representative of unit tasking. Weapons shops will coordinate to ensure mission qualified personnel are current on all applicable employment concepts.

2.3. Cross Talk. Weapons shop personnel will coordinate with superior, equivalent, and/or subordinate units as necessary to maintain awareness of potential issues of local as well as MDS-wide impact. This may include periodic contact with weapons shops outside the MAJCOM, wing, or group that operate the same MDS or have similar mission employment tasking. Weapons shops will:

2.3.1. Assess unit combat capability to accomplish anticipated missions. **(T-3)**

2.3.2. Monitor weapons shop procedures. **(T-3)**

2.3.3. Identify deficiencies in training, equipment, support or tactics, which preclude optimum mission accomplishment. **(T-3)**

2.3.4. Identify unit initiatives which may have MAJCOM-wide or cross MAJCOM applications. **(T-3)**

2.3.5. Recommend improvements for unit operations. **(T-3)**

2.3.6. Identify problem areas requiring corrective action above unit level. **(T-3)**

2.4. Tactics Development Program. The weapons shop will lead unit involvement in the Tactics Development Program IAW AFI 11-260, *Tactics Development Program*. **(T-3)**

2.5. Tactics Reference Library. The Chief of Wing Weapons will determine the documents necessary for the tactics reference libraries. Libraries can either be on-hand or available through electronic means. A list of required library documents will be published, updated as required, and maintained in the weapons shop(s). See [Attachment 2](#) for library index recommendations.

Air Force Tactics, Techniques, and Procedures (AFTTP) 3-3.MDS should be published locally and made available to all crewmembers. **(T-3)**

Chapter 3

TACTICS LEADERSHIP

3.1. Tactics Leadership. All units will continually review and update tactical training and employment procedures. MAJCOM weapons shops (e.g. HQ ACC/A3TW) will assess weapons and tactics issues, identify deficiencies, initiate corrective actions and ensure completion of corrections. MAJCOMs, through squadron commanders, must ensure a free avenue of information exchange to and from weapons shops. **(T-2)**

3.1.1. Weapons shops are responsible for monitoring all aspects of combat employment. This requires integration across all functions of Air, Space and Cyberspace power. If any of these areas are not available in the individual weapons shop, the weapons officer must establish a close working relationship with other agencies and individuals possessing the expertise.

3.2. Responsibilities.

3.2.1. Air Combat Command serves as the lead command in developing, documenting and issuing tactics for the CAF, IAW Air Force Mission Directive (AFMD) 2, *Air Combat Command*. To help carry out this responsibility, the Commander, ACC, (COMACC) implements, in coordination with the other commands, procedures for reviewing and revising tactics manuals. ACC is responsible for the following five Service Core Functions (SCF): Air Superiority, Global Precision Attack, Global Integrated Intelligence, Surveillance, and Reconnaissance (ISR), Command and Control, and Personnel Recovery.

3.2.2. Air Mobility Command (AMC) serves as the lead command in developing, documenting and issuing tactics for the MAF, IAW Air Force Policy Directive (AFPD) 10-21, *Air Mobility Lead Command Roles and Responsibilities*. To help carry out this responsibility, the AMC Commander (AMC/CC) implements, in coordination with the other commands, procedures for reviewing and revising tactics manuals. AMC is responsible for the Rapid Global Mobility SCF.

3.2.3. Air Force Special Operations Command (AFSOC) serves as the lead command in developing, documenting, and issuing tactics for AFSOF, IAW AFMD 6, *Air Force Special Operations Command*. To help carry out this responsibility, the AFSOC Commander (AFSOC/CC) implements, in coordination with the other commands, procedures for reviewing and revising general tactics manuals. AFSOC is responsible for the Special Operations SCF.

3.2.4. Air Force Space Command (AFSPC) serves as the lead command in developing, documenting, and issuing tactics for Space and Cyber Warfare Operations (CWO) IAW AFMD 5, *Air Force Space Command*. To help carry out this responsibility, the AFSPC Commander (AFSPC/CC) implements, in coordination with the other commands, procedures for reviewing and revising tactics manuals. AFSPC is responsible for the Space Superiority and Cyberspace Superiority SCFs.

3.2.5. Air Force Global Strike Command (AFGSC) serves as the lead command in developing, documenting and issuing tactics for the B-2, B-52, Minuteman III (MM III) Intercontinental Ballistic Missile (ICBM) and UH-1. To help carry out this responsibility,

the AFGSC Commander (AFGSC/CC) implements, in coordination with the other commands, procedures for reviewing and revising tactics manuals. AFGSC is responsible for Nuclear Deterrence Operations SCF.

3.2.6. MAJCOM/A3s are the approval authority and responsible for the conduct of their MAJCOM weapons and tactics programs. MAJCOM/A3s, or their designated representatives, will ensure:

3.2.6.1. Inputs are requested from the MAJCOM Weapons and Tactics Office on all training, exercise and evaluation scenarios. This may require MAJCOM weapon shop participation in MAJCOM/IG scenario development to ensure exercise participation/grading is consistent with current Tactics, Techniques, and Procedures (TTP) and mission requirements. (T-2)

3.2.6.2. All actions affecting combat force capability are coordinated with the appropriate MAJCOM OPR. (T-2)

3.2.6.3. **Attachment 3** depicts the responsibilities of the various levels within the weapons and tactics chain of command.

Chapter 4

WEAPONS INSTRUCTOR COURSES (WIC)

4.1. Purpose. This chapter identifies the mission of the USAFWS and establishes the core competencies required of all USAFWS graduates. The chapter also identifies the objective requirements a weapon system or combat capability must meet in order to propose a WIC at the USAFWS. Each WIC will produce WOs to meet Tier 1 and Tier 2 priority 1 (USAFWS) manning.

4.2. Mission. The mission of the USAFWS is to train expert instructors and leaders skilled in the art and science of integrated battlespace dominance across all domains. The USAFWS provides graduate-level instructor courses delivering the world's most advanced training in weapons and tactics employment to officers of the Air Force to include structured joint- and composite-force integrated employment training. The courses provide airmen the necessary training to develop the core competencies for execution of integrated air, space, and cyberspace power. Each USAFWS graduate shall possess the following core competencies:

4.2.1. The knowledge, technical expertise, leadership ability, communication and organizational skills to be a unit's chief instructor and lead an organization's weapons and tactics functions.

4.2.2. The knowledge, technical expertise, cognitive skills, leadership ability and officership traits required to be a commander's primary tactical advisor, problem solver and unit mentor.

4.2.3. The knowledge, technical expertise, leadership ability, communication and organizational skills to execute integrated composite-force operations and mission planning cell functions with USAF/joint forces.

4.3. Established/Approved WICs.

4.3.1. 8th Weapons Squadron (ABM, EC-130 EWO, RC-135 EWO).

4.3.2. 14th Weapons Squadron (MC-130, AC-130, U-28).

4.3.3. 16th Weapons Squadron (F-16).

4.3.4. 17th Weapons Squadron (F-15E).

4.3.5. 19th Weapons Squadron (Intelligence, Intelligence Sensor).

4.3.6. 26th Weapons Squadron (MQ-1/MQ-9)

4.3.7. 29th Weapons Squadron (C-130).

4.3.8. 34th Weapons Squadron (HH-60).

4.3.9. 57th Weapons Squadron (C-17).

4.3.10. 66th Weapons Squadron (A-10).

4.3.11. 77th Weapons Squadron (B-1).

4.3.12. 315th Weapons Squadron (ICBM)

4.3.13. 325th Weapons Squadron (B-2).

- 4.3.14. 328th Weapons Squadron (Space Superiority, Cyber Warfare Operations).
- 4.3.15. 340th Weapons Squadron (B-52).
- 4.3.16. 433rd Weapons Squadron (F-15C, F-22).
- 4.3.17. 509th Weapons Squadron (KC-135).

4.4. WIC Establishment/Termination/Modification.

4.4.1. Approval authority. All proposals to establish or terminate WICs will be approved by the CSAF. Requests shall be submitted from the sponsoring MAJCOM/A3 to the USAF Warfare Center commander (USAFWC/CC). Once the USAFWC/CC determines the prospective WIC meets the entry standard, the request will be staffed from the sponsoring MAJCOM/A3 to ACC/A3 (through A3TW), to the CSAF for final approval. Requests to terminate a WIC will follow the same procedure. Requests to modify an existing WIC shall be staffed to ACC/A3TW and must be approved by COMACC. **(T-1)**

4.4.2. WIC Standard of Entry. Any weapons system or combat capability seeking a weapons instructor course at the Weapons School must satisfy five criteria: (1) mission requirement (2) weapons officer utilization (3) supportability (4) command and control and (5) mission integration. Once the five criteria are satisfied, the staffing process may begin. Entry into a WIC and award of the W-prefix is restricted to officers.

4.4.2.1. Mission Requirement. Every weapons instructor course must conduct the preponderance of its mission in one or more of the following Air Force Service Core Functions.

- 4.4.2.1.1. Air Superiority (ACC).
- 4.4.2.1.2. Space Superiority (AFSPC).
- 4.4.2.1.3. Cyberspace Superiority (AFSPC).
- 4.4.2.1.4. Special Operations (AFSOC).
- 4.4.2.1.5. Global Precision Attack (ACC).
- 4.4.2.1.6. Global Integrated ISR (ACC).
- 4.4.2.1.7. Rapid Global Mobility (AMC).
- 4.4.2.1.8. Command and Control (ACC).
- 4.4.2.1.9. Personnel Recovery (ACC).
- 4.4.2.1.10. Nuclear Deterrence Ops (AFGSC).

4.4.3. Weapons Officer Utilization. The requesting MDS or combat capability, represented by the lead-MAJCOM Functional Area Manager (FAM) in close-coordination with the Program Element Manager (PEM), must provide the USAFWC a complete written Concept of Operations (CONOPS) that answers the following questions:

- 4.4.3.1. What is the undergraduate career path (what path does an officer take from entry in the MDS or combat capability that leads them to the USAFWS)?

4.4.3.2. What are the requirements for entry into the WIC (must be consistent with the established guidelines in sections 5 of this publication and applicable WIC Announcement Message)?

4.4.3.3. How many Tier 1 and Tier 2 W-prefix billets do you anticipate needing in the field? The Tier 1 number will help define the instructor and class size requirements.

4.4.3.4. What are the syllabus requirements?

4.4.3.5. What is the utilization plan for graduates (number of weapons officers required throughout the AF for this MDS/combat capability on a Tier-based experience and priority plan consistent with 6.5, below)?

