

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

**AIR MOBILITY COMMAND
INSTRUCTION 11-207**

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Flying Operations

WEAPONS AND TACTICS PROGRAM



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This instruction supplements AFPD 11-2, *Aircrew Operations*, AFPD 10-7, *Information Operations*, AFPD 10-21, *Rapid Global Mobility*, AFI 10-703, *Electronic Warfare Integrated Reprogramming*, AFI 10-706, *Electronic Warfare*, AFI 11-260, *Tactics Development Program*, AFI 11-261, *Tactical Data Link Planning and Operations*, and AFMAN 11-415, *Weapons and Tactics Programs*. It establishes policies, responsibilities, and procedures for conducting the AMC tactics program and electronic warfare training. It is applicable to AMC, Air National Guard (ANG) and Air Force Reserve Command (AFRC) Mobility Air Forces (MAF) units. This instruction applies during peacetime, contingency, and wartime. Each wing/group may supplement this instruction as necessary but may not be less restrictive. Forward a copy of the draft supplement to HQ AMC/A3DT for final review prior to implementation. The authorities to waive wing/unit-level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, T-3”) number following the compliance statement. Refer to **Chapter 1** for additional guidance on Tier number authorities associated with this document. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternatively, to the Publication OPR for non-tiered compliance items. AFRC and ANG units submit requests for deviations from this instruction to HQ AFRC/A3 or the National Guard Bureau (NGB) A3 for approval. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS). Send comments and suggested improvements to this publication via AF Form 847,

Recommendation for Change of Publication, to HQ AMC/A3D, 402 Scott Drive Unit 3A1, Scott AFB IL 62225-5302.

SUMMARY OF CHANGES

This document is substantially revised and must be completely reviewed. Major changes include re-organization and re-formatting for clarity, revised tiered requirements, and clarified roles and responsibilities for MAF Tacticians, Tactical Data Link Managers and Electronic Combat Officers (ECO). Exceptions have been added for Expeditionary Operations Support Squadrons that do not require the full functionality of a standard Weapons and Tactics Program. This revision also specifies procedures to assist MAF units in safely and effectively accomplishing wartime and peacetime missions. This revision redistributes the roles and responsibilities previously held by 18 AF/A3D and clarifies the relationship between HQ AMC/A3/10 and the Advanced Airlift Tactics Training Center (AATTC).

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Chapter 1

GENERAL POLICY

1.1. General. Headquarters (HQ) Air Mobility Command (AMC) is designated as lead command for developing, documenting, and disseminating tactics and techniques for the Mobility Air Forces (MAF) and civilian augmentation mobility assets. Combat Operations within the MAF is a consolidated effort among the Regular Air Force, Air Force Reserve Command (AFRC) and National Guard Bureau (NGB) for tactics and Electronic Warfare (EW) education, training, and development. The direction comes from AMC through coordination with AFRC and NGB. Guidance comes from this instruction in coordination with (ICW) Air Force Instruction (AFI) 11-260.

1.2. Tactics Program Goals and Objectives. Weapons and tactics programs support unit commanders in their responsibility to provide combat-ready aircrews and tactical ground personnel to the combatant commander. This instruction provides a framework for the MAF tactics program. A properly administered tactics program will:

- 1.2.1. Ensure units are prepared to execute Designated Operational Capability (DOC), Operations Plans (OPLAN) taskings, Aviation Unit Prep Message (AUPM) and current Air Expeditionary Force (AEF) requirements.
- 1.2.2. Ensure unit training supports Mission Essential Task List (METL).
- 1.2.3. Provide a reliable source for planning, employment decision-making, and a realistic assessment of combat capability at all levels.
- 1.2.4. Validate existing tactics.
- 1.2.5. Facilitate active unit participation in the development of Tactics, Techniques, and Procedures (TTPs).
- 1.2.6. Manage and disseminate relevant tactics information among other MAF units and appropriate outside organizations.
- 1.2.7. Serve as the operations focal point for weapons and munitions issues.
- 1.2.8. Serve as the focal point for external tactical training support.
- 1.2.9. Ensure program development, implementation, and sustainment.
- 1.2.10. Develop OPLAN-based training scenarios on current and emerging threats.

1.3. Recommendations for Change. Submit recommendations for changes to this instruction to HQ AMC Combat Operations Division (HQ AMC/A3D) using an AF Form 847.

1.4. Supplements. Each wing/group may supplement this instruction as necessary but may not be less restrictive. Forward a copy of the draft supplement to HQ AMC Combat Plans and Tactics (HQ AMC/A3DT) for final review prior to implementation.

1.5. Deviations and Waivers. Directive guidance (will, shall, must, etc.) throughout this regulation are tiered in accordance with (IAW) AFI 33-360, *Publications and Forms Management*. For examples of tiered waivers, refer to AFI 33-360. MAJCOM/A3 is waiver authority for MAJCOM supplements to this instruction. MAJCOM/A3s will forward a copy of approved long-term waivers, to this instruction, to HQ AMC/A3DT for follow-on action.

1.5.1. Tier 0: Annotated by “(T-0).” Determined by respective non-AF authority (e.g. Congress, White House, Secretary of Defense, Joint Staff, etc.). The waiver authority is external to AF.

1.5.2. Tier 1: Annotated by “(T-1).” Non-compliance puts Airmen, commanders or the USAF strongly at risk of mission or program failure, death, injury, legal jeopardy or fraud, waste or abuse.

1.5.2.1. Tier 1 waivers will be coordinated with HQ AMC/A3D.

1.5.3. Tier 2: Annotated by “(T-2).” Non-compliance may degrade mission or program effectiveness or efficiency and has potential to create moderate risk of mission or program failure, injury, legal jeopardy or unacceptable fraud, waste, or abuse.

1.5.3.1. Tier 2 waivers only apply within the approving MAJCOM.

1.5.3.2. Tier 2 guidance includes instruction lending to standardization across MAJCOM-specific wings and platforms. Once approved, HQ AMC/A3D will send a Tactics Read File within 5 duty days.

1.5.4. Tier 3: Annotated by “(T-3).” Non-compliance may limit mission or program effectiveness or efficiency and creates a remote potential to risk to mission or program failure, injury, legal jeopardy or unacceptable fraud, waste, or abuse.

1.5.4.1. Wing commanders, delegable no lower than operations group commanders or equivalent, will initiate and approve Tier 3 waiver requests. Once approved, wings will send an informational copy to HQ AMC/A3D and respective MAJCOM A3 within 5 duty days.

1.5.4.2. Tier 3 guidance includes instruction limited to wing- and location-specific rules not affecting AF-level standardization.

1.5.5. For the purposes of this instruction, flying MAJCOMs are: ACC, AETC, AFDW, AFGSC, AFMC, AFRC, AFSOC, AMC, DIA, NGB, PACAF, and USAFE. Commander, Air Force Forces (COMAFFORs) in the grade of O-8 or higher in Combatant Commands (CCMDs) are considered MAJCOM commanders only for forces under their operational control.

Chapter 2

ROLES AND RESPONSIBILITIES

2.1. General. Commanders have the responsibility to provide combat-ready aircrews and ground personnel to the Combatant Commander. Each unit's weapons and tactics program should focus significant effort on instructing unit personnel on proper planning, employment, and assessment of published TTPs and equipment. In those situations where published TTPs and equipment are lacking, it is the responsibility of the unit tactician to identify changes in the tactical situation, determine proposed solutions, and then share this information both vertically and laterally.

2.2. HQ AMC/A3/10. As the AMC Director of Operations, HQ AMC/A3/10 is primarily responsible for directing and training forces and for ensuring the MAF operators can accomplish their assigned mission.

2.3. HQ AMC/A3D. HQ AMC/A3D is the office of primary responsibility (OPR) for the MAF Weapons and Tactics program and this instruction. HQ AMC/A3DT is responsible for policy and oversight of the weapons and tactics program. This includes administration of the program and headquarters-level capabilities efforts. HQ AMC/A3D will:

2.3.1. Monitor each unit's compliance through the Management Internal Control Toolset (MICT) at <https://mict.us.af.mil/> and submit results to AMC/A3/10 and AMC/IG.

2.3.2. Coordinate with applicable Air Staff, MAJCOM, and Air Force Personnel Center (AFPC) agencies on all "W" prefix manpower actions to ensure requirements reflect adequate justification for assignment of the "W" prefix IAW AFMAN 11-415, *Weapons and Tactics Programs*.

2.3.3. Participate in Tri-annual Airdrop Malfunction and Safety Analysis Review Boards (AMSARBs). Ensure all units with an airdrop mission identify and analyze airdrop malfunctions using the DD Form 1748-2, *Airdrop Malfunction Report*, material deficiencies, and provide input to establish corrective procedures.

2.3.4. HQ AMC/A3DT will review results of wing/operations group aerial delivery review panels (ADRP) and maintain an ADRP master database. All AMC airdrop units will forward ADRP results to AMC/A3DT within 30 days of the incident. Refer to AFJ 13-210(I), *Joint Airdrop Inspection Records, Malfunction/Incident Investigations, and Activity Reporting*, Chapter 1 for ADRP procedures. As significant trend items indicate, AMC/A3D will recommend ADRP corrective action(s) to AMC/A3/10.

2.3.5. Conduct selection and award procedures for MAF Combat Tactician of the Year Awards IAW AMCI 36-2806, *Awards Program Management*.

2.3.6. Provide representation to the AMC Threat Working Group and recommend specific policies for countries and airfields around the world to mitigate mission and aircrew risk.

2.3.7. Review, coordinate, and make recommendations to change documents and forms listed in **Table 2.1**.

Table 2.1. AMC/A3D Publication Responsibilities.

Publication / Form	Title	Duty
AFI 10-703	<i>Electronic Warfare Integrated Reprogramming</i>	Coord
AFI 10-706	<i>Electronic Warfare</i>	Coord
AFI 10-3502, Vol 1	<i>Pararescue and Combat Rescue Officer Training</i>	Coord
AFI 10-3502, Vol 2	<i>Pararescue and Combat Rescue Officer Standardization, and Evaluation Program</i>	Coord
AFI 11-2 Mission Design Series (MDS) Vol 1	<i>MDS Aircrew Training</i>	Coord
AFI 11-231	<i>Computed Air Release Point Procedures</i>	Coord
AFI 11-235	<i>Specialized Fueling Operations</i>	Coord
AFI 11-260	<i>Tactics Development Program</i>	Coord
AFI 11-261	<i>Tactical Data Link Planning and Operations</i>	Coord
AFI 11-410	<i>Personnel Parachute Operations</i>	Coord
AFI 13-217	<i>Drop Zone and Landing Zone Operations</i>	Coord
AFI 16-1301	<i>Survival, Evasion, Resistance, and Escape (SERE) Program</i>	Coord
AFJI 13-210(I)	<i>Joint Airdrop Inspection Records, Malfunction Investigations, and Activity Reporting</i>	Coord
AFMAN 11-2 MDS Vol 2	<i>MDS Aircrew Evaluation Criteria</i>	Coord
AFMAN 11-2 MDS Vol 3	<i>MDS Operations Procedures</i>	Coord
AFMAN 11-415	<i>Weapons and Tactics Programs</i>	Coord
AFMAN 13-212, Vol 1	<i>Range Planning and Operations</i>	Coord
AFMAN 21-209, Vol 1	<i>Ground Munitions</i>	Coord
AFTTP 3-1 MDS Series	<i>Tactical Employment</i>	Coord
AFTTP 3-3 MDS Series	<i>Combat Aircraft Fundamentals</i>	Coord
AMCI 11-207	<i>AMC Weapons and Tactics Program</i>	Publish
T.O. 13C7-1-(Series)	<i>Joint Airdrop Rigging Technical Orders</i>	Coord
AF Form 4326	<i>Tactic Improvement Proposal</i>	Action/ Publish

2.4. Advanced Airlift Tactics Training Center (AATTC) Responsibilities. Advise and support AMC as the lead command on mobility tactics and EW development/education and

specific training courses. Those courses focused on operations in combat environments are the primary focus areas of AATTC. AATTC is home to the MAF Tactics and EW Training Center. As a Total Force organization staffed with Regular Air Force, AFRC, and ANG subject matter experts (SME), AATTC advises and supports AMC, as the lead command, in tactics and EW analysis, development and training.

2.4.1. Development Division. The mission of the Development Division is to provide in-depth analysis of worldwide threats affecting MAF operations and to propose leading-edge testing for tactical and EW solutions, both material and non-material, to counter those threats.

2.4.1.1. Tactics Analysis (TA). Studies enemy capabilities to identify potential MAF weaknesses; works closely with Air Mobility Tactics and Adversary Studies Element (AMTASE), Tactics Development and EW Development.

2.4.1.2. Tactics Development (TD). Responsible for the MAF Tactics Improvement Process, participates in multi-MAJCOM Weapons and Tactics processes, hosts the AMC Tactics Review Board, and provides input in writing for new TTPs manuals; works closely with AMC/A3D, Electronic Warfare Development (EWD), and AMC Test and Evaluation (AMC/TE).

2.4.1.3. Electronic Warfare Development (EWD). Upon coordination with the HQ AMC/A3DT Command Electronic Warfare Officer (EWO) and the AMC/A3D Det-5 EW SME, AATTC is responsible for: integrating EW into the MAF Tactics Improvement Process; participates in multi-MAJCOM Weapons and Tactics processes; advises the AMC Tactics Review Board; and provides input in writing new Air Force Tactics, Training, and TTPs.

2.4.2. Training Division. The mission of the Training Division is to provide flying and classroom instruction to MAF, USMC, SOF, and allied mobility personnel in order to ensure survivability and combat success in EW contested environments, satisfying requirements for integrated mission sortie training.

Chapter 3

GROUP WEAPONS AND TACTICS ORGANIZATION, ROLES AND RESPONSIBILITIES

3.1. General. The organization, roles and responsibilities of Tactics programs established above the Group-level is at the discretion of each unit, but will not replace the organization, roles, and responsibilities for Group-level Tactics programs as directed by this chapter. This chapter addresses the roles and responsibilities of Group tactics programs to include qualifications, functions, and responsibilities. Tactics application, mission planning, and the use of resource material are also defined. This chapter should be used ICW [Attachment 3](#) and AFI 11-260 when dealing with Tactic Improvement Proposals (TIPs), Tactics After Action Reports (TAARs), the Tactics Review Board (TRB) process, and MAF TD procedures. Additional responsibilities pertaining to specific weapons flight guidance and tactics leadership from the MAJCOM to the squadron level can be found in AFMAN 11-415, *Weapons and Tactics Programs*, and AFI 38-101, *Manpower and Organization*.

3.1.1. Commanders will assign the most tactically experienced personnel to perform functions described in this chapter. AFRC/A3, NGB/A3, NAFs, Wings and Groups may supplement this instruction to identify specific responsibilities for their tactics functions. Send supplements to HQ AMC/A3D for review (**T-3**).

3.1.2. Group commanders will appoint a Group Weapons and Tactics Flight Commander (CC) who then selects additional personnel with the commander's approval. The Group Weapons and Tactics Flight CC will report directly to the Operations Group Commander (OG/CC) or Operations Support Squadron Commander (OSS/CC) (**T-3**).

3.1.3. The OG/CC and Squadron CCs will provide the Group Weapons and Tactics Flight CC with the manpower and tools necessary to accomplish the duties and responsibilities defined in paragraphs [3.1.5](#) and [3.2](#) of this instruction (**T-3**).

3.1.4. The OG/CC and Squadron CCs should identify highly motivated, tactically oriented individuals early in their career and place them on a tactician track that includes instructor school, Combat Aircrew Tactics Studies-Mobility Electronic Combat Officer Course (CATS-MECOC) and the Weapons Instructor Course (WIC) (if applicable to MDS).

3.1.5. The Group Weapons and Tactics Flight CC will provide supervision and support to embedded 1TOX1 Survival, Evasion, Resistance, and Escape (SERE) Specialists and ensure the SERE Program is in compliance with AFI 16-1301 AMCSUP, *Survival, Evasion, Resistance, and Escape Program* (if assigned) (**T-1**).

3.2. Group Weapons and Tactics Flight Organization.

3.2.1. The Group Weapons and Tactics Flight CC, at the Group or OSS level, will (be):

3.2.1.1. A Weapons Officer (WO), unless the unit operates only MDSs without an established WIC (**T-2**). If not a WO, Flight CC will be a graduate of CATS-MECOC (**T-2**). Refer to [Attachment 2](#) for CATS-MECOC course information.

3.2.1.2. Current, fully qualified instructor commensurate with unit mission and must possess a Top Secret/Sensitive Compartmented Information (TS/SCI) clearance (**T-2**).

3.2.1.3. Not assigned unrelated additional duties (e.g., Supervisor of Flying [SOF], Top 3, or Security Manager) **(T-3)**.

3.2.2. Additional Group Weapons and Tactics Flight members will be WOs or graduates of CATS-MECOC, and should have a TS/SCI security clearance **(T-3)**.

3.2.3. At a minimum, the Group Weapons and Tactics Flight will consist of the Flight CC, a minimum of three additional officers, and at least one non-commissioned officer (NCO) **(T-2)**. Refer to Air Force Manpower Standard (AFMS) 32C200 for manning requirements with wings with less than three operational squadrons. AFRC KC-135, KC-10, C-5, & C-17 units refer to Air Force Reserve Command Manpower Standard (AFRCMS) 32C200. AFRC C-130 units refer to AFRCMS 32CA00.

3.2.3.1. The Group Weapons and Tactics Flight will also include a mission-ready instructor aircrew member for each crew position assigned at the Group (i.e., pilot, navigator, loadmaster, flight engineer, boom operator, etc.) **(T-3)**. Members assigned to a formal training school will be instructors in their MDS and basic mission capable (BMC) or higher **(T-3)**. Additionally, there will be representation assigned to the Flight for each crew position for each MDS **(T-3)**. Wings with multiple MDS should have a WO from each MDS in the Group Weapons and Tactics Flight. Exceptions are as follows:

3.2.3.2. Operational Support Aircraft (OSA)/Executive Airlift (EA) will have a minimum of two officers fulfilling Group Weapons and Tactics Flight **(T-2)**. Communication System Operators and Flight Attendants are not required in Group Tactics. The Weapons and Tactics Flight CC will ensure there is a primary individual established within these two crew positions to address any tactics issues affecting the unit **(T-3)**. Additionally, Very Important Person Special Air Mission (VIPSAM) units with similar airframes (i.e., C-20, C-37, or C-32, C-40) will only require one tactics officer per similar airframe. However, these tactics officers will still meet the requirements in paragraph **3.2.3 (T-2)**.

3.2.3.3. Weapons and Tactics Flight operating within an Expeditionary Operations Support Squadron (EOSS) is not subject to the Group-level organization, roles or responsibilities listed in this chapter, unless required in order to provide sufficient support to transient mission aircraft. EOSSs are still subject to **Chapter 4** of this instruction, unless specifically written otherwise.

3.2.3.4. Units assigned an Aeromedical Evacuation mission are not required to have an Aeromedical Evacuation crew member assigned to the Group Weapons and Tactics Flight; however, the Flight CC will ensure there is a primary individual established within the Aeromedical Evacuation unit to address tactics or employment issues affecting Aeromedical Evacuation crew members. NOTE: The Flight CC will provide this individual with a brief detailing specific roles and responsibilities and a general understanding of AMCI 11-207.

3.2.3.5. AFRC and ANG units will fill at least one of the tactics positions with a dedicated full-time position, preferably the Flight CC positions. AFRC and ANG units without full-time tactics positions require a waiver from AFRC/A3 or NGB/A3 (info copy AMC/A3D) to fulfill tactics roles and responsibilities from positions within the existing unit manning document. AFRC, ANG, and associate units (if applicable) may consolidate Group Weapons and Tactics Flights and Squadron Weapons and Tactics Flights into one flight at

the OG or OSS level. Consolidated Weapons and Tactics Flights should be located in the same building; however, there still must remain a minimum of one tactics officer in each operational squadron meeting the requirements outlined in **Chapter 4** of this instruction (**T-2**). AFRC/ANG parent wings with active duty associate squadrons are not alleviated of the responsibility to provide an AFRC/ANG WO to the Group Weapons and Tactics Flight IAW paragraph **3.2.1**.

3.2.4. ECO and EW duties will be performed by a member of the Group Weapons and Tactics Flight. Specific ECO responsibilities are outlined in AFI 10-703, Chapter 2. WIC, MECOC or CATS-MECOC graduates satisfy the AFMAN 11-415 requirements to perform the roles and functions of a MAF ECO outlined in paragraph **6.6** of this instruction (**T-2**).

3.2.5. Tactical Data Link Manager (TDLM).

3.2.5.1. Wings with assigned TDL equipped aircraft require a TDLM. The responsible Wing/CC will designate a member of the Group Weapons and Tactics Flight as the Wing TDLM (**T-2**). The Group Weapons and Tactics Flight CC should not be designated as the TDLM. TDLMs will be the designated contact and primary interface for network planning and coordination between the wing and other elements of the TDL operational infrastructure (**T-2**).

3.2.5.2. The Wing TDLM will attend the Mobility Data Link Manager Course (MDMC) and fulfill Wing manager duties IAW AFI 11-261 (**T-2**).

3.2.6. If assigned, an AMC SERE Specialist will be known as the Wing SERE Specialist and is the SME on SERE and Personnel Recovery (PR). The Group Weapons and Tactics Flight CC will communicate the status of SERE operations and training to Group leadership and support SERE budget, training and mission support to the maximum extent possible to include a quarterly SERE update on the status of operations and training (**T-2**).

3.3. Group Weapons and Tactics Flight Roles and Responsibilities:

3.3.1. Group Weapons and Tactics Flight will:

3.3.1.1. Coordinate the necessary facilities for the Weapons and Tactics Flight and Intelligence Flight. Both flights should operate together in a co-located and secure environment in the same building (**T-3**).

3.3.1.2. Ensure permanent SECRET Internet Protocol Router Network (SIPRNET) access and classified storage is present within Squadron Weapons and Tactics Flights (**T-3**).

3.3.1.3. Ensure SERE Specialists have adequate facilities to conduct SERE/PR-related duties, to include SIPRNET access and classified storage (**T-2**). The Flight will make certain SERE Specialists have an adequate budget to meet all Wing SERE/PR-related duties, maintain required parachute proficiency and skill progression, and attend all required refresher training IAW AFI 16-1301_AMCSUP (**T-3**).

3.3.1.4. Inform the Wing/Group CC of USAF Weapons School (USAFWS) issues; mentor and recommend prospective USAFWS and CATS-MECOC applicants (**T-3**). Coordinate any necessary waivers through HQ AMC/A3DT for AMC/A3/10 approval. For additional USAFWS guidance, reference AFMAN 11-415.

3.3.2. Group Weapons and Tactics Flight should refer to appropriate publications, message traffic, and the HQ AMC/A3D classified and unclassified SharePoint for information on how to organize a tactics flight, essential tactics information for aircrews, and for valuable lessons learned. HQ AMC/A3D will update its website to ensure accuracy of data. Data for this website will come from the USAFWS, HQ AMC/A3D, and Weapons and Tactics Flights across the MAF. HQ AMC/A3D encourages Weapons and Tactics Officers to actively participate in information sharing via HQ AMC/A3D websites for the rest of the MAF to use. Send inputs to the HQ AMC/A3D MDS functional via HQ AMC/A3DT Tactics at: AMC.A3DT@us.af.mil. The unclassified HQ AMC/A3D SharePoint is located at: <https://eim2.amc.af.mil/org/A3D/>. The classified SharePoint is located at: <https://intfleshare.intelink.sgov.gov/sites/amca3d/>.

3.3.3. Group Weapons and Tactics Flight will submit a personnel report upon any change in tactician manning to HQ AMC/A3DT via amc.a3dt@us.af.mil (AFRC/ANG units will send this report to their MAJCOM/A3M as well as HQ AMC/A3DT) (T-2). This report will identify all individuals in the Group Weapons and Tactics Flight and Squadron Weapons and Tactics program(s), designated ECOs, the formal tactics training status of each member (completion of Weapons School, CATS-MECOC, etc.), and any personnel vacancies within these flights. Include unclassified and classified e-mail and phone numbers of all individuals and organizational accounts (T-2). NIPRNET and SIPRNET organizational e-mail accounts must be created for each Weapons and Tactics Flight (T-2). This report is used to maintain a master list of Weapons and Tactics Officers within the MAF to improve cross-talk and maximize AMC support for unit-level tactics.

3.3.4. Group Weapons and Tactics Flight will represent the unit at tactics-related conferences, MAF Weapons and Tactics Conference (MAF WEPTAC) or Air Reserve Component (ARC) WEPTAC, Realistic Training Review Board (RTRB), Air Mobility Tactics Analysis Team (AMTAT), Combat Planning Council (CPC), MAF TDL Users Group, etc.) and appropriate publication rewrite conferences (i.e., AFTTP 3-1 and 3-3) with the proper personnel (officer and enlisted) to effectively address tactical issues for every aircrew position represented (T-2).

3.3.5. Group Weapons and Tactics Flight should perform publications and technical order reviews, then recommend changes when appropriate.

3.4. Mission Support

3.4.1. Group Weapons and Tactics Flight focus is to enhance unit readiness to accomplish the unit's combat mission.

3.4.2. Group Weapons and Tactics Flight will coordinate directly with intelligence for threat analysis support for all missions transiting threat locations (T-3). The Flight will work closely with intelligence offices to optimize tactics and procedures to accomplish the unit's mission (T-3). The Flight should work with Intel to ensure crew training and briefings support current operations, tactics objectives and training.

3.4.3. Group Weapons and Tactics Flight will report to the OG/CC on issues affecting tactical capabilities/unit employment and make recommendations for improvement (T-3).

3.4.4. Group Weapons and Tactics Flights will ensure each squadron/aircrew members have the capabilities and resources necessary to deploy and plan tactical employment in support of

its mission (**T-3**). At a minimum, Group Weapons and Tactics Flights will provide the following briefings prior to combat employment (**T-2**):

3.4.4.1. AFTRANS Special Instructions (SPINS)

3.4.4.2. Theater SPINS

3.4.4.3. Applicable Tactics Read Files/Tactics & EW Bulletins

3.4.4.4. AUPM (via <https://intelshare.intelink.sgov.gov/sites/561JTS> or AFCENT/A3TW).

3.4.4.5. DOC statements, Mission Capability Statements (MISCAPS), tactics Unit Type Codes (UTCs), and associated Logistics Force Packaging System (LOGFOR) should be reviewed regularly to ensure unit readiness.

3.4.5. Group Weapons and Tactics Flight will ensure one tactics officer, preferably a WO, deploys with the unit for the initial setup of operations at a deployed location during all contingency or wartime operations (**T-3**).

3.4.6. Where applicable, ensure AMC airlift units review landing zone surveys, perform safety of flight reviews, and recommend approval or disapproval IAW AFI 13-217. Safety of flight review consists of thorough chart analysis of the objective area with emphasis on the approach and escape corridors.

3.4.7. Group Weapons and Tactics Flight develop, publish, and update local Operations Orders (OPORDs), Memorandums of Agreement, Letters of Agreement, Operating Instructions, and tactical flimsies for unit tactical employment and training, as required.

3.4.8. Group Weapons and Tactics Flight will assist deploying units in developing combat mission folders (CMF) and/or tactical flimsies (**T-2**).

3.4.9. Group Weapons and Tactics Flight will provide a working group member to the Wing Signature Management Working Group, if established; however, the member should not serve as the Wing Signature Management Officer (SMO) (**T-3**).

3.4.10. Ensure adequate chart inventories are available (electronic or other) to support mission requirements. NOTE: The responsibility for flying with the correct chart coverage still rests with the aircraft commander.

3.4.11. Group Weapons and Tactics Flight will establish a Tactics Read File (TRF) Binder containing classified and unclassified materials of timely interest to the aircrews (**T-2**). The binder should include messages, analysis of tactical employment operations in current exercises and contingencies, TAARs, Flash Bulletins, Tactics Bulletins, etc. Group Weapons and Tactics Flight will disseminate and ensure currency of TRFs to the Squadron Weapons and Tactics Flights (**T-3**). Ensure TRFs are reviewed by aircrew for tactical information relevant to the unit mission at least once per quarter; however, the Group Weapons and Tactics may direct a greater frequency to ensure unit mission accomplishment (**T-3**). Group Weapons and Tactics Flights will maintain records of compliance and currency for 3 years (**T-2**). TRFs should be released via local FCIF to assist in tracking aircrew accomplishment.

3.4.12. Serve as OPR or focal point for all matters pertaining to (as applicable):

- 3.4.12.1. Munitions, EW defensive systems (DS)/configuration, data link, and situational awareness equipment and operational procedures.
- 3.4.12.2. Electronic mission planning systems and procedures (Portable Flight Planning Software [PFPS]/Falconview, Joint Mission Planning System [JMPS], Joint Precision Airdrop System [JPADS], Tactical Airlift Mission Software Suite [TAMMS], etc.).
- 3.4.12.3. Air Operations Center (AOC), Wing, Group and Squadron mission planning staffs, functions, and current/best practices.
- 3.4.12.4. Aerial delivery procedures, airdrop malfunction and investigations.
- 3.4.12.5. Air Force Joint Airdrop Inspector (AFJAI) duties and responsibilities.
- 3.4.12.6. Ensure all unit aircrew members are knowledgeable of the AFJAI, Malfunction Officer, and aircrew member guidelines outlined in AFJ 13-210(I).
- 3.4.12.7. Ensure the Command Post reports Off-Drop-Zone and/or Malfunction Reports IAW AFMAN 10-206 and AFI 13-217.
- 3.4.12.8. Where applicable, ensure airdrop units report and investigate incidents, chair malfunction review panels, and submit monthly reports IAW AFI 13-217 and AFJ 13-210(I), as supplemented.

3.5. Electronic Warfare.

- 3.5.1. Group Weapons and Tactics Flight will manage the Wing/Group EW program (not applicable to MDSs without DS) (T-2). A method of continuity, physical and/or digital, will be developed and maintained to allow seamless assumption of duties due to deployments or permanent change of station (T-2). The Group Weapons and Tactics Flight will maintain access and awareness of HQ AMC/A3D SIPR SharePoint for EW & DS located under: <https://intleshare.intelink.sgov.gov/sites/amca3d/>. (Refer to **Chapter 6** for additional information) (T-2).
- 3.5.2. The Group Weapons and Tactics Flight will act as the focal point for Electronic Warfare Integrated Reprogramming (EWIR) procedures IAW AFI 10-703 (T-2). If applicable, an Electronic Combat Officer (ECO) will be appointed to ensure access to PACER WARE (PW) updates (T-2). IAW AFI 10-703, the Flight will develop and implement local procedures for alerting appropriate personnel when EWIR changes are released; and coordinating with Maintenance to ensure timely reprogramming actions are accomplished on affected aircraft (T-3).
- 3.5.3. The ECO will coordinate with the Maintenance Group to ensure aircraft DSs have current EW software loads/proper mission data configurations, and/or have a plan to ensure completion of applicable EW-related TCTOs and/or PW implemented software (T-2). The Flight will create/maintain a documentation log to track implementation/loading status of EWIR changes for each assigned aircraft (T-2).
- 3.5.4. The ECO will identify, consolidate, and monitor all deficiencies particular to EW (T-2). The ECO will report any deficiencies in EW equipment or normal operational procedures to HQ AMC/A3DT Command EWO (T-2). Command EWO contact information is found on both the unclassified and classified HQ AMC/A3D SharePoint websites.

3.5.5. The ECO should consolidate squadron countermeasure (i.e., flare & chaff) training plans and requirements. Units wishing to train with AN/ALE-47 expendables must coordinate with AMC/A3DT EW and request a training allocation to meet their training needs (T-2). The ECO will provide base-level munitions personnel a forecast of training flares needed at least 1 month prior to use (T-3). Suggested lead time for the training flare forecast to base-level munitions personnel at Guard and Reserve units is 45 to 60 days. These lead times are necessary for base-level munitions to ensure availability of adequate inventory; build-up the magazines; and coordination with HQ AMC/A4MR to ensure training allocations are available and loaded.

3.5.6. The ECO will manage and establish guidelines and directives governing procedures, training, and administration of EW programs (T-2). Guidance will include applicable training, tactics development, and employment IAW AFI 11-2-MDS volume sets and this instruction.

3.5.7. The ECO will maintain an EW addendum to the unit TRF Binder containing applicable manuals, regulations, tests, applicable EWIR message traffic and Inspector General (IG) reports and provide periodic listings of available reference documents to unit members, instructors, and maintenance personnel (T-2). HQ AMC/A3D SIPR SharePoint EW/DS site is located under: <https://intleshare.intelink.sgov.gov/sites/amca3d/> and contains EW messages, EW CONOPS, and general notifications of software release.

3.5.8. The ECO will conduct periodic meetings to coordinate EW efforts with operations, maintenance, and intelligence personnel (T-3).

3.5.9. The ECO will reference AFI 10-703 and ensure PW organizational accounts are updated with current points of contact for EWIR message traffic and data (T-2). The Flight will maintain classified Multi-Service Data Distribution System (MSDDS) accounts IAW AFI 10-703 (T-2).

3.5.10. The ECO should ensure unit electromagnetic interference (EMI) incidents are investigated and reported. Accomplish reports IAW AFI 17-221, *Spectrum Interference Resolution Program*, and coordinate with the installation spectrum manager.

3.6. Survival Evasion Resistance Escape (SERE)

3.6.1. Group Weapons and Tactics Flight will ensure SERE Specialists are the SMEs and directly responsible for all PR-related functions to include, but not limited to: Wing Isolated Personnel Report (ISOPREP) Manager, PR Kits, Evasion Plan of Actions, and Blood Chit manager (T-1). SERE Specialists are a high-demand, low-density asset. SERE Specialists should coordinate a Memorandum of Agreement with Operations, Aircrew Flight Equipment, and/or Intelligence to codify coordinating roles and responsibilities for all PR-related functions. Personnel providing PR operational support must be qualified IAW AFI 16-1301 (T-1).

3.6.2. Group Weapons and Tactics Flight will ensure SERE Specialists, if assigned, provide SERE/PR guidance to High Risk of Isolation personnel during all real world and exercise contingency operations (i.e., all OPLANs, deployments, missions transiting threat locations, etc.) (T-1). SERE/PR-related information will be included in Tactics briefings to the maximum extent possible (if assigned) (T-1).

3.7. Training.

3.7.1. Group Weapons and Tactics Flight will ensure all unit aircrews understand tactics included in AFI 11-2 MDS series and appropriate AFTTP 3-1 and AFTTP 3-3 volumes, to include AFTTP 3-1.IPE and AFTTP 3-3.IPE **(T-2)**.

3.7.2. Group Weapons and Tactics Flight should attend all Training Review Panels (TRPs) to identify employment trends and deficiencies.

3.7.3. Group Weapons and Tactics Flight should work with current operations, intelligence, training, AATTC, HQ AMC/A3D, 561st Weapons Squadron (WPS), and respective Weapons School to develop a successful tactics training program. Maximize opportunities for realistic and productive aircrew training (local sortie scenario construction, Joint Operational Access Exercise [JOAX], Joint Airborne/Air Transportability Training [JA/ATT], Multilateral Training Opportunities, Red Flag, Green Flag, AATTC Advanced Tactics Aircrew Course (ATAC), Weapons School Mission Employment, Joint Forcible Entry, EW Range Missions, Virtual Flag, etc.).

3.7.4. The Group Weapons and Tactics Flight will manage the instruction of operating parameters and appropriate countermeasures and/or counter tactics for threat weapon systems **(T-3)**.

3.7.5. The Group Weapons and Tactics Flight will review specialized tactics training programs (i.e., DS, combat aircrew training, etc.) and conduct tactical employment training (GD75Y) IAW AFI 11-2 MDS V1 requirements and in cooperation with Aircrew Intelligence Training (GD17Y) **(T-2)**.

3.7.6. The Group Weapons and Tactics Flight will review and validate Basic Aircrew Tactics Studies (BATS) implementation **(T-2)**. Only Weapons Officers or CATS-MECOC graduates are allowed to instruct and certify aircrew in BATS **(T-2)**.

3.7.7. The Group Weapons and Tactics Flight will ensure squadrons receive monthly (bi-monthly for ANG and AFRC) tactical operations briefs **(T-3)**. This should be completed ICW unit intelligence. Briefs should include AFTTP 3-1.MDS information, new Flash Bulletin or Tactics Bulletins, EW hot topic items, or current tactics used in the Area of Responsibility (AOR).

3.7.8. The Group Weapons and Tactics Flight will disseminate tactics hot topics (cross-talk) throughout the unit via unit TRFs and ensure tactical employment hangar flying sessions are conducted quarterly (AOR lessons learned, emerging TTPs, etc.)**(T-3)**. Commanders should encourage maximum participation/attendance at these events.

3.7.9. The Group Weapons and Tactics Flight will develop realistic scenario-based tactics instruction for incorporation into Wing, Group and Squadron training programs IAW MDS-specific AFI 11-series, Volume 1, training publications **(T-3)**. This scenario-based training will be validated by Wing/Group Tactics on a semi-annual basis **(T-3)**.

3.7.10. The Group Weapons and Tactics Flight will act as unit focal point for Flag, Joint/Coalition Exercises, Weapons School Advanced Integration, JOAX and Joint Forcible Entry (JFE). A tactician should attend all planning conferences (initial planning conference, final planning conference, etc.) preceding unit involvement to secure/validate desired training objectives **(T-3)**.

3.7.11. The Group Weapons and Tactics Flight should lead efforts and actively participate in preparing mission packages to support aircrews flying local, exercise, and operational tactical missions.

3.7.12. The Group Weapons and Tactics Flight will monitor subordinate unit tactical training programs (T-2). The Flight will ensure training, mission materials, and procedures encourage employment of sound tactics (T-2). The Flight should request annual Staff Assistance Visits (SAVs)/ Functional Area Visits (FAVs) (if required) to ensure unit tactics offices and programs are following applicable regulations and Wing/Group guidance.

3.7.13. The Group Weapons and Tactics Flight will ensure assigned SERE Specialists are responsible for training and coordination of all Code of Conduct Continuation Training blocks of instruction (i.e., Combat Survival Training, Water Survival Training, etc.) (T-1). These blocks of instruction are designated by the letters 'SS', which are the Aviation Resource Management System Training Event Identifiers found in AFI 16-1301_AMCSUP, Table 2.3.

3.8. Tactics Development.

3.8.1. The Group Weapons and Tactics Flight will solicit inputs for revisions to AFTTP 3-1 and 3-3 volumes using the TIPs process and forward TIPs appropriately (reference AFI 11-260, Chapter 5, for further detailed guidance) (T-2). EW and DS TIPs should be coordinated directly with the AMC/A3D Det-5 EW SME.

3.8.2. The Group Weapons and Tactics Flight will establish a unit TRB to review tactics and assess the unit's ability to apply them to current DOC Statements assigned within the Wing and to applicable AUPMs (T-2). Units will hold a TRB and brief the OG/CC, or representative, at least every 6 months (recommend completion by 1 February and 1 August) (T-2). The TRB will include SERE/PR representation, if assigned (T-2). Units will keep TRB minutes via MFR and post a copy of this memo to the Unit Weapons & Tactics Folder located on the unclassified HQ AMC/A3DT SharePoint (located under <https://eim2.amc.af.mil/org/A3D/>) (T-2). Submit Unit TIPs to the appropriate MAF TD unclassified or classified SharePoint. Refer to AFI 11-260 and **Chapter 5** of this instruction for an in-depth review of the TIP/TRB process. TRB topics should include the following:

3.8.2.1. Review and evaluate current mission requirements, employment tactics, mission planning routines, and analysis of current and emerging threats ICW AMTASE to identify tactical requirements and deficiencies.

3.8.2.2. Conduct an annual review of Operational Plans (OPLANs), Contingency Plans (CONPLANs), MAJCOM and AF operational Concepts of Operations (CONOPS) and AMTAT reports.

3.8.2.3. Conduct a review of mission requirements, DOC Statements, and METLs used for readiness reporting. Coordinate with units and HQ AMC/A3D to initiate required changes in the Universal Joint Task List and the Air Force Universal Task List, as to ensure unit METLs remain up-to-date. Refer to the Unit Deployment Manager for access to this information.

3.8.2.4. Provide the status of personnel and equipment associated with assigned XMCA, XMCT, XMCC series UTCs, as well as the unit's "Get-Out-Of-Town" deployment kits.

3.8.3. The Group Weapons and Tactics Flight will collect TAARs and submit appropriately (reference AFI 11-260 and **Chapter 5** of this instruction) (**T-2**). The Flight will observe and/or analyze unit performance during tactical missions and report to the OG/CC on any issues affecting tactical capabilities (**T-3**).

3.8.3.1. Ensure reports are reviewed for accuracy and recommendations submitted not later than 45 calendar days after completion of the event. Submit after-action reports and classify appropriately.

3.8.3.2. MAF Tactics and EW Training Center, TD, AMC/A3D, NGB, and HQ AFRC will analyze the TAAR data to identify areas requiring tactics development, lessons learned, and publication changes. MAF Tactics and EW Training Center TD will publish the findings.

3.8.3.3. Units may access information from the TAAR database for planning current and future participation in exercises, TD, and operational deployments. MAF Tactics and EW Training Center TD will forward the information directly to units upon written request via the medium indicated by the requester (written report, disk, or summary report format).

3.9. Standardization and Evaluation. The Group Weapons and Tactics Flight will attend the unit Standardization and Evaluation Board and work with Wing/Group Standardization and Evaluation to resolve tactical deficiencies identified during all applicable evaluations (**T-3**). This information should be used to focus development and/or improvement of tactical training programs.

Chapter 4

SQUADRON WEAPONS AND TACTICS ORGANIZATION, ROLES AND RESPONSIBILITIES

4.1. General. This chapter addresses the roles and responsibilities of Squadron Weapons and Tactics programs to include qualifications, functions and responsibilities. This chapter should be used ICW [Chapter 2](#), [Chapter 3](#), [Chapter 5](#) and AFI 11-260 when dealing with TIPs, TAARs, the TRB process, and MAF TD procedures. Additional responsibilities pertaining to specific Squadron Weapons and Tactics guidance and tactics leadership from the MAJCOM to the squadron level can be found in AFMAN 11-415, AFI 38-101, and AMC Squadron Structure guidance. The Squadron Weapons and Tactics program will:

4.1.1. Provide direct interface between higher echelon Weapons and Tactics offices and aircrew members by maintaining a working relationship with Wing, Group, or host base intelligence offices for threat analysis and training program support (**T-2**). Exceptions are as follows:

4.1.1.1. OSA/EA units may operate a consolidated Training and Tactics Flight at the Group level.

4.1.1.2. EOSSs may work independently from a higher echelon Wing/Group Weapons and Tactics Flight. However, in addition to squadron level requirements set by this chapter, the EOSS Weapons and Tactics Office will then take responsibility for specific Group Weapons and Tactics Flight roles and responsibilities needed to provide sufficient transient support to mission aircraft.

4.1.2. Consist, at a minimum, of the Chief of Squadron Weapons and Tactics, one additional aircrew officer and a boom operator, flight engineer, or loadmaster (**T-2**). OSA/EA units reference paragraph [3.2.3.2](#) of this instruction for manning requirements. AFRC/ANG and associate units reference paragraph [3.2.3.5](#) of this instruction for manning requirements.

4.1.2.1. The Chief of the Squadron Weapons and Tactics program should be a WO. If not a WO, the chief will be a graduate of CATS-MECOC (**T-2**). In either case, the chief will be a current, qualified instructor and possess a TS/SCI clearance (**T-2**). The WO requirement is not applicable to MDS with no established WIC.

4.1.2.2. All remaining Squadron Weapons and Tactics program members will be either WOs, CATS-MECOC graduates, or at a minimum BATS certified (**T-3**). Refer to [Attachment 2](#) for CATS-MECOC course information. All members will be fully qualified and current in the unit mission or BMC for Formal Training Unit (FTU) and should have a TS/SCI security clearance (**T-3**).

4.1.3. ECO and EW duties will be performed by a member of the Squadron Weapons and Tactics Flight. Specific ECO responsibilities are outlined in AFI 10-703, Chapter 2 (**T-2**). WIC, MECOC or CATS-MECOC graduates satisfy the AFMAN 11-415 requirements to perform the roles and functions of a MAF ECO outlined in paragraph [6.6](#) of this instruction.

4.2. Grandfathering Guidance.

4.2.1. USAFWS graduates are qualified to perform all tactician duties. Graduates of CATS prior to the establishment of a combined CATS-MECOC course are qualified to serve in any

position requiring a CATS-MECOC graduate, except ECO position. Graduates of MECOC alone prior to the establishment of a combined CATS-MECOC course are not qualified to serve in a group position requiring a CATS-MECOC graduate.

4.2.2. EW duties can only be performed by a USAFWS graduate, CATS-MECOC graduate, or MECOC graduate.

4.2.3. Graduates of the AATTC ATAC and the Mobility Air Force Data Link Managers Course alone are not qualified to fill a billet requiring a USAFWS or CATS- MECOC graduate.

4.3. Mission Support.

4.3.1. The Squadron Weapons and Tactics program will report on issues affecting tactical capabilities and make recommendations for improvement to higher echelon Weapons and Tactics Flight and the Squadron Director of Operations (**T-2**).

4.3.2. Coordinate with current operations/scheduling to ensure tactical employment support for all off-station missions transiting threat locations.

4.3.3. The Squadron Weapons and Tactics program will coordinate with current operations and scheduling offices to ensure tactical employment support for all off-station missions transiting threat locations (**T-2**).

4.3.4. The Squadron Weapons and Tactics program is tasked with ensuring readiness to deploy in support of unit mission and maintaining materials and equipment needed to deploy and plan tactical employment portions of exercises, contingencies, and combat missions.

4.3.5. During exercises, contingencies, or combat situations, time constraints and dislocated forces complicate the ability to accomplish initial mission planning, collect mission materials, and coordinate support. Squadron tacticians will lead efforts and actively assist aircrews during tactical mission planning and provide continuity by staying proficient in mission planning, CMF, and tactical flimsy development while working closely with mission commanders and current operations to develop aircrew products (**T-3**).

4.3.5.1. Each unit establishes and uses procedures to update mission planning information, charts (may be electronic), and intelligence information. The Squadron Weapons and Tactics program establishes quality control procedures to ensure currency, accuracy, and adequacy of mission planning materials. Unit aircrew members assigned to the Weapons and Tactics Flight will be proficient in the mission planning hardware and software systems currently authorized by AMC (**T-3**).

4.3.5.2. Tacticians will ensure adequacy of unit mission planning and situational awareness equipment and training on all tactical data links applicable to unit mission. These may include, but not limited to, Real Time Information in the Cockpit (RTIC)/Dynamic Retasking Capability (DRC), Roll-On Beyond Line-of-Sight Enhancement (ROBE), and Tanker Airborne Long-range Communications Plus (TALC+) (**T-3**).

4.4. Squadron Electronic Combat Officer (ECO).

4.4.1. The ECO will ensure all unit aircrews understand EW tactics included in AFI 11-2 MDS-series publications and appropriate volumes of AFTTP 3-1 and 3-3 (**T-2**). The ECO will

ensure aircrews are trained and proficient in tactics-related evaluation criteria established by AMC/A3V and the unit Standardization and Evaluation personnel (T-2).

4.4.2. ECOs will maintain access and awareness of HQ AMC/A3D SIPR SharePoint for EW/DS located at: <https://intleshare.intelink.sgov.gov/sites/amca3d/> (Refer to **Chapter 6** for additional responsibilities) (T-2).

4.4.3. Injects EW into unit tactics training and coordinates unit EW range flight profiles as required to ensure that aircrew members understand Defensive System (DS) capabilities and limitations. This includes the use and employment of DS against simulated threats.

4.5. Squadron Tactics Development Officer.

4.5.1. Interacts with scheduling and maintenance to ensure aircraft reflect required configurations.

4.5.2. Manages squadron-level BATS program (for those requiring BATS certification prior to Mission Pilot Development Guide Phase II workbook completion.) Only Weapons Officers or CATS-MECOC graduates are allowed to instruct and certify aircrew in BATS (T-2).

4.5.3. Supports Group Weapons and Tactics Flight TD requests to the maximum extent possible.

4.5.4. Solicits crew inputs for revisions to AFTTP 3-1 and 3-3 volumes and forwards appropriately using the TIP process outlined in AFI 11-260 and **Chapter 5** of this instruction.

4.5.5. Attends the Group TRB to review tactics and the unit's ability to apply them. Refer to **Chapter 5** and AFI 11-260 for an in-depth review of the TIP/TRB process.

4.5.6. Coordinates and submits all squadron Tactics and EW/DS training requirements up to Group level (may include, but not limited to, desire to train with expendables such as chaff/flares, Radar Warning Receiver [RWR] training requiring access to Joint Threat Emitters (JTE) or the Multiple Threat Emitter System [MUTES] and/or range support).

4.5.7. Collects and forwards TAARs to Group Weapons and Tactics (reference **Chapter 5** and AFI 11-260 for additional guidance).

4.5.7.1. TAARs are designed to be incorporated into lessons learned and then passed through tactics flights to aircrew members.

4.5.7.2. Units use TAARs to report valuable tactics information resulting from their efforts during the following: all major exercises, deployments involving tactical operations and completion of wing support in a valid AMC-conducted Tactics Development and Evaluation (TD&E).

4.5.7.3. TAARs should contain general synopsis of the exercise or event to include unit; date of event; point of contact information; a detailed description of the event and mission commander summary; threats; battlefield situation; tactics attempted; results and problems encountered; any applicable analysis; and recommendations and observations to include changes to existing tactics, invalid tactics or areas that will require tactics development.

4.6. Squadron TDL Unit Manager.

4.6.1. Squadrons operating aircraft equipped with TDL systems should have a squadron level unit manager as defined by AFI 11-261. Duties, if assigned, will be performed by a member

of the Squadron Weapons and Tactics Flight. Unit managers will be the designated contact and primary interface for mission planning, coordination with the Wing TDLM and the primary squadron level SME for TDL training.

4.6.2. The Squadron unit manager should attend the Mobility Data Link Manager Course (MDMC) in order to assist the Wing TDLM IAW AFI 11-261.

Chapter 5

TACTICS DEVELOPMENT AND IMPROVEMENT PROGRAM (TDIP)

5.1. General. AMC/A3/10 is the focal point for the MAF TDIP. AMC/A3D is the functional operations lead for MAF Weapons and Tactics initiatives and combat employment requirements. AMC/A3D develops AMC Weapons and Tactics policy and defines capability to determine tactical requirements. AMC/A3D provides vision and guidance on TD issues. AMC/A3D coordinates with other AMC staff organizations on TD issues. This AMCI applies to MAF TIPs, (using AF IMT 4326) and Action Items (AIs) developed as part of the TIP submission process outlined within AFI 11-260.

5.2. Tactics Development. The MAF Tactics and EW Training Center and AATTC are the OPRs and program managers for the MAF TDIP. The TD branch of the AATTC executes the TDIP in unison with AMC/A3D. AATTC, with the assistance of AMC/A3D, will coordinate with AMC/A3T, NGB/A3 and AFRC/A3M on programs that affect their respective activities.

5.2.1. MAF TD coordinates with various MAJCOM organizations to complete the management process that ensures all TIPs submitted to TD are tracked until completion of all required actions. TD participates in TD&E and analyzes results for incorporation into TTPs and establishes procedures for closing TIPs. TD works with the 561 WPS for inclusion of new TTPs into the AFTTP 3-1 and 3-3 series.

5.3. TDIP Process. The MAF TDIP identifies, develops, validates and documents, warfighter and platform deficiencies and disseminates improved tactics to sharpen the MAF's combat capability. TDIP provides multiple means to improve command tactics: Test Requests, Aircraft Modification Requests, and Urgent Operational Need change of flight manual, TAAR/L2, TIP, AIs and the TRB. The TDIP consists of four phases: Identification of Tactics Deficiencies; Planning and Tasking; Execution; Reporting and Dissemination. This chapter should be used ICW AFI 11-260 when dealing with TIPs, TRB process, and MAF tactics development procedures.

5.3.1. Identification of Tactics Deficiencies. Commanders at all levels will continually review their areas of responsibility for tactical deficiencies, report those discovered, and recommend improvements. Additionally, intelligence units at all levels of command will continually evaluate information on enemy capabilities, doctrine, tactics, and will provide updates to the unit weapons and tactics organization. Tactical deficiencies are divided into three broad categories; aircrew deficiency, aircraft/equipment deficiencies, and AIs.

5.3.1.1. Aircrew deficiencies include inability to perform required METLs due to invalid or poor TTPs, lack of knowledge of a required mission set, and/or inadequate training levels for required METLs. Refer to the Unit Deployment Manager for unit specific METLs.

5.3.1.2. Tactic Improvement Proposal (TIP). TIPs are for non-materiel solutions, and normally address new TTPs. TIPs may also require AF Form 847, *Recommendation for Change of Publication*, for 11-2X-MDS change requests or a call for topics input for AMC/A3T's Realistic Training Review Board. Refer to [Attachment 3](#) and AFI 11-260 for further guidance for TIPs.

5.3.1.3. All proposals for aircraft modification must be lead command approved. Aircraft and equipment deficiencies include components of the aircraft, including all the hardware

and software and components external to aircraft such as flares, chaff, refueling pods and airdrop components. *NOTE: While EW TIPs may also be submitted through the TDIP process, AMC/A3DT has dedicated EWOs that work EW deficiencies, programs, and upgrades on a continual basis. Please contact the EWO SMEs at any time regarding concerns, as they arise (Refer to [Chapter 6](#)).

5.3.1.4. AF Form 1067, *Modification Proposal*. Per AFI 63-101/20-101, *Integrated Life Cycle Management*, the AF Form 1067 must be used to document all modifications that change the form, fit, function, or interface. Tactics offices will submit AF Forms 1067 to AMC/A3D who will sponsor the modification and forward to HQ AMC/A4 once validated.

5.3.1.5. Urgent Operational Needs (UONs). UONs identify Service-specific needs during a current conflict or crisis situation that, if not satisfied in an expedited manner, will result in unacceptable loss of life or critical mission failure. Reference AFI 10-601, *Operational Capability Requirements Development*, for further guidance.

5.3.1.5.1. UON Submission Criteria. Organizations submitting or endorsing a UON must ensure the following criteria are met:

5.3.1.5.1.1. The urgent need has identified a capability gap or shortfall that will result in imminent loss of life and/or result in critical mission failure during an ongoing/current conflict or crisis situation.

5.3.1.5.1.2. The urgent need solution should be capable of being fielded within 180 days of a validated request. A UON request will not be held up in cases where this is unable to be determined at the time of validation.

5.3.1.6. Joint Emergent Operational Needs (JEONs). A JEON is an emergent need driven by anticipated contingency operations that require synchronization across multiple Services or agencies. Development and fielding timelines are longer than UONs/Joint UONs (JUONs) with expected initial fielding occurring up to five years after validation. JEONs are submitted to the Joint Staff J-8 under the guidance of the JCIDS Manual. AF review of JEONs will be processed in the same manner as JUONs. The AF Functional Capabilities Board (FCB) Lead will staff the official AF JEON position to the JS for action.

5.3.1.7. AIs. AIs are items that don't fit into the aircrew or aircraft/equipment deficiency categories. Generally, these are "go-do" or research topics that need further development. They can be closed out as AIs or re-entered into the TDIP process and removed or developed further.

5.3.2. Planning and Tasking. AMC/TE will assign a Test Director for all TD&Es. A Tactics SME will be assigned by the MAF Tactics and EW Training Center and AATTC for each TD&E. If no Tactics SME resides on staff at the MAF Tactics and EW Training Center and AATTC, then one will be assigned from either AMC/A3D or an outside organization. The representative will provide a Tactics SME in the development of the test plan. The SME and the Test Director will coordinate with other members of the Integrated Test Team (ITT) to ensure the TD&E objectives will be met.

5.3.3. Execution. TD&E may be executed using any number of different MAF resources. If possible, the MAF Tactics and EW Training Center and AATTC will participate in all TD&Es. Appropriate units will be tasked for those TD&E that cannot be executed at AATTC. TD&E

execution is managed by the Test Director. TD will track each test throughout the execution process. The Tactics SME will provide expertise during the test to ensure all tactical objectives are met. During the TD&E, the Tactics SME, ICW the Test Director, may alter the initial TTPs as required to meet the test objectives.

5.3.4. Reporting and Dissemination. Reporting and dissemination includes both TD&E test reports and TAARs. The intent is to foster communication vertically and horizontally across the MAF and improve combat capabilities.

5.3.4.1. All test reports generated from TIPs will be sent to TD for initial evaluation. Upon receipt, TD will assign an OPR for the analysis process.

5.3.4.2. TAARs support the warfighter by providing timely, tactically significant information to the A3D SharePoint database for MAF-wide dissemination. TAARs are designed to be incorporated into lessons learned and then passed through tactics flights to aircrew members to improve cross-tell and ensure the widest dissemination.

5.3.4.2.1. Units will use TAARs to report valuable tactics information resulting from their efforts during the following:

5.3.4.2.1.1. All major exercises

5.3.4.2.1.2. Deployments involving tactical operations

5.3.4.2.1.3. Completion of wing support in a valid AMC-conducted TD&E

5.3.4.2.2. TAARs should contain general synopsis of the exercise or event to include unit; date of event; point of contact information; a detailed description of the event and mission commander summary; threats; battlefield situation; tactics attempted; results and problems encountered; any applicable analysis; and recommendations and observations to include changes to existing tactics, invalid tactics or areas that will require tactics development.

5.3.4.2.3. TAARs should provide sufficient background to “stand alone” without need to contact originator for additional information. TAARs will be submitted within 45 days of completing any exercise, Joint Combined Exchange Training (JCET), or unit deployment.

5.3.4.2.4. Once group weapons and tactics approve any TAAR they will be input into the AMC/A3DT SharePoint located under <https://eim2.amc.af.mil/org/A3D/> for NIPR and <https://intelshare.intelink.sgov.gov/sites/amca3d/default.aspx> for classified TAARs. This will allow cross-tell between units and allow the MAF to address command tactical issues. These reports will be reviewed by AMC/A9 Lessons Learned Oversight Board, and assigned OPRs to action each lesson learned. Unit tacticians will work closely with unit leadership, AMC/A3D, and AMC/A9L personnel to staff submissions that warrant MAJCOM-level attention and prompt action, especially those with command-wide impact.

5.4. Tactics Review Board (TRB). The TRBs are held semiannually at the Squadron and Operations Group level sequentially IAW AFMAN 11-415 and AFI 11-260, culminating at the annual MAF WEPTAC. These are the venues to solve the MAF’s tactical problems and will include a vast spectrum of topics to be discussed at the Action Officer level; all focused on improving MAF TTPs. By the end of the MAF TRB, a prioritized list of TIPs from each weapons

system and mission area, with recommendations, will be briefed to AMC/A3/10 for approval. These recommendations are then taken into consideration for inclusion on the MAF Test Priority List (TPL). AMC/A3/10 will be the sole approval authority for the TPL. AMC/A3D is OPR and program manager, and coordinates with AMC/A3T and AFRC/A3, NGB/A3 on programs that affect their respective activities. AMC/TES, AATTC, and ANG AFRC Command Test Center (AATC) are primary Tactics Development & Evaluation units. Refer to [Attachment 3](#) for MAF WEPTAC organization and rules of engagement (ROEs).

Chapter 6

ELECTRONIC WARFARE PROGRAM

6.1. General. Overall responsibility to organize, train, equip, and provide EW-enabling capability to Mobility Air Forces (MAF) units and aircraft, is assigned to the lead command, HQ AMC Combat Operations Division (HQ AMC/A3D). This chapter addresses the roles and responsibilities pertaining to EW improvement and development in AMC.

6.1.1. Tactics development is closely aligned to technology insertion. MAF EW capabilities are fielded to provide enhanced situation awareness, threat warning, and countermeasures to provide improved aircrew situational awareness and aircraft self-protection. As new technology is fielded, MAF tactics will adjust based on the capabilities provided. Therefore, as new technology is adapted for use in the MAF, trained tacticians are encouraged to participate in program reviews and decisions. This will ensure the technology meets the user's needs and that the newly designed capability is suitably employed through enhanced tactics.

6.1.2. AMC/A3D is the command's focal point for implementing EW capability and will bridge the gap between technology insertion and tactics development, and facilitate technical/tactical fielding in direct coordination with the AMC staff and other relevant organizations as necessary (e.g., Advanced Airlift Tactics Training Center, AATTC).

6.1.3. AMC EWO contact phone/e-mail information is available at HQ AMC/A3D SIPR SharePoint at: <https://intelshare.intelink.sgov.gov/sites/amca3d/sitepages/home.aspx>.

6.2. Command Electronic Warfare Officer (EWO). The Command EWO is assigned to AMC/A3D and is the operations lead for MAJCOM EW initiatives within the MAF. Personnel assigned to EW activities in AMC/A3D will be a trained EWO, or equivalent, as determined by AMC/A3/10. The A3D EWOs serve as the primary conduit to all Group/Squadron ECOs and tacticians on MAF EW/DS issues. AMC/A3D will ensure AMC EW policy is appropriate to the MAF's strategic tasks and validates MAF EW operational needs (requirements). AMC/A3D also substantiates EW system deficiencies, provides inputs to update requirements documents, and takes action to correct deficiencies. As the MAF focal point for combat operations, the Command EWO will:

6.2.1. Serve as the primary OPR for the MAF EW program IAW AFI 10-703, *Electronic Warfare Integrated Reprogramming* (EWIR), and determine the need, suitability, and implementation of mission data software updates.

6.2.1.1. The Command EWO will initiate Mission Data File (MDF) development as necessary to enable the effective operation of the command's family of EW systems (i.e., ALR-56M, ALR-69, ALR-69A, ALE-47, AAR-47, AAQ-24, etc.). Operational implementation of all EW/DS MDFs will be recommended/staffed by the Command EWO. Authority to load/install MDFs via the PW process is granted by AMC/A3D Chief approval, IAW AFI 10-703.

6.2.1.2. The Command EWO will determine the necessity to hold a Tactics Working Group during the MDF development process. If required, MAF Reprogramming Center (AMC/OL-A) will host IAW paragraph 6.3.5 of this instruction.

6.2.1.3. The Command EWO will act as the operation's focal point to develop and coordinate necessary changes among the affected aircraft MDS program offices, EW system program offices, and HQ AMC staff.

6.2.1.4. The Command EWO will advise AMC/A3/10 on initial and full operational capability definition of installed EW systems when new capability is fielded.

6.2.1.5. If necessary, AMC/A3D will ensure training materials, concepts of employment, in-flight guides or instructions on the use of the system are available via the HQ AMC/A3D SIPR

SharePoint:

<https://intelshare.intelink.sgov.gov/sites/amca3d/sitepages/home.aspx>.

6.2.2. Form DS Integrated Product Teams (IPTs). The DS IPT will address and resolve specific EW issues of interest to the MAF. The IPT will meet at regular intervals determined by the AMC Command EWO, but not more than four (4) times per year. The core DS IPT team includes AMC/A3D (chair), AMC/TE/TES, AMC/A5Q and A5Q OL-A, AMC/A4, 492d Special Operations Wing (SOW)/Det 1, and AATTC. The Command EWO may ask outside agencies to participate in the IPT as necessary.

6.2.3. Chair tactics / EW integration meetings. These meetings are hosted by AATTC to ensure tactics development considerations are addressed as EW technology is modified or inserted in MAF aircraft fleets.

6.2.4. Interface with Headquarters Air Force, other MAJCOMs, Department of Defense, Aircraft and Commodity Program Offices, industry, and academic agencies to further EW capabilities to enable worldwide missions of the MAF.

6.2.4.1. The MAF EW conference is optional but is used to further the goals of EW in the MAF. AMC/A3D will develop the agenda and determine location for the meeting when this conference is deemed necessary.

6.2.4.2. Participation in other meetings is necessary to keep MAF EW efforts on track. These include multiple EW system program office reviews, other MAJCOM meetings/IPTs and certain joint EW events.

6.2.5. Oversee operational and exercise EW system reprogramming efforts (e.g., PW and SERENE BYTE exercises).

6.2.6. Ensure appropriate use of EW assessments IAW AFI 10-706, *Electronic Warfare*. Serve as focal point to Wings/Groups who request an Electronic Warfare Assessment Program (EWAP) on assigned aircraft.

6.2.6.1. The mission of the EWAP is to assist units in maintaining the highest state of readiness possible. The EWAP provides commanders with on-site analysis and feedback on the combat readiness of unit countermeasures and threat warning systems.

6.2.6.2. EWAP is an assessment and not a "formal" test, evaluation, or inspection. The EWAP will give a quick snapshot of current EW system health and the team can provide techniques to help improve problem areas and deliver cross-tell from other bases. The EWAP team provides an out-brief to wing leadership on the overall assessment.

6.2.6.3. Unit top-level emphasis and aggressive support from key personnel within operational units is critical to making this program a success.

6.2.6.4. Due to resource limitations, AMC/A3D is unable to support more than a few EWAP taskings per year. Units requesting an EWAP visit must have the request approved by AMC/A3D. Units may be required to fund the EWAP team.

6.2.7. Provide an annual munitions and expendables forecast for operational expendables used by mobility aircraft.

6.3. Other staff/agency support to MAF EW.

6.3.1. AMC/A3T - Training. AMC/A3T has overall responsibility for implementing EW training to satisfy all levels of aircrew training from familiarization to mission employment. As the MAF focal point for training, AMC/A3T will:

6.3.1.1. Serve as OPR for aircrew training devices, training munitions, and maintaining training device configurations commensurate with current/fielded EW aircraft systems.

6.3.1.2. Develop, coordinate and review ground and airborne EW training programs ICW AMC/A3D as determined at RTRB.

6.3.1.3. Ensure EW training requirements are incorporated in course syllabi and AFI 10/11-2MDS Vol 1-series publications.

6.3.1.4. Ensure part-task trainers, aircrew training devices, and threat simulators (as available) are integrated into a cohesive EW training system. Ensure requirements for new simulators and other training devices include EW equipment.

6.3.2. AMC/A3V - Standardization and Evaluation. AMC/A3V has overall responsibility to ensure standardization of EW system employment installed on MAF aircraft. As the MAF focal point for standardization, AMC/A3V will develop and maintain standardized checklists and technical order guidance for use of EW equipment. This includes systems already fielded, systems being modified, and systems under development.

6.3.3. AMC/A4M – Maintenance. Provides command oversight for the sustainment of installed and modified EW equipment on MAF aircraft. As the MAF focal point for sustainment, AMC/A4 will:

6.3.3.1. Serve as OPR for Operational Flight Program (OFP) EW/DS software updates and will ensure they are fielded. IAW AFI 10-703, under certain circumstances, AMC/A3D may also field OFP updates via the PW process. AMC/A4 works closely with Core Automated Maintenance System (CAMS) and the aircraft/system program offices for updates to installed MAF EW systems.

6.3.3.2. Ensure MDF loading/installs are tracked through the G0-81 system and implemented as a one-time inspection (OTI).

6.3.3.3. Ensure all MAF maintenance units maintain Information Assurance (IA) rights needed to download, transfer, and install classified MDF software (i.e., SIPRNET Write Waiver Process) as required IAW AFI 10-703.

6.3.3.4. Manage expendable allocations for AMC and AMC-gained units to sustain MAF combat operations. Provide a continuing maintenance capability to support unit allocation of expendables to include deployed and bare base operations, and work closely with AMC/A3D to provide accurate forecast of operational munitions/expendables for MAF/MAF-provided aircraft.

6.3.4. AMC/A5Q - Requirements. Acquires new EW equipment and systems for MAF aircraft. As the MAF focal point for acquisition, AMC/A5Q will:

6.3.4.1. Plan, program, and coordinate the introduction of EW equipment into the MAF inventory.

6.3.4.2. Document EW system deficiencies and take corrective actions. Develop, evaluate, and monitor Initial Capabilities Documents (ICDs), Capability Development Documents (CDDs) for AMC EW systems, support equipment, and EW simulation/training equipment.

6.3.4.3. Perform duties related to the acquisition, resourcing, and requirements definition pertaining to EW systems for all MAF aircraft.

6.3.5. AMC OL-A – MAF Aircraft Reprogramming Center. This organization is the EW reprogramming center (RC) for the KC-46 Tactical Situational Awareness System (TSAS), and the ALR-69A and other unique MAF EW systems. They provide technical/engineering assessments as requested by AMC/A3D and overall software management of the ALR-69A and the KC-46 Radio Frequency Self Defense System (RFSDS)/TSAS. They develop, integrate and field MDFs for these systems IAW AFI 10-703. Additionally, they provide reprogramming support during SERENE BYTE exercises and PW operations. AMC OL-A will:

6.3.5.1. Advise AMC/A3/10 if DS software certification meets operational requirements.

6.3.5.2. Assist in the assessment or investigation of hostile fire incidents where EW systems are involved as needed.

6.3.5.3. Produce and maintain a system handbook for the KC-46 EW systems and the ALR-69A. Handbooks will identify and explain installed system software (i.e., OFP, MDF, TSAS, etc.) at the user/operator level.

6.3.5.4. Provide a budget estimate to HQ AMC annually (or as required by AMC) for travel funding and other Operations and Maintenance (O&M) costs.

6.3.5.5. Host PACER WARE/SERENE BYTE (PW/SB). OL-A will host MAF software on the AF Bulletin Board and maintain current MAF/MAF-gained unit addresses for the dissemination of PW and SB information. Include AMC/A3/10, AMC/A4 and applicable subordinate units as addressees on all PW/SB threat impact messages, new data messages, and other messages affecting EW systems.

6.3.5.6. Host meetings at the beginning of the development cycle of any new MDF to ensure the RC clearly understands AMC priorities for EWIR. This includes setting the agenda and assembling the appropriate technical expertise. The Command EWO will ensure attendance of operational SMEs necessary to establish MAJCOM MDF mission priorities.

6.3.5.7. Support AMC/TE for EW testing through development and installation of test-specific OFP/MDF as required.

6.3.6. AFSOC 492 SOW/Det 1 is the EW reprogramming center for the legacy EW systems installed on MAF aircraft, not including the KC-46 or ALR-69A systems. Through an AMC/AFSOC Command to Command Agreement, Det 1 will provide technical/engineering

assessments as requested by AMC/A3D. They provide overall management of reprogramming responsibilities on behalf of AMC/A3/10 to support the installed EW systems (i.e., ALR-69, ALR-56M, ALE-47, AAR-54, AAR-44, AAR-47, AAQ-24, etc.) IAW AFI 10-703. Additionally, they provide reprogramming support to the MAF's EW mission capable units during SERENE BYTE exercises and PW operations. As the MAF focal point for EW systems, Det 1 will:

6.3.6.1. Contact and advise AMC/A3D on DS software certification's ability to meet operational requirements.

6.3.6.2. Assist in the assessment or investigation of hostile fire incidents where MAF EW systems are involved as needed.

6.3.6.3. Produce and maintain EW system handbooks for AMC DS equipment currently possessed, with exception to KC-46 TSAS. Handbooks produced for AFSOC on identical systems are suitable for AMC units. Handbooks will identify and explain installed system software (i.e., OFP, MDF, etc.) at the user/operator level.

6.3.6.4. Provide a budget estimate to HQ AMC annually (or as required by AMC) for travel funding and other O&M costs.

6.3.6.5. Hosts PACER WARE/SERENE BYTE (PW/SB). Det 1 will host MAF software on the AF Bulletin Board and maintain current MAF/MAF-gained unit addresses for the dissemination of PW and SB information. Include AMC/A3/10, AMC/A4 and applicable subordinate units as addressees on all PW/SB threat impact messages, new data messages, and other messages affecting the EW systems.

6.3.6.6. Support AMC/TE for EW testing through development and installation of testing-specific OFP/MDF as required.

6.4. AATTC. AATTC is the MAF EW, DS, and TDL training center. This organization's role is to train MAF personnel in all matters pertaining to EW systems, present and future, and to advise AMC/A3D on training deficiencies and solutions.

6.4.1. AATTC will maintain EW and data link SMEs. Personnel assigned to EW and data link training duties must be a CATS-MECOC graduate (**T-2**). They must possess a thorough understanding of EW systems' theory of operation. AATTC will develop an initial training and continuing education curriculum for their EW SMEs.

6.4.2. AATTC SMEs provide long-term continuity and operational experience. Close association with industry and other development, educational, and test agencies allows them to maintain the most current and crew-relevant EW training. This capability is a force enabler/multiplier for EW employment, and can provide critical operational input for EW and tactics development.

6.4.3. AATTC SMEs are a valuable resource and will support a variety MAF EW meetings as necessary and when asked by the Command EWO. These meetings may include the MAF EW Conference, EW and DS IPTs, infrared (IR) and radar frequency (RF) meetings. Additionally, AATTC SMEs will support AFTTP 3-1 and 3-3 rewrite meetings, tactics conferences and other meetings focused on EW tactics and training as appropriate.

6.4.4. AATTC provides operator and intelligence training. AATTC courses should include: International Mobility Intelligence Course (IMIC), ATAC, Mobility Commanders Tactics

Course (MCTC), MDMC, and CCAF accredited courses Advanced Air Mobility Intelligence Course (AAMIC) and CATS-MECOC. Course descriptions are as follows:

6.4.4.1. IMIC is based on the success of AAMIC, but with our Allied Air Force's intelligence experts in mind. Students are given advanced analytical, systems, and threat academics and are trained by AATTC staff in intelligence support to air mobility operations in a multi-national exercise.

6.4.4.2. ATAC provides mobility tactics instruction to include graduate level academics, introduction to mission planning cell and flying training. Flying training shall include defensive maneuvering, close air support integration, low level awareness training, dissimilar air combat training, intelligence integration, and contested navigation sorties (to include airdrop and airland) IAW latest AFTTPs. It is considered a "train the trainer" for integrated mission sortie (MB52Y) requirements and prepares individuals to plan and execute MB52Y currencies. It is also highly encouraged for exposure to tactical employment prior to attending MAF weapons instructor courses.

6.4.4.3. MCTC is a two day course designed to instruct selected current/future squadron, group, wing commanders and intelligence unit commanders in AMC's current contingency employment planning policies. It provides advanced training in MAF DS, Tactician Development, Countertactics Fundamentals, Intel's role in supporting Mobility Operations, and exposure to other key resources available to squadron and group commanders.

6.4.4.4. MDMC is a three-day course to train Wing or Squadron-level TLDMs. Topics covered include waveforms, line-of-sight systems, beyond-line-of-sight systems, gateways, Mil-STD messages, Information Exchange Requirements, OPTASKLINK, Joint Interface Control Cells and Officers, COMSEC procurement and handling, mission planning, unit training, employment, spectrum deconfliction and coordination, base station setup, system troubleshooting and maintenance coordination. AATTC will develop MDMC syllabus ICW NGB, AFRC, and HQ AMC/A3D.

6.4.4.5. AAMIC develops the skills necessary to support integrated mobility operations and employment. AAMIC students build and develop experience by combining analysis and tactics during mission planning. This is accomplished through an advanced curriculum of tactical level intelligence application. Students will be challenged by advanced lessons on: CIN, OB analysis using NRT ISR tools, leveraging GIISR Enterprise to influence mission planning, briefing, debriefing, reporting and integrated deployment operations in a degraded environment. Students will also exercise these advanced skill sets in a forward deployed environment. Senior Intelligence Officers should view AAMIC as a force development opportunity promoting mission readiness and advanced intelligence techniques in a challenging environment. This course satisfies MAF intelligence Mission Qualification Training requirements. ICW the AATTC ATAC, Intelligence personnel will brief, mission plan, fly and debrief aircrew, which offers a unique opportunity to be part of a mission from its inception to its completion. The course is designed for Regular Air Force, ARC, and civilian personnel with a PAFSC of 1NX, 14N, or 0132. AAMIC is officially prescribed by the appropriate 14-series publication.

6.4.4.6. CATS-MECOC is AMC's two-week intermediate level combat employment and DS course, designed to develop MAF tacticians with the qualifications to act as unit-level

Chief of Tactics and fulfill the duties of the ECO. The course provides students the tools necessary to ensure the effective employment of mobility aircraft through integration in joint operations, as well as survival in electronic warfare environments. Graduates will understand the optimal employment tactics necessary to achieve mission accomplishment, and possess the knowledge to lead deployed mission planning cells and home station tactics offices. AATTC develops employment training for installed MAF EW equipment and is responsible to ensure the CATS-MECOC courseware is accurate and up to date. AATTC will develop the CATS-MECOC syllabus ICW HQ AMC/A3D and meet annually with HQ AMC/A3D to review and discuss current and future syllabus requirements.

6.4.5. Future EW/DS courses. With the advent of advanced situation awareness capability in the MAF, AATTC will work with AMC to develop courseware appropriate to this emerging capability.

6.4.6. AATTC will advise AMC/A3T, through AMC/A3D, on adequacy and provide recommendations for contractor-developed initial training for MAF-installed EW and data link systems.

6.4.7. AATTC SMEs will support MAF EW testing as requested by AMC/A3D.

6.4.8. AATTC will recommend EW employment tactics and techniques to maximize capabilities and mitigate limitations of EW systems to AMC/A3D. Provide EW SMEs for the tactics development process providing TIPs and test requests for EW systems. As required, AATTC SMEs will assist A3D in developing Concepts of Employment for installed or emerging EW systems, in-flight guides (IFGs), and mobility standard configuration loads (MSCLs) and provides AOR reach back/mission report review.

6.5. MDF Development Process. EW equipment is designed to operate under various conditions, missions and different threat environments. The MDF is software developed by the lead command to tailor the operation of the EW equipment to the specific mission set, threat environment, and tactics for its employment to meet the aircraft's operational need. AMC follows a precise method to develop MDFs for RF, IR and SA systems. AMC/A3D, AMC OL-A and AFSOC 492 SOW/Det 1 share the responsibility to develop and field MAF MDF software.

6.5.1. AMC/A3D has overall lead for identifying MDF requirements based on mission need and operational priorities. AMC/A3D Command EWO will ensure coordination with other HQ AMC Directorates to establish and provide the priorities to the Reprogramming Centers. HQ ANG/AFRC will advise, as needed.

6.5.2. The RCs, AFSOC 492 SOW/Det 1 or AMC OL-A, will execute tasking IAW AFI 10-703 to include emergency and urgent reprogramming actions. MDF development will take priority over other taskings at the RCs.

6.5.3. Users may submit suggested changes to fielded MDFs directly to the Command EWO in HQ AMC/A3DT. The Command EWO will evaluate the MDF changes and determine the disposition of the change request.

6.6. Electronic Combat Officer (ECO). Units who operate MAF EW equipment will appoint a highly qualified person as the unit ECO (**T-2**). The ECO acts as the unit's focal point for EWIR procedures IAW AFI 10-703. The ECO will develop and implement local procedures for alerting appropriate personnel of reprogramming changes and for coordinating and implementing those

changes IAW AFI 10-703 (T-2). The ECO must be a graduate of CATS-MECOC or weapons school and will be assigned to the unit tactics shop (T-2). The following provides a general overview of what is expected from an ECO. The ECO will set up an EWIR action team consisting of operations, maintenance, intelligence, command post and communications personnel (T-2). This action team will assemble as necessary to:

6.6.1. Develop plans and instructions to implement reprogramming tasks. Recommend the ECO assign an alternate EW POC as necessary to assure continuity of operation through deployments, vacation, etc. Develop procedures for receiving, sending and distributing reprogramming messages both at home station and deployed locations.

6.6.2. Ensure access to the appropriate RC's Bulletin Board System on SIPR.

6.6.3. Establish a PW functional account (classified and unclassified, as required) for the unit. Ensure messages can be delivered to the ECO or designated POC at any time to deal with urgent or emergency reprogramming actions. Provide required EWIR reports and messages to higher headquarters and subordinate organizations.

6.6.4. It is critical to keep ECO contact info up to date to ensure notifications of PW message releases. Units will submit a semiannual personnel MFR signed by the OG/CC or representative to HQ AMC/A3DT via upload to the unclassified HQ AMC/A3DT SharePoint (T-2). This SharePoint is located at: <https://eim2.amc.af.mil/org/A3D/>.

6.6.5. Immediately report any errors in reprogramming procedures to the Command EWO and RC representatives.

6.6.6. Identify desired changes affecting MAF EW systems to the Command EWO at any time in order to ensure maximum support to the aircrews; there is no need to wait for formal meetings to bring forth EW change requests.

6.6.7. Maintain a current listing of operational and training software for each of the unit's EW systems, and maintain a list of EW software configuration for each assigned tail.

6.6.8. Ensure aircrews are informed on current EW equipment capabilities by using all available sources, including test plans, test results, PW messages, system handbooks or EC mission guides, AFTTP 3-1, etc.

6.6.9. Oversee the Wing/Group EW program under the direction of the Chief of Tactics and develop a continuity book to allow seamless assumption of duties.

6.6.10. Be the subject matter expert for all assigned EW equipment. The ECO will advise the unit training office on needed training and may assist in the development of local courseware (T-2).

6.6.10.1. Ensure Standardization and Evaluation personnel are sufficiently knowledgeable to adequately cover assigned EW systems during mission evaluations/checkrides (T-2).

6.6.10.2. Maintain a reference library of applicable manuals, regulations, tests, EWIR message traffic and IG reports and provides periodic listings of available reference documents to unit members, instructors, and maintenance personnel.

6.6.10.3. Conduct periodic meetings to coordinate EW efforts of Wing/Group/Squadron ECOs, maintenance, and intelligence personnel.

6.6.10.4. Ensure unit EMI incidents are investigated and reported. Accomplish reports IAW AFI 17-221. Coordinate with the installation spectrum manager as necessary.

6.6.11. The ECO and unit maintenance personnel will establish local procedures to track, maintain, and properly store AAQ-24 software IAW standard classification procedures (T-2). User Data Module (UDM) cards are classified SECRET. If reprogramming is required, UDMs must be made available to the maintenance organization to comply with TCTO and PW programming actions IAW AFI 21-101 (T-2).

6.6.11.1. Three PCMIA cards are typically supplied with each aircraft: a classified UDM card, an unclassified MUDM card; and an unclassified Aircraft Characterization Module (ACM) card. If an aircraft is transferred to another unit/base, it is the responsibility of the unit Tactics program to ensure the classified UDM card is also transferred.

6.6.11.2. If replacement PCMIA cards (e.g., UDM cards) are needed, units must coordinate with maintenance to order through supply channels (T-2). Once received, the tactics element must request Maintenance to accomplish the classified reprogramming to load the classified UDM software.

6.7. Unit Command Post (applies only to units that employ MAF EW systems). Ensure proper notification of unit personnel of PW messages IAW unit policy and checklists. As a minimum the command post will notify the wing ECO and the Maintenance Operations Center of all received PW messages (T-2). The command post will also notify the Operations Group Commander for URGENT and EMERGENCY PW messages (T-2).

Chapter 7

DEPLOYED WEAPONS AND TACTICS FLIGHT

7.1. General. This chapter addresses the organization and deployment of a Weapons and Tactics program. Weapons and Tactics programs must be prepared to operate autonomously in classified and unclassified Contested, Degraded, and Operationally limited environments (CDO).

7.2. Responsibilities. Deployed Weapons and Tactics programs will (T-3):

7.2.1. Break out SPINS, Air Tasking Order (ATO), and Airspace Control Order (ACO), build CMFs, conduct mission briefings, and provide threat and tactics analysis ICW intelligence personnel. NOTE: The AMC digital tactics binder (DTB) website consolidates MAF tactics resources and should be referenced when building CMFs at: <https://intelshare.intelink.sgov.gov/sites/amca3dtb/>.

7.2.2. Administer the EW Program IAW AFI 10-703 and AFI 10-706.

7.2.3. Coordinate MILDEC, OPLANs, Current Operations, and Intelligence offices IAW applicable AFIs.

7.3. Deployment. Weapons and Tactics programs will deploy with the equipment and manning to conduct 24-hour operations (T-3). UTC XMCA6 applies to the AFJAI element. Weapons Officers deploying under UTC XMCT3 should aid mission planners and the command staff as required. Unit Commanders and the Wing/Group Weapons and Tactics Flight will ensure at least one tactics officer deploys with the unit when initially setting up a Wing Operations or Stage Operations at a deployed location during contingency or wartime operations (T-3). Deploying tacticians will be familiar with the ATO/ACO/SPINS process, understand brevity words and terminology, and have the skills necessary to operate in a communication and threat intensive environment (T-3).

7.4. Equipment. LOGFOR identifies equipment necessary to operate a deployed weapons and tactics program.

7.4.1. Units assigned XMCA6 and/or XMCT4 will maintain associated equipment in a deployment-ready status (T-3).

7.4.2. Squadron Weapons and Tactics programs will have a “Get-Out-Of-Town” kit and checklist prioritizing essential personnel and equipment to accomplish the immediate mission (T-3). The equipment should supplement the follow-on tactics UTCs. Squadron Weapons and Tactics programs will ensure a hard copy of all applicable computer and printer software is included in the “Get-Out-Of-Town” kit and checklist to ensure system interoperability once deployed (T-3).

7.4.3. The status of this equipment and personnel will be briefed during unit TRBs (T-3).

7.5. Manning. Deployed Weapons and Tactics programs should consist of a Chief of Weapons and Tactics, a minimum of two additional officers, and at least one NCO. The enlisted tactician should be AFJAI qualified for applicable units. The Chief will be a WO. If not a WO, then must be at least certified by CATS-MECOC (T-3).

7.6. Facilities. Commanders will ensure deployed Weapons and Tactics programs are physically co-located (same or adjoining office area) with unit Intelligence in a secure environment/facility to the maximum extent possible (**T-3**).

7.7. Products. Deployed Weapons and Tactics programs will maintain updated ROEs and build CMFs for aircrew (**T-3**). CMFs should include, as applicable, copies of the SPINS, airfield information, imagery, charts, DD Form 1801s, Giant Reports, slot times, cargo load plans, computer flight plans, and any MDS-specific required forms. Refer to AFTTP 3-3.MDS for a more thorough CMF content listing. The deployed Weapons and Tactics program may include other information deemed important for the aircrew not specified in the AFTTP 3-1/3-3.MDS.

7.8. Internal/External Relationships. Internally, the Weapons and Tactics program will work closely with the deployed intelligence personnel to provide an accurate threat analysis, and will help brief the aircrew on applicable tactics (**T-3**). Externally, the deployed Weapons and Tactics program will inform the appropriate command element (normally the Air Mobility Division [AMD] Weapons and Tactics within the AOC) of mission details and provide threat environment updates via situation reports (SITREPs) (**T-2**). Deployed Weapons and Tactics programs will work through the command structure established by the Commander, Air Force Forces (COMAFFOR) (**T-2**).

7.9. Employment Considerations.

7.9.1. Weapons and Tactics officers will focus their attention on ACO/ATO/SPINS issues, Giant Reports, Notices to Airman (NOTAMs), etc., for aircrews flying missions into the AOR from the Combat Entry Point to the Combat Exit Point (**T-3**). The stage management function should focus mission planning efforts prior to the Combat Entry Point and after the Combat Exit Point. If stage operations are being conducted within an AOR managed by an AOC, it is essential that mission information provided to staged aircrews matches that developed in the AOR.

7.9.2. Commanders, DOs and the deployed Weapons and Tactics program will establish close contact with the AOC and/or joint air component Command and Control (C2) planning and execution element for Change of Operational Control (CHOP'd) assets (**T-3**). Weapons and Tactics programs, ICW Stage Managers and mission planners, should provide the following information in support of both stage operations and CHOP'd assets:

7.9.2.1. Extract ATO information for all aircrews flying into the AOR.

7.9.2.2. Provide ACO, Airspace Control Measures (ACM), and the Airspace Control Plan (ACP).

7.9.2.3. Provide applicable SPINS. Extract relevant data for aircrews. Crews operating within the AOR should be tested on relevant portions of the SPINS.

7.9.2.4. Provide flight plans, charts, NOTAMs, and weather data. Weapons and Tactics programs will work ICW Stage Managers to ensure these duties are evenly distributed.

7.9.2.5. Provide applicable airfield information for departure, arrival, and most likely divert and emergency airfields.

7.9.2.6. Include, at a minimum, runway imagery or airfield diagrams, runway information, terrain, bullseye information, Threat Matrix information, Giant Reports, Landing Zone (LZ) surveys, avoid areas, no-fly areas, and AMC Raven Airfield Reports if available.

Deployed Weapons and Tactics programs should review and brief any pertinent airfield/airspace information to aircrews.

7.9.2.7. Provide communication cards with expected frequencies, brevity words, code words, C2 and en route reporting procedures and frequencies, and Contingency Response Element (CRE)/Contingency Response Group (CRG) frequencies.

7.9.2.8. Provide slot times and cargo load plans (if applicable, verify this information was provided by the stage manager).

7.9.2.9. Determine and obtain all air, ground, sea, space and cyber threats relevant to the mission from all attainable sources and assist Intelligence in ensuring all aircrew members receive threat briefs and updates. Operations will determine the appropriate TTPs to mitigate threats and minimize risk to mission, assets and personnel. This information should not only include primary and divert airfields and air refueling tracks, but also high threat areas where aircrews may be required to flyover.

7.9.2.10. Provide arriving aircrews information from the stage manager regarding crew transportation, billeting, weapons issue and storage, storage and control of classified materials, alerting procedures, flight planning, load plans, Aircrew Flight Equipment, flight meals, and weather.

7.9.2.11. Inform aircrews of proper waiver authority for their mission. Consult AFTRANS SPINS, Theater-specific SPINS, and CFACC Director of Mobility Forces (DIRMOBFOR) Contingency Waiver Letter, if applicable, for additional guidance.

7.9.2.12. Maintain a Lessons Learned Read File concerning ground, en route, communication and airfield operations/procedures as well as AOR threat systems and employment. This should be kept readily available for all Weapons and Tactics personnel, Intelligence personnel, and aircrew members.

7.9.2.13. Provide Air-to-Air Refueling (AAR) check-in/check-out procedures, AAR airspace dimensions, bullseye location and retrograde procedures. Appropriate C2 AAR and High Value Airborne Assets (HVAA) threat warning call signs and frequencies. Provide kill box reference sheet with high terrain annotated in each kill box.

Chapter 8

TACTICIAN DEVELOPMENT

8.1. General. This chapter will address the training opportunities and career progression as a MAF tactician. This chapter also addresses the number of classes that MAF EW and Tactics center at AATTC will offer per year. Squadron, Group and Wing manning requirements should not outweigh future professional developments of USAFWS and CATS-MECOC graduates.

8.2. Basic (General Tactics Officer/Tactics NCO).

8.2.1. FTU Graduate, assigned as Squadron Weapons and Tactics Level or Tactics Liaison Officer

8.2.1.1. Complete BATS, via standalone classes with a CATS-MECOC certified tactician or via the Mobility Pilot Development (MPD) Phase I & II workbooks.

8.2.1.2. Should serve as a mission planner for:

8.2.1.2.1. Unit-level Current Operations

8.2.1.2.2. Exercise Deployments

8.2.1.2.3. Contingency Deployments

8.2.1.3. Staff within a Tanker Task Force (TTF) or deployed Tanker Detachment

8.2.2. Attend System Support Representative (SSR)-provided PFPS, JMPS, and/or current Mission Planning Environment training.

8.3. Intermediate (Chief of Squadron Weapons and Tactics/Tactics NCOIC).

8.3.1. Graduate USAFWS or CATS-MECOC

8.3.2. Possess TS/SCI clearance

8.3.3. Serve as Lead Planner of a Mission Planning Cell (MPC) for:

8.3.3.1. USAFWS Mission Employment Aircrew Guest Help (Tanker Only)

8.3.3.2. Multilateral Training Exercises

8.3.3.3. Exercise Deployments

8.3.3.3.1. Green Flag/Red Flag/Virtual Flag

8.3.3.3.2. JFE

8.3.3.3.3. TTF/Deployed Tanker Detachment

8.3.3.3.4. JOAX

8.3.3.3.5. JA/ATT

8.3.3.4. Contingency Deployments

8.3.4. Should attend AATTC ATAC (if available)

8.3.5. Should attend Mobility Data Link Manager Course (if applicable)

8.3.6. Should attend Joint Airdrop Inspection Course (Loadmaster Tactics NCOs)

8.4. Advanced (Group Weapons and Tactics Flight Commander).

8.4.1. Graduate USAFWS (MDS without weapons schools will attend CATS-MECOC)

8.4.2. Serve as a deployed operations commander (Detachment/CC or MPC Chief)

8.4.2.1. Multilateral Training Exercises

8.4.2.2. Exercise Deployments

8.4.2.2.1. Green Flag/Red Flag/Virtual Flag

8.4.2.2.2. JFE

8.4.2.2.3. TTF/Deployed Tanker Detachment

8.4.2.2.4. JOAX

8.4.2.2.5. JA/ATT

8.4.2.3. Contingency Deployments

8.4.2.4. AMD, AOC

8.4.2.5. Exercise Deployments

8.4.3. Should attend Air University Intermediate Courses (course information available at: <https://www.airuniversity.af.edu/LeMay/Display/Article/1099686/intermediate-courses/>)

8.4.3.1. Joint Air Operations Planning (JAOP) Course

8.4.3.2. Contingency Wartime Planning Course (CWPC)

8.5. Support Roles and Staffing Responsibilities.

8.5.1. Commanders at all levels (Wing, OG, and Squadron) will (**T-2**):

8.5.1.1. Attend (Mobility Commanders Tactics Course) MCTC, unless a graduate of the USAFWS, CATS, or MECOC.

8.5.1.2. Ensure Weapons and Tactics personnel attend training appropriate for their position.

8.5.1.3. Ensure maximum participation by unit personnel during monthly combat employment discussion topic meetings.

8.5.2. AATTC, HQ AMC/A3D, and 561 WPS should meet annually to review and discuss current and future syllabi requirements, course attendance and quotas.

8.5.3. In addition to the responsibilities listed in **Chapter 1**, HQ AMC/A3D will:

8.5.3.1. Manage USAFWS class attendance, quotas, and graduate issues for weapons officers IAW AFMAN 11-415. HQ AMC/A3D will be the AMC Weapons and Tactics Program and USAFWS Graduate Management Program OPR.

8.5.3.2. Review USAFWS WIC, AATTC syllabi every two years or earlier, and should attend Instructional Systems Development (ISD) conferences.

8.5.3.3. Ensure 34 CTS provides realistic tactical level, joint combat employment training for low and medium intensity conflicts through the Joint Readiness Training Center (JRTC) and is tailored to meet MAF needs. Provide oversight for Green Flag/Little Rock Training.

8.5.4. In addition to the responsibilities listed in **Chapter 6**, AATTC will (T-3):

8.5.4.1. Update, execute, and maintain a database of attendees for CATS-MECOC and MCTC.

8.5.4.2. Develop and review CATS-MECOC and MCTC syllabi based on a two-year cycle.

8.5.4.3. Direct its registrar to solicit quotas for MAF Tactics and EW Training Center and AATTC training courses, as applicable. Distribute schedule and course allocations. Class scheduling consists of:

8.5.4.3.1. Six CATS-MECOC classes per year with a maximum class size of approximately 40 students.

8.5.4.3.2. At least four MCTC classes per year with a class size of approximately 10 students.

8.5.4.3.3. AATTC ATAC, as needed.

COREY J. MARTIN, Major General, USAF
Director of Operations
Headquarters Air Mobility Command

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

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Prescribed Forms

No Forms Prescribed

Adopted Forms

AF Form 847, *Recommendation for Change of Publication*

Abbreviations and Acronyms

AAMIC—Advanced Air Mobility Intelligence Course

AAR—Air-to-Air Refueling

AATC—ANG AFRC Command Test Center

AATTC—Advanced Airlift Tactics Training Center

ACO—Airspace Control Order

ACM—Aircraft Characterization Module

ADRP—Aerial Delivery Review Panel

AFI—Air Force Instruction

AFMAN—Air Force Manual

AFJAI—Air Force Joint Airdrop Inspector

AFRC—Air Force Reserve Command

AI—Action Item

AMC—Air Mobility Command

AMCI—Air Mobility Command Instruction

AMCTES—Air Mobility Command Test and Evaluation Squadron

AMTAT—Air Mobility Tactics Analysis Team

AMTASE—Air Mobility Tactics and Adversary Studies Element

ANG—Air National Guard

AMD—Air Mobility Division

AOC—Air Operations Center

AOR—Area of Responsibility
ATAC—Advanced Tactics Aircrew Course
ATO—Air Tasking Order
AUPM—Aviation Unit Preparation Message
BATS—Basic Aircrew Tactics Studies
BMC—Basic Mission Capable
C2—Command and Control
CAMS—Core Automated Maintenance System
CATS—Combat Aircrew Tactics Studies
CC—Commander
CDD—Capability Development Document
CHOP—Change of Operational Control
CMF—Combat Mission Folder
COMAFFOR—Commander, Air Force Forces
CONPLAN—Contingency Plan
CRE—Contingency Response Element
CRG—Contingency Response Group
CTII—Combat Track II
DIRMOBFOR—Director of Mobility Forces
DOC—Designated Operational Capability
DS—Defensive Systems
EA—Executive Airlift
ECO—Electronic Combat Officer
EW—Electronic Warfare
EWIR—Electronic Warfare Integrated Reprogramming
EWO—Electronic Warfare Officer
FCIF—Flight Crew Information File
FPC—Final Planning Conference
FTU—Formal Training Unit
HVAA—High Value Airborne Asset
IAW—In Accordance With
ICD—Initial Capabilities Document

ICW—In Coordination With
IFG—In-flight Guide
IG—Inspector General
IPC—Initial Planning Conference
IPT—Integrated Product Team
IR—Infrared
ISD—Instructional Systems Development
ITT—Integrated Test Team
JA/ATT—Joint Airborne/Air Transportability Training
JAI—Joint Airdrop Inspection
JFE—Joint Forcible Entry
JOAX—Joint Operational Access Exercise
JPADS—Joint Precision Airdrop System
JRTC—Joint Readiness Training Center
LOGFOR—Logistics Force Packaging System
MAF—Mobility Air Forces
MAJCOM—Major Command
MAWG—Mission Area Working Group
MCTC—Mobility Commanders Tactics Course
MDF—Mission Data File
MDMC—Mobility Datalink Managers Course
MDS—Mission Design Series
MECOC—Mobility Electronic Combat Officer Course
METL—Mission Essential Task List
MFR—Memorandum for Record
MISCAPS—Mission Capability Statements
MPC—Mission Planning Cell
MSCL—Mobility Standard Configuration Load
NCO—Non-Commissioned Officer
NGB—National Guard Bureau
NOTAM—Notice to Airmen
OCR—Office of Coordinating Responsibility

OFP—Operational Flight Program
OG—Operations Group
OPLAN—Operation Plan
OPORD—Operations Order
OPR—Office of Primary Responsibility
OSA—Operational Support Airlift
OSS—Operations Support Squadron
PFPS—Portable Flight Planning System
PR—Personnel Recovery
PW—PACER WARE
RF—Radar Frequency
ROE—Rules of Engagement
RTRB—Realistic Training Review Board
SAV—Staff Assistance Visit
SB—SERENE BYTE
SCI—Sensitive Compartmented Information
SERE—Survival, Evasion, Resistance, and Escape
SIPRNET—SECRET Internet Protocol Router Network
SITREP—Situation Report
SME—Subject Matter Expert
SPINS—Special Instructions
TAAR—Tactics After Action Report
TD—Tactics Development
TDIP—Tactics Development and Improvement Program
TD&E—Tactics Development and Evaluation
TDL—Tactical Data Link
TDLM—Tactical Data Link Manager
TIP—Tactic Improvement Proposal
TPL—Test Priority List
TRB—Tactics Review Board
TRP—Training Review Panel
TS—Top Secret

TSAS—Tactical Situational Awareness System
TTF—Tanker Task Force
TTP—Tactics, Techniques and Procedures
USAF—United States Air Force
USAFWC—USAF Weapons Center
USAFWS—USAF Weapons School
UTC—Unit Type Code
VIPSAM—Very Important Person Special Air Mission
WEPTAC—Weapons and Tactics Conference
WIC—Weapons Instructor Course
WO—Weapons Officer

Attachment 2

TACTICIAN DEVELOPMENT CURRICULUM

Table A2.1. Tactician Development Curriculum

BATS (Basic Aircrew Tactics Studies)
Introductory combat employment course to develop a MDS unit-level tactician (In Unit).
<i>N/A if incorporated in MDS-specific Mobility Pilot Development (MPD) Phase 2 Workbook</i>
Prerequisites
None
Management
Training Folder (If completed outside of MPD upgrade)
AF Form 1522 completed by a unit Weapons Officer. If none assigned, then by Instructor
Letter of Xs/Certification
Priority
Assigned to unit Tactics Flight
Course Completion
AD – 90 (ANG/AFRC – 120) days from entry into program (self-paced)
Waiver Authority
Sq/CC (AD/AFRC/ANG) may extend listed training times up to 30 days provided appropriate documentation is included in the training folder. In such cases, notification to MAJCOM/A3T is not required.

Table A2.2. Combat Aircrew Tactics Studies – Mobility Electronic Combat Officer Course (CATS-MECOC)

Intermediate combat employment and defensive system course to develop MAF unit-level Chief of Tactics and unit Electronic Combat Officers (ECO)
Prerequisites
Refer to: Education & Training Course Announcements site (ETCA) – ANG https://app10-eis.aetc.af.mil/etca/SitePages/Home.aspx
Management
AF Form 1522 completed by MAF Tactics & AATTC
Letter of Xs/Certification
Priority
Chief of Tactics
Aircrew Assigned to Tactics Flight
Instructors

Aircrew
Intel
ECM
Course Completion
2 weeks

Table A2.3. MCTC (Mobility Commander's Tactics Course)

Intermediate course to develop current and future squadron, group, and intelligence unit commanders in mobility's current contingency employment planning and operational issues (MAF Tactics & AATTC/HQ AMC/A3D)
Prerequisites
Refer to: Education & Training Course Announcements site (ETCA) – ANG https://app10-eis.aetc.af.mil/etca/SitePages/Home.aspx
Management
AF Form 1522 completed by MAF Tactics & AATTC or HQ AMC/A3D
Priority
Units with planned expeditionary tasking
Course Completion
1-2 days

Table A2.4. ATAC (Advanced Tactics Aircrew Course).

Intermediate ground and flying course to provide exposure to high altitude, desert, and mountainous environments, providing the most realistic combat training (MAF Tactics & AATTC)
Prerequisites
Refer to: Education & Training Course Announcements site (ETCA) – ANG https://app10-eis.aetc.af.mil/etca/SitePages/Home.aspx
Management
N/A
Priority
Instructors
Experienced Crew Members
Course Completion
12 days

Table A2.5. Mobility Data link Managers Course (MDMC).

Advanced-level management course designed to develop and prepare MAF tacticians with the qualifications to act as a wing-level manager of Tactical Data Link (TDL) systems.
Prerequisites
Refer to: Education & Training Course Announcements site (ETCA) – ANG https://app10-eis.aetc.af.mil/etca/SitePages/Home.aspx
Management
AF Form 1522 completed by MAF Tactics and EW Training Center & AATTC
Letter of Xs/Certification
Priority
Instructors
Experienced Crew Members
Course Completion
3 days

Attachment 3

MAF WEAPONS AND TACTICS CONFERENCE (WEPTAC) ORGANIZATION AND ROES

A3.1. General. The MAF WEPTAC is hosted annually by AMC/A3D and held at HQ AMC. WEPTAC is composed of two main elements: the Mission Area Working Groups (MAWGs) and the MAF TRB.

A3.1.1. MAWGs are tasked with developing recommendations and TIPs related to cross-domain integration and tactical problems identified by Combatant Commanders (CCDR), MAJCOM Commanders, and Component Numbered Air Forces (C-NAF). MAWG participation is by invitation only. Attendance is determined by each MDS and MAWG chairman and must be coordinated with AMC/A3D. Working groups should normally be no larger than 8 to 10 people. The MAWG representatives will also be members of their respective MDS working groups during the MAF TRB. These representatives should be able to address theater-specific employment issues, if applicable, for the MAF TRB forum. MAWGs involving cross-domain integration will include subject matter experts from applicable MDS or functional areas. MAWG results and TIPs are fed into the MAF TRB for final adjudication and validation from a larger audience of MAF tactical experts, and out briefed to MAF Senior Leaders at WEPTAC and leadership events such as PHOENIX RALLY.

A3.1.2. The MAF TRB is composed of a larger audience of MAF tactical experts. The MAF TRB will accomplish the following:

A3.1.2.1. Validate current TD&Es on the TPL.

A3.1.2.2. Adjudicate and validate proposed TIPs for TD&Es. Recommendations may be to delete, test, or forward to an OPR. The MAF TRB will funnel directly into the MAF WEPTAC.

A3.1.2.3. Prioritize TD&Es for new TPL.

A3.1.2.4. Determine way ahead for “non TIP” AIs.

A3.1.3. Working Group Chairs. AMC/A3DT and TD will conduct the annual MAF TRB and will assign MDS and/or MAWG chairs approximately 30 days prior to the TRB. The priority for chair selection is: MDS United States Air Force Weapons School (USAFWS), Tactics and AATTC/AMC/A3D, Wing and Operations Group Tacticians.

A3.1.4. MAF TRB Working Groups. MDS and MA working groups will consist of experts from different MAJCOMs in their respective MDS or MA. TD will provide working group chairs with all relevant TIP submissions, expectations, briefing templates, and any ROEs for the MAF TRB. This will allow chairs time to review each TIP and provide the best preparation prior to the MAF TRB. During the MAF TRB, the chairs and their working group members determine recommendations for TIP disposition; review existing TIPs and AIs; prioritize all TIPs, AIs, and tactics tests and write any test requests.

A3.1.5. TIP Disposition choices are: Concur, Concur w/Intent, Non-concur.

A3.1.5.1. Concur. A Concur disposition is affirmation that the TIP has identified a valid tactics deficiency and should be tested and/or developed. Working group will make a

recommendation to accept proposed solution as written or determine if further validation/testing is necessary. Concur solutions include: Send to Test, Develop/Validate TTPs, combine with another TIP, combine with existing TD&E, and Defer.

A3.1.5.1.1. Send to Test. Any TIP receiving a Send to Test recommendation will include a draft Test Request. Normally, the working group will draft the Test Request. The TIP will be closed once the test is complete and the new/improved tactic is incorporated into TTPs.

A3.1.5.1.2. Develop/Validate TTP. Valid TIPs that require any of the following: 1) Further development in order to be tested; 2) Validation by a small group tryout in lieu of a formal test; or consist of changing, deleting, or creating TTPs within AFTTP 3-1/3-3 that do not require testing will receive a Develop/Validate TTP disposition. These TIPs will include a draft AF Form 847, Tactics Form 1, or Tactics Bulletin for updates to AFTTP 3 series. Normally, the working group will draft the AF Form 847 or Tactics Bulletin. The TIP will be closed once the objectives have been met and incorporated into TTPs. If the TIP also requires a change to an AFI, then an AI will be opened and a second AF Form 847 will be drafted by the working group and submitted through the proper channels if approved.

A3.1.5.1.3. Combine with another TIP. The TIP has objectives that are similar to another TIP and by combining both a better solution is met. The TIP that is combined will be closed after validation by AMC/A3/10.

A3.1.5.1.4. Combine with existing TD&E. The TIP is found to amplify a current test request or test plan. TD will draft an amendment to the current test request and Air Mobility Command Test and Evaluation Squadron (AMCTES) will draft an amendment to the current test plan including the additional objectives required. The TIP that is combined will be closed after validation by AMC/A3/10 and when incorporated into the existing test request or test plan.

A3.1.5.1.5. Defer. The TIP is valid, however, is not able to be tested at this time due to limitations. Normally the working group will create a draft test request that will be shelved and maintained by TD until the limitations are no longer a factor, at which time the test request will be submitted. Deferred TIPs will continue to meet each successive MAF TRB until it is either submitted or deleted.

A3.1.5.2. Concur w/Intent. A Concur w/Intent disposition denotes a submission that does not fit TIP criteria, yet still requires action. Concur w/Intent solutions include: change to AFI or T.O., Aircraft Equipment/Software Modification Requests and Reassign to Another Organization. Both will be handled as MAF TRB AIs.

A3.1.5.2.1. Change to AFI or T.O. Not a TIP. The TIP submission does not meet the requirements for a TIP, but still has valid implications to the tactics community. Normally the working group will draft the required AF Form 847. The TIP will be reassigned as an AI after validation by AMC/A3/10. The AI will be tracked until the associated AF Form 847 is staffed to AMC/A3V, at which point it will be closed.

A3.1.5.2.2. Aircraft Equipment/Software Modification Requests. The TIP submission did not meet the requirements for a TIP and holds more merit for an aircraft equipment or software modification. Normally the working group will draft the required AF Form

1067. The TIP will be reassigned as an AI after validation by AMC/A3/10. The AI will be tracked until the associated AF Form 1067 is staffed to AMC/A5Q, at which point it will be closed.

A3.1.5.2.3. Reassign to Another Organization. The TIP submission did not meet the requirements for a TIP and holds more merit for another organization to work. The TIP will be closed and reassigned as an AI after validation by AMC/A3/10. The AI will be tracked until it is staffed to the correct organization for action, at which point it will be closed.

A3.1.5.3. Non-concur. A Non-concur disposition denotes a submission that will not have action taken upon it. Non-concur solution include: is deleted. Deleted TIPs include submissions redundant with previous TIPs, deemed unnecessary or invalid by the working group, or provide incomplete or invalid information. The TIP will be closed after validation by AMC/A3/10.

A3.1.6. After the working groups have decided on disposition, they will prioritize all new and existing TIPs and AIs. Each chair will assign an OPR and Office of Coordinating Responsibility (OCR) (as necessary). OPRs will manage the development of any documentation (test request, AF Form 847, etc.) for assigned TIP or AI. They will also act as a point of contact until the TIP is closed or reassigned to another OPR. OCRs are personnel or organizations that contribute to the TIP or AI through the TD cycle (i.e., AMC/A3V for an AF Form 847 associated with an AFI 11- 2-MDS Vol 3). As a minimum, TD will act as an OCR for TIP/AI management.

A3.1.7. Test Requests. Normally MDS and MA working groups will draft test requests. TD and/or an AMCTES representative will guide the working groups through the drafting process and provide guidance when required to complete a request.

A3.1.8. Immediate TIP Process. TIPs may be submitted at any time to Tactics Development. AMC/A3D or Commandant, MAF Tactics and EW Training Center, and AATTC will make final determination if a TIP requires immediate action. If that determination is made, the TIP will run through the Immediate TIP Process.

A3.1.8.1. TIP Working Group. Upon determination that a TIP requires immediate attention, TD will form a TIP working group and assign a working group chair. To expedite the process, working group members will normally consist of HQ AMC staff, selected MDS Weapons Officers (or tactics experts) and a representative from AMCTES OL-G. The working group may make recommendations via conference, video teleconference, teleconference, or electronic channels (i.e., email, electronic bulletin board, etc.). Recommendations for disposition remain the same as the MAF TRB Process (Concur, Concur w/Intent, Non-concur). Once recommendations are made, the working group will draft any required test request or documentation.

A3.1.8.2. TPL. Anytime the working group recommends testing for an immediate TIP, they will also reprioritize the TPL.

A3.1.8.3. TD will route the TIP disposition and TPL recommendation to AMC/A3/10 via AMC/A3D. If required, the working group chair (or designated representative) will brief AMC/A3/10 on the TIP disposition and TPL recommendation.

A3.1.9. TD&E Recommendations. TD will draft a message from AMC/A3D to AMC/TE that includes all new test requests and any changes to existing test requests. The message will be submitted when the TPL is validated by AMC/A3/10. This ensures that AMC/TE has the latest information and priorities from the MAF tactics community.

A3.1.10. Tasking and Planning. AMC/TE will assign a Test Director for all TD&Es. A Tactics SME will be assigned by the MAF Tactics and EW Training Center and AATTC for each TD&E. If no Tactics SME resides on staff at the MAF Tactics and EW Training Center and AATTC, then one will be assigned from either AMC/A3D or an outside organization. The Tactics SME will assist in developing the test plan. The SME and the Test Director will coordinate with other members of the ITT to ensure the TD&E objectives will be met

A3.1.11. AMC/A3T validates initial training plans/syllabi. If AMC/A3T requests evaluation of training syllabi as a test objective, then AMC/A3T will draft the initial training plan/syllabi ICW the Tactics SME.

A3.1.12. All test reports generated from TIPs will be sent to TD for initial evaluation. Upon receipt, TD will assign an OPR for the analysis process. If required, the OPR will create a reporting and dissemination working group.

A3.1.13. Reporting and Dissemination Working Group. The working group will normally consist of tactics representatives from MAJCOMs, USAF Warfare Center (USAFWC), and Wing/Operations Group (WG/OG) levels. The working group may conduct business via conference, teleconference, or electronically. The working group will analyze the test report and make recommendations. Recommendations include standard implementation, immediate implementation, invalid results and unsuitable results.

A3.1.13.1. Standard Implementation. Routine results will normally be disseminated via the standard implementation method. This includes submission to the 561 WPS through a tactics bulletin or through the next applicable AFTTP rewrite conference. The results are validated at USAFWC and AMC/A3/10 level via the normal tactics bulletin or AFTTP rewrite process. Once the tactics bulletin or AFTTP is released, the TIP will be closed.

A3.1.13.2. Immediate Implementation. Results that make an immediate impact to combat operations will be disseminated via the immediate implementation method. This includes submission to the 561 WPS through the flash bulletin or interim change procedures. Once posted on the 561 WPS website (<https://intelshare.intelink.gov/sites/561JTS>), HQ AMC/A3D will initiate a Flight Crew Information File (FCIF) with applicable instructions. Other methods of dissemination include via tactics conferences, tactics road shows, and special interest items (SIIs), TRFs, and tactics training (GD75Y). These methods of dissemination require HQ AMC/A3D validation. Once the results are implemented (FCIF, SII, etc.), the originating TIP will be closed.

A3.1.13.3. Invalid Results. Invalid results signify that the test report outcome does not answer some or all of the required tactical objectives or result in new questions requiring answers. Tactical objectives answered may still be disseminated via standard or immediate implementation methods; however, a new test request will be drafted for any objectives not answered using normal test request submission procedures. The originating TIP will not be closed until all tactical objectives are met or a new TIP is submitted in its place.

A3.1.13.4. Unsuitable Results. Unsuitable results denote that the test report outcome does not change existing or create new TTPs. Unsuitable results will be briefed (via conference, teleconference, or electronically) to AMC/A3/10. Once the results are briefed, the originating TIP will be closed.

A3.2. TIP Closeout Procedures.

A3.2.1. All approved TIPs will be considered open until all required action is complete. A TIP will be closed when the tactical objectives of the TIP have been answered and meet the above implementation criteria. TIPs resulting in actions items after AMC/A3/10 signature (Concur w/Intent) will be tracked until submitted/coordinated with the appropriate organization.

A3.2.2. Disposition Changes. TIPs that require a disposition change (deletion, combine with existing TIP or TD&E) require AMC/A3/10 approval for action and closure. TD will submit a new disposition recommendation and action via MAF TRB out-brief or E-SSS from AMC/A3D (coordination) to AMC/A3/10 for approval. Upon approval, the TIP will be closed once the required action has been completed.

A3.2.3. TIP Closeout Memo. TIP Closeout Memos will be created for all approved TIPs that have met closeout requirements or any TIP that has had a disposition change resulting in closure. TD or working group chair will prepare the closeout memo which will contain a brief summary of action taken to close the TIP. The closeout memo will be posted on the SharePoint Cop and notification of TIP closeout will also be sent to the unit that initiated the TIP. The TIP, closeout memo, and all related documentation will be filed and maintained for 10 years.

A3.3. Action Item (AI).

A3.3.1. Definition. An AI is a TIP submission that does not meet the TIP criteria, has an established process operated by another directorate, and has a potential impact on tactics effectiveness. Examples include: procurement of equipment/systems which will enhance situational awareness in the threat environment or proposed changes to an AFI or T.O. that could expand or limit tactical employment.

A3.3.2. There is no submission processes for AIs. They are the result of ideas submitted through the TIP process due to the tactics interest in the idea (i.e., TIP submissions designated as Concur with Intent / AI by AMC/A3/10).

A3.3.3. TD will ensure AIs are submitted via an appropriate means, (e.g., AF Form 1067, AF Form 847, etc.).

A3.3.4. TD will track the AI internally until it is submitted/coordinated to the appropriate staff process. The originating TIP control number will be used for tracking purposes.

A3.3.5. TD is NOT responsible for processing and reporting progress of AIs. That will be done through the established processes of the responsible directorate. AIs progress and results may be posted on the SharePoint if deemed appropriate to assist in timely dissemination of information to tactics units.

A3.3.6. AIs will be closed once the process is complete and any supporting documents will be maintained in the TD files.

A3.3.7. AMC/A3/10 Out-brief. Tactics Development will run the A3/10 TRB out-brief and brief recommended combat employment requirements and TPL. Each MDS and MAWG chair

will brief their recommendations. AMC/A3/10 will determine final TIP disposition and validate combat employment requirements and the TPL during the out-brief. If AMC/A3/10 requires more information to make the determination or validate these recommendations, Tactics Development (or designated representative) will debrief AMC/A3/10 within 30 days with the required information.

A3.3.7.1. TPL. The TPL contains all TIPs (new and existing) recommended for testing by AMC/A3/10 in prioritized order. The TPL is updated during the MAF TRB by the working group chairs prior to AMC/A3/10 out-brief. All chairs will meet with TD and AMC/A3D to determine an overall TPL. AMC/A3D will be the final decision authority for any disputed items.

A3.3.7.2. Combat Employment Requirements List (CERL). All AIs, 1067s, 847s recommended as combat employment requirements will be presented to AMC/A3/10 in prioritized order. The CERL is updated during the MAF TRB by the working group chairs prior to AMC/A3/10 out-brief. All chairs will meet with TD and AMC/A3D to determine an overall recommendation. AMC/A3D will be the final decision authority for any disputed items. Once AMC/A3/10 concurs with the CERL all items contained on the list are approved and directed as MAF combat employment requirements.

Figure A3.1. Tactics Development Cycle

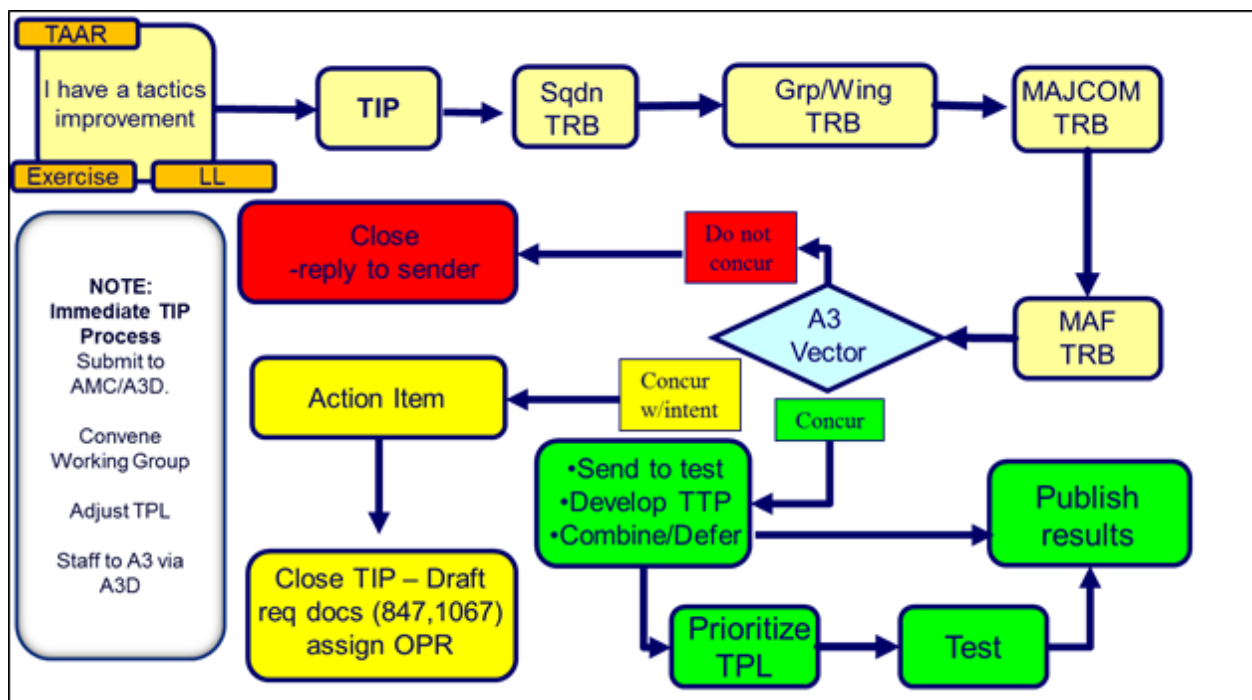


Figure A3.2. Tactics Development Cycle Expanded

