

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

**AIR MOBILITY COMMAND MANUAL  
10-4301, VOLUME 2**



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**Operations**

**AIR ADVISOR STANDARDIZATION  
AND EVALUATION**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This manual implements Air Force Instruction (AFI) 10-4301, Volume 1, *Air Advisor Education and Training*, and AFI 10-4301, Volume 3, *Air Advising Operations*. It clarifies the basic criteria for standardization and evaluation of Air Advisor assigned personnel. This manual applies to all civilian employees and uniformed members of the Regular Air Force, Air Force Reserve (AFR), and Air National Guard (ANG), and those who are contractually obligated to comply with Department of the Air Force publications involved in the planning, execution, and assessment of Department of the Air Force (DAF) air advising operations with partner nations and assigned to Air Mobility Command (AMC). This publication does not apply to the United States Space Force. Ensure all records generated as a result of processes prescribed in this publication adhere to AFI 33-322, *Records Management and Information Governance Program*, and are disposed of in accordance with the Air Force Records Disposition Schedule, which is located in the Air Force Records Information Management System. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using DAF Form 847, *Recommendation for Change of Publication*; route DAF Forms 847 from the field through the appropriate change of command. This publication may be supplemented however Headquarters (HQ) Air Mobility Command (AMC) OPR must approve all supplements and implementing instructions associated with this AMC Manual (AMCMAN). This publication is a source document for many areas but, for efficacy, it may also amplify information found in other manuals and Air Force directives. The authorities to waive wing/unit-level requirements in this publication are identified with a Tier (“T-0, T-1, T-2, or T-3”) number following the compliance statement. See Department of the Air Force Manual (DAFMAN 90-161), *Publishing Processes and Procedures*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of

command to the appropriate Tier waiver approval authority, or alternately, to HQ AMC’s Mobility Support Operations Division (AMC/A34) for non-tiered compliance items in accordance with (IAW) **paragraph 1.4**. For matters where this AMCMAN is the source document, adhere to waiver authority guidance in **Chapter 1** or as otherwise stated. For matters where this AMCMAN augments, repeats or refers to information in another USAF source document, adhere to the hierarchical waiver authority for that source document. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Department of the Air Force.

### ***SUMMARY OF CHANGES***

This publication has been completely revised and should be reviewed in its entirety. Major changes include redesignating, revising and separating AMCI16-141V1 into three distinct MAJCOM-specific Air Advisor education and training, standardization and evaluation, and operations guidance documents (AMCMAN10-4301V1, AMCMAN10-4301V2, and AMC104301V3) aligned with the new AFI 10-4301 series. In particular, this revised publication establishes and updates AMC-specific standardization and evaluation guidance, as well as unit roles and responsibilities.

### ***SUMMARY OF CORRECTIVE ACTIONS***

Security cooperation has been removed from the title.

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## Chapter 1

### GENERAL

**1.1. Overview.** This manual provides guidance for standardization and evaluation management for personnel designated as Air Advisors (89XXX and 8LXXX Special Duty Identifier) assigned and gained to AMC, in accordance with higher headquarters guidance.

**1.2. Objective.** The standardization and evaluation guidance prescribed in this manual facilitates the immediate and effective employment of professional Air Advisor capabilities. Standardization and Evaluation (Stan/Eval) is a commander's program to ensure personnel are trained to published standards and remain proficient in their respective functional areas. This includes but is not limited to, all documentation of individual qualifications, certifications, and capabilities. The program is also a primary means to validate mission readiness and effectiveness. Specific program objectives are:

- 1.2.1. Professionalize the practice of air advising and identify measurable core performance standards.
- 1.2.2. Ensure compliance with appropriate operational, training, and administrative directives.
- 1.2.3. Review, revise, and/or validate operational directives, procedures, and techniques.
- 1.2.4. Provide a system to assess individual qualifications, certifications, currency, and capability to accomplish assigned Air Advisor functionalities.
- 1.2.5. Analyze trends and recommend/initiate changes to operational procedures, training programs, and directives.
- 1.2.6. Ensure standardized training programs and procedures that provide qualified personnel for Air Advisor operations.

### 1.3. Roles and Responsibilities.

1.3.1. AMC/A34 is the Lead Major Command (MAJCOM) Functional Area Manager (FAM) for Conventional Force Air Advisors and is responsible for overall management and waiver authority of AMC's Air Advisor training policy and programs in this publication. As such, AMC/A34's Partner Integration Branch (AMC/A349) will issue updated AMC Air Advisor guidance to the applicable group commander for implementation via Ready Advisor Program (RAP) Tasking Memorandum (RTM), maintained at <https://usaf.dps.mil/sites/A3M/A3MI/SitePages/Home.aspx>, as necessary.

1.3.2. Refer to **Chapter 2** for individual unit roles and responsibilities.

**1.4. Applicability.** This manual applies to AMC assigned and gained personnel, and personnel tasked to augment any AMC designated or tasked SC activities or missions. In this manual, SC refers to all types of Security Assistance and Security Force Assistance as defined by Joint Publication 3-20, *Security Cooperation*.

**1.5. Purpose and Scope.** The purpose of this manual is to define requirements and provide basic guidance to ensure standardization of operational procedures not specifically addressed in USAF and MAJCOM guidance. This includes Air Advisor certifications and upgrades.

**1.6. Deviations.** Do not deviate from the prescribed guidance within this manual under normal circumstances. If time permits, deviations should be coordinated in advance with AMC/A34.

**1.7. Waivers.**

1.7.1. Waivers are processed in accordance with DAFI 90-160, *Publications and Forms Management*, and submitted using DAF 679, Department of the Air Force *Publication Compliance Item Waiver Request/Approval*. Reference DAFMAN 90-161, *Publishing Processes and Procedures*, Attachment 10 for a description of the authorities associated with the Tier numbers.

1.7.2. The requesting unit will initiate and staff the waiver package. **(T-3)** All waivers other than T-3 will be requested through HQ AMC's Mobility Support Operations Division (AMC/A34) to the appropriate waiver authority. **(T-3)** Units will forward copies of approved T-3 waivers to AMC/A34 and the 621st Air Mobility Advisory Group's Standardization and Evaluation Office (621 AMAG/CCV) within five duty days. **(T-2)** Units will maintain approved waivers on file until superseded, rescinded, or obsolete. **(T-2)** The waiver authority for supplemental guidance will be as specified in the supplement and approved through higher-level coordination authority. **(T-2)**

**1.8. Initial Cadre.** Applies to aircrew only. See AFMAN 11-202, Volume 2, *Aircrew Standardization and Evaluation Program*.

**1.9. Terms Explained.** Key Terms and Definitions. **Attachment 1** contains a glossary of references and supporting information, including abbreviations, acronyms, and terms used in this publication.

1.9.1. "Will", "Must", and "Shall" indicate a mandatory requirement.

1.9.2. "Should" is normally used to indicate a preferred, but not mandatory, method of accomplishment.

1.9.3. "May" indicates an acceptable or suggested means of accomplishment.

1.9.4. A "Note" indicates an operating procedure, technique, etc., considered essential to emphasize.

1.9.5. "Qualification" is the demonstration and validation of trained skills or ability for a specific purpose to meet a required performance standard.

1.9.6. "Certification" is the declaration and confidence that an individual meets training requisites for a specific role and responsibility. Requisites include a qualification event, other ancillary training, and unit mission training.

1.9.7. There are many interchangeable terms and acronyms that refer to military engagements with a Partner Nation (PN). Security Cooperation (SC) is an important program within the DoD. SC includes all interactions with foreign security establishments to build security relationships that promote specific United States security interests, develop allied and partner nation military and security capabilities for self-defense and multinational operations, and provide United States forces with peacetime and contingency access to allied and partner nations. Those DoD activities that support the development of the capacity and capability of Foreign Security Forces (FSF) and their supporting institutions are called Security Force Assistance (SFA). The PN is the nation with which the DoD conducts security cooperation

activities and the specific forces that the DoD interacts with are called the FSF. In support of SC activities, the primary mission of HQ AMC is to provide dedicated Conventional Forces (CF) Air Advisors and augmentees to execute Building Partnerships (BP) and Building Partner Capacity (BPC) type missions. BP implies engagement without direct training with an FSF, while in contrast, BPC implies engagement with and direct training of an FSF. Other programs related to SC include Foreign Military Sales (FMS), International Military Education and Training (IMET), and State Partnership Program (SPP).