4.4.3.6. How many graduates are required per year (based on AF total required to keep mission viable)?

4.4.3.7. What is the support plan for the graduate requirement (instructors/support personnel)?

4.4.4. Supportability Requirement.

4.4.4.1. The completed CONOPS must also address how the weapon system or combat capability will dedicate sufficient resources (manpower and funding) to support the graduate requirement. The resources will include dedicated TF-coded aircraft or Memoranda of Agreement clearly defining how the host organization will support the WIC as well as a supportable funding line for the initial startup and sustainment of the proposed WIC. If funding has not been identified and secured throughout the life of the proposed WIC, it will not be considered valid or supportable and coordination will cease.

4.4.4.2. Organizations hosting WIC squadrons must provide sufficient training, maintenance and office facilities to meet the graduate production requirements as determined by a formal Site Activation Task Force (SATF). ACC will conduct SATFs for USAFWS. All SATFs will include respective USAFWS representation.

4.4.5. USAFWS Command and Control Requirement. USAFWS squadrons will be under the command of the USAFWS Commandant (USAFWS/CO) and report through the 57th Wing to the USAFWS under ACC.

4.4.6. The staffing process starts with the lead-MAJCOM FAM/PEM and will culminate with CSAF approval for WIC stand-up. Once the USAFWS determines the prospective WIC meets the entry standard, the request will be staffed as an Organization Change Request (OCR) from the lead-MAJCOM FAM/PEM (sponsoring MAJCOM) to ACC. Failure to provide sufficient information will cause delays in ACC manpower, programming and funding analysis. The first two steps below can take from 6 months up to one year to complete. Since the program objective memorandum (POM) budget cycle is two years, this process should start a minimum of two and one-half years prior to desired execution. Military construction (MILCON) requests must go through Congress and can take five years for execution. Once a completed CONOPS is received from the sponsoring MAJCOM, ACC/A3TW, as the ACC advocate, will ensure all staffing actions from the lead-MAJCOM FAM's request through CSAF signature are completed. **(T-1)**

4.4.6.1. ACC/A3TW will review the OCR and proposed syllabus for coordination and seek ACC/A3 endorsement. **(T-1)**

4.4.6.2. The endorsed OCR will be forwarded to ACC/A1M (Manpower & Org) & ACC/A5P (Programs), while the proposed syllabus will be routed through ACC Training Support Squadron (TRSS). These organizations will seek Air Staff approval for organizational structure, manpower and logistics requirements utilizing the Logistics Composite Model (LCOM), coordinate/conduct all necessary environmental/other impact studies and determine funding requirements. **(T-1)**

4.4.6.3. ACC/A1M, ACC/A5P and ACC/A3TW will interact with ACC/FM and the Air Staff to facilitate funding, manpower and logistics support. **(T-1)**

4.4.6.4. ACC/A3TW, through ACC/A3 and COMACC, will submit the completed package to CSAF for final approval. **(T-1)**

4.4.6.5. See **Attachment 4**, Procedures to establish a new WIC.

4.5. WIC Cancellation/Termination/Modification. Cancellation of a specific WS WIC class (e.g. Class 13B) requires coordination with AFPC and all affected MAJCOMs culminating in ACC/A3 approval.

4.5.1. Cancellation of WIC class for a specific MDS. Requests for cancellation of MDS WICs (e.g. B-2 WIC 15B) must be submitted to ACC/A3TW for ACC/A3 approval. Requests must provide ample justification, including impact to affected MDS community and specific reasons for the request. ACC/A3 is the final authority for specific WIC cancellations. **(T-1)**

4.5.2. Reduction of WIC class size. Requests to intentionally reduce specific MDS WIC class size for a given course (e.g. A-10 WIC 15B) must be submitted to ACC/A3TW for ACC/A3 approval. Requests must provide ample justification to reduce course size, including impact to affected MDS community and specific reasons for the request. ACC/A3 is the final authority for WIC reduction of class size. **(T-1)**

4.5.3. Termination of a WIC. Requests to terminate a WIC due to changes in AF force structure or changing AF requirements should be initiated by the WIC's supporting MAJCOM through ACC/A3TW. ACC/A3TW, through ACC/A3 and COMACC, will submit the completed package to CSAF for final approval. **(T-1)**

4.5.4. Modification of a WIC. Requests to modify the structure of a WIC to meet emerging AF requirements (e.g. MQ-1/9 rapid CAP growth or F-15C Redux), requires COMACC approval. Modifications include permanent increased/decreased class size which will result in increased/decreased instructor staff and the appropriate changes in facility size, funding requirement, flying hours, etc. Requests to permanently modify a WIC must provide ample justification to include impact to affected MDS community and specific reasons for the request. COMACC is the final authority for specific WIC modifications. **(T-1)**

Chapter 5

WEAPONS SCHOOL SELECTION PROCESS

5.1. Purpose. This chapter describes the procedures for nominating and selecting WS students, responsibilities of the agencies involved, guidance for Total Force Absorption Program (TFAP) nominees, primary/supplemental board procedures, nominee/select withdrawal/deferment protocol, alternate activation, and waiver procedures/timelines.

5.2. Responsibilities.

5.2.1. HQ ACC/A3. HQ ACC/A3 has overall responsibility for the conduct of the USAFWS program. Weapons School program waiver authority rests with the ACC/A3, but may be delegated to a decision-making level not lower than wing commander or HQ ACC division chief. Initial security requirements are not waivable for any ARC component. Authority to determine procedures for any situation not specifically covered in this chapter is delegated to HQ ACC/A3T. HQ ACC/A3, or his appointed representative, will be the OPR for all WIC nominees for the USAFWS. **(T-1)**

5.2.2. HQ AFRC/A3T, or their appointed representative, will collect all AFRC nominations and deliver them to ACC/A3TW. AFRC units should electronically forward selection packages to HQ AFRC/A3T with a courtesy copy to their respective NAFs. **(T-2)**

5.2.3. National Guard Bureau (NGB)/A3, or their appointed representative, will collect all ANG nominations and deliver them to ACC/A3TW. ANG units should electronically forward selection packages to NGB/A3O or NGB/A3M and ACC/A3G with a courtesy copy to their respective NAFs. **(T-2)**

5.2.4. ACC/A3T will coordinate with ACC/A3G for all ANG issues and HQ AFRC/A3T for all AFRC issues that arise after the selection board.

5.2.5. USAFWS/CO. The WS/CO, or his designated representative, will chair the selection board. As chairman, the WS/CO is responsible for the conduct and overall leadership of the board. The WS/CO will select the board dates, review selection criteria, ensure the board progresses IAW this instruction and report results. AFPC/DPAOT3 will coordinate all actions pertaining to the board through the appropriate chain of command. AFPC/DPAOT3 will coordinate the preliminary selection board results for approval with the USAFWS/CO and HQ ACC/A3 (via HQ ACC/A3TW). HQ ACC/A3TW and the USAFWS/CO will coordinate with AFRC/A3T and ACC/A3G to approve the preliminary selection board results prior to release. AFPC/DPAOT3 will release the selection board results immediately after approval, typically 30 days after selection board adjournment. **(T-1)**

5.2.6. HQ ACC/A3TW. HQ ACC/A3TW is the agency responsible for oversight of the selection process, coordinating selection board dates, determining meeting location, and managing WS select requirements until enrolled at the Weapons School. A select is considered enrolled on the Course Start Date (CSD). HQ ACC/A3TW is responsible for reviewing all nominations and shall ensure nominations are fair, truthful and consistent with the nomination criteria outlined in the announcement message. HQ ACC/A3TW will coordinate with HQ AFSOC/A3TW, HQ AFSPC/A3TW, HQ AFGSC/A3TW, HQ AMC/A3DT, HQ USAFE/A3TW, HQ PACAF/A3OK, HQ AFPC/DPAOC, HQ

AFPC/DPAOM and HQ AFPC/DPAOO functional managers (as appropriate) to release individual nominees to compete for WS selection. (T-1)

5.2.7. MAJCOMs will provide one representative for the board. This representative must be familiar with the command's nominations and provide additional information (if required) for a full evaluation. (T-1)

5.2.8. HQ AFPC/DPOAT3 will support the selection board. This includes, but is not limited to, preparation of selection folders, assisting with board facilities and selection notification. (T-1)

5.2.9. Wing commanders. Wing commanders (and equivalent) are responsible for nominating qualified individuals, ensuring WS selects meet course prerequisites, and initiating waiver request actions or withdrawal/deferment requests when selects are unable to meet course prerequisites before CSD. Individual units are responsible for providing a complete selection package. These packages must contain all the information specified in the USAFWS Announcement Message. Failure to provide the required information could result in the disqualification of the nominee. Do not submit additional paperwork (e.g. additional recommendation letters or endorsement letters). If a wing nominates more than one individual (per crew position/MDS) for a WIC, the WG/CC must also provide a letter prioritizing the nominees (by crew position/MDS) to HQ ACC/A3TW, IAW the USAFWS Announcement Message. Send a courtesy copy of the nominee rankings to the respective MAJCOM (or equivalent) weapons shops (if other than ACC). Wing Commander's prioritization receives significant consideration, but is not the sole criteria for selection. (T-3)

5.3. Nomination Criteria.

5.3.1. The Air Force Education and Training Course Announcement (ETCA) and the USAFWS Announcement Message establish Weapons School nomination criteria. The ETCA is located at <https://etca.randolph.af.mil>. These criteria are designed to ensure selection of the most highly qualified individuals who will enhance combat capability throughout the Air Force. The WS seeks only the finest officers and tactical instructors. These officers must exhibit extraordinary intelligence, dedication, technical skill, military bearing, and professional attitude. Finally, these officers must be outstanding role models for their peers and subordinates.

5.3.2. Officers placed on assignment (already received orders) outside of their Major Weapon System (MWS) prior to the WIC selection board date are ineligible for consideration. This includes any assignment to a staff or AOC, regardless of attached flyer status (except space or intelligence officers assigned to AOC duties within their career field). Waivers will not be considered for officers on assignment outside their MWS.

5.3.3. All Active Duty (AD) nominees will be counseled that they incur an active duty service commitment (ADSC) IAW AFI 36-2107, *Active Duty Service Commitments*, Table 1.1, Rule 17, and applicable notes upon entry into the WIC (not applicable for ARC nominees). All AFRC nominees will be counseled that they incur a 3-year Reserve Service Commitment (RSC), upon completion of WS, IAW AFRCI 36-2102, *Air Force Reserve Service Commitment Date Program*.

5.3.4. Applicants competing for WIC must be instructor qualified in their respective weapon system at least six months prior to the course start date. Intelligence WIC applicants must be

External Intelligence Trainer (EIT) qualified if required under AFI 14-202V2 series and applicable AFDCGS MDS specific series. SOF WIC applicants are required to meet the instructor qualified timeline given above or 50 hours of instructor time in Primary Aircraft Assigned (PAA) by course start date. See [paragraph 5.6.1.2](#) for CSD waivers. **(T-1)**

5.3.5. Total Force Absorption Program (TFAP). TFAP pilots will apply through their active duty chain of command, but will not be ranked among nominees from their associate administrative organization. Instead, TFAP pilots will compete as “at large” candidates IAW the CSAF-approved TFAP CONOP. Active Component (AC) members embedded into the “Active Association” construct will accompany TFAP candidates and compete as “at large” candidates

5.3.6. Individual nomination packages will be a single consolidated document, formatted in accordance with the USAF Weapons School Announcement Message, and will include the following:

5.3.6.1. Nomination Data Sheet. An example of the nomination data sheet is located on the [HQ ACC/A3TW share point site. https://cs.eis.af.mil/weptac/Wpnschool/Sample%20Documents/Forms/AllItems.aspx](https://cs.eis.af.mil/weptac/Wpnschool/Sample%20Documents/Forms/AllItems.aspx) IAW Social Security Reduction Act of 2007, do not include full or partial social security numbers in nomination packages.

5.3.6.2. Endorsement memo. A single endorsement memo, signed by the applicant’s Wing commander or equivalent, shall emphasize instructor and flying/operational abilities. Do not submit additional endorsement memos or endorsement memos above the wing commander level. Submit endorsement memo on single page letterhead addressed to the Chairman, USAF Weapons School Selection Board. Ensure the letter is dated and electronically signed (type “//SIGNED//” above official signature block). Example endorsement letters are located on the [HQ ACC/A3TW share point site. https://cs.eis.af.mil/weptac/Wpnschool/Sample%20Documents/Forms/AllItems.aspx](https://cs.eis.af.mil/weptac/Wpnschool/Sample%20Documents/Forms/AllItems.aspx)

5.3.6.3. Submit Air Force Fitness Management Scores. Applicants will include AF Fitness score documentation IAW the USAFWS Announcement Message.

5.3.6.4. Packages will consist of the following elements in the following order: 1) applicant’s data sheet, 2) one-page endorsement memo, 3) fitness results, 4) last three Form 8s (front and back) and all 942s (as applicable), and 5) any additional documentation instructed by the USAFWS Announcement Message. Do not fax hand-signed documents, or send each document of the nomination package as a separate file. Wing commanders (and equivalents), or their executive staff should e-mail nomination packages directly to HQ ACC/A3TW, with a courtesy copy to the appropriate MAJCOM weapons shop, by the due date established in the USAFWS Announcement Message. Nomination packages submitted directly by individuals or offices below wing commander (or equivalent) shall not be considered. **(T-1)**

5.3.6.5. Timelines for nomination packages. Nomination packages for WS selection boards are due to ACC/A3TW approximately 60 days prior to the selection board date. Nominee information is due to AFPC/DPAOT3 from ACC/A3TW approximately 45 days prior to the board date. Complete nomination packages and wing commander ranking letters are due to AFPC/DPAOT3 from ACC/A3TW NLT 30 days prior to the

selection board date. Late nomination packages will be accepted only if coordinated with ACC/A3TW in advance (prior to the nomination package due date established in the USAFWS Announcement Message). All other late nomination packages will be considered on a case-by-case basis. WS Selection Board and nomination package timelines, due dates, and examples will be available on the HQ ACC/A3TW share point site. (T-1)

5.4. Selection Board.

5.4.1. The primary goal for the WS selection board is to select the most qualified officers. Minimum allocations to the ARC are shown in **Table 1**. These officers will provide the expertise and leadership necessary to ensure their units are ready for combat. In an effort to ensure the most qualified officers are selected every class, individual WICs will consider applicants from all ARC components. AFRC/ANG will participate in the combined AD/ARC board and vote on behalf of their MAJCOM for all WIC classes. HQ AFPC will host or support two WS selection boards each year, each approximately 4 to 5 months prior to WS class-start date. The WS/CO, or his designated representative, will chair each board. The chairman will instruct board members on their duties and ensure the board progresses efficiently. The WS/CO will resolve questions on procedures, policies or selection criteria and will review board recommendations to ensure selections are fair and equitable. The chairman will be the final approval authority for board composition. The MDS allocations not included in the table will be discussed and decided during the W-Prefix Management Conference held in conjunction with the combined WIC Selection Board. Factors influencing final slot allocation include, but are not limited to, USAFWS WIC production capabilities, ANG requirements, AFRC requirements, AD requirements, and availability of viable ARC/AD candidates. Total Force Integration (TFI) wings do not present a standard or easily quantifiable requirement for allocations. TFI wing requirements will attempt to be satisfied within existing ARC slot allocations. If TFI wing requirements cannot be satisfied within existing ARC allocations, then allocations will be decided during the W-Prefix Management Conference as outlined above. (T-1)

5.4.2. WIC Commanders, HQ ACC/A3TW, HQ AFGSC/A3TW, HQ USAFE/A3TW, HQ PACAF/A3OW, HQ AETC/A3Z, HQ AFSPC/A3TW, AFSOAWC/A9T, HQ AMC/A3DT, HQ AFRC/A3T, and ACC/A3G will each provide one voting member. A representative will be available from AFPC/DP (assignment officer for each respective weapons system/specialty) to provide information as required. With WS/CO approval, additional non-voting officers may attend to provide information for various systems or specialties. Selections are based on records scoring made by voting members only. (T-1)

Table 5.1. ARC Slot Allocations Summary.

<u>WIC</u>	<u>A-Class</u>	<u>B-Class</u>
A-10 (2 per year)	1 x ANG	1 x AFRC
ABM (2 per year)	1 x ANG	1 x ANG (Even) / AFRC (Odd)
B-2 (1 per year)	1 x ANG	

AIW (1 per year)	1 x ANG	
B-52 (1 per year)		1 x AFRC (P/N/E)
C-130 J (1.5 per year)	1 x ANG	1 x AFRC (Even)
C-130 E/H Pilot (2 per year)	1 x ANG	1 x AFRC
C-130 E/H Nav (1.5 per year)	1 x ANG	1 x AFRC (Even)
C-17 (1 per year)		1 x ANG (Even) / AFRC (Odd)
Cyber Warfare (2 per year)	1 x ANG	1 x AFRC
F-15C (2 per year)	1 x ANG	1 x ANG
F-16 (4 per year)	2 x ANG	1 x ANG + 1 x AFRC
F-22 (1 per year)		1 x ANG (Even) / AFRC (Odd)
HH-60 (2 per year)	1 x ANG	1 x AFRC
Intel (2.5 per year)	1 x ANG + 1 x ANG (Even)	1 x AFRC
Intel Sensor (2.5 per year)	1 x ANG	1 x ANG + 1 x AFRC (Odd)
KC-135 (2 per year)	1 x ANG	1 x AFRC
MQ-1/MQ-9 (2.5 per year)	1 x ANG	1 x ANG + 1 x AFRC (Odd)
RC-135V/W (.5 per year)	1 x ANG (Odd)	
Space (2 per year)	1 x ANG	1 x AFRC
U-28 (.5 per year)		1 x AFRC (Odd)

5.4.3. WS Selection Boards will select the most qualified nominees, regardless of unit or command retainability. The board chairman (WS/CO) will attempt to resolve selection disagreements. If the board chairman is unable or unwilling to resolve disagreements, ACC/A3 is the final authority for all selection board issues. If necessary, ACC/A3 can direct the board to reconvene in order to settle disagreements. If the disagreement involves selection of an AD member over the ARC and the result will place the ARC outside of 11-415 unit refresh rates, ACC/A3 will coordinate with AFRC/A3 or ACC/A3G prior to finalizing the selection list. **(T-1)**

5.5. Selects.

5.5.1. WS selects will attend classes as specified in the AFPC/DPAOT3 “USAF Weapons Instructor Course Selection Board Results” message, normally released as a Personnel Services Delivery Memorandum (PSDM) to base Force Support Squadrons (FSS). Immediately upon selection notification, all primary and alternate selects must begin processing requirements outlined on the WS web page. All WS students are required to have a current TS clearance with SCI access based on a closed and adjudicated Single Scope Background Investigation (SSBI) or SSBI Periodic Reinvestigation (SBPR) with an investigation date within 5 years of course graduation date (CGD), or have an open SBPR. Primary and alternate WS selects without a current TS/SCI clearance must contact their unit security managers and submit all applicable paperwork immediately. Failure to initiate security clearance actions within the WS mandated timeline may result in inadequate security access at CSD. The WS/CO may disenroll individuals without the proper accesses.

5.5.2. Selects must ensure they meet all CSD requirements, including security clearance requirements, prior to reporting to WIC. CSD requisites are defined in each WIC syllabus and in the Selection Board Announcement Message prior to each class. If an individual is unable to meet course entry requisites due to extenuating circumstances, the select’s WG/CC (or equivalent) must submit a CSD waiver request (see paragraph 5.6.1.2. to request a CSD waiver) or request withdrawal or deferment. The WS/CO may disenroll individuals reporting to the WS who do not meet minimum requisites and do not have a waiver. All CSD Waivers (i.e. Course Entry Waivers) will be submitted to ACC/A3TW IAW USAFWS Announcement Message, and will be staffed for ACC/A3 approval.

5.5.3. Withdrawal, alternate activation, and deferment. HQ ACC/A3T is the approval authority for AD nominee/select withdrawal prior to CSD and for alternate activation. HQ ACC/A3 is the final approval authority for all deferment (grandfathering) actions. WIC candidates may need to withdraw from WIC consideration/selection, or be deferred (grandfathered) to a subsequent class. Withdrawal for humanitarian or operational necessity (due to personal or family medical conditions, real world operations, changes in available WS resources, etc.) will normally be considered “without prejudice,” and the candidate will be allowed to re-compete for any subsequent WIC for which the candidate remains qualified. Withdrawal for no apparent humanitarian or operational justification shall be considered “with prejudice,” and the candidate shall generally not be welcome to compete at any subsequent WIC selection board (e.g. elimination from WIC). This includes self-initiated elimination (SIE) after CSD. SIE is processed IAW applicable USAFWS Operating Instructions (OI). Because of the time sensitivity inherent in activating available alternates, the WIC select’s WG/CC (or equivalent) shall coordinate withdrawal requests prior to CSD and directly with HQ ACC/A3T (via HQ ACC/A3TW), with a courtesy copy to the appropriate MAJCOM weapons shop. HQ ACC/A3TW will notify the WS and HQ AFPC to coordinate alternate notification (if required). Units must inform HQ ACC as soon as practical if a primary select might not attend WIC; do not wait until it is absolutely certain the select will not attend WS. Without sufficient notification, alternate selects may not be able to adequately prepare and the training slot may go unfilled.

5.5.3.1. Withdrawal before selection. Nominees withdrawing their nomination packages before the WIC selection board meets shall notify their WG/CC (or equivalent) with the details and reasoning for their withdrawal. The nominating WG/CC will in turn notify HQ ACC/A3TW of the withdrawal and should include comments on whether the WIC

applicant should be considered with/without prejudice for the withdrawal. HQ ACC/A3TW shall prepare the appropriate withdrawal memo for HQ ACC/A3T release back to the nominee's WG/CC. If the withdrawal is outside ACC, ACC/A3TW will notify the MAJCOM weapons shop of the withdrawal.

5.5.3.2. Withdrawal after selection (before selection message release from AFPC). WIC selects withdrawing their names after selection, but before AFPC has released the official WIC selection results message, will require a memorandum from the nominating WG/CC to HQ ACC/A3T. HQ ACC/A3T shall make the with/without prejudice determination and notify HQ AFPC/DPALT3 and the USAFWS/CO. If the withdrawal is outside ACC, ACC/A3TW will notify the MAJCOM weapons shop of the withdrawal. HQ ACC/A3TW shall coordinate with HQ AFPC/DPALT3 and the USAFWS/CO to re-order the remaining selects and alternates for the affected WIC before releasing the message. Nominally, the first alternate shall become a "primary select" and any remaining alternates will move up in the queue (see paragraph 5.5.3.5, below).

5.5.3.3. Withdrawal after selection (after selection message release from AFPC). WIC selects withdrawing their names after AFPC has released the official WIC selection results message will require a memorandum from the nominating WG/CC to HQ ACC/A3T. If appropriate (see paragraph 5.5.3), the nominating WG/CC should request deferment (grandfather) for the select at the time of the withdrawal request. HQ ACC/A3T shall coordinate the withdrawal and any required alternate activation actions immediately (see paragraphs 5.5.3.5 and 5.5.3.6, below) and follow up with any required deferment coordination, once all required alternate activation coordination is complete.

5.5.3.4. Withdrawal for simultaneous competitive board selection. In cases where a nominee is selected for both WIC and another board selection program (including, but not limited to, Undergraduate Flying Training (UFT), cross-training Formal Training Unit (FTU), USAF Air Demonstration Squadron, USAF Aggressors, Test Pilot School, Astronaut School, professional fellowships, etc.), the select must choose one program over the other. It is not possible for a candidate to pay back the required minimum time in weapons officer duty while enrolled in a demanding program outside the primary MDS or combat capability. It is the select's responsibility to notify HQ ACC/A3TW and their respective MAJCOM weapons shop, through the chain of command, which program he or she will attend at the earliest possible time, to allow for activating any available WIC alternates. If the multi-selected candidate fails to identify a preferred program choice, HQ AFPC/DPALT3 shall notify the applicable wing commander (or equivalent) and HQ ACC/A3TW of the dual-selected officer's status and solicit a final attendance decision. If the select fails to respond or coordinate a program decision, HQ ACC/A3TW shall initiate a withdrawal request to HQ ACC/A3T and the USAFWS Commandant, with a courtesy copy to the MAJCOM weapons shop, to remove the WIC select from the incoming class and activate any viable alternate.

5.5.3.5. Alternate activation. When a WIC select is withdrawn and a selection board-designated alternate is available, HQ ACC/A3TW shall coordinate with HQ AFPC/DPALT3 and the USAFWS/CO to activate that alternate and notify all concerned parties. If there is more than one designated alternate for a specific WIC, the remaining alternate(s) moves up in priority. If the USAFWS can accommodate more students than

selected at the central board, the USAFWS/CO may request HQ ACC/A3T to activate WIC alternates.

5.5.3.6. Deferment (grandfathering). HQ ACC/A3 is the final approval authority for all "grandfathering" decisions. Simply stated, an approved deferment (grandfather) allows WIC candidates to withdraw from the class for which they were selected and attend the following WIC, without re-competing at the WS selection board. Generally, deferment requests will follow one of two tracks: prior to CSD, from the nominating wing commander to HQ ACC/A3, or, after CSD (while student is enrolled in WIC), from the USAFWS Commandant, through the 57 WG/CC, to HQ ACC/A3. Any deferment request that will result in the individual requiring a selection board waiver for the selection board class that they are requesting deferment into may be disapproved based on the fact that deferment request will necessitate a selection board waiver. Instead, individuals may be withdrawn from their selected WIC class without prejudice and allowed to compete at future WIC selection boards. Deferment requests are handled on a case by case basis. Because of the time sensitivity inherent in activating available alternates, deferment requests shall be coordinated directly with HQ ACC/A3 (via HQ ACC/A3TW), with a courtesy copy to the appropriate MAJCOM weapons shop. Expect deferred selects to decrement available training allocation selections for the next WIC selection board. (T-1)

5.5.3.6.1. Prior to CSD. For deferments prior to CSD, the nominating wing commander shall send an electronic request to HQ ACC/A3 (via HQ ACC/A3TW), with a courtesy copy to the applicable MAJCOM A3. The request should outline justification for deferment with adequate detail pertaining to the particular situation/condition warranting deferment. Common reasons justifying deferrals prior to CSD include, but are not limited to, illness, injury, family emergency or operational requirements (e.g. deployment).

5.5.3.6.2. If the WS cannot support the number of students selected because of a change in resources (available aircraft, munitions, instructors, etc.), the appropriate Weapons Squadron (WPS) commander may request, through the USAFWS/CO and 57 WG/CC, to defer one or more students to a subsequent class. The WS Commandant's formal deferral request, through the 57 WG, will be staffed by HQ ACC/A3TW for HQ ACC/A3 approval.

5.5.3.6.3. After CSD. Once a student is enrolled in WIC, the appropriate WPS/CC may request elimination (including SIE) or deferment approval through the USAFWS/CO and 57 WG/CC IAW applicable WS OIs. When the commander judges the student is not satisfactorily progressing in syllabus objectives and does not warrant deferment, the commander will recommend elimination. In such a case where an AFRC or ANG member is eliminated from training, AFRC/A3T or ACC/A3G will be immediately notified. Students eliminated for failure to satisfactorily progress in the syllabus will not be welcome to compete at any future WIC selection boards. When the commander judges the student is doing well enough in the course to merit return in a subsequent class without re-competing at the WS selection board, deferment is recommended. Common reasons justifying "grandfathering" after CSD include, but are not limited to: illness, injury, family emergency, or unplanned changes in WS resources. USAFWS/CO, in coordination

with respective WPS/CC, will determine at what point the deferred student may return in the next WIC class. This decision will be based on student availability to return, student performance prior to deferment, MDS mission, syllabus turbulence and requirements at a minimum.

5.5.4. If WS selects are unable to complete all syllabus requirements by the established class graduation date, graduation waivers must be submitted and approved to successfully complete the class. HQ ACC/A3 is the final approval authority for all "graduation" waivers.

5.6. Waivers.

5.6.1. Types of WS waivers. There are three broad waiver categories within the WS program: selection board, course start date (CSD), and end of course (graduation) waivers. Selection board and CSD waiver requests must be submitted through applicant's wing commander (or equivalent) to HQ ACC/A3 (via ACC/A3TW), with a courtesy copy to respective MAJCOM weapons shop (if other than ACC). The USAFWS/CO shall submit end of course waivers to HQ ACC/A3, via the 57 WG. HQ ACC/A3 is the final waiver approval authority. (T-1)

5.6.1.1. Selection Board Waivers. Selection board waivers include Total Active Federal Commissioned Service Date (TAFCS D), rank, minimum MDS/specialty experience, instructor qualification date, and total hours in PAA, as defined by MDS/specialty criteria in the nomination message. Waiver requests for individuals exceeding the TAFCS D time are evaluated on a case-by-case basis. Selection Board Waivers for rank or TAFCS D requirements are N/A for ARC nominees. Nominees requiring a waiver to meet the selection board must submit a waiver letter through their wing commander (or equivalent) to HQ ACC/A3TW, and courtesy copy their respective MAJCOM weapons and tactics shop. Include the following information: 1) specific reason for waiver request, 2) justification for waiver, and 3) plan to mitigate shortfall, either before CSD or for graduate assignment management. Approval of these waiver requests by ACC/A3 does not guarantee selection at the board, only that the nominee will be allowed to compete for selection. Address waiver requests to HQ ACC/A3 and forward, along with the nomination package, to HQ ACC/A3TW. See paragraph 5.6.1.4 for the waiver staffing process. An example of the waiver request letter is located on the HQ ACC/A3TW SharePoint site:

<https://cs.eis.af.mil/weptac/Wpnschool/Sample%20Documents/Forms/AllItems.aspx>

5.6.1.2. CSD waivers. CSD waivers are for requirements that must be met by WIC selects prior to course start date. Do not submit these waivers for the selection board. These requirements include CMR/BMC look-back and landing currency, as well as instructor hours as defined by MDS/specialty in the USAFWS Announcement Message. The USAFWS/CO may disenroll individuals reporting to the WS who do not meet minimum requirements and do not have an approved CSD waiver. CSD waivers are due to HQ ACC/A3TW NLT 14 days prior to CSD.

5.6.1.2.1. WPS/CCs shall collect flying records (or equivalent) on the first day of the course and verify each student meets course entry requirements. If the WPS/CC finds discrepancies, the USAFWS/CO shall determine whether to disenroll affected students or forward a Post-CSD waiver request to HQ ACC/A3TW, NLT 7 duty days after CSD.

- 5.6.1.2.2. Upon notification from the USAFWS/CO, HQ ACC/A3TW will staff AD waiver request(s) to HQ ACC/A3, with a targeted approval date for all waiver requests before the end of Core 1 academics. Students may not fly/perform syllabus events until HQ ACC/A3 approves the waiver or the CSD shortfall is corrected under instructor supervision (e.g. WIC IP supervises student landing currency sortie).
- 5.6.1.3. Graduation Waivers. If WIC students are unable to complete all syllabus requirements by the established class graduation date, the USAFWS/CO shall prepare a consolidated “graduation” requirement waiver request NLT 21 days prior to graduation for ACC/A3 approval. The waiver request will include both syllabus requirements not currently met, and those not projected to be met, by graduation. Details will include any extenuating circumstances as well as an assessment of CAF/MAF/SOF impact for not meeting the syllabus requirements. Failure to submit waiver requests in a timely manner may result in students not being allowed to graduate on time.
- 5.6.1.4. Waiver Staffing Process. Wing commander (or equivalent) will address all selection board and CSD waiver requests through the WIC-owning MAJCOM (AFGSC for 315th, 325th, and 340th WPS; AFSOC for 14th WPS; AFSPC for 328th WPS; AMC for 29th, 57th, and 509th WPS, ACC for 8th, 16th, 17th, 19th, 26th, 34th, 66th, 77th, and 433rd WPS) for formal MAJCOM/A3 coordination via the MAJCOM OPR as listed in [paragraph 6.1](#) below. Submit requests IAW the timelines outlined in the WIC selection message. The MAJCOM OPR will be responsible for all internal MAJCOM staffing requirements and will submit to ACC/A3TW a finalized MAJCOM/A3-coordinated waiver IAW the WIC selection message timelines. Upon receiving a MAJCOM/A3-coordinated waiver list, ACC/A3TW will route all waivers to ACC/A3 for coordination and consolidated dissemination via formal message traffic.
- 5.6.1.5. Waiver Considerations. MAJCOM/A3s should generally NOT recommend approval for waivers when there are enough fully qualified applicants available to fill the expected board vacancy and alternate positions. MAJCOM/A3s should carefully consider all TAFSCD waivers to ensure that normal career progression/timing will not be negatively impacted by the AFI 11-415 required three year continuous weapons officer duty payback for approved TAFSCD waiver applicants. MAJCOM weapons and tactics staff elements should discuss all waiver requests with the impacted WPS/CC prior to staffing to the MAJCOM/A3 for coordination. **(T-1)**

Chapter 6

WEAPONS SCHOOL GRADUATE MANAGEMENT

6.1. Purpose. This chapter establishes HQ ACC/A3TW as the CAF WS graduate management OPR and provides CAF WS graduate utilization and tier guidance. HQ AFGSC/A3TW is the B-2/B-52/ICBM graduate management OPR. AFSOC/A3TW is the SOF graduate management OPR. HQ AFSPC/A3TW is the Space and Cyber Warfare graduate management OPR. HQ AMC/A3DT is the MAF graduate management OPR. This chapter provides specific guidance on WS graduate utilization and establishes W-prefix manning levels. HQ ACC/A3TW, HQ AFGSC/A3TW, AFSOC/A3TW, HQ USAFE/A3TW, HQ PACAF/A2OK, HQ AETC/A3ZF, HQ AFSPC/A3TW, and HQ AMC/A3DT will coordinate with applicable Air Staff, MAJCOM, and AFPC agencies on all W-prefix manpower actions, to ensure requirements reflect adequate justification for assignment of the W-prefix. ANG and AFRC WS graduate management, utilization and related policies are the responsibility of NGB/A3 for ANG units and HQ AFRC/A3T for AFRC units respectively. **(T-1)**

6.2. USAFWS Graduate Patch/Badge/Insignia. USAFWS Graduate Patch/Badge/Insignia will be worn as follows:

6.2.1. On the left shoulder of flight suit or on the left breast pocket of ABUs.

6.2.2. By graduates of USAFWS, USAF Fighter Weapons School (FWS), or MAF Weapons School.

6.2.3. By current and previous USAFWS instructor cadre.

6.2.4. The bold black bordered USAFWS Graduate Patch designates the graduate as a current or previous FWS or USAFWS instructor and is only authorized for wear by those graduates who have been assigned as a FWS or USAFWS instructor.

6.3. W-prefix Management. HQ ACC/A3TW will convene a W-prefix Management Conference prior to WS selection boards. The following are the objectives of the conference: 1) discuss USAF W-prefix needs and evaluate WS production capability, 2) validate weapons officer billets and scrub current W-prefix billet requirements list, 3) evaluate additional ARC requirements or ARC candidate shortfalls, per paragraph 6.4, and 4) discuss issues relevant to weapons officers and the Weapons Officer Program. Conference attendees will include representatives from USAFWS, AFPC, AFRC, ANG, and all MAJCOMs. The intent is for WS graduates to be assigned throughout the Total Force, based upon guidance in this document consistent with the rated prioritization plan. The conference will be held in conjunction with each WS selection board. **(T-1)**

6.4. Weapons School Manning. AFPC will attempt to man each squadron at 100 percent. WS instructor billets are typically long-lead assignments and AFPC will attempt to overlap PCS orders when feasible. This overlap will help ease WPS instructor cadre transition. Failure to properly man each squadron with fully qualified instructors and mission planning personnel may result in graduate production lower than Air Force requirements. The WS/CO, Wg/CCs, AFPC, and other responsible MAJCOMs will coordinate instructor assignments. **(T-1)**

6.5. W-prefix Utilization. Comply with the following WS graduate utilization directives.

6.5.1. Following WS attendance, WIC graduates shall incur an ADSC in accordance with AFI 36-2107. AFRC graduates will incur a similar commitment as outlined in AFRCI 36-2102. Additionally, graduates who remain on active duty shall serve in a weapons officer position for a total of 5 years, with a minimum of 3 years continuous initial service. Graduate utilization within the initial 3 years from date of graduation shall be in a valid W-prefix billet normally assigned at the operational squadron level unless selected for DO/CC/IDE. Removing WIC graduates from their primary MDS within the initial 3 year period (e.g. for MAJCOM/NAF Exec/CAG, etc.) requires MAJCOM/A3 approval (with courtesy copy to ACC/A3TW). MAJCOM/A3 approval is required to ensure graduates remain tacticians in their primary MDS and to ensure the USAF gains the appropriate return on investment for the specialized training received IAW the Tier System (described below) and the intent of this paragraph. **(T-1)**

6.5.2. Tier System. Weapons officer positions shall be categorized within a three-tier system, to denote desired experience level for each billet (see **Table 2**, **Table 3**, and **Table 4**). Individual billets shall further be prioritized, independent of Tier level, to optimize use of available weapons officers. Separately, a weapons officer position's priority denotes when a billet should be filled in relation to other billets. It is possible to have a high priority Tier 2 billet filled before a lower priority Tier 1 billet.

6.5.2.1. Tier 1 positions are normally filled by first assignment weapons officers. Tier 1 indicates responsibilities commensurate with a captain or junior major and will normally reside in an operational squadron (operations support squadron (OSS) for some intelligence weapons and ICBM officers). Tier 1, Priority 1 units are defined as those units that directly support warfighting units or organizations. Tier 1 jobs include fighter, bomber, rescue, air control, reconnaissance, air refueling, intelligence, airlift, information operations, space, missile, CWO, and SOF squadrons (and operations support squadrons for some intelligence weapons officers) that support AEF-tasked warfighting wings. Although Tier 1 assignments denote an experience level of a first assignment weapons officer, priority positions can be filled by second assignment weapons officers as required.

6.5.2.2. Tier 2 positions indicate responsibilities commensurate with a senior captain or field grade officer and are normally filled by second assignment weapons officers. Tier 2 billets are normally associated with operations support squadrons (except for intelligence and ICBM), USAF Weapons School, or test. Although Tier 2 assignments denote an experience level of a second assignment weapons officer, priority positions may be filled by exception with first assignment weapons officers.

6.5.2.3. Tier 3 positions are normally filled by graduates with more than 5 years of W-prefix experience and indicate responsibility commensurate with a field grade officer. An individual can be considered a Tier-3 weapons officer once he or she completes the 5 year payback. A Tier-2 weapons officer can fill a Tier-3 position if there is no one who meets the payback criteria. Conversely, a Tier-3 weapons officer could fill a Tier-2 position, if the individual is the only graduate available. Tier 3 assignments include MAJCOM staff, HQ AF staff, Joint staff, and Warfighting NAFs with Falconer AOCs. Tier 3 billets may also be filled by field grade weapons officers that have not fulfilled 5 years of "W" service. Tier 3 billets are not tracked by MAJCOM. Authorization Change Requests (ACR) may be submitted to remove the W-prefix from Tier 3 billets if W

experience is desired, but not required. Officers eligible for these positions will have served 3 years of Tier 1 and 2 years of Tier 2.

6.5.3. New AD graduates should expect a 3-year assignment to a Tier 1 unit immediately following graduation from the USAFWS. Graduates PCS'ing prior to completing their 3-year payback window should expect assignment to a Tier commensurate with rank and a priority commensurate with USAF weapons officer manning, until the 3-year payback is complete. Following completion of the initial 3-year Tier 1 assignment, graduates can expect assignment to a Tier 2 or Tier 3 position. As a rule of thumb, graduates should not expect assignment to a Tier 3 position until completing tours in Tier 1 and Tier 2 assignments, unless required by the needs of the USAF. New ANG and AFRC graduates should expect a 3-year assignment to a Tier 1 unit immediately following graduation from the USAFWS.

6.5.4. Billets will be prioritized from one (highest) to three (lowest). Priority One billets are required to support warfighting organizations and should be filled before all others. Priority Two billets are highly desired positions to support critical components of the mission, while Priority Three billets are desired positions to enhance combat capability once higher priority billets have been filled. Unit commanders should utilize their weapons officers in their weapons and tactics shops, but may assign weapons officers to any duties as required by unit needs IAW paragraph 6.5.1. Commanders should not expect AFPC to backfill vacant "W" billets as long as the weapons officer placed against that billet remains in that unit or if the WO is moved prior to the initial 3-year Tier 1 payback (e.g. moved to WG/CC exec). **(T-1)**

6.5.5. AFPC will assign AD weapons officers to units by using criteria depicted in **Table 2** (below). Billet priorities shall be assigned by the MAJCOM weapons shop, in coordination with individual units and other MAJCOM directorate FAMs. AFPC shall use billet priorities, in conjunction with desired experience level (Tier), to place weapons officers on assignment. Assignment priorities *do not* dictate that AFPC or commanders fill W-prefix billets to the detriment of professional development, unit need, or Air Force requirements. Before assigning weapons officers outside of defined priorities, AFPC and unit commanders should consider the impact to CAF/MAF/SOF combat capability and the utilization of a scarce resource. **(T-1)**

6.5.6. The W-Prefix Management FAM is HQ ACC/A3TW, HQ AFSPC/A3TW for Space and Cyber weapons officers, HQ AFGSC/A3TW for B-2/B-52/ICBM weapons officers, AFSOC/A3TW for SOF weapons officers, HQ AFRC/A3T for AFRC weapons officers, HQ AMC/A3D for MAF weapons officers, and ACC/A3TW for IWIC weapons officers assigned to subordinate units. FAMs will provide AFPC prioritization guidance, anticipated personnel moves, and other factors bearing on mission priorities, when conflicts among competing Tier requirements arise. For example, it could be possible to fill a Tier 2/Priority 1 billet with a Tier 3 graduate, when all/most of the Tier 3/Priority 1 billets are filled. Assigning a Tier 1 or Tier 2 graduate to a Tier 3 position shall require W-Prefix Management FAM coordination before taking final assignment actions. The FAM will work closely with AFPC and the WPS/CCs to determine WO placement.

6.5.7. **(KC-135, C-17, C-130 graduates only)** HQ AMC/DPAD, HQ AMC/A3DT and AFPC will return graduates to the providing unit for 1 year 'payback,' when able. This policy will not be used as a means of extending personnel time on station.

Table 6.1. Weapons Officer Tiers & Priorities Matrix.

Tier	Priority	Assignment
1	1	Operations Squadron WO (Airlift, Attack, Bomber, Cyberspace, Electronic Combat, Fighter, Information, Missile, Reconnaissance, SOF, Space, Tactical C2, Tanker)
		OSS Space or Cyberspace WO, AOC Space/Cyberspace WO
	2	Training Squadron/Unit WO
2	1	USAF Weapons School Instructor
	2	OSS or Wing WO
		MAJCOM or AOC Space/Cyberspace WO
		Test Squadron WO
		Space Innovation and Development Center
3	Joint Tactics Squadron WO	
3	1	MAJCOM FAMs
		MAJCOM, Headquarters, USAF, or Joint Staff
		NAFs with AOCs or NAF-C AOC A-Staff/Strategy Division
	2	NAFs without AOCs
		AETC Instructor
		Non-traditional “W” Assignments

Table 6.2. Intelligence Weapons Officer Tier/Priority Matrix.

<u>Tier 1</u>	
Priority	
1	IS/OSS/ISS/SOSS Intel WO executing Lead Wing, Collection Ops, PED, Cyber Ops
2	Intelligence FTU WO
<u>Tier 2</u>	
Priority	
1	USAFWS Instructor
2	Operational Wing WO
2	Specialized Intelligence Squadron/Group (Analysis, Unit Support, Targeting)
2	COCOM Air Operations Center WO
<u>2</u>	<u>AETC Instructor</u>

3	Test and Evaluation Squadron/Joint Tactics Squadron
<p>Note: W14N Tier 3 requirements are not identified in this priority matrix. Tier 3 requirements reside at the MAJCOM or higher level and current manning effort is directed at maximizing Tier 1 and 2 payback. Any Tier 3 requirements will be prioritized and addressed IAW the normal AFPC assignment cycle.</p>	

Table 6.3. W-Prefix Manning Standards.

Unless noted below, numbers reflect graduates of the WIC associated with the respective platforms or graduates of different WICs currently qualified in the associated platform. For courses that graduate multiple AFSCs, billets may be filled by any combination of AFSCs, unless noted below. The requirements below apply to Wings, not bases, so, for example, two co-located Wings each have the minimum requirements reflected below.				
Platform / Specialty	Operations Squadron (Tier 1)	Training Squadron (Tier 1/2)	OSS or Wing (Tier 1/2)	Remarks
A-10	1	1	1	
AC-130	3*	1	1	*Pilot, Nav or FCO, and EWO
B-1	2	2	2	
B-2	1	1	4	
B-52	3	1	6	
BCC	1	0	1	
C-130H	2	1	1	1 per AD TFI Ops Sq
C-130J	2	1	1	1 per AD TFI Ops Sq
C-17	1	1	2	1 per OSS (or Wing) for Wings w/1 AD + 1 ARC Sq
CRC	2	1	1 per Ops Sq	Up to 3 per OSS (or Wing)
Cyberspace	1	0	2	1 Tier 1 WO & 1 Tier 2 WO per OSS (or Wing)
E-3	3	1	1 per Ops Sq	Up to 3 per OSS (or Wing)
E-8	3	1	1 per Ops Sq	Up to 3 per OSS (or Wing)
EC-130	3	1	1 per Ops Sq	
F-15C	1	1	1	
F-15E	2	2	2	
F-16	1	1	2	1 per OSS (or Wing) at 8 FW & 51 FW
F-22	1	1	1	
F-35	1	1	2	
HC-130	2	1	2	
HH-60	2	2	1	1 Tier 1 WO for Ops Sq w/ >8 assigned a/c
ICBM	1	1	2	
Intel	See Table 6.2			
KC-10	1	1	2	
KC-135	1	1	2	At least 1 Pilot at OSS (or Wing)
MC-130	2	1	1	Pilot and Nav or EWO. Tier 1/2 WOs must be MC-130 WIC graduates

MQ-1 & MQ-9	1 per Shift (Up to 3)	1	1 per MDS Assigned	
RC-135	3	1	1 per Ops Sq	
Space	1	0	2	2 per Offensive Space Control Sq 1 Tier 1 WO & 1 Tier 2 WO per OSS (or Wing)
U-28	2	1	1	
Test Units	2 per MDS	AFSOC – 2 WO per MDS 88 TES – 2 WOs as available if CAF WO staffing is >80%		

6.6. W-prefix Manning. Air Force Manpower Standard (AFMS) 13B100 quantifies the manpower required to accomplish wing/squadron weapons shop duties. MAJCOMS, AFPC, AFRC, NGB and the WS will attempt to fill the following W-prefix manning requirements:

6.6.1. Operational Units. **Table 5** lists minimum Wing and Squadron W-prefix manning requirements.

6.6.1.1. W-prefix billets across the AF will be reviewed during the W-prefix Management Conference. Billet allocations not in compliance with **Table 5**, W-prefix manning standards, will be brought into compliance by appropriate MAJCOM weapons shop and manpower offices by the following W-prefix Management Conference. **Table 5** lists the minimum number of W-prefix billets a unit will have, although additional billets may be authorized. Refer to MAJCOM tactics instructions for additional manning guidance. ACRs must be coordinated through MAJCOM/A3T with a copy sent to ACC/A3TW before the W-prefix may be added, deleted or modified. **(T-1)**

Table 6.4. DELETED

6.6.2. Other Units:

6.6.2.1. Intelligence. IWIC graduates are assigned to a list of prioritized OSS Intelligence flight or W-prefix billets per **Table 4**, Intelligence Weapons Officer Tier/Priority Matrix. ACC/A3TW and AFPC will manage the list IAW priorities established during the W-prefix conference. After the initial Tier 1 assignment, and prior to completing the 5-year Weapons School graduation commitment, IWIC graduates fill vacant Tier 2 "Grad-Plus" billets.

6.6.2.2. Space and Cyber. Space and Cyber WIC graduates are assigned to primarily support the integration of tactics development at operational space or cyber units. Graduates are assigned IAW **Table 3** and the AFSPC/A3-approved billet plan, which expands on **Table 3** and identifies space weapons officer billets force-wide. Changes to the AFSPC/A3-approved billet plan must be coordinated through the appropriate MAJCOM/A3TW office.

6.6.2.3. ICBM. ICBM WIC graduates are primarily assigned to support Missile Wings to improve wing integration and proficiency of crew members. Graduates are assigned IAW **Table 2** and the AFGSC/A3-approved billet plan, which expands on **Table 2** and identifies ICBM weapons officer billets force-wide. Changes to the AFGSC/A3-approved billet plan must be coordinated through AFGSC/A3TW.

6.6.3. HQ ACC/A3TW, AFGSC/3TW, ACC/A3GW, AFRC/A3TT AFSOC/A3TW AFSPC/A3TW, and AMC/A3DT maintain all applicable W-prefix priority lists. These lists are produced and updated at the W-prefix Management conference. To be considered for the priority list, units must submit their request to their designated MAJCOM lead with justification for the priority.

6.6.4. Additional Authorizations. The above W-prefix authorizations are IAW WS graduate production capacity. However, these manning levels do not preclude additional W-prefixes or special W-prefix authorizations (such as an EWO, Space, Missile, and Intel), if unit tasking dictates. ACC/A3TW must be notified before any W-prefix billet modifications are made.

6.7. Weapons School Responsibilities. NLT 30 days after graduation, the WS registrar, through the WS/CO, will update OTA and forward the name and rank of each WS graduate to AFPC/DPAO, HQ ACC/A3TW, HQ ACC/A1M, AFGSC/A3TW, AFSOAWC/A9T , HQ AFSOC/DP, HQ AFSPC/A3TW, HQ AFSPC/A1, HQ AFRC/A3T and others as applicable.

BURTON M. FIELD, Lt Gen, USAF
DCS, Operations, Plans and Requirements

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

AFPD 10-21, *Air Mobility Lead Command Roles and Responsibilities*, 1 May 1998
AFI 11-212, *Munitions Requirements for Aircrew Training*, 8 April 2009
AFPD 11-4, *Aviation Service*, 1 September 2004
AFI 11-260, *Tactics Development Program*, 15 September 2011
AFI 14-202V2, *Intelligence Standardization/Evaluation Program*, 10 March 2008
AFI 21-201, *Conventional Munitions Maintenance Management*, 7 March 2012
AFI 36-2107, *Active Duty Service Commitments (ADSC)*, 30 April 2012
AFI 38-101, *Air Force Organization*, 16 March 2011
AFMAN 33-363, *Management of Records*, 1 March 2008
AFMD 2, *Air Combat Command*, 1 September 1996
AFMD 5, *Air Force Space Command*, 1 August 1997
AFMD 6, *Air Force Special Operations Command*, 1 September 1996
AFRCI 36-2102, *Air Force Reserve Service Commitment Date Program*, 26 March 2004

Forms Adopted

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

10 AF/AA3—Tenth Air Force, Assistant Director of Operations
10 AF—Tenth Air Force
10 AF/A3—Tenth Air Force, Director of Operations
10 AF/A3T—Tenth Air Force, Training Branch
10 AF/A3TV—Tenth Air Force, Standardization and Evaluation Branch
10 AF/A3TW—Tenth Air Force, Weapons and Tactics Branch
ABM—Air Battle Manager
ACC—Air Combat Command
ACC/A1M—Manpower & Organizational Division
ACC/A3—Air Combat Command, Director of Aerospace Operations (DO)
ACC/A3G—Air Combat Command, Air National Guard Advisor to the DO
ACC/A3GW—Air Combat Command, Air National Guard Chief of Weapons & Tactics
ACC/A3T—Air Combat Command, Flight Operations Division

ACC/A3TW—Air Combat Command, Weapons and Tactics Branch

ACC/DPAO—Air Combat Command, Officer Assignments Branch

ADSC—Active Duty Service Commitment

AETC—Air Education and Training Command

AETC/A3Z—Air Education and Training Command, Graduate Flying Training Division

AFDCGS—Air Force Distributed Common Ground System

AFGSC—Air Force Global Strike Command

AFGSC/A3TW—Air Force Global Strike Command Weapons and Tactics Office

AFISRA—DELETED

AFISRA/A3TW—Air Force Intelligence, Surveillance, and Reconnaissance Agency Weapons and Tactics Office

AFPC—Air Force Personnel Center

AFPC/DP—Air Force Personnel Center, Director of Personnel

AFPC/DPAOT3—Air Force Personnel Center, Special Flying Programs

AFRC—Air Force Reserve Command

AFRC/A3—Air Force Reserve Command, Director of Operations

AFRC/A3T—Air Force Reserve Command, Training & Tactics Division

AFRC/A3TT—Air Force Reserve Command, Training and Tactics Branch

AFMSS—Air Force Mission Support System

AFSOC—Air Force Special Operations Command

AFSOC/CC—Air Force Special Operations Command, Commander

AFSOC/A3VT—Air Force Special Operations Command, Weapons and Tactics Branch

AFSPC—Air Force Space Command

AFSPC/CC—Air Force Space Command, Commander

AFSPC/A3TW—Air Force Space Command, Weapons and Tactics Branch

AFTTP—Air Force Tactics Techniques and Procedures

AIW—Advanced Integrated Warfighter

AMC—Air Mobility Command

AMC/A3—Air Mobility Command, Director of Operations

AMC/A3G—Air Mobility Command, Air National Guard Advisor to the DO

AMC/A3D—Air Mobility Command, Combat Operations Division

AMC/A3DT—Air Mobility Command, Combat Tactics Branch

AMC/CC—Air Mobility Command, Commander

ARC—Air Reserve Component

BMC—Basic Mission Capable

CAF—Combat Air Forces

CC—Commander

CMR—Combat Mission Ready

COMACC—Commander, Air Combat Command

CONOPS—Concept of Operations

CRC—Control and Reporting Center

CSAF—Chief of Staff, United States Air Force

CWO—Cyber Warfare Operations

DRU—Direct Reporting Unit

ECMO—Electronic Counter Measures Officer

ECMT—Electronic Counter Measures Technician

ECO—Electronic Combat Officer

ECP—Electronic Combat Pilot

ETCA—Education and Training Course Announcements

EWO—Electronic Warfare Officer

FAM—Functional Area Manager

FME—Foreign Material Exploitation

FTU—Flying Training Unit

HQ—Headquarters

IAW—In Accordance With

ICBM—Intercontinental Ballistic Missile

IOS—Information Operations Squadron

ISR—Intelligence, Surveillance and Reconnaissance

ISWIC—DELETED

IWIC—Intelligence Weapons Instructor Course

JMPS—Joint Mission Planning System

JMEM—Joint Munitions Effectiveness Manual

MAF—Mobility Air Forces

MAJCOM/equivalent—Major Command/equivalent echelon

MDS—Mission Design Series

MM III—Minuteman III
NAF—Numbered Air Force
NLT—Not Later Than
NGB—National Guard Bureau
NGB/A3—National Guard Bureau, Director of Operations
OCR—Office of Collateral Responsibility
OG—Operations Group
OG/CC—Operations Group Commander
OPR—Office of Primary Responsibility
OSS—Operations Support Squadron
PAA—Primary Aircraft Assigned
PACAF—Pacific Air Forces
PACAF/A3OW—Pacific Air Forces, Weapons and Tactics Branch
PEM—Program Element Manager
PCS—Permanent Change of Station
POM—Program Objective Memorandum
SAR—Special Access Required
SATAF—Site Activation Task Force
SBPR—SSBI Periodic Reinvestigation
SSBI—Single Scope Background Investigation
SCI—Sensitive Compartmented Information
TACS—Tactical Air Control System
TAFCS D—Total Active Federal Commissioned Service Date
TD&E—Tactics Development and Evaluation
TFAP—Total Force Absorption Program
TFI—Total Force Integration
TS—Top Secret
TS/SCI—Top Secret/Sensitive Compartmented Information
UFT—Undergraduate Flying Training
USAF—United States Air Force
USAFE—United States Air Forces in Europe
USAFE/A3TW—United States Air Forces in Europe, Weapons and Tactics Branch

USAFWC—United States Air Force Warfare Center

USAFWS/CO—United States Air Force Weapons School Commandant

WG—Wing

WG/CC—Wing Commander

WIC—Weapons Instructor Course

WPS—Weapons School

WS/CO—Weapons School Commandant

WSEP—Weapons System Evaluation Program

Terms

Weapons Shop— is used to refer to Weapons and Tactics Offices

Attachment 2**TACTICS LIBRARY INDEX**

A2.1. Tactics Library Index. The following list is a departure point for establishing unit tactics libraries. Do not maintain publications on this list, which are not necessary to support planning, training or conducting the unit mission. Add and maintain additional, specific publications.

- A2.1.1. Applicable AFTTP 3-series publications.
- A2.1.2. Applicable AFI 10- and 11-series instructions.
- A2.1.3. Applicable Weapons System Evaluation Program (WSEP) Reports and Plans.
- A2.1.4. Applicable 1, 25, 33, 34, Technical Orders.
- A2.1.5. Applicable USAF Weapons Instructor Course Texts.
- A2.1.6. Appropriate Joint Munitions Effectiveness Manual (JMEM) publications.
- A2.1.7. Tactics Analysis Bulletins.
- A2.1.8. Applicable Electronic Combat Handbooks.
- A2.1.9. Applicable Foreign Material Exploitation (FME) Reports.
- A2.1.10. Tactics Development & Evaluation (TD&E) Final Reports.
- A2.1.11. Exercise and Deployment After Action Reports.
- A2.1.12. Tactics Analysis Team Reports.
- A2.1.13. USAF Weapons Reviews (Classified and Unclassified).

Attachment 3
RESPONSIBILITIES

A3.1. MAJCOMS:

A3.1.1. HQ ACC/A3 has overall responsibility for the conduct of the USAFWS. ACC/A3 is the sole authority for cancellation or class size reduction of any WIC classes.

A3.1.2. Liaise with HQ USAF, lateral commands, and subordinate weapons and tactics organizations.

A3.1.3. Familiarize with current and projected enemy threats within the command's area of responsibility.

A3.1.4. Conduct staff assistance visits as requested.

A3.1.5. Recommend priority, OPR, and action to correct identified deficiencies in tactical employment capability.

A3.1.6. Coordinate on the review and update of weapons delivery manuals, technical orders and directives.

A3.1.7. Focal point for Special Access Required (SAR) programs affecting weapons and tactics employment.

A3.1.8. Coordinate allocation and bed down of theater munitions in conjunction with AF/A5R and training requirements.

A3.2. HQ ACC/A3TW:

A3.2.1. ACC Weapons and Tactics Program and USAFWS Graduate Management Program OPR.

A3.2.2. AFI 11-415, *Weapons and Tactics Programs* and AFI 11-260, *Tactics Development Program* OPR.

A3.2.3. CAF lead for aircrew test and training munitions and missiles.

A3.3. AFSOAWC/A9T:

A3.3.1. AFSOC Weapons and Tactics Program and USAFWS Graduate Management Program OPR for SOF.

A3.3.2. Tactics Development Program OPR for SOF.

A3.4. HQ AMC/A3DT:

A3.4.1. AMC Weapons and Tactics Program.

A3.4.2. MAF Tactics Development Program OPR.

A3.4.3. MAF Graduate Management OPR

A3.5. HQ AFSPC/A3TW:

A3.5.1. AFSPC Weapons and Tactics Program and USAFWS Graduate Management Program OPR for Space and Cyberspace.

A3.5.2. Tactics development OPR for Space and Cyberspace.

A3.6. DELETED

A3.7. HQ AFGSC/A3TW:

A3.7.1. AFGSC Weapons and Tactics Program and USAFWS Graduate Management Program OPR for B-2, B-52 and ICBMs.

A3.7.2. B-2/B-52/MM III/H-1 Tactics Development Program OPR.

A3.8. NAF Direct Reporting Units (DRU) assume the same responsibilities in managing weapons and tactics functions as numbered air forces:

A3.8.1. Focal point for liaison with major commands, lateral numbered air forces and subordinate unit tactics organizations.

A3.8.2. Conduct tactics development and dissemination responsibilities IAW applicable Tactics Development Programs.

A3.8.3. Specifically evaluate NAF capability to deploy, task and control combat forces from the air component command level.

A3.8.4. Develop procedures and tactical materials necessary to task units from the air component command level.

A3.8.5. Develop and sponsor composite force training exercises.

A3.9. OSS (or Equivalent). Air Defense Sectors assume the same responsibilities in managing weapons and tactics functions as the OSS:

A3.9.1. Ensure assigned personnel are familiar with the unit mission/tasking and expected enemy threat.

A3.9.2. Assess the combat capability of the unit, document training, equipment, support or tactics deficiencies; and report them to the Operations Group Commander.

A3.9.3. Ensure adequate procedures are developed for planning combat/operational missions.

A3.9.4. Establish applicable working liaisons with intelligence, maintenance, munitions (IAW AFI 11-212), and avionics functions.

A3.9.4.1. Exercise general oversight and provide direct management responsibility for all Wing aircrew munitions allocations.

A3.9.4.2. Prepare apportionment recommendation/plans for OG/CC (or equivalent) approval when physical assets on-hand do not support allocations (munitions shortfalls). Coordinate with the Munitions Accountable Systems Officer (MASO) to implement the approved apportionment plan..

A3.9.4.3. Work with the MASO to determine/coordinate host unit support for off-station allocation transfers IAW AFI 21-201.

A3.9.4.4. Work with the MASO to prioritize support for and coordinate munitions available to support incoming transfers when acting as the supporting/host unit.

A3.9.4.5. Manage aircrew allocations for all assigned units. As such, work to ensure that allocations and assets are available to support valid training requirements. Identify excess allocations for return to ACC/A3TW through the MASO.

A3.9.4.6. Provide inputs that affect aircrew training munitions requirements to ACC/A3TW annually (N/A for AFSOC).

A3.9.4.7. Coordinate with unit scheduling to develop an effective unit munitions expenditure plan. This plan should contain adequate details to provide maximized aircrew training while minimizing short notice weapon configuration changes.

A3.9.4.8. Prepare munitions expenditure reports IAW AFI 11-212, in coordination with the MASO for the OG/CC (or equivalent) approval and forward to ACC/A3TW (N/A for AFSOC).

A3.9.5. Act as OCR for unit publications and scenarios dealing with training, exercise and evaluations to ensure they are based on sound tactics.

A3.9.6. Closely coordinate to ensure standardization and evaluation examiners remain abreast of all combat employment concepts and all mission qualification flights reflect unit taskings.

A3.9.7. Coordinate unit involvement in the Tactics Development Program and conduct wing tactics review board IAW applicable Tactics Development Program.

A3.9.8. Develop procedures for timely dissemination of tactical and intelligence information to applicable wing/group.

A3.9.9. Act as OPR for unit weapons and tactics training and mission planning.

A3.9.10. Establish and supervise applicable wing weapons competitions, armament recording programs and combat airdrop training.

A3.9.11. Participate in applicable unit verification and certification programs.

A3.9.12. Act as the approval authority for applicable drop zone and landing zone surveys (N/A for fighter wings).

A3.9.13. Supervise applicable Range Control Officer Program (N/A for Space, Information Operations, Network Warfare, Combat Comm, and Missile wings).

A3.9.14. Maintain liaison with lateral units, as necessary, to increase training effectiveness and realism through the use of outside assets (e.g., ranges, command and control systems, support aircraft, threat simulators).

A3.9.15. Review applicable technical orders, tactics manuals and regulations for errors; identify deficiencies to applicable headquarters OPRs.

A3.9.16. Utilize assigned WS graduates as set forth in Chapter 2 and Chapter 6 of this instruction.

A3.9.17. Act as OPR for all unit composite force training.

A3.9.18. Act as OPR for wing WS nomination packages and waiver requests.

A3.9.19. Chair malfunction/incident review panel. Investigate, prepare, coordinate malfunction report and submit to higher headquarters.

A3.10. Squadrons:

- A3.10.1. Ensure assigned personnel are familiar with unit mission/tasking and expected enemy threat.
- A3.10.2. Assess unit combat capability, document deficiencies and initiate corrective action or report deficiency and recommend action to the operations officer/commander.
- A3.10.3. Provide inputs to unit training programs to gain and maintain maximum capability to employ available resources in expected combat/operational conditions.
- A3.10.4. Ensure appropriate tactics related study materials are available for unit personnel use.
- A3.10.5. Ensure tactics information is disseminated to unit personnel in a timely manner.
- A3.10.6. Develop procedures and materials required for mission planning.
- A3.10.7. Establish applicable working liaisons with intelligence, maintenance, munitions (IAW AFI 11-212), and avionics functions.
- A3.10.8. Maintain a tactics library as directed by the Chief of Wing/Group Weapons Shop and this regulation.
- A3.10.9. Conduct unit Tactics Review Board. Document validity of existing tactics, recommend new/improved tactics, and report findings IAW applicable Tactics Development Program.
- A3.10.10. Coordinate the activities of assigned intelligence and targeting personnel, the Air Force Mission Support System (AFMSS), or the Joint Mission Planning System (JMPS).
- A3.10.11. Track unit's WS nominee application and entry requirements. Liaison with wing OPR to ensure proper waivers are submitted.

Attachment 4

PROCEDURES TO ESTABLISH A NEW WIC

A4.1. General. Refer to **Chapter 4** of this document for guidance on establishing a new WIC. For proposed new WICs, this attachment will further outline required approval authority, USAFWS entry standard, weapons officer utilization, supportability requirements, and command and control requirements for proposed WICs. It will then outline the staffing process for proposed WICs, standard timeline, and current relevant issues and related problem areas. NOTE: The entire process to create a WIC can take as long as 5 years.

A4.2. Approval authority. Any proposal to establish a new WIC must be approved by the CSAF. The Program Element Manager (PEM) and Functional Area Manager (FAM) of the MAJCOM owning the weapons system and Service Core Function (SCF) seeking to establish a WIC begins the process by presenting a written CONOPs to the USAFWC. A well thought out and written CONOPs is the cornerstone of the proposed WIC and must address the following areas.

A4.2.1. USAFWS entry standard.

A4.2.1.1. Mission requirement: Every proposed WIC must conduct the preponderance of its mission in one or more of the SCFs: Air Superiority, Space Superiority, Cyberspace Superiority, Special Operations, Global Precision Attack, Global Integrated ISR, Rapid Global Mobility, Command and Control, Personnel Recovery, and/or Nuclear Deterrence Operations.

A4.2.1.2. Weapons officer utilization. Address these areas in detail in the CONOPs:

A4.2.1.2.1. Undergraduate career path: Outline in detail the career path an officer will take from entry into the weapons system or combat capability that will lead to entry in the proposed WIC.

A4.2.1.2.2. WIC entry requirements: Outline in detail the desired criteria for officers to enter training in the proposed WIC. Comply with the guidelines in para 5.3 of this document.

A4.2.1.2.3. CAF “W-prefix” manpower requirements and graduate utilization plan: Analyze in detail the projected requirement for W-prefix manpower authorizations across the CAF. See **Table 6.4**. “W-prefix Manning Standards” for guidance. Provide suggested prioritization of requested authorizations IAW paragraph **7.5** and Table **6.1**, **6.2**, and/or **6.3**.

A4.2.1.3. Syllabus requirements: Create a detailed draft WIC syllabus. All current USAFWS syllabi can be found on the ACC TRSS Website: <https://afkm.wpafb.af.mil/ASPs/docman/DOCMMain.asp?Tab=0&FolderID=OO-ED-AC-02-15&Filter=OO-ED-AC-02>.

A4.2.1.4. Graduate requirement: Based on the manpower analysis and graduate utilization plan, analyze the annual graduate production requirement from the proposed WIC. Use a 2-year refresh rate for planning purposes IAW paragraph **6.5.1**.

A4.2.1.5. WIC support plan: Define the number of WIC instructors and other support personnel needed to support the proposed graduate requirement. Instructor-to-student ratio is not strictly defined; however, 1.5:1 is a good rule of thumb. Any ratio higher than 2:1 is unsupportable.

A4.2.2. Supportability requirements. Failure to identify specific sources of required support renders the CONOPs invalid and unsupportable. Additionally, stating that the USAFWS will fund a proposed WIC “out of hide” until the owning PEM/FAM can include the requirement in the next POM cycle is not acceptable. Such CONOPs will not be staffed forward by ACC/A3TW and will be returned to the originator to address the shortfalls. Address these areas in detail in the CONOPs:

A4.2.2.1. Manpower support: Identify in detail active-duty, civilian, and contractor manpower requirements. Identify which specific organizations/functions will transfer manpower authorizations (by manpower UMD position number) to HQ ACC/57 WG/USAFWS to support the proposed WIC. If adequate manpower is not identified and secured, CONOPS coordination will not begin.

A4.2.2.2. Funding support: Estimate in detail the O&M, adversary air support, range support, and contract (typically courseware development and sustainment under the current USAFWS contract) support costs required to operate the proposed WIC. Identify in detail (by Program Element Code) what organizations/functions will provide funding to stand up and sustain the proposed WIC throughout its life. If adequate resources are not identified and secured, **CONOP coordination will not begin.**

A4.2.2.3. Aircraft support: Identify specific TF-coded aircraft (to include a sustainment funding line) to be transferred to the 57 WG/USAFWS or provide properly staffed/signed memoranda or agreement clearly defining how host MAJCOMs/Wings will support the proposed WIC with aircraft/flying hours/range time and any other syllabus-required resources.

A4.2.2.4. Facilities support: Identify in detail (by base and facility building number) the operations, training, and maintenance facilities required to support the proposed WIC. If none exist, provide estimated MILCON requirements (in this case, include estimated cost of any required temporary facilities needed while awaiting completion of MILCON if proposed WIC is approved for execution). If the CSAF approves the CONOPs and directs the WIC be created, coordinate for a SATAF. ACC/A5B will conduct all Site Activation Task Forces (SATAFs) for new WICs.

A4.2.3. Command and control requirements. All USAFWS squadrons will be under the command of the Commandant, and will report through the 57th Wing and the USAF Warfare Center to HQ ACC.

A4.3. Staffing process. The PEM/FAM of the MAJCOM owning the weapons system or mission area seeking to establish a WIC begins the process by presenting a written CONOPs, prepared as outlined in this document, to the United States Air Force Warfare Center (USAFWC). Once USAFWC determines that the proposed WIC meets the entry standard, the proposal will be staffed as an organizational change request (OCR) from the sponsoring MAJCOM PEM/FAM to ACC.

A4.3.1. ACC/A3TW is the ACC staff point of entry and advocate for all ACC staff actions related to the proposed new WIC. ACC/A3TW will review the OCR and proposed syllabus for proper coordination and will seek ACC/A3 endorsement. Contact ACC/A3TW for a copy of a recently approved WIC CONOPS.

A4.3.2. ACC/A3TW will forward the ACC/A3-endorsed OCR to ACC/A1M (Manpower and Organization) and ACC/A5P (Programs).

A4.3.2.1. These organizations will seek Air Staff approval for proposed organizational structure, manpower and logistics requirements, funding requirements, and will coordinate for any required environmental impact or other studies.

A4.3.3. Once the OCR is approved, ACC/A3TW, A1M, and A5P will coordinate with ACC/FM to execute funding, manpower, and logistics support. Once all listed actions are complete, ACC/A3TW will submit the completed package (through A3 and COMACC) to the CSAF for approval.

A4.4. Planning timeline. As noted in the opening paragraph of the attachment, the entire process outlined above can take from 3 to 5 years to complete. As the POM budget cycle is two years, it is desirable to begin the process of seeking CSAF approval for a new WIC at least two and a half years prior to desired execution.

A4.4.1. Coordination to complete an executable CONOPs, staffing the resulting OCR, and gaining ACC/A3 endorsement typically requires two years. It is not uncommon for draft documents to require more than one revision before an approval can be obtained.

A4.4.2. If MILCON is required, the request must be submitted to Congress. Standard timeline for such a request from submission to execution is five years.

A4.5. Common WIC request problem areas and trends.

A4.5.1. Incomplete CONOP. Proposed CONOP does not convey the detail to evaluate the graduate utilization and management, sustainment requirements, or funding. Proper attention to creating a high-quality CONOPs will significantly ease the process and improve the likelihood of success. Staff actions will stop for any CONOPS submitted that does not convey a well thought out and resourced proposal. “Out of hide” and “Time share” proposed solutions to manpower or funding issues does not satisfy the test for the identification of adequate and sustainable resources; consequently, coordination will cease and the CONOPS returned.

A4.5.2. There has been an alarming trend recently in the quality and rigor of proposed WIC syllabi. The CSAF stated in July 2006 that “We will not accept an FTU-level course...” as a Weapons School course of instruction. This has led to ACC/A3TW nonconcurrency on proposed syllabi which adds additional time to the staffing process.

A4.5.3. There has also been an alarming trend recently as parties with an agenda try to force the creation of new WICs by shortcutting the process in an attempt to meet a perceived need. Our historical data reflects that WICs that were created in an expedited manner did not fully consider all CONOP aspects and have thus suffered by not having adequate funding, adversary support, sustainment, and other WIC shortfalls.