COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

This instruction implements Air Force Instruction (AFI) 10-1201, *Space Operations*, AFI 11-260, *Tactics Development Program*, and AFI 11-415, *Weapons and Tactics Programs*, to codify the Air Force Space Command (AFSPC) Tactics Development Program. It articulates program goals, establishes program procedures and guidance, and details AFSPC Tactics Development Program responsibilities. This instruction applies to all units involved with the employment of space and cyberspace forces, as well as the Air National Guard (ANG) and Air Force Reserve Command (AFRC). AFSPC, ANG, and AFRC units may supplement this instruction as necessary to implement the direction it provides. Supplements should be coordinated with HQ AFSPC/A2/3/6TW. 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. See AFI 33-360, *Publications and Forms Management*, Table 1.1 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 the Publication OPR for non-tiered compliance items. Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, *Recommendation for Change of Publication*. Route AF Form 847s from the field through the appropriate functional's chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) See **Attachment 1** for Glossary.

SUMMARY OF CHANGES

This instruction is substantially revised and must be reviewed in its entirety. This document updates Air Force Space Command Instruction (AFSPCI) 10-260 dated 29 Nov 2011. It includes significant changes to the Integrated Validation Team process . This document also clarifies the roles and responsibilities of Tactics Review Board (TRB) Working Group Chairs, as well AF Form 4326 approval authorities. The previously established TIP Prioritization Criteria and example in Attachment 2 were deleted. Various administrative errors were fixed to include updated organization changes that occurred since the last revision.

Chapter 1

GENERAL POLICY

1.1. Tactics Development Program Overview. The AFSPC Tactics Development Program is designed to meet AFSPC's responsibility to serve as the lead command in developing, documenting, and issuing tactics, techniques and procedures (TTP) for space and cyberspace weapons systems. This instruction provides guidance on each phase of the Tactics Development Process. The core of the Tactics Development Program is the documentation of validated best practices in Air Force TTP documents. In accordance with AFTTP Volume 3-1.GP, *General Planning (GP) and Employment Considerations,* the Tactics Development Program "consists of four primary elements: TIPs, TRBs, formal tactics development and evaluations (TD&E), and the dissemination of tactically significant information." A healthy tactics program depends on continuous refinement and review of intelligence and inputs from operational units. AFSPC uses the Tactics Development Program to improve the combat capabilities of our weapon systems and how they integrate into the joint fight.

    1.1.1. Tactics Development Program goals.

        1.1.1.1. Improve overall military capability by instituting a responsive, standardized process to identify and address areas for improvement in AFSPC operations, systems, and support.

        1.1.1.2. Integrate TTPs and intelligence considerations into daily operations, exercises, and training.

        1.1.1.3. Rapidly validate and disseminate new TTPs to correct deficiencies or pursue new/improved TTP.

        1.1.1.4. Persistently verify existing TTPs against emerging threats and technologies.

        1.1.1.5. Fully integrate AFSPC tactics processes with other MAJCOM tactics processes resulting in more robust programs and greater weapon system effectiveness.

        1.1.1.6. Facilitate the development of new TTP based on weapon system modifications to leverage new hardware, software, and operator capabilities.

    1.1.2. The purpose of the AFSPC Tactics Development Program is to identify tactical deficiencies and to find, validate, and document non-materiel solutions supporting both developmental and operational systems. If non-materiel solutions are not feasible and materiel solutions are necessary, the Tactics Development Program may be used to identify and communicate potential materiel solutions to AFSPC acquisition agencies for consideration in future iterations of weapons system development.

    1.1.3. Currently, no AFSPC-level guidance exists to complement AFI 10-703 *Electronic Warfare Integration Reprogramming (EWIR).* In lieu of creating an AFSPCI to address EWIR for space systems, AFSPC tasked the 25 Space Range Squadron (25 SRS) to perform reprogramming center (RC) functions in accordance with AFI 10-703 and **paragraph 1.1.3.4** below.

1.2. The Tactics Development Program Is Not Intended For:

1.2.1. Any modification of hardware, software and/or code requiring resources for a related acquisition activity. This process is covered in AFI 63-131, *Modification Management.*

1.2.2. Changes to weapon system technical orders (TO), standard operating procedures (SOP), or checklists (C/L). However, approved and validated TTPs may be incorporated into TOs, SOPs, or C/Ls.

1.3. Weapons and Tactics Nomenclature.

1.3.1. Tactics, Techniques and Procedures. Tactical doctrine used to employ a weapon system to produce a desired effect or to counter a threat posed by an adversary. TTP are authoritative but not directive.

1.3.1.1. Tactics. Per JP 1-02 *Department of Defense Dictionary of Military and Associated Terms* , tactics are formally defined as "the employment and ordered arrangement of forces in relation to each other." Tactics define the objective of "why" tasks are executed in the employment of the weapon system.

1.3.1.1.1. Space tactic example. A satellite might be maneuvered *in response to* an anti-satellite (ASAT) threat. The tactic is "ASAT evasion."

1.3.1.1.2. Cyberspace tactic example. A network might be re-configured to better observe adversary activity *in response* to a network intrusion threat. The tactic is "limiting adversary maneuverability on the network."

1.3.1.2. Techniques. Per JP 1-02, techniques are formally defined as "*Non-prescriptive* ways or methods used to perform missions, functions, or tasks." Techniques define "what" tasks you implement to accomplish the objective. A tactic may be implemented or supported by one or more techniques.

1.3.1.2.1. Space technique example. The operator may change either the inclination or the altitude of a satellite's orbit to avoid the ASAT threat. These are two possible techniques that support the overarching tactic of ASAT evasion.

1.3.1.2.2. Cyberspace technique example. Network defenders may employ different methods to achieve the tactical objective. For example, network defenders may herd the adversary onto specific subnets or systems or block them at a particular layer in the network to observe the adversary response. These are various techniques to support the overarching tactic of limiting adversary maneuverability on the network.

1.3.1.3. Procedures. Per JP 1-02, procedures are formally defined as "Standard, detailed steps that *prescribe* how to perform specific tasks." Procedures define the sequence of events that describe "how" tasks are implemented from the chosen technique(s). Procedures, as they relate to TTP, are not directive in nature but may be documented in detailed C/Ls, SOPs or TOs which are directive in nature.

1.3.1.3.1. Space procedure example. Once the decision is made to change the satellites' altitude to avoid the ASAT threat, procedures might include: calculating and coordinating the maneuver, executing the maneuver, and checking the status of health post-maneuver. Each of these may have a checklist, SOP, or TO that directs

their implementation; however the overarching procedure is what is relevant to the TTP discussion.

1.3.1.3.2. Cyberspace procedure example. Once the decision is made to employ herding techniques, procedures may include coordinating the network or system re-configuration, reconfiguring the system or network, and verifying current adversary activity post re-configuration. Each of these may have a checklist, SOP, or TO that directs their implementation; however the overarching procedure is what is relevant to the TTP discussion.

1.3.1.4. TTP Hierarchy and Relationship to C/Ls, SOPs and TOs: Operators may use more than one procedure to execute a technique and may use more than one technique to employ a tactic. C/Ls, SOPs and TOs, although *not* TTP, are often used to support the execution of procedures. They are produced by the system program office and standardization/evaluation organizations. See **Figure 1.1** for a graphical representation of this concept.

Figure 1.1. TTP Hierarchy Overview.
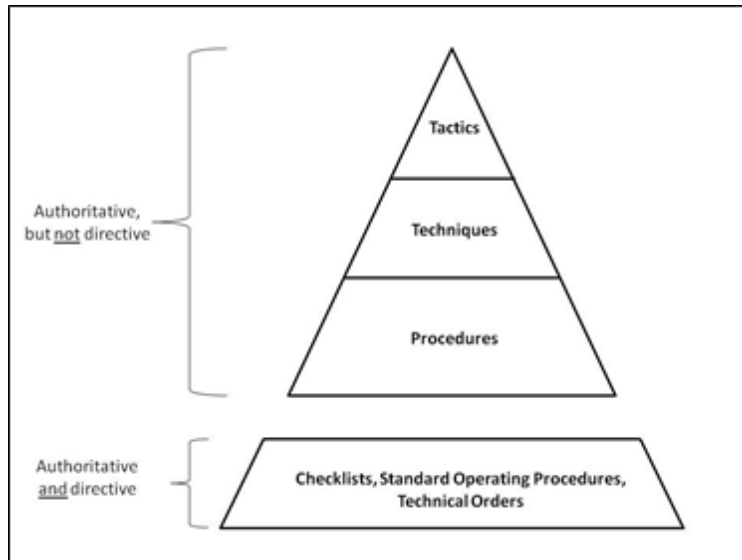
1.3.2. Tactic Improvement Proposal. A TIP is a comprehensive idea to improve the military capability of a fielded system, overcome a tactical deficiency or meet an emerging operational need. TIPs should not be used to request modification or acquisition of hardware or software, nor for requesting changes in training procedures. TIPs are non-materiel solutions which may require system testing. TIPs can be submitted by anyone, but are normally submitted by system subject matter experts (SME), via an Air Force Information Management Tool (AF Form 4326, *Tactic Improvement Proposal).*

1.3.3. TTP Documents. TTP documents are the primary tactical doctrinal reference for the United States Air Force. AFSPC relies on current TTP to provide the foundational methodology for the employment of space and cyberspace forces addressing: (1) system specific capabilities and limitations, (2) mission planning considerations, and (3) mission specifics to deliver desired effects and/or mitigate threats to our systems.

1.3.3.1. Air Force Tactics, Techniques and Procedures (AFTTP) 3-1/3-3 series volumes. AFTTP 3-1/3-3 series volumes are comprehensive tactical weapon system employment manuals. AFTTP 3-1/3-3 volumes describe specific TTP employed by the weapon system operator to deliver desired effects. These documents are typically reviewed every two years, or as deemed appropriate by the HQ AFSPC/A2/3/6. AFSPC AFTTP 3-1/3-3 series volumes are produced by a Model Manager (MM), typically a system SME at the operational unit. They are approved by the HQ AFSPC/A2/3/6, and published by the United States Air Force Warfare Center (USAFWC) via the 561st Joint Tactics Squadron (JTS). Reference **paragraph 2.7** for a detailed description of AFTTP 3-1/3-3 series volume coordination and documentation procedures.

1.3.3.2. Tactics Bulletins. Tactics Bulletins (TB) act as official updates to AFTTP 3-1/3-3 series volumes between rewrites in an effort to ensure TTP remain current. TBs are TTP that SMEs across Combat Air Forces (CAF)/Mobility Air Forces (MAF)/Special Operations Forces (SOF)/Space/Cyberspace forces deem worthy of AFTTP 3-1/3-3 credibility and longevity. They are analyzed, vetted, and validated in methods similar to AFTTP, including operational test, Weapons School missions, combat exercises, weapons validation programs, and actual combat employment. TBs are produced by weapon systems SMEs (ideally the 3-1/3-3 series volume MM), reviewed by the HQ AFSPC/A2/3/6, and officially approved by the USAFWC/CC. TBs should be incorporated into future AFTTP 3-1/3-3 rewrites, as appropriate. Reference **paragraph 2.7.** for a detailed description of TB coordination and documentation procedures.

1.3.3.3. Flash Bulletins. Flash bulletins (FB) are TTP or lessons learned that are time perishable and need to be passed to the warfighter immediately. They are produced by weapon system SMEs and are not coordinated above the SQ/CC level in order to facilitate rapid dissemination. They are ultimately approved and published by the 561 JTS/CC. FBs can become TBs after more comprehensive vetting, and should be incorporated into future AFTTP 3-1/3-3 rewrites, as appropriate. Reference **paragraph 2.7** for a detailed description of FB coordination and documentation procedures.

1.3.3.4. Operational Change Request. A formal request to the appropriate MAJCOM and support command facilities that identifies the inability of an electronic warfare system to meet operational requirements. In emergencies, an OCR identifies the inability to discriminate or respond to a threat and then requests mission data or operation flight program (OFP) changes to correct the problem.

1.3.4. Program Manager (PM). The PM oversees AFTTP volume production. Additional responsibilities include facilitating funding and manning, identifying and tasking Model Managers (MM), coordinating AFTTP conference scheduling with the 561 JTS, and performing draft AFTTP review. The HQ AFSPC PM is HQ AFSPC/A2/3/6TW.

1.3.5. Volume Manager (VM). The VM is a member of the 561 JTS who is named as the POC for facilitating AFTTP 3-1/3-3 series volume writes/rewrites from preconference through publication.

1.3.6. Model Manager. The MM is the lead SME who champions the TTP generation and production process and is responsible for the volume's content. AFSPC A2/3/6TW, acting as the PM, will select MMs and will coordinate MM selection through an official memorandum

signed by HQ AFSPC/A2/3/6. If the MAJCOM has a SME assigned to the 561 JTS, then the assigned SME may act as MM for AFSPC volumes based on background and expertise.

1.3.7. Operational system. A system that has been formally accepted for operations by the HQ AFSPC/A2/3/6 and has transitioned to an operational unit.

1.3.8. Division Chief. For the purposes of this instruction, the use of the term Division Chief refers to a HQ AFSPC three-letter division chief who has planning, programming, budgeting and execution responsibility for an AFSPC weapon system. The Division Chief responsibilities outlined in this instruction do not apply to HQ AFSPC division chiefs who do not have oversight of a weapon system.

Chapter 2

TACTICS DEVELOPMENT PROCESS

2.1. AFSPC Tactics Cycle. The AFSPC tactics cycle, shown in **Figure 2.1**, includes a development phase and an implementation phase. The cycle describes an iterative process in which new tactics are developed and existing tactics are reviewed to ensure relevancy and effectiveness. This AFSPCI is primarily focused on development phase of the tactics cycle. **Attachment 2** details the processes involved from TIP submission through documentation.

Figure 2.1. Tactics Cycle.
