COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This instruction implements Air Force Policy Directive (AFPD)10-12, *Space*, AFPD16-7, *Special Access Programs*, Air Force Mission Directive (AFMD)5, *Air Force Space Command*, and Air Force Instruction (AFI)10-1201, *Space Operations* to provide guidance for the Air Force Space Command (AFSPC) Weapons and Tactics (W&T) Program by amplifying guidance contained in AFI11-415, *Weapons and Tactics Programs*. It articulates program goals, defines program policy, and details AFSPC W&T organizations and responsibilities. This instruction applies to all units involved with the training and employment of space and cyberspace forces, as well as Air National Guard (ANG) and Air Force Reserve Command (AFRC) units supporting AFSPC. AFSPC, ANG, and AFRC units may supplement this instruction as necessary to implement the direction it provides. Coordinate supplements with AFSPC/A3TW. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*; route AF Form 847s from the field through the appropriate functional's chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS). See **Attachment 1** for glossary of references and supporting information.

SUMMARY OF CHANGES

This instruction is substantially revised and must be reviewed in its entirety. This document renames the program purpose section as "General Guidance," and reorganizes its content to include **Figure 1** (Tactics Cycle). Additionally, in **section 2** (Organizational Policy), the

introductory paragraph has been removed and additional information pertaining to requirements levied on weapons and tactics shops chiefs and personnel has been added. **Section 3** (Roles and Responsibilities) has been reorganized including removal of Table 1 (Space Unit Type Codes). **Attachment 2** (Self Inspection Checklist) has been removed in accordance with AFSPC Publications and Forms (AFSPC CYSS/SCQ).

1. General Guidance.

1.1. Program purpose. The purpose of the AFSPC W&T program is to maximize the mission effectiveness of AFSPC space and cyberspace forces through mission planning, critical self-analysis, and the implementation of tactics. Ultimately, the W&T program yields tacticians who think about their tactics, techniques and procedures (TTP) in a structured way, are committed to continuous learning about their weapon systems and the threat, and sharpen their peers and themselves through critical self-analysis.

1.1.1. Mission Planning. Mission planning is an analytical process used to develop a deliberate methodology for the effective employment of weapon systems. Tacticians use this process to ensure mission accomplishment and threat/risk mitigation. Mission planning takes into consideration:

1.1.1.1. The Mission: Know the assigned mission, objectives, and how it impacts the overall tactical situation.

1.1.1.2. The Enemy: Know the enemy including how it fights, what it knows, how it operates and its level of commitment.

1.1.1.3. The Threat: Understand battlespace elements that could prevent mission accomplishment.

1.1.1.4. The Weapon System: Not only how it operates, but the employment considerations associated with its capabilities, advantages and limitations.

1.1.2. Critical Self-Analysis. Critical self-analysis is a process by which (1) mission accomplishment is evaluated taking into consideration planning and execution performance, (2) deficiencies are identified, and (3) lessons learned are developed to improve future performance. Deficiencies can be identified through use of the debrief process, an effective debriefing process plays a central role in the rigorous and ongoing critical analysis of all unit operational processes. Self-analysis provides an unparalleled

opportunity for crewmembers to critically review, understand, and learn from their performance in a given situation. Therefore, self-analysis should play a crucial role in the debrief process. AFI 90-1601, *Air Force Lessons Learned Program* provides the guidance to duly develop a complete lessons learned program. Critical self-analysis applies at the individual level as well as the organizational level.

1.1.3. Implementation of Tactics. The AFSPC tactics cycle, shown in Figure 1, includes a development phase and an implementation phase. The cycle describes an iterative process in which new tactics are developed and existing tactics are implemented and reviewed to ensure relevancy and effectiveness. AFSPCI 10-260, *Tactics Development Program,* provides guidance for the tactics development phase of the tactics cycle. This AFSPCI primarily addresses the implementation phase.

1.1.3.1. Space Electronic Warfare Integrated Reprogramming (Space EWIR) actions may be required to determine specific mission data that enables optimized weapon system employment. Reference AFI 10-703, *Electronic Warfare Integrated Reprogramming* and/or contact the 25th Space Range Squadron for further information.

Figure 1. Tactics Cycle.
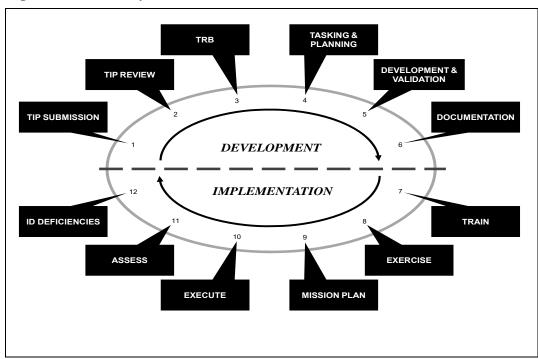

1.2. Program Scope. Due to the diversity of space and cyberspace unit missions, this instruction provides only common, required actions. Specific programs may require NAF, Wing, Operations Group or Squadron supplements to this instruction.

1.3. Waivers. Where not specifically addressed in this document waivers deemed necessary for any situation should be pursued via HQ AFSPC/A3T.

2. Organizational Policy

2.1. W&T organizations should be established at all levels. These organizations are also commonly referred to as "Weapons Shops."

2.2. NAF, Centers, and wings will organize weapons and tactics shops in accordance with AFI 38-101, *Manpower and Organization.* When Weapons Shops are established:

2.2.1. NAF Weapons shops will be aligned under the A3 directorate as designated by the Director of Operations.

2.2.2. The Chief of the NAF W&T shop will (be):

2.2.2.1. Weapons School (WS) graduate. This is not applicable if the NAF W&T shop has no WS graduate or if all NAF W&T shop WS graduates have served in a W-prefix billet for more than 3 years consecutively and 5 years total.

2.2.2.2. Cleared for Top Secret/Sensitive Compartmented Information (TS/SCI) and all other mission-required clearances/accesses.

2.2.2.3. Assigned as Weapons and Tactics Branch Chief, or as directed by the NAF Director of Operations.

2.2.3. NAF Weapons Shops should be manned by:

2.2.3.1. Personnel representing a cross-section of the individual specialties required to generate weapon system effects to include operations mission areas, engineering, communications and intelligence.

2.2.3.2. Cleared for all mission-required clearances/accesses.

2.2.4. Wing weapons shops will be aligned under the Operations Group; in the Operations Support Squadron if one exists.

2.2.4.1. The Chief of the Wing W&T (OSK) shop will (be):

2.2.4.1.1. Assigned as the Weapons Flight Commander, Weapons Branch Chief, or Weapons Assistant Operations Officer (ADO), at the direction of the Wing Commander.

2.2.4.1.2. WS graduate. This is not applicable if the squadron has no WS graduate or if all squadron WS graduates have served in a W-prefix billet for more than 3 years consecutively and 5 years total.

2.2.4.1.3. Maintain Combat Mission Ready (CMR) and instructor certifications.

2.2.4.1.4. Cleared for Top Secret/Sensitive Compartmented Information (TS/SCI) and all other mission-required clearances/accesses.

2.2.4.1.5. Not be assigned unrelated additional duties.

2.2.4.2. Wing Weapons Shops should be manned by:

2.2.4.2.1. Personnel, preferably with mission experience, representing a cross-section of the individual specialties required to generate weapon system effects to include operations crew positions, engineering, communications and intelligence.

2.2.4.2.2. Personnel maintaining CMR qualification, unless:

2.2.4.2.2.1. CMR certification does not exist for that position.

2.2.4.2.2.2. Determined not feasible by the OG/CC, or equivalent.

2.2.4.2.3. Personnel maintaining instructor certification, unless determined not feasible by the OG/CC, or equivalent (The procedures and guidance are outlined in the AFSPCI36-2202V1, *14 AF Mission Ready Training, Evaluation and Standardization Programs*).

2.2.4.2.4. Cleared for all mission-required clearances/accesses.

2.2.5. Squadron weapons shops (DOK) will report directly to the operations officer or commander.

2.2.5.1. The Chief of the Squadron W&T shop will (be):

2.2.5.1.1. WS graduate. This is not applicable if the squadron has no WS graduate or if all squadron WS graduates have served in a W-prefix billet for more than 3 years consecutively and 5 years total.

2.2.5.1.2. Maintain CMR and instructor/evaluator certifications in squadrons where such programs exist.

2.2.5.1.3. Cleared for TS/SCI and all other mission-required clearances/accesses.

2.2.5.1.4. Not be assigned unrelated additional duties.

2.2.5.1.5. Assigned as the Weapons Flight Commander, Weapons Branch Chief, or Weapons Assistant Operations Officer (ADO), at the direction of the Squadron Commander.

2.2.5.2. Squadron Weapons Shops should be manned by:

2.2.5.2.1. Personnel, preferably with mission experience, representing a cross-section of the individual specialties required to generate weapon system effects to include operations crew positions, engineering, communications and intelligence.

2.2.5.2.2. Personnel maintaining CMR qualification, unless:

2.2.5.2.2.1. CMR certification does not exist for that position.

2.2.5.2.2.2. Determined not feasible by the OG/CC, or equivalent.

2.2.5.2.3. Personnel maintaining instructor/evaluator certification, unless determined not feasible by the OG/CC, or equivalent.

2.2.5.2.4. Cleared for all mission-required clearances/accesses.

3. Roles And Responsibilities

3.1. HQ AFSPC/A3TW:

3.1.1. MAJCOM A3 is the approving authority for designation of operational units in space and cyberspace.

3.1.2. MAJCOM OPR for the AFSPC W&T program.

3.1.3. Liaison with lateral commands and subordinate weapons shops.

3.1.4. Conduct W&T staff assistance visits as requested/directed.

3.1.5. MAJCOM OPR for USAF Weapons School (USAFWS) Graduate Management Program. Coordinate with HQ USAF, HQ Air Combat Command (ACC)/A3TW, other MAJCOMs and equivalents, Air Force Personnel Center (AFPC), and AFSPC subordinate NAFs and centers concerning AFSPC weapons officer selection, billets, prioritization, and assignments.

3.1.6. Coordinate with HQ ACC/A3TW for development of, and changes to, the Space Superiority and Cyber Warfare Operations Weapons Instructor Course (WIC) curriculum.

3.1.7. Act as OPR for Special Access Programs (SAP) affecting MAJCOM W&T activities.

3.1.8. MAJCOM OPR for AFSPC Tactics Development Program IAW AFSPCI 10-260, *Tactics Development Program.*

3.1.9. MAJCOM OPR for AFSPC Space EWIR program IAW AFI 10-703.

3.2. NAFs:

3.2.1. NAF OPR for the AFSPC W&T program. Act as focal point for liaison between HQ AFSPC, lateral NAFs, and subordinate unit weapons shops.

  3.2.1.1. NAF W&T with NAF/CC recommends designated operational units to MAJCOM/A3 for approval.

3.2.2. Evaluate applicable NAF capability, and develop applicable procedures and tactical materials, to deploy, task, and control combat forces from the operational level of war.

  3.2.2.1. Publish and maintain operational-level training objectives to support training events.

  3.2.2.2. Maintain tactical training objectives provided by NAF and subordinate unit W&T shops.

  3.2.2.3. Advocate IAW NAF/CC priorities for, and monitor subordinate unit involvement in, Warfare Center training events (e.g., Red Flag, Blue Flag, Virtual Flag, etc.) in order to improve their ability to support the joint warfighter. Wing involvement will address wing-level tactical training objectives.

  3.2.2.4. While ideally the NAF will execute operational level activities in support of these exercises, inability to support the exercise due to ops tempo or conflicting schedules will not automatically preempt wing participation. Every effort will be made to facilitate training across multiple wings in these events.

3.2.3. Act as staff OPR for USAFWS WIC nomination packages on behalf of the NAF/CC. Additionally, track WIC application and entry requirements and status of application waiver requests.

3.2.4. Act as OPR for Special Access Programs (SAP) affecting NAF W&T activities.

3.2.5. Conduct activities in support of the AFSPC Tactics Development Program IAW AFSPCI 10-260, *Tactics Development Program.*

3.2.6. Coordinate with NAF/A9 (or applicable office) to collect, track and disseminate appropriate lessons learned identified by wing level units IAW AFI 90-1601.

3.3. Wings (OSK):

3.3.1. Act as Wing OPR for the AFSPC W&T program and responsible overall for all wing W&T guidance and policy.

3.3.2. Act as focal point for liaison between lateral wing and subordinate unit weapons shops.

3.3.3. Lead wing through the Implementation Phase of the tactics cycle. At a minimum serve as office of collateral responsibility (OCR) for mission training, exercises, mission planning and evaluation scenarios. The focus of shop involvement is to ensure these activities seamlessly integrate tactics and are executed in a context relevant to the unit's mission and threat environment.

3.3.4. Develop and maintain wing standards for weapons and tactics officer training and certification. Squadron W&T shops may supplement weapons and tactics officer training and certification criteria as required.

3.3.5. Participate in all Operations Review Panels/Boards (ORP/ORB).   Establish relationships with each operational squadron at the wing to ensure they are invited to participate in each ORP/ORB. Primary role is to aid in root cause analysis in order to properly address the problem which resulted in the ORP/ORB.

3.3.6. On behalf of the Wing commander act as OPR for USAFWS WIC nomination packages.   Specifically, provide group and wing leadership (as applicable) a frank assessment of each applicant's maturity, instructor quality and potential to succeed as a Weapons Officer. Additionally, track unit's WIC application and entry requirements and status of application waiver requests.

3.3.7. Submit Tactics Improvement Proposals (TIPs) and conduct TTP development and dissemination responsibilities IAW AFSPCI 10-260, *Tactics Development Program.*

3.3.8. Coordinate Space EWIR mission data development and dissemination responsibilities IAW with AFI 10-703.

3.3.9. Maintain the wing tactics library.

3.3.10. Coordinate with NAF/A9 (or applicable office) and subordinate unit weapons shops to collect, track and disseminate appropriate lessons learned identified IAW AFI 90-1601.

3.3.11. Coordinate development of tactical concepts of employment (CONEMP) with the planned delivery of new mission system capabilities. Designate a "lead" (or pilot) squadron for this effort when multiple squadrons are involved. Advise and assist squadron weapons shops in the creation and vetting of CONEMP.

3.4. Operations Centers:

3.4.1. Act as operations center OPR for the AFSPC W&T program and responsible overall for all operations center W&T guidance and policy.

3.4.2. Lead operations center through the Implementation Phase of the tactics cycle. At a minimum serve as office of collateral responsibility (OCR) for mission training, exercises, mission planning and evaluation scenarios. The focus of shop involvement is to ensure these activities seamlessly integrate tactics and are executed in a context relevant to the unit's mission and threat environment.

3.4.3. Develop and maintain operations center standards for weapons and tactics officer training and certification.

3.4.4. On behalf of the operation center commander act as OPR for USAFWS WIC nomination packages. Specifically, provide operations center leadership (as applicable) a frank assessment of each applicant's maturity, instructor quality and potential to succeed as a Weapons Officer. Additionally, track unit's WIC application and entry requirements and status of application waiver requests.

3.4.5. Submit Tactics Improvement Proposals (TIPs) and conduct TTP development and dissemination responsibilities IAW AFSPCI 10-260, *Tactics Development Program.*

3.4.6. Maintain the operations center tactics library.

3.4.7. Coordinate with NAF/A9 (or applicable office) and subordinate unit weapons shops to collect, track and disseminate appropriate lessons learned identified IAW AFI 90-1601.

3.5. Squadrons (DOK):

3.5.1. Lead squadron through the Implementation Phase of the tactics cycle. At a minimum serve as OCR for unit mission training, exercises, mission planning and evaluation scenarios. The focus of shop involvement is to ensure these activities seamlessly integrate tactics and are executed in a context relevant to the unit's mission and threat environment.

3.5.1.1. Train. Weapons shops liaise with training shops to:

3.5.1.1.1. Ensure personnel understand unit's mission and how it integrates into the larger Air Force mission.

3.5.1.1.2. Ensure weapon system tactics, and tactics updates, are an integral part of the organization's training program.

3.5.1.1.3. Actively participate in the instruction of unit tactics.

3.5.1.2. Mission Plan. Weapons shops support unit operations by:

3.5.1.2.1. Establishing a squadron process/methodology for mission planning (May include the use of things like Rehearsal of Concepts [ROC] drills).

3.5.1.2.2. Developing and evaluating weapon system employment Courses of Action and contingencies.

3.5.1.2.3. Developing strategies to mitigate the threat.

3.5.1.3. Exercise. Weapons shops will liaise with exercise shops to:

3.5.1.3.1. Assist the exercise shop in developing objectives.

3.5.1.3.2. Ensure unit tactical level training/exercise objectives are being addressed.

3.5.1.3.3. Ensure exercise scenarios are consistent with unit TTP employment and relvant threats.

3.5.1.3.4. Leverage exercise scenarios to conduct tactics development and validation activities IAW AFSPCI 10-260, *Tactics Development Program.*

3.5.1.4. Execute. Squadron Weapons shop personnel will:

3.5.1.4.1. Actively participate in unit operations, including crew duty and training and/or evaluation activities.

3.5.1.4.2. Advise squadron leadership on tactics related issues.

3.5.1.5. Assess. Squadron Weapons shops will:

3.5.1.5.1. Continuously evaluate the effectiveness of unit weapons system employment in relation to the mission, established TTP, and the threat.

3.5.1.5.2. Establish and execute a debrief process for operations and training activities. Reference **Attachment 3**.

3.5.1.6. ID Deficiencies. Squadron Weapons shops will:

3.5.1.6.1. Support the assessment of, and provide inputs concerning, the unit's combat capability, training documentation, equipment status, support requirements, and TTP deficiencies through submission of a quarterly report to the NAF Weapons and Tactics shop (Contact the NAF W&T shop for the appropriate format).

3.5.1.6.2. Submit Tactic Improvement Proposals (TIP) IAW AFSPCI 10-260.

3.5.1.6.3. Develop Operational Change Requests (OCRs) IAW AFI 10-703.

3.5.2. Develop Tactical Employment Guidance. Squadron Weapons Shops will:

3.5.2.1. When the squadron is set to receive delivery of new or enhanced mission capabilities through the fielding of a new block upgrade, quick reaction capability (QRC) module, of mission system payload, the Weapons Shop will lead development of a tactical concept of employment (CONEMP). This CONEMP will describe how the capability can be used to achieve specific tactical effects in representative mission scenarios.

3.5.2.2. CONEMP development should begin prior to operational test (OT), and start from seed scenarios and descriptions present in AFSPC functional and enabling concept documents (per AFSPCI 10-102), where applicable

3.5.2.3. Refine CONEMPs into initial employment guides. Refine employment guides through the debrief and lessons learned processes. Incorporate employment guides into applicable AFTTP 3-series document IAW AFI 11-260 and AFSPCI 10-260.

3.5.3. Establish and maintain contact with intelligence, maintenance, and other mission support functions to identify and address areas of mutual concern as necessary to support the unit's mission.

3.5.4. Cross-talk with senior, lateral, and subordinate W&T units to:

3.5.4.1. Identify unit initiatives with MAJCOM-wide applications.

3.5.4.2. Recommend improvements for unit operations.

3.5.4.3. Identify problem areas requiring corrective action above unit level.

3.5.4.4. Identify early opportunities for tactics development during system design and engineering.

3.5.4.5. Manage and disseminate crossflow of tactics information among AFSPC units and outside organizations though means such as the Joint Lessons Learned Information System and the Air Force Lessons Learned program.

3.5.5. On behalf of the squadron commander act as OPR for USAFWS WIC nomination packages. Specifically, provide the squadron commander a frank assessment of each applicant's maturity, instructor quality and potential to succeed as a Weapons Officer. Additionally, track unit's WIC application and entry requirements and status of application waiver requests.

3.5.6. Maintain a unit tactics library. Reference **Attachment 3**.

3.5.7. Conduct TTP development and dissemination responsibilities IAW AFSPCI 10-260, *Tactics Development Program.*

3.5.8. Support the mission data development process through the Space EWIR program IAW AFI 10-703.

3.5.9. Develop and execute a lessons learned program IAW AFI 90-1601.

JACK WEINSTEIN, Major General, USAF
Director of Air, Space, and Cyberspace Operations

Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

JP1-02, *Department of Defense Dictionary of Military and Associated Terms,* 15 Aug 2012

AFPD 10-12, *Space,* 1 Feb 1996

AFPD 16-7, *Special Access Programs,* 29 Dec 2010

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

AFI 10-1201, *Space Operations,* 25 July 1994

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

AFI 14-105, *Unit Intelligence Mission and Responsibilities,* 3 Jun 2002

AFI 38-101, *Air Force Organization,* 16 Mar 2011

AFI 90-1601, *Air Force Lessons Learned Program,* 22 Sep 2010

AFI 10-703, *Electronic Warfare Integrated Reprogramming, 19 Oct 2010*

AFSPCI 10-202, *Director of Space Forces Selection, Training and Support,* 1 Jul 2009

AFSPCI 10-260, *Tactics Development Program for Operational Systems,* 29 Nov 2011

AFSPCI 36-2202v1, *14 AF Mission Ready Training, Evaluation and Standardization Programs,* 1 Jan 2010

AFTTP 3-1.*General Planning,* 2 Feb 2012

14 AF Weapons and Tactics Concept of Operations, 1 Jun 2009

Abbreviations and Acronyms

ACC—Air Combat Command

AEF—Air and Space Expeditionary Force

AFI—Air Force Instruction

AFPC—Air Force Personnel Center

AFPD—Air Force Policy Directive

AFRC—Air Force Reserve Command

AFSC—Air Force Specialty Code

AFSPC—Air Force Space Command

AFSPCI—Air Force Space Command Instruction

AFTTP—Air Force Tactics, Techniques, and Procedures

ANG—Air National Guard

CF—Contributing Factor

CMR—Combat Mission Ready

DFP—Debrief Focus Point

FME—Foreign Materiel Exploitation

JMEM—Joint Munitions Effectiveness Manual

MAJCOM—Major Command

NAF—Numbered Air Force

OCR—Office of Collateral Responsibility

OPR—Office of Primary Responsibility

ORB—Operational Review Board

ORP—Operational Requirements Panel

OSS—Operations Support Squadron

RC—Root Cause

RDS—Records Disposition Schedule

ROC—Rehearsal of Concept

SAP—Special Access Program

TD&E—Tactics Development and Evaluation

TIP—Tactic Improvement Proposal

TS—Training Squadron/Test Squadron

TSDO—Theater Space Duty Officer

TSD NCO—Theater Space Duty Non-Commissioned Officer

TTP—Tactics, Techniques, and Procedures

UTC—Unit Type Code

USAFWC—United States Air Force Warfare Center

USAFWS—USAF Weapons School

USSTRATCOM—United States Strategic Command

W&T—Weapons and Tactics

WIC—Weapons Instructor Course

WSEP—Weapon System Evaluation Program

Terms

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

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

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

Attachment 2

TACTICS LIBRARY INDEX

A2.1. Tactics Library Index. The following list is a departure point for establishing unit tactics libraries. This list is not intended to act as an inventory of all items required at W&T shops. 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 as required. Libraries may exist virtually via website or other computerized mechanism.

A2.1.1. Applicable AFTTP 3-series publications

A2.1.2. Applicable AFI 10- and 11-series instructions

A2.1.3. Applicable Weapon System Evaluation Program (WSEP) reports and plans

A2.1.4. Applicable electronic combat handbooks

A2.1.5. Applicable foreign materiel exploitation (FME) reports

A2.1.6. Applicable technical orders

A2.1.7. Applicable USAF Weapons Instructor Course (WIC) texts

A2.1.8. Appropriate Joint Munitions Effectiveness Manual (JMEM) publications

A2.1.9. Appropriate Tactics Bulletins

A2.1.10. Appropriate Flash Bulletins

A2.1.11. Tactics Development and Evaluation (TD&E) final reports

A2.1.12. Exercise and deployment after action reports

A2.1.13. Tactics analysis team reports

A2.1.14. USAF Weapons Reviews (classified and unclassified)

A2.1.15. Applicable Vendor Manuals

A2.1.16. Intelligence Assessments

A2.1.17. Applicable Lessons Learned

Attachment 3

DEBRIEF FUNDAMENTALS

A3.1. Debriefing is simply reconstructing and evaluating an event to determine how to replicate success and avoid repeat mistakes. A successful debrief depends on the ability to critically analyze events and the willingness to admit mistakes. The debrief process should encompass a review of events, identification of problems, determination of root causes and development of lessons learned. AFI 90-1601, *Air Force Lessons Learned Program* provides an excellent reference for the debriefing process and how to execute a lessons learned program.

A3.1.1. Review of events: In this step, debrief participants are collecting observations which may point to problems encountered during the event. Participants should use all sources to assist them in faithfully recreating the event. Useful tools available to aid in reconstruction include screen captures, event logs, chat logs and archived disk data. Each individual must recognize how his or her actions fit into the overall reconstruction of the event and should be prepared to explain the event from their perspective. One technique that may aid in reconstruction is to develop a timeline with the events as they occurred chronologically. Special emphasis is then placed on potential problem areas.

A3.1.2. Identification of problems (also known as Debrief Focus Points [DFP]): The observations collected during the reconstruction phase are the means by which participants will identify problems. Problems as defined here are, "Areas or aspects of the event which impeded achievement of the desired outcome." For example, if the mission was to support a special operations team through the application of a given tactic and the tactic was not accomplished, that would be a problem. DFPs focus on overall mission accomplishment not individual actions. However, individual actions may be contributing factors (CF) leading to a root cause (RC). To facilitate the debrief process, the DFP should be stated as a question. Therefore, using the example above the DFP becomes, "Why did the special operations team not receive the support it needed?" There may be many contributing factors to the mistake. Participants should record these factors and tie them to the identified problem to aid in the next step of the debrief process, determining the RC.

A3.1.3. Determination of RC: Determining the RC is as easy as determining why the problem occurred. The difficult part lies in digging down to the actual problem and disregarding issues that were not a factor in the actual problem. Here, the contributing factors identified in the previous step will aid in diagnosing the RC. Honesty and the willingness to accept fault are keys to performing this step successfully.

A3.1.3.1. RC determination may be accomplished via the "why" technique. Using the example above, the DFP is:

A3.1.3.1.1. *DFP: "Why did the special operations team not receive the support it needed?"*

A3.1.3.1.2. CF: I did not execute the required tactic at the required time.

A3.1.3.1.3. *"Why did I not execute the required tactic at the required time?"*

A3.1.3.1.4. CF: I didn't prioritize my shift actions and other required tasks correctly.

A3.1.3.1.5. *"Why didn't I properly prioritize my shift actions to ensure I executed the required tactic at the required time?"*

A3.1.3.1.6. CF: I was unclear as to the priority of accomplishing the specified tactic with regard to my other assigned tasks.

A3.1.3.1.7. *"Why was I was unclear as to the priority of accomplishing the specified tactic with regard to my other assigned tasks?"*

A3.1.3.1.8. CF: Because it was not specifically addressed in the mission planning brief.

A3.1.3.1.9. *"Why was the prioritization of the specified tactic not specifically addressed during the mission planning brief?"*

A3.1.3.1.10. RC: Because there was no written guidance which identified the need to prioritize mission specific tactics with regard to other assigned tasks.

A3.1.3.2. At a certain point further inquiry will not result in actionable solutions. That is the RC of the problem. In the example above, the RC of the problem is that mission planning guidance did not adequately address the need to prioritize actions in order to ensure that lower priority actions did not interfere with mission essential priorities.

A3.1.4. Development of lessons learned. A lesson learned is a statement addressing the RC that prevents the problem from happening again. Good lessons learned are measurable and repeatable fix actions that lead to better job performance. A lesson learned must address four main points: when to enact the lesson, what specific actions to accomplish, how to accomplish those actions and why to comply with the lesson learned. A lesson learned should strike a balance between applicability and specificity. In other words, it must encompass the problem without being so broad as to apply in every circumstance and so narrow that the event has little chance of repeating.

A3.1.4.1. The following formula has been very helpful as a template to start writing lessons learned: "When (circumstance: mission planning or executing), Opposite of RC, by Instructional Fix (proposed mechanism), so that DFP doesn't happen." Once comfortable writing lessons learned, using the formula word for word may no longer be necessary.

A3.1.4.2. In the example above the root cause of the DFP was a lack of guidance which identified the need to prioritize mission specific tactics with regard to other assigned tasks. Therefore, a good lesson learned for the identified root cause is:

A3.1.4.2.1. "During mission planning, I will prioritize mission tactics and tasks in accordance with a mission planning briefing template, so that warfighters depending on me get the support they need."

A3.1.4.2.2. This lesson learned identifies when the action will be executed, what specific action to take, how that action will be accomplished and why to comply with the lesson. It is actionable, measurable, and repeatable and will prevent the problem from recurring.

A3.1.5. Process Improvement: As in the example above, lessons learned derived from events may drive checklist updates or procedural changes. Therefore, lessons learned that generate

action items should find their way into a group or wing Operational Review Panel or other board designed to track fix actions. Evaluate lessons learned for Tactic Improvement Proposals (TIP). A TIP is simply a suggestion for either a new way to use an existing capability or another way to perform an established task. Anyone may submit a TIP; reference AFSPCI 10-260 for additional information on TIPs.

A3.1.6. Debriefing is a developed skill that requires practice. Mission efficiency will increase as the debriefing process yields operators who continually dissect their performance to determine the best way to do the job and implement their fix actions.