## Chapter 2

### STANDARDIZATION AND EVALUATION

**2.1. Unit Self-inspections.** Air Advisor units will conduct internal assessments and cross-unit assessments IAW Contingency Response Wing (CRW) Commander's Inspection Program (CCIP) guidance. **(T-3)**

2.1.1. 621st Contingency Response Wing Office of the Inspector General (621 CRW/IG) will provide guidance and develop self-assessment criteria and timelines. **(T-3)**

2.1.2. Reports generated by unit assessments will be informational (for internal use only). Observations will be integrated into and supplement the Lessons Learned (LL) program. **(T-3)**

**2.2. Staff Assistance Visits (SAV).**

2.2.1. SAVs will be coordinated through the Air Force Gatekeeper process and conducted IAW DAFI 90-302, *The Inspection System of the Department of the Air Force*. **(T-2)**

2.2.2. SAVs are conducted by MAJCOM, Headquarters Air Force (HAF) Functional Staffs, designated centralized activities, or functional manager-approved experts only at the request of the unit commander. Commanders may also request assistance visits from other wings/experts, as desired.

2.2.3. For external continual evaluation visits, higher headquarters (HHQ) visitors will informally in/out-brief with the 621 CRW/CC or Group/CC as appropriate. **(T-2)** Reports, if generated, will be informal (for internal use only). **(T-2)**

**2.3. Unit Commander Responsibilities.**

2.3.1. Establish a Standardization and Evaluation (Stan/Eval) Program and actively support the program and directives.

2.3.2. Determine appropriate manning for Stan/Eval office.

2.3.3. As required, appoint additional personnel to ensure the Stan/Eval office has enough highly qualified Air Advisors to manage upgrade, evaluation, and certification programs. Stan/Eval members will be appointed in writing by the unit CC. **(T-3)**

2.3.4. Provide clear guidance for Stan/Eval to ensure mission readiness and effectiveness of Air Advisors as a whole.

2.3.5. If required, appoint in writing a Technical Order Distribution Office (TODO) Manager.

2.3.6. Establish training programs to ensure personnel are qualified IAW published guidelines.

2.3.7. Review training and certification records of newly assigned or attached members and those completing formal training, to determine the training required to certify the individual for the Air Advisor missions. This Individual Training Review (ITR) will be documented with a Memorandum for Record (MFR) and placed into Part 1 of the six-part folder. **(T-2)**

2.3.8. Monitor the training and certification status of assigned personnel.

2.3.9. Ensure counseling occurs and is documented for personnel requiring additional or corrective training.

2.3.10. Designate personnel for upgrades (Advanced Advisor (AA), Team Sergeant (TS), and Mission Commander (MC)) based on experience level and unit mission requirements.

2.3.11. Chair unit Review and Certification (R&C) Boards as required.

2.3.12. Chair unit Stan/Eval Boards (SEB).

2.3.13. Appoint a Stan/Eval Liaison Officer (SELO). Unit CCs may appoint an individual to act as SELO for their unit, as required. The SELO should possess a working knowledge of training programs but is not required to be an officer or a category (CAT) II Trainer.

**2.4. 621 AMAG Chief Stan/Eval Officer (621 AMAG/CCV) Responsibilities.** The 621 AMAG Chief Stan/Eval Officer is the 621 AMAG/CC's representative to the Air Advisor mission and units. The Chief Stan/Eval Officer has a Direct Liaison Authorized (DIRLAUTH) relationship with the unit CCs, unit stan/eval (CCV) offices, unit training (DOT) offices, and HQ AMC. Chief Stan/Eval Officer provides oversight of the Air Advisor units to ensure efficient and effective execution of the Air Advisor mission and to standardize operational processes and procedures to the maximum extent possible. The Chief Stan/Eval Officer will be a field grade officer and if a qualified Air Advisor, will be a Mission Commander. If the position is not filled by an Air Advisor, 621 AMAG/CCV personnel will include an MC or TS. **(T-3)** The Chief Stan/Eval Officer holds the following responsibilities:

2.4.1. Oversees Air Advisor operational policy and procedures and ensures standardization.

2.4.2. Oversees Air Advisor training and certifications programs and ensures standardization.

2.4.3. Oversees compliance with appropriate operations, training, and administrative directives.

2.4.4. Acts as the coordinating agent between the Air Advisor units, Wing leadership, and HHQ agencies for mission-related correspondence, such as directives and policies, AF publications, waivers, training requirements, Master Read File program, and Memorandum of Understandings (MOUs) and/or Memorandum of Agreements (MOAs).

2.4.5. Monitors unit trends, lessons learned (LL), and after-action reports (AARs) and recommends/initiates changes to operational procedures, training programs, and directives.

2.4.6. Facilitates LL and AAR programs IAW local unit and HHQ guidance.

2.4.7. Oversees standardization of the SC testing program and validates Air Advisor Master Question Files (MQF).

2.4.8. Conducts periodic meetings and/or working groups with Air Advisor unit Training and Stan/Eval offices.

## **2.5. Squadron Stan/Eval Office Responsibilities.**

2.5.1. Implements Air Advisor unit policies and manages the Stan/Eval Program.

2.5.2. Coordinates on all Stan/Eval issues and programs with 621 AMAG, 621 CRW, MAJCOM, and HAF staff on behalf of the unit CC.

2.5.3. Establishes guidance for and conducts scheduled mission certification and manages mission upgrades.

- 2.5.4. Monitors unit training programs to ensure the continuity and validity of programs and recommends program refinement as needed.
- 2.5.5. Manages unit certification programs to ensure the continuity and validity of programs.
- 2.5.6. Establishes and implements standards and guidelines for the R&C Program.
- 2.5.7. Develops and maintains local directives and area of responsibility (AOR) specific testing program through the MQF.
- 2.5.8. Establishes and maintains a master waiver log to track the status and resolution of all training and certification waivers required by Air Advisor personnel.
- 2.5.9. Establishes, manages, and maintains quality control of the Master Read File Program.
- 2.5.10. Conducts SEBs.
- 2.5.11. Forwards recommended changes to job qualification standard (JQS), master task listings, and training courseware for Air Advisor unit-specific mission qualifications and certifications to AMC/A34.
- 2.5.12. Monitors unit deployment preparations as directed by the unit CC or DO.
- 2.5.13. Develops and maintains Air Advisor unit master publications library, including electronic and deployed libraries and standard forms and letters.
- 2.5.14. Develops and maintains the Air Advisor unit TODO Program, as required.
- 2.5.15. Functions as the Air Advisor unit point of contact (POC) for all recommendations to change Air Force publications and technical orders (TOs).

**2.6. Stan/Eval Office: Personnel Qualifications and Duties.** Air Advisor units contain a variety of capabilities and cross-functional skills. Therefore, unit CCs must select highly experienced, organized, and qualified Air Advisors for Stan/Eval duty. **(T-3)** At a minimum, an Air Advisor unit Stan/Eval office will have a certified Mission Commander (MC) and certified Team Sergeant (TS). **(T-3)** Stan/Eval personnel will be expected to serve in multiple roles during a single mission (i.e., MC/TS, evaluator, and trainer at the same time). All personnel will be appointed in writing by the unit CC **(T-3)** The unit CC may adjust Stan/Eval personnel qualification, as needed. Stan/Eval personnel hold the following responsibilities and qualifications.

- 2.6.1. Chief, Stan/Eval Office is a current and certified MC.
  - 2.6.1.1. Takes a lead role in ensuring training, certification, and upgrade guidance and criteria are clear, concise, and result in premier qualified Air Advisors in a timely manner.
  - 2.6.1.2. Directly oversees all certification and upgrade programs.
  - 2.6.1.3. Coordinates with the unit CC for program augmentation as needed.
- 2.6.2. Deputy Chief, Stan/Eval Office is a current and certified TS.
  - 2.6.2.1. Analyzes training, qualification, and upgrade data and informs the Chief, Stan/Eval of the results.
  - 2.6.2.2. Assists the Chief, Stan/Eval overseeing all certification and upgrade programs.
- 2.6.3. Stan/Eval Advisor(s): is a current and certified Advanced Advisor (AA).

2.6.3.1. Assists the Chief and Deputy of Stan/Eval, as required.

#### 2.6.4. SELO Responsibilities.

2.6.4.1. Ensures unit Letter of Xs (LoX), or equivalent, is maintained and that the letter accurately documents certifications and special qualifications for all Air Advisors.

2.6.4.2. Oversees preparation for R&C Boards IAW these manual and local guidelines.

2.6.4.3. Maintains the unit Master Read File (MRF). Units are authorized to use an electronic database. Stan/Eval offices will maintain electronic or hard copies of MRF items as a backup.

2.6.4.4. Ensures personnel have signed off their respective MRF items IAW with the requirements of the unit MRF program.

2.6.4.5. Maintains publications libraries, as required.

2.6.4.6. Other administrative duties as assigned by the Chief of Stan/Eval.

**2.7. Stan/Eval Programs.** Air Advisor units will ensure the following programs are resident within their Stan/Eval functions. **(T-2)** Units will develop specific procedures for each program utilizing the general guidance within this manual. **(T-2)**

2.7.1. R&C program. The unit CC is responsible for unit training, certification, and upgrade of personnel. Stan/Eval and unit leadership support is critical to ensure the unit CC has all necessary information and recommendations. The frequency and composition of R&C Boards are determined by the unit CC.

2.7.1.1. The Review portion of the R&C Program provides validation of unit training effectiveness. The purpose is to directly address the adequacy of training, upgrades, and qualifications.

2.7.1.2. The Certification portion of the R&C Program formally completes the certification process. This portion provides unit CC oversight through formal documentation and elevates unit awareness of the degree of responsibility entrusted to the Air Advisor.

2.7.1.3. R&C Boards will validate the completion of Air Advisor certifications and upgrades and recommended actions to decertify/disqualify an Air Advisor. **(T-2)** The unit CC makes the final decision. These changes will be annotated on the Letter of Xs (LoX). **(T-2)**

2.7.1.4. R&C Board required members are determined by the unit commander. At a minimum, required personnel will include unit CC, Senior Enlisted Leader, and representatives from Stan/Eval and Training.

2.7.2. Letter of Xs. Units will maintain a LoX that documents Air Advisor unit certifications and special qualifications for all Air Advisors. **(T-2)** Letter of Xs format is IAW local policy.

2.7.2.1. Units will review their LoXs monthly and after every R&C board and distribute the letter as directed by the unit CC or DO. **(T-3)** The unit CC will certify a new Letter of Xs by signature when there are changes **(T-3)** The unit CC may add additional items to their Letter of Xs at their discretion.

2.7.2.2. Units indicate qualification, certification, and/or currency by placing an “X” in the appropriate column.

2.7.3. Stan/Eval Testing. The Stan/Eval testing program is designed to test comprehension of mission generation, planning, execution, and post-mission requirements to assess and improve all aspects of the SC mission.

2.7.3.1. Graded Tests. All Air Advisors will successfully complete an MQF-based test. Air Advisor operations and unit operating procedures before being certified at their respective certification level. **(T-3)** Unit Stan/Eval is responsible for the maintenance and administration of the tests. The grade is a percentage of correct answers to the total number of questions. Successful completion is defined as a grade of 80% or higher. Once complete, the results will be documented in the six-part training folder. **(T-3)** If a member is completing two or more certifications at the same time (within 90 days), the member is only required to complete the test of the highest certification level to be attained.

2.7.3.1.1. Basic Advisor (BA) test: Before BA certification, members will complete an open-book MQF test at the BA level. **(T-3)**

2.7.3.1.2. Advanced Advisor (AA) test: Before AA certification, members will complete an open-book MQF test at the AA level. **(T-3)**

2.7.3.1.3. MC/TS test: Before MC or TS certification, members will complete an open-book MQF test at the MC/TS level. **(T-3)**

2.7.3.2. The unit commander may direct other mission-related testing, as necessary.

2.7.3.3. MQFs should include, but are not limited, to this manual, AFI 10-4301V1, AFI 10-4301V3, Air Force Tactics, Techniques and Procedures (AFTTP) 3-4.5, *Air Advising*, Air Force Policy Directive (AFPD) 1, *Air Force Culture*, HQ AMC OPORD/EXORD, HQ AMC Mission Concept of Operation (CONOP) and Risk Management Form, Special Interest Items (SII), mobility information file (MIF) and local directives.

2.7.3.3.1. The test questions are a minimum of 85% MQF and at least 10% MIF or local directives and AOR-specific requirements. 621 AMAG/CCV is the validating authority for all MQFs.

2.7.3.3.2. 621 AMAG/CCV will review and validate MQFs annually. **(T-3)**

2.7.3.4. Units may use AMC-approved software for examination criteria.

2.7.3.4.1. Examination databases should contain at least twice the number of questions required for each examination (e.g., if a 50-question examination is generated, there should be at least 100 questions in the examination database).

2.7.3.4.2. If using electronic testing means, Stan/Eval offices will maintain at least two backup versions of each test with questions derived from an MQF. **(T-3)**

2.7.4. JQS and Formal Feedback. An Air Advisor will complete all training items in accordance with their qualification and certification requirements. **(T-2)** Unit members in upgrade will be given formal feedback during deployments by a certified Air Advisor of equal or higher certification. **(T-2)** File JQS and feedback reports in the six-part folder.

2.7.5. MRF Program. The goal of the MRF program is to ensure the timely distribution of pertinent information to all squadron members. Stan/Eval office administers the MRF program through the release of MIF, Unit Read Files (URF), and Safety Read Files (SRF).

2.7.5.1. When directed by the commander or director of operations (DO), distribute official message traffic, technical bulletins, safety messages, operating instructions (OIs), policy letters, and other information to all Air Advisors. Units will determine procedures for MRF distribution. **(T-2)**

2.7.5.2. All personnel must review MRF items before each mission, exercise, deployment, temporary duty (TDY), or ground training event that requires Air Advisor duties. **(T-2)** Units will determine a minimum review frequency and documentation requirements. **(T-3)**

2.7.5.3. Items posted to the MRF are maintained until either the withdrawal date or superseding guidance and apply to the indicated units and certifications. On the withdrawal date, Stan/Eval removes the file or extends the expiration date by reissuing another read file.

2.7.6. Technical Order Distribution Office (TODO). If established at the unit level, the TODO will establish and maintain Technical Order Distribution Account (TODA) requirements and distribute records for the unit, TODO library, and sub-account libraries using the Enhanced Technical Information Management System (ETIMS) database. **(T-2)** The TODO Manager:

2.7.6.1. Ensures ETIMS records are current as T.O. and status update notices are received.

2.7.6.2. Establishes TODAs and manage T.O. libraries based on unit and mission requirement.

2.7.6.3. Reviews requirements to ensure minimum essential T.O. and quantities are requested.

2.7.6.4. Distributes T.O. and increments to TODAs upon receipt or notify users of backorder status and any actions that may resolve the shortage.

2.7.6.5. Performs routine and annual Enhanced Technical Information Management (ETIMS) record checks and library inventories of the unit T.O. library and assists and supports the TODAs in performing their annual inventories.

2.7.6.6. Ensures unit TODAs control and protect T.O. copies as organizational equipment, performs routine T.O. catalog checks and annual library inventory, and ensures all T.O.s are maintained IAW T.O. 00-5-1, *Air Force Technical Order System*.

2.7.7. Stan/Eval Board (SEB). The SEB is the commander's tool for periodic review of the Stan/Eval programs and the effectiveness of training programs and mission readiness. The SEB will be conducted once per quarter, or as needed and may be conducted in conjunction with R&C boards. **(T-3)** However, it is not recommended to occur in conjunction with unit TRBs or LL workshops. Information for SEB review should include:

2.7.7.1. Unit Training Readiness Analysis and Recommendations.

2.7.7.2. Evaluation/Certification Results.

2.7.7.3. Spot Evaluation Results.

2.7.7.4. MQF Testing Results.

2.7.7.5. Letter of Xs.

2.7.7.6. Current Trends, LLs, and SIIs.

2.7.7.7. Publication changes and Read Files.

2.7.7.8. Waivers and Extensions.

2.7.7.9. Other items pertaining to evaluation and standardization of unit operations, including items requiring HHQ assistance.

**2.8. Certification and Qualification.** The Stan/Eval program will verify the successful training, evaluation, and individual readiness of a member to conduct unsupervised Air Advisor operations. **(T-2)** Stan/Eval office will ensure all qualification and certification requirements were completed satisfactorily. Record and finalize certifications by issuing a Letter of Certification signed by the squadron commander at the R&C Board, and place it in the six-part folder. Current templates can be found on AMC/A34's SharePoint at <https://usaf.dps.mil/sites/A3M/A3MI/SitePages/Home.aspx>. The commander has the authority to certify personnel outside of the formal board process as necessary.

2.8.1. After successful completion of all required training, testing, and evaluation (if required), the member will meet the R&C Board to complete the certification process.

2.8.2. Both qualification and certification are required before a member can conduct unsupervised Air Advisor operations at the applicable duty position.

2.8.3. Loss of Certification. Air Advisor qualification is lost when a member has not performed deployed Air Advisor duties for 24 months or at the unit Commander's discretion. **(T-2)** Loss of certification requires the Unit Training Manager (UTM) to complete an ITR and plan for requalification and recertification in coordination with the squadron Stan/Eval and director of operations (Sq/DO). The plan will be signed by the squadron commander and filed in the training folder. **(T-2)** Air Advisors will begin a requalification and recertification program after the completion of any required requalification training. **(T-2)**

**2.9. Decertification/Disqualification.** When a member fails to maintain standards associated with their certification level, the unit commander will determine if the member will be decertified or disqualified. **(T-2)** Depending on the type of discrepancies and their severity, the unit commander may choose to administratively decertify the member only or disqualify them from their current role. Decertification is used as a temporary measure providing time for investigation where additional or remedial training can correct the deficiencies. Disqualification is used when decertification will not suffice. A memorandum for record (MFR) will be generated outlining the discrepancies that resulted in decertification or disqualification. **(T-2)** The MFR will be signed by Stan/Eval Chief or Deputy Chief and the squadron commander and placed in the member's six-part folder. **(T-2)** The MFR will remain in the folder until the member leaves the unit. **(T-2)** The LoXs will be updated to reflect the decertification. **(T-2)**

**2.10. Recertification/Requalification.** Air Advisors should be given an opportunity for recertification/requalification. The squadron commander may direct recertification after considering the circumstances that resulted in decertification and the recommendations of the training officer and the Air Advisor with direct knowledge of unsatisfactory performance. An MFR outlining the recertification plan will be generated by the training office, signed by the squadron commander, and placed in the six-part folder until the member leaves the unit. **(T-2)** A

disqualification of an AA, MC, or TS will require an evaluation to regain certification. After an Air Advisor has completed recertification, a new certification letter will be signed by the commander and the LoXs will be updated to reflect the recertification. **(T-2)** Recertification should be completed within 90 days.

2.10.1. Recertification/requalification training will be administered by a trainer other than the individual who identified the original unsatisfactory performance, recommended the decertification or disqualification, or provided the individual training and a recommend from which the individual failed an evaluation. Deviations must be approved by the squadron commander.

2.10.2. If required, the evaluation will be administered by an examiner other than the individual who identified the original unsatisfactory performance or recommended decertification, or disqualification. Deviations must be approved by the squadron commander.

**2.11. Letter of Certification Completion and Management.** Use the Letter of Certification to record a member's training completion, qualification, and certification to the appropriate level.

2.11.1. Place the letter into the section of the member's six-part folder corresponding to the certification level completed.

2.11.2. Decertification Letters are prepared when necessary and managed in the same way as certification letters.

2.11.3. Reviewing and Approving Officers. Reviewing Officers ensure all the requisites of the certification were met IAW JQS requirements. The Approving Officer awards the duty certification to the recipient.

2.11.3.1. The Reviewing Officer will be the unit Deputy Chief of Stan/Eval or higher. **(T-2)**

2.11.3.2. The Approving Officer will be the squadron commander or higher. **(T-2)**

2.11.3.3. An Air Advisor may not serve as Reviewing or Approving Officials for their own upgrade certification. For upgrade certifications of the squadron commander, the Approving Officer will be the group commander. **(T-2)**

## Chapter 3

### AIR ADVISOR EXAMINERS

**3.1. General.** The Air Advisor evaluation portion of the certification program is administered by certified Air Advisor examiners at the group and unit levels.

**3.2. Selection.** Examiners are selected from the most highly qualified and experienced Air Advisors from the CAT II Trainer certification level. Examiners may be certified at the AA, TS, and MC levels, but are only authorized to evaluate those Air Advisors at their equivalent certification level or lower. Unit commanders will designate and certify all examiners via an MFR and document it on the unit LoXs.

**3.3. Responsibilities.** Air Advisor Examiners will:

- 3.3.1. Conduct advisor evaluations IAW Chapters 4 and 5.
- 3.3.2. When conducted on a mission, examiners should be mission members and perform the evaluation(s) as well as assigned mission duties.
- 3.3.3. Maintain assigned currency and qualification.
- 3.3.4. Administer advisor evaluations on the mission/skill sets in which they maintain qualification and/or certification or lower.
- 3.3.5. Conduct a thorough pre-mission briefing and post-mission debriefing for the examinee and applicable advisor members on all aspects of the evaluation.
- 3.3.6. Immediately correct breaches of safety, discipline, or force protection during an evaluation (applies to both the examinee as well as any accompanying advisors).
- 3.3.7. As soon as possible, notify the examinee's squadron commander and squadron CCV whenever any disqualifying performance is observed. See **Chapter 5** for disqualifying criteria.
- 3.3.8. Perform spot evaluations as directed by the Commander.

**3.4. Examiner Eligibility and Certification Requirements.**

- 3.4.1. Certified CAT II Trainer.
- 3.4.2. Appointed by unit Commander in writing.
- 3.4.3. Complete unit-directed examiner training, as required.
- 3.4.4. Certification will be conducted through an R&C Board and documented in the LoXs.

## Chapter 4

### AIR ADVISOR EVALUATIONS

**4.1. General.** An Air Advisor evaluation provides quality control of the Air Advisor force and ensures a minimum standard is maintained for all Air Advisor levels. Successful completion of an evaluation validates the training process. There are three advisor qualification levels, BA, AA, and MC or TS with a corresponding evaluation before certification at AA and MC/TS certification levels. BA certification is outlined below.

4.1.1. Basic Advisor Qualification. The BA special duty identifier (SDI) (SDI 8L100 [enlisted], SDI 89A0 [officer]) is awarded upon successful completion of the Air Advisor Initial Qualification Course by the schoolhouse.

4.1.1.1. Basic Advisor certification occurs at the member's unit and does not require an evaluation. Members will earn BA certification IAW AMCMAN 10-4301, Volume 1, *Air Advisor Education and Training*, and local directives. At a minimum, a BA will complete testing and one supervised deployment before certification.

4.1.1.2. Upon completion of training, as outlined above, the Basic Advisor will be certified, and the SDI will be upgraded to SDI 8L400 (enlisted) or SDI 89D0 (officer).

4.1.2. Advanced Advisor Qualification. This is awarded upon successful completion of all AA training requirements as well as the AA evaluation. The AA SDI is awarded following the commander's certification. The SDI's are DI 8L500 (enlisted) and SDI 89E0 (officer).

4.1.3. Mission Commander/Team Sergeant Qualification. This is awarded upon successful completion of all MC/TS training requirements as well as the MC/TS evaluation. The MC/TS SDI is awarded following the commander's certification. The SDI's are SDI 8L600 (Team Sergeant) and SDI 89F0 (Mission Commander).

**4.2. Evaluation Types.** Air Advisor evaluations are divided into two types and occur at the AA, MC, and TS advisor levels: a QUAL and a SPOT evaluation.

4.2.1. QUAL. Qualification evaluations will occur to gain insight into the status and capabilities of assigned Air Advisors after all required training. This will include a satisfactory MQF score for the member's current upgrade and a recommendation from the trainer. The evaluation may include all items on the Air Advisor Evaluation Worksheet and may be conducted at home station or during a SC engagement.

4.2.1.1. All CAT II trainers will receive an evaluation before certification.

4.2.1.2. The Evaluation will be documented on the Feedback Form with a copy of the Evaluation Worksheet attached and filed in the member's six-part training folder.

4.2.1.3. If training and an evaluation will occur in the length of one engagement the trainer and examiner will make it known to the trainee/examinee when all training is complete, and the evaluation is to begin.

4.2.2. SPOT Evaluations. The SPOT evaluation program provides Commanders with a sampling of daily Air Advisor performance and an assessment of unit training effectiveness.

4.2.2.1. A SPOT evaluation has no specific requisites, and the specific evaluation profile is directed by the SQ/CC.

4.2.2.2. Any Air Advisor not in active upgrade training status may be subject to receiving a SPOT evaluation.

4.2.2.3. The examinee must receive notification before the evaluation process starts.

4.2.2.4. Air Advisors should not receive more than one SPOT evaluation per 24-month window.

4.2.2.5. A SPOT evaluation may be used to regain currency when a member has been non-current for more than 12 months.

4.2.2.6. Commanders are encouraged to administer SPOT evaluations at a minimum of 10% annually of the entire advisor force. Efforts should be made to conduct SPOT evaluations across different advisor certification levels and Air Force Specialty codes (AFSC).

### 4.3. Evaluation Levels.

4.3.1. Advanced Advisor Evaluation. The purpose of this evaluation is to assess a member's ability to operate as a subject matter expert, lead teams by shaping and executing mission objectives, instruct partner nations, and all Basic Advisors, and obtain/maintain Advanced Advisor certification.

4.3.2. MC/TS/TL Evaluation. The purpose of this evaluation is to assess a member's ability to communicate effectively, issue intent, expectations, and mission objectives operate and lead teams, instruct PN and all other advisors, and obtain/maintain either Mission Commander or Team Sergeant certification.

### 4.4. Evaluation Procedures.

4.4.1. Evaluation Conduct. Advisor examiners will use the evaluation criteria contained in **Chapter 5** of this volume for conducting all levels of QUAL and SPOT evaluations. Examiners will be thoroughly familiar with the prescribed evaluation criteria.

4.4.1.1. Before the evaluation, the examiner will pre-brief the examinee on the conduct, purpose, and requirements of the evaluation. The examinee will then accomplish appropriate mission planning/preparation as required by the criteria set in **Chapter 5**.

4.4.1.2. For evaluations, all critical areas should be demonstrated and evaluated. Mission duration should accommodate and incorporate all applicable evaluation items. All areas observed will be evaluated and documented by the examiner. Areas not able to be assessed may be discussed and knowledge of those areas evaluated.

4.4.1.3. At the end of the evaluation, the examiner will thoroughly debrief all aspects of the evaluation. During debrief, the examiner will review the overall rating, specific deviations, techniques for improvement, area grades assigned, and required additional training (if applicable). The examiner and examinee will both sign the evaluation form after debriefing to acknowledge all aspects of the evaluation were briefed.

4.4.1.4. Examiners are responsible for recommending additional training for any Q- or U items. Document additional training and completion in the examinee's training folder.

4.4.1.5. Air Advisor evaluations may be accomplished on a SC deployment, on Air Advisor exercises, or other SC-focused training events, or missions. These events must allow for assessment of all areas identified in [Chapter 5](#).

4.4.1.5.1. If an evaluation is to be conducted on an SC deployment, it must not interfere with any aspect of the mission.

4.4.1.5.2. Unit Commanders may use SC-focused training events to conduct many evaluations at once, under the supervision of a single evaluator. All examinees will be briefed on and made aware of the evaluation prior to the evaluation being conducted.

4.4.1.6. If two or more TDYs/events are required to complete an evaluation, the final examiner will ensure all qualification requirements are completed and will sign the final Evaluation Worksheet. **(T-3)**

4.4.1.7. Every effort possible should be made to avoid subordinates evaluating their supervisors. Deviations must be approved by the unit Commander in advance.

4.4.2. Evaluation Grading Instructions. The standards/grading criteria in [Chapter 5](#) are provided as a guide to assist the examiner in determining grades. They are not necessarily provided as absolute minimum/maximum parameters for each area. Examiners should compare examinee performance for each grading area with the standards provided in this manual and consider all other factors affecting the mission before assigning grades.

4.4.2.1. Overall performance and individually graded areas will be the determining factor in assigning the overall grade. In a case of subjectivity, the evaluator will convene a meeting with Stan/Eval Chief and/or Deputy Chief and DO to reach a conclusion that will not violate any published guidance or directives.

4.4.2.2. Unsatisfactory Performance. Notify the unit CC or unit DO and squadron CCV as soon as possible, whenever unsatisfactory performance is observed or if a “Critical Area” is graded unsatisfactory during a qualification mission. The examiner will recommend additional training items to the unit CC. **(T-2)** The unit CC will determine if the candidate will be placed in remedial training or removed from the upgrade program, decertified, or disqualified. **(T-2)** Additional training should not be accomplished on the same mission without unit commander approval.

4.4.2.3. Incomplete Qualifications. Air Advisor examiners will make every effort to prevent an incomplete evaluation and should take every action possible to complete as many items as possible during the mission. Quality of performance will not be sacrificed to accomplish all graded areas in one event.

## Chapter 5

### EVALUATION CRITERIA

#### 5.1. General Evaluation Criteria.

5.1.1. This publication establishes and maintains standardized, Advanced Advisor, and Mission Commander/Team Sergeant evaluation criteria.

5.1.2. Advisor examiners will evaluate non-critical areas and critical areas, using the standards from this manual as grading criteria.

#### 5.2. Grading and Qualification Levels.

5.2.1. Individual grades are assigned to each graded area. The examiner will grade each evaluation criterion based on the standards within this chapter. The overall evaluation grade will be based on the graded critical and non-critical areas. Any critical areas graded with a “U” will automatically result in the evaluation overall grade of Unqualified. Any “U” in a non-critical area will result in no higher than a “Q-“ overall. Any “U” will require comments and additional training.

5.2.2. A grade is a characterization of the examinee’s performance in a graded area or subarea.

5.2.3. Graded areas/subareas are specifically evaluated abilities or skills set within an advisor evaluation. Graded critical areas/subareas will have a two-tiered (Q-Qualified/U-Unqualified) grading system. Graded non-critical areas/subareas will have a three-tiered (Q/Q-/U) grading system. Discrepancies will be documented against the established areas/subareas.

5.2.3.1. **Q indicates the examinee is qualified to perform the area/subarea tasks.** The examinee demonstrated both satisfactory knowledge and performed within the prescribed tolerances set in this chapter.

5.2.3.2. **Q- indicates the examinee is qualified to perform the area/subarea tasks with minor deficiencies or deviations.** The examinee demonstrated limited knowledge and/or marginal performance within the prescribed tolerances set in this chapter. Q- must not jeopardize team safety, breach good order, and discipline, or damage relationships with partner nations. Q- requires debriefing or additional training as determined by the examiner.

5.2.3.3. **U indicates the examinee is not qualified to perform the area/subarea tasks.** The examinee demonstrated insufficient knowledge and/or performance outside the allowable tolerances prescribed by this publication. U results in an “Unqualified” evaluation and requires debriefing and additional training as determined by the examiner.

#### 5.3. Remedial Action.

5.3.1. Debriefed Discrepancy. Remedial action is accomplished during debrief of the evaluation wherein the examiner provides instruction concerning the discrepancy and determines that the examinee has gained the necessary knowledge or proficiency.

5.3.2. Additional Training. Any training recommended by the examiner to remedy a discrepancy identified during an evaluation that cannot be remedied during the evaluation brief.

5.3.2.1. May include one-on-one instruction, classroom instruction, or another security cooperation mission or exercise.

5.3.2.2. Additional training must include demonstration of satisfactory knowledge or proficiency to an advisor examiner, supervisor, or instructor to qualify as completed. The advisor examiner will indicate the timeframe in which the additional training must be accomplished.

5.3.2.3. If the examinee exceeds the allotted time for completion of additional training, the SQ/CC reviews the situation and directs appropriate action. Document the circumstances with a memorandum for record to be included in the examinee's training folder.

5.3.2.4. Document additional training on an MFR and file in the examinee's training folder.

#### **5.4. Supervised Status.**

5.4.1. If unsatisfactory performance or restrictions require an examinee to be placed on supervised status, the type of supervision will be determined by the SQ/CC.

5.4.2. Supervision will only be accomplished by the designated advanced advisor or higher.

#### **5.5. Commander Directed Restriction.**

5.5.1. The squadron commander or above may direct a commander-directed restriction.

5.5.2. A commander-directed restriction may be a graded deficiency (Q-/U) in a specific area/subarea without disqualifying an individual from their current advisor level.

5.5.3. A commander-directed restriction may suspend a certification or remove qualification levels.

5.5.4. If a commander in the chain of command above the squadron commander is directing the restriction, the squadron commander must first be notified by the commander directing the restriction.

5.5.5. Restrictions may be directed without administering an evaluation should anyone fail to maintain currency on training or ancillary requirements listed in the AMCMAN 10-4301V1.

5.5.6. Individuals who received a commander-directed restriction will cease acting in the previously certified role immediately.

5.5.7. Commander-directed restrictions will be documented on the Air Advisor Evaluation Worksheet and placed in the advisor's training folder.

**5.6. Non-Critical Area Evaluation Criteria.** The following criteria apply to their associated qualification levels. Not all areas apply to all qualification levels and therefore will not be listed.

##### **5.6.1. Planning.**

5.6.1.1. **Subareas.** Pre-Mission Planning. Post Mission Planning.

##### **5.6.1.2. Advanced Advisor.**

5.6.1.2.1. **Q.** Possessed an adequate level of knowledge of all planning procedures and understood how to apply them to enhance mission accomplishment. Could adequately identify mission planning requirements and task the team to meet them with little to no

assistance before executing a mission to assess, train, advise, assist, accompany, or equip a partner nation. Could adequately instruct lesser experienced advisors during their upgrade. The reach of influence is at the team level.

5.6.1.2.2. **Q-** Possessed a limited knowledge of planning procedures and made minor omissions when delegating tasks but did not require examiner intervention to ensure mission accomplishment.

5.6.1.2.3. **U.** Made major errors during the planning process that required intervention from the examiner to ensure mission accomplishment. Teaching advisors in upgrade incorrect information/procedures. Misinterpreted functional requirements which would lead to a failure to meet mission objectives.

#### 5.6.1.3. **Mission Commander/Team Sergeant.**

5.6.1.3.1. **Q.** Possessed an adequate level of knowledge on how to organize a team to meet mission objectives, and develop plans, products, and procedures to mission execution. Developed measures of effectiveness and performance, analyzed the country's security cooperation plan, and synchronized activities with multiple agencies. Can appropriately assess the performance of the team members and provide intervention/training where required. Reach is at the organizational level.

5.6.1.3.2. **Q-** Possessed a limited knowledge of team organization, measures of effectiveness or performance, or planning within the security cooperation enterprise but could meet mission objectives with little to no intervention. Failed to intervene in the minor mistakes of team members but did not jeopardize the mission.

5.6.1.3.3. **U.** Made major errors in planning or team organization that would have prevented mission accomplishment without intervention.

#### 5.6.2. **Assessment.**

##### 5.6.2.1. **Advanced Advisor.**

5.6.2.1.1. **Q.** Possessed an adequate level of knowledge that can impact partner nation programs, responsibilities, policies, procedures, standards, and training. Identifies partner nation shortfalls and provides appropriate recommendations for improvement. Can train other advisors on appropriate assessment methods in a manner that maximizes future team's effectiveness.

5.6.2.1.2. **Q-** Possessed a limited level of knowledge regarding partner nation programs but was still able to make appropriate recommendations for future engagements. Minor errors or oversight did not require intervention and still allowed mission accomplishment.

5.6.2.1.3. **U.** Major oversight of the partner nation's programs led to an incorrect operational picture. Recommended inappropriate improvements that would not meet mission objectives. Required intervention to ensure mission success.

##### 5.6.2.2. **Mission Commander/Team Sergeant.**

5.6.2.2.1. **Q.** Possessed an adequate level of knowledge that can impact organizational decisions for the partner nation or security cooperation enterprise. Uses knowledge of partner nation structure, doctrine, culture, and desires to appropriately assess their

current operational picture and provide recommendations for programmatic improvement.

5.6.2.2.2. **Q-** Possessed a limited level of knowledge regarding partner nation organization and makes minor errors in their assessment but still makes appropriate recommendations for improvement.

5.6.2.2.3. **U.** Major oversight of the partner nation's organization led to an incorrect interpretation of desired end states. Recommended inappropriate improvements that would not meet mission objectives. Required intervention to ensure mission success.

### 5.6.3. **Partner Nation Training.**

#### 5.6.3.1. **Advanced Advisor.**

5.6.3.1.1. **Q.** Possessed an adequate level of knowledge on curriculum development, lesson plan creation, and training aid procurement to tailor the training to the partner nation's needs. Capable of training other advisors on proper instructor techniques.

5.6.3.1.2. **Q-** Possessed a limited knowledge level on curriculum development, lesson plans, or training aids but was still capable of improving the partner nation through instruction. May make minor errors during their instruction of the partner nation but do not teach improper techniques to advisors in upgrade.

5.6.3.1.3. **U.** Major errors occurred while training the partner nation which would damage the relationship if intervention does not occur. May teach incorrect information to advisors in upgrade or unable to demonstrate a task in the presence of the partner nation.

#### 5.6.3.2. **Mission Commander/Team Sergeant.**

5.6.3.2.1. **Q.** Possessed an adequate level of knowledge on identification of training/performance gaps in partner nation training programs and assisted with standardizing programs to rectify deficiencies. Provided proper feedback to the team's advisors regarding their instruction of the partner nation.

5.6.3.2.2. **Q-** Possessed a limited level of knowledge on partner nation training programs but was still capable of recommending improvements to training programs. Feedback provided to advisors was adequate and provided appropriate recommendations.

5.6.3.2.3. **U.** Major oversight of the partner nation's training programs or the team's performance while training the partner nation personnel. Lack of awareness that could lead to instruction not being in line with mission objectives without intervention.

### 5.6.4. **Social/Cross-Cultural Engagement.**

#### 5.6.4.1. **Advanced Advisor.**

5.6.4.1.1. **Q.** Possessed an adequate level of knowledge of the partner nation's culture. Utilized cultural awareness to impact the managerial decisions of the partner nation and influence policy. Capable of building relationships with the partner's leadership and instructing other advisors on proper engagement techniques.

5.6.4.1.2. **Q-** Possessed a limited level of cultural awareness but only made minor mistakes with the partner nation's members. Maintained a positive relationship throughout the engagement without intervention.

5.6.4.1.3. **U.** Unaware of the partner nation's culture that would have led to a damaged relationship if intervention had not occurred. Made major mistakes that prohibited the team from influencing the behavior of their counterparts.

#### 5.6.5. **Resource Management.**

5.6.5.1. **Subareas:** Personnel Resource Management. Funding Resource Management. Equipment Resource Management.

#### 5.6.5.2. **Mission Commander/Team Sergeant.**

5.6.5.2.1. **Q.** Possessed an adequate level of knowledge in resource management to source personnel to fill mission requirements. Executes mission under appropriate funding authority and acts as a proper steward of case funds when sourcing equipment resources.

5.6.5.2.2. **Q-** Possessed a limited level of knowledge in resource management. Minor errors in sourcing personnel, equipment, or funds may occur but did not prevent mission accomplishment.

5.6.5.2.3. **U.** Major errors in resource management occurred. Lack of stewardship placed future missions at risk due to the creation of funding issues. The mission could not be accomplished without intervention.

#### 5.6.6. **Publications. Applicable to both AA and MC/TS advisor levels.**

5.6.6.1. **Q.** Possessed an adequate level of knowledge of all advisor publications. Could state appropriate resources for guidance within the security cooperation enterprise and understand how to apply them.

5.6.6.2. **Q-** Possessed a limited level of knowledge on advisor publications but could locate most information. Publications were current but may not be complete.

5.6.6.3. **U.** Incapable of stating correct resources or locating most information in the appropriate publication in a timely manner. Publications were not current or mostly missing.

**5.7. Critical Area Evaluation Criteria.** The following criteria are for critical areas which are not specific to qualification levels. Critical areas will be graded on the two-tiered system (Q/U). Any area graded as "U" will result in an evaluation of Unqualified until retraining is completed, and re-evaluation occurs.

#### 5.7.1. **Communication.**

5.7.1.1. **Q.** Communication was clear, concise, plain language, and appropriately used to convey meaning to the other members of the team, the partner nation members, or the country team. Proper communication and coordination with Joint, Interagency, Intergovernmental, and Multinational (JIIM) organizations had a positive impact on mission effectiveness. Anticipated communication challenges and prepared beforehand. Tailored communication to the audience which enabled mission accomplishment.

5.7.1.2. **U.** Did not use sound communication skills which led to confusion among the stakeholders or within the team itself. Had a negative impact on mission effectiveness. Intervention was required to prevent further damage to the mission.

**5.7.2. Force Protection.**

5.7.2.1. **Q.** Possessed an adequate level of knowledge of force protection procedures and complied with/developed the set TTPs for the team. Did not create/accept unnecessary risk for themselves or the team. Maintained situational awareness while anticipating threats in the local area.

5.7.2.2. **U.** Major errors were made in the performance of the force protection TTPs. Member caused undue risk to themselves or the team. Intervention was required to prevent harm to the person or team.

**5.7.3. Discipline.**

5.7.3.1. **Q.** Maintained appropriate levels of discipline and did not damage the image of themselves or the team within the partner nation. Always observed proper customs and courtesies with both US and partner nation forces.

5.7.3.2. **U.** Individual's lack of discipline damaged the relationship with the partner nation and negatively impacted the team's effectiveness.

**5.7.4. Leadership.**

5.7.4.1. **Q.** Took on a leadership role when working with the partner nation in their area of expertise or within the advisor team itself. Made appropriate decisions and delegated tasks when required.

5.7.4.2. **U.** Failed to take the lead when appropriate or made inappropriate decisions while filling the leadership position. Either of which could have damaged the team's ability to accomplish the mission.

**5.7.5. Judgement.**

5.7.5.1. **Q.** At all times, practiced sound judgment in decision making

5.7.5.2. **U.** Made decisions not based on sound logic which negatively impacted the team's performance, morale, or ability to accomplish the mission or would have without intervention.

**5.7.6. Safety.**

5.7.6.1. **Q.** Performed in a manner consistent with safe U.S. Air Force practices and without unnecessary risk to self or team.

5.7.6.2. **U.** Actions jeopardized the safety of themselves or the team or would have without intervention.

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

AFI 10-202, *Contingency Response Forces*, 25 July 2024  
AFI 10-4301V1, *Air Advisor Education and Training*, 14 December 2020  
AFI 10-4301V3, *Air Advising Operations*, 14 December 2020  
AFI 33-322, *Records Management and Information Governance Program*, 23 March 2020  
AFPD 1, *Air Force Culture*, 16 October 2019  
AFTTP 3-4.5, *Air Advising*, 12 June 2020  
AMCMAN 10-4301V1, *Air Advisor Education and Training*, 6 January 2025  
DAFI 90-160, *Publications and Forms Management*, 14 April 2022  
DAFI 90-302, *The Inspection System of the Department of the Air Force*, 15 March 2023  
DAFMAN 90-161, *Publishing Processes and Procedures*, 18 October 2023  
T.O. 00-5-1, *Air Force Technical Order System*, 19 November 2024

***Prescribed Forms***

None

***Adopted Forms***

DAF Form 679, *Air Force Publication Compliance Item Waiver Request/Approval*  
DAF Form 797, *Job Qualification Standard Continuation/Command JQS*  
DAF Form 847, *Recommendation for Change of Publication*

***Abbreviations and Acronyms***

**AA**—Advanced Advisor  
**AAR**—After Action Report  
**AFI**—Air Force Instruction  
**AFMAN**—Air Force Manual  
**AFPD**—Air Force Policy Directive  
**AFSC**—Air Force Specialty Code  
**AMAG**—Air Mobility Advisory Group  
**AMC**—Air Mobility Command  
**AMCMAN**—Air Mobility Command Manual  
**AMLO**—Air Mobility Liaison Officer

**AMOS**—Air Mobility Operations Squadron  
**AMS**—Air Mobility System  
**ANG**—Air National Guard  
**AOR**—Area of Responsibility  
**BA**—Basic Advisor  
**BP**—Building Partnerships  
**BPC**—Building Partner Capacity  
**C2**—Command and Control  
**CC**—Commander  
**CCMD**—Combatant Command  
**CF**—Conventional Forces  
**CHOP**—Change in Operation Control  
**CJCS**—Chairman Joint Chiefs of Staff  
**CJCSM**—Chairman Joint Chiefs of Staff Manual  
**CJQS**—Command Job Qualification Standard  
**CLPC**—Command Language Program Council  
**CLPM**—Command Language Program Manager  
**C-NAF**—Component Numbered Air Force  
**COCOM**—Combatant Command (Command Authority)  
**COMAFFOR**—Commander, Air Force Forces  
**COMREL**—Command Relations  
**COMSEC**—Communications Security  
**CONOPS**—Concept of Operations  
**CR**—Contingency Response  
**CRE**—Contingency Response Element  
**CRF**—Contingency Response Forces  
**CRT**—Contingency Response Team  
**CRG**—Contingency Response Group  
**CRW**—Contingency Response Wing  
**CSAR**—Combat Search and Rescue  
**DCAPES**—Deliberate and Crisis Action Planning and Execution Segments  
**DCS**—Direct Commercial Sales

**DEPORD**—Deployment Order  
**DIRLAUTH**—Direct Liaison Authorized  
**DISCS**—Defense Institute of Security Cooperation Studies  
**DLAB**—Defense Language Aptitude Battery  
**DLI**—Defense Language Institute  
**DLPT**—Defense Language Proficiency Test  
**DSCA**—Defense Security Cooperation Agency  
**DOC**—Designed Operational Capability  
**DOD**—Department of Defense  
**DoDD**—Department of Defense Directive  
**DoDI**—Department of Defense Instruction  
**DOS**—Department of State  
**DTS**—Defense Travel System  
**ECAC**—Evasion Conduct After Capture  
**EDA**—Excess Defense Articles  
**EPA**—Evasion Plan of Action  
**ESF**—Economic Support Fund  
**EXORD**—Execution Order  
**FAM**—Functional Area Manager  
**FCG**—Foreign Clearance Guide  
**FDO**—Foreign Disclosure Office  
**FMF**—Foreign Military Financing  
**FMS**—Foreign Military Sales  
**FOUO**—For Official Use Only  
**FP**—Force Protection  
**FRAGORD**—Fragmentary Order  
**FSF**—Foreign Security Forces  
**GCC**—Geographic Combatant Command  
**GPOI**—Global Peace Operations Initiative  
**GSS**—Global Support Squadron  
**GPF**—General Purpose Force  
**HA**—Humanitarian Assistance

**HAF**—Headquarters Air Force  
**HHQ**—Higher Headquarters  
**IAW**—In Accordance With  
**IG**—Inspector General  
**IMET**—International Military Education and Training  
**IQT**—Initial Qualification Training  
**ITR**—Initial Training Review  
**JCRM**—Joint Capabilities Requirements Manager  
**JLLIS**—Joint Lessons Learned Information System  
**JOPES**—Joint Operation Planning and Execution System  
**JP**—Joint Publication  
**JQS**—Joint Qualification Standard  
**JTF**—Joint Task Force  
**JTF-PO**—Joint Task Force-Port Opening  
**LL**—Lessons Learned  
**LOGDET**—Logistics Details  
**LZ**—Landing Zone  
**LZSO**—Landing Zone Safety Officer  
**MAA**—Military Airworthiness Authority  
**MAJCOM**—Major Command  
**MC**—Mission Commander  
**MDS**—Mission, Design, Series  
**METL**—Mission Essential Task List  
**MFR**—Memorandum for Record  
**MIF**—Mobility Information File  
**MOA**—Memorandum of Agreement  
**MOE**—Measures of Evaluation  
**MOP**—Measures of Performance  
**MOU**—Memorandum of Understanding  
**MQF**—Master Question File  
**MRF**—Master Read File  
**MSAS**—Mobility Support Advisory Squadrons

**MSC**—Mission Support Cell  
**MTT**—Military Training Team  
**OJT**—On-the-Job Training  
**OL**—Operating Location  
**OPCON**—Operational Control  
**OPORD**—Operation Order  
**OPSEC**—Operations Security  
**ORM**—Operational Risk Management  
**OSA**—Operational Support Airlift  
**OPR**—Office of Primary Responsibility  
**OT&E**—Organize, Train, and Equip  
**OTER/BA**—Organizing, Training, Rebuilding/Building Assisting  
**PA**—Public Affairs  
**PCA**—Permanent Change of Assignment  
**PCS**—Permanent Change of Station  
**PIC**—Pilot In Command  
**PID**—Plan Identification  
**PKO**—Peacekeeping Operations  
**PN**—Partner Nation  
**PO**—Peace Operations  
**POC**—Point Of Contact  
**POM**—Program Objective Memorandums  
**QA**—Quality Assurance  
**R&C**—Review and Certification  
**RFF**—Request for Forces  
**RM**—Risk Management  
**ROE**—Rules Of Engagement  
**SA**—Security Assistance  
**SAF/IAP**—Secretary of the Air Force/International Affairs Policy  
**SAV**—Staff Assistance Visit  
**SC**—Security Cooperation  
**SCO**—Security Cooperation Office

**SDI**—Special Duty Identifier  
**SEB**—Standardization and Evaluation Board  
**SECAF**—Secretary of the Air Force  
**SECDEF**—Secretary of Defense  
**SELO**—Standardization and Evaluation Liaison Officer  
**SERE**—Survival, Evasion, Resistance, and Escape  
**SFA**—Security Force Assistance  
**SG**—Surgeon General  
**SII**—Special Interest Item  
**SITREP**—Situation Report  
**SME**—Subject Matter Expert  
**SOFA**—Status of Forces Agreement  
**SOP**—Standard Operating Procedure  
**SPECAT**—Special Category  
**SPP**—State Partnership Program  
**STAN/EVAL**—Standardization/Evaluation  
**TACC**—Tanker Airlift Control Center (618th Air and Space Operations Center)  
**TACON**—Tactical Control  
**TCA**—Traditional Combatant Commander’s Activities  
**TDY**—Temporary Duty  
**TMB**—Training Management Board  
**T.O.**—Technical Order  
**TODA**—Technical Order Distribution Account  
**TODD**—Technical Order Distribution Office  
**TRB**—Training Review Board  
**TS**—Team Sergeant  
**TWG**—Threat Working Group  
**ULN**—Unit Line Number  
**UMD**—Unit Manpower Document  
**USAFRICOM**—United States Africa Command  
**USG**—United States Government  
**USSOUTHCOM**—United States Southern Command

**USTRANSCOM**—United States Transportation Command

**UTC**—Unit Type Code

**UTM**—Unit Training Manager

### *Office Symbols*

**621 CRW/IG**—621st Contingency Response Wing Office of the Inspector General

**621 AMAG/CCV**—621st Air Mobility Advisory Group Standardization and Evaluation

**AMC/A34**—HQ AMC Mobility Support Operations Division

**AMC/A349**—HQ AMC Partner Integration Branch

### *Terms*

**Advise**—Advise PN military aviation forces on how to employ air mobility capabilities in specific operational situations. Advisory assistance addresses such areas as airpower doctrine, mission planning, basing concepts, operational sustainment methods, tactical employment, communications capabilities, and C2 development/employment. Advisory assistance can also be provided to GCC/air component staffs and US embassy personnel on the status and limitations of PN AMS and recommendations for further development and sustainment. May also include familiarization, orientation, and demonstration of USAF methods to inform the PN of how and why we train our personnel to perform certain actions. Depending on the situation, this activity may require the Secretary of Defense's approval.

**Agile Combat Support (ACS)**—Core capabilities that support airfield management, air traffic control, civil engineering, logistics readiness, maintenance, communications, security, health services, and weather.

**Airlift Operations**—Those activities that include passenger and cargo movement, operational support airlift, aeromedical evacuation, and disaster relief/humanitarian support.

**Air Mobility Liaison Officers (AMLOs)**—A rated United States Air Force mobility air forces officer selected, trained, and equipped to assess, train, advise, and assist with mobility air forces and ground force integration for air movement and sustainment.

**Air Mobility Support**—Air mobility support provides the responsive groundwork required for maintaining and sustaining airlift capabilities. The core functions of an air mobility support system are C2, aerial port, and maintenance.

**Air Mobility System (AMS)**—The total air mobility enterprise consisting of resources, processes, and culture including personnel, equipment, infrastructure, operations, and sustainment. The AMS will focus on airlift operations, air mobility support and the skill sets for agile combat support focused on air operations.

**Assessment**—A continuous process that measures the overall effectiveness of employing joint force capabilities during military operations; and (2) determination of the progress toward accomplishing a task, creating an effect, or achieving an objective. For this instruction, the term assess is one of five basic advisor activities. In this capacity, it refers to measuring the effectiveness of SC at the strategic, operational, and tactical levels. It similarly refers to determining progress toward accomplishing SC objectives, effects, and tasks. More specifically for the Air Advisor, it

refers to developing an executable and assessable event-level plan and after-action report with appropriate linkages to operational-level plans. Finally, it refers to an Air Advisor's responsibility to assess a partner nation's aviation capabilities.

**Assist**—The act of providing support or air to PN aviation forces in executing specific air mobility missions. Assisting is one of five basic advisor activities. Assisting is a form of direct support that may or may not include combat. Generally, the step from advising to assisting requires the approval of the US President when the tasks are performed in conjunction with real-world military operations.

**Building Partnerships (BP)**—The ability to set the conditions for interaction with partner, competitor or adversary leaders, military forces, or relevant populations by developing and presenting information and conducting activities to influence their perception, will, behavior, and capabilities (Joint Requirements Oversight Council, J-5 BP Joint Capability Area Decomposition Slides). Direct training is not provided (Title 10).

**Building Partner Capacity (BPC)**—The ability to assist domestic and foreign partners and institutions with the development of their capabilities for mutual benefit and address US national or shared global security interests. This definition is derived from the Tier III Joint Capability Area (JCA) of “building the capabilities and capacities of partners and institutions” (Deputy Under Secretary of Defense Policy Memorandum, Joint Capability Areas). Direct training is provided (Title 22).

**Certification Board**—Certifies unit personnel complete (after all training and evaluations) for initial upgrade or re-qualification to mission commander, team sergeant, etc.

**Command Job Qualification Standard (CJQS)**—Comprehensive task list common to all persons serving in the duty position, which describes a particular job type or duty position.

**Commander, Air Force Forces (COMAFFOR)**—The single Air Force commander of an Air Force Service component assigned or attached to a JFC at the unified combatant command, sub-unified combatant command, or JTF level. The JFC may designate the COMAFFOR as the Joint Force Air Component Commander (JFACC). When appointed, the JFACC is a functional component commander whose authority is derived from the JFC and whose purview extends over air assets from all Services within the theater or AOR.

**Contingency Response Forces (CRF)**—Generic term referring to “deployed” personnel/equipment from any organization or team in a CRW to include a CRG, CRE, CRT, MSAS, AMOS, AMLO, ALCF, etc.

**Contingency Response Group (CRG)**—CRGs are designed to be first responders for opening airbases. These units will bridge the gap between the seizure forces and the follow-on combat/expeditionary combat support forces. CRGs are critical to the AF's ability to rapidly deploy US military forces and initiate air operations of any type in minimal time at any base or location around the globe. CRGs may also provide C2, aerial port services, quick turn maintenance, force protection, and various airbase support capabilities for AMC's Global Mobility mission. The CRG CONOPs and AFI 10-202, *Contingency Response Forces*, describes CRG operations. HQ AMC/A34 is the CRG functional area manager.

**Contingency Response Wing (CRW)**—The Air Force's global reach crisis response force. Rapidly deploy tailorable, multi-role, multi-skilled, expeditionary mobility teams, organized to

quickly assess and effectively open forward contingency airbases and conduct air mobility support operations anywhere in the world. Exercise command authority over the respective CRGs, Global Support Squadrons (GSSs), and Air Mobility Liaison Officers (AMLOs) at their Operating Locations (OLs) for organization, control of resources and equipment, personnel management, logistics, training, readiness, mobilization, demobilization, discipline, and any other appropriate matters. Ensures mission-ready airfield assessment teams, airfield operations, C2, aerial port, quick-turn aircraft maintenance, weather, intelligence, air traffic control, security forces, finance, fuels, supply, and contracting personnel are available to project and sustain combat forces worldwide.

**DAF Form 797, Job Qualification Standard Continuation/Command (JQS)**—Contains tasks, knowledge, and technical references to which a trainee must be certified.

**Equip**—The act of furnishing or provisioning partner nation personnel for service or action. Equipping is one of five basic advisor activities. Individuals performing Air Advisor may be expected to facilitate the transfer of US defense articles and services under security assistance programs to eligible partner nation aviation units.

**Foreign Security Forces (FSF)**—Include, but are not limited to, military forces; police forces; border police, coast guard, and customs officials; paramilitary forces; interior and intelligence services; forces peculiar to specific nations, states, tribes, or ethnic groups; prison, correctional, and penal services; and the government ministries or departments responsible for the above services. For purposes of this instruction, foreign security forces also include other partners of a military nature who may not be directly affiliated with a sovereign nation.

**Humanitarian Assistance (HA)**—Programs conducted to relieve or reduce the results of natural or manmade disasters or other endemic conditions such as human pain, disease, hunger, or privation that might present a serious threat to life or that can result in great damage to or loss of property. Humanitarian assistance provided by US forces is limited in scope and duration. The assistance provided is designed to supplement or complement the efforts of the host nation's civil authorities or agencies that may have the primary responsibility for providing humanitarian assistance, also called HA.

**Joint Force (JF)**—A general term applied to a force that is composed of significant elements of the US Army, Navy, or Marine Corps and the Air Force or two or more of these services operating under a single commander authorized to exercise unified command and operational control over joint forces.

**Joint Forces Commander (JFC)**—A general term applied to a commander authorized to exercise combatant command (command authority) or operational control (OPCON) over a joint force.

**Landing Zone (LZ)**—A prepared, or semi-prepared (unpaved) airfield used to conduct operations in an airfield environment like forward operating locations. Landing Zone runways are typically shorter and narrower than standard runways. The amount of engineering effort required to develop a semi-prepared Landing Zone depends on the planned operation, the service life needed to support these operations, and the existing soil and weather conditions. Semi-prepared construction/maintenance preparations may range from those sufficient for limited use to those required for continuous routine operations. Options for surface preparation may include stabilization, the addition of an aggregate course, compaction of in-place soils, or matting. Since

training airfields are constructed for long-term operations, semi-prepared surface structural requirements are more stringent than for contingency airfields.

**Landing Zone Safety Officer (LZSO)**—Qualified combat controller, officer aircrew, or qualified civilian contractor personnel in charge of the landing zone operation.

**Mission Ready**—Individual is considered fully deployable as part of an SC team.

**Mobility Information File (MIF)**—A collection of information for a unit or a specific functional area (aerial port, command and control, maintenance, etc.) that is necessary for safe and effective operations. The MIF consists of six sections; all, C3, aerial port, maintenance, other, and read file. Each squadron maintains a copy while the master is maintained in Stan/Eval. All individuals must sign off their MIF card before deploying.

**Operational Support Airlift (OSA)**—OSA missions are movements of high-priority passengers and cargo with time, place, or mission-sensitive requirements.

**Partner Nation (PN)**—Those nations that the United States works with to build foundations of interoperability, shared concepts of operation, common logistics and sustainment infrastructure, organizational structures, doctrine, and shared experiences in training and education.

**Quality Assurance (QA)**—Functional experts that accomplish periodic, in-progress evaluations and after-action inspections of key areas in the maintenance arena.

**Review and Certification (R&C) Program**—The R&C Program is designed to ensure safe and efficient SC operations through a systematic review of individual qualifications prior to allowing that person to conduct operations without supervision. It is intended to help standardize squadron certification programs set up by the respective squadron commanders. Execution of the program encompasses R&C Boards, appropriate documentation, and interviews for certain qualifications.

**Security Assistance (SA)**—The provision of defense articles, military training, and other defense-related services by grant, loan, credit, or cash sales in furtherance of US national policies and objectives. Security Assistance is the military component of foreign assistance implemented by DoD IAW policies established by DoS and has as its principal components FMS, FMF, IMET, peace operations (PO), and excess defense articles (EDA).

**Security Cooperation (SC)**—All Department of Defense interactions with foreign security establishments to build security relationships that promote specific US security interests, develop allied and partner nation military and security capabilities for self-defense and multinational operations, and provide US forces with peacetime and contingency access to allied and partner nations.

**Security Force Assistance (SFA)**—The Department of Defense activities that support the development of the capacity and capability of foreign security forces and their supporting institutions.

**Special Interest Item (SII)**—A tool to focus management attention, gathers data and assesses the status of specific programs and conditions in the field. SIIs are evaluated by IG inspectors using inspection guides and grading criteria provided by the SII sponsoring agency.

**Staff Assistance Visit (SAV)**—Performed to solve specific problems or exchange information by covering any standardization/evaluation area. An example would be visiting squadron-training offices to monitor training folder status.

**Training Review Board (TRB)**—This forum presents a projection of personnel in critical AFSCs and the status of their contingency response-specific training. The TRB is conducted at the Squadron level, and the data is briefed at the Group and/or Wing levels, usually through a Training Management Board (TMB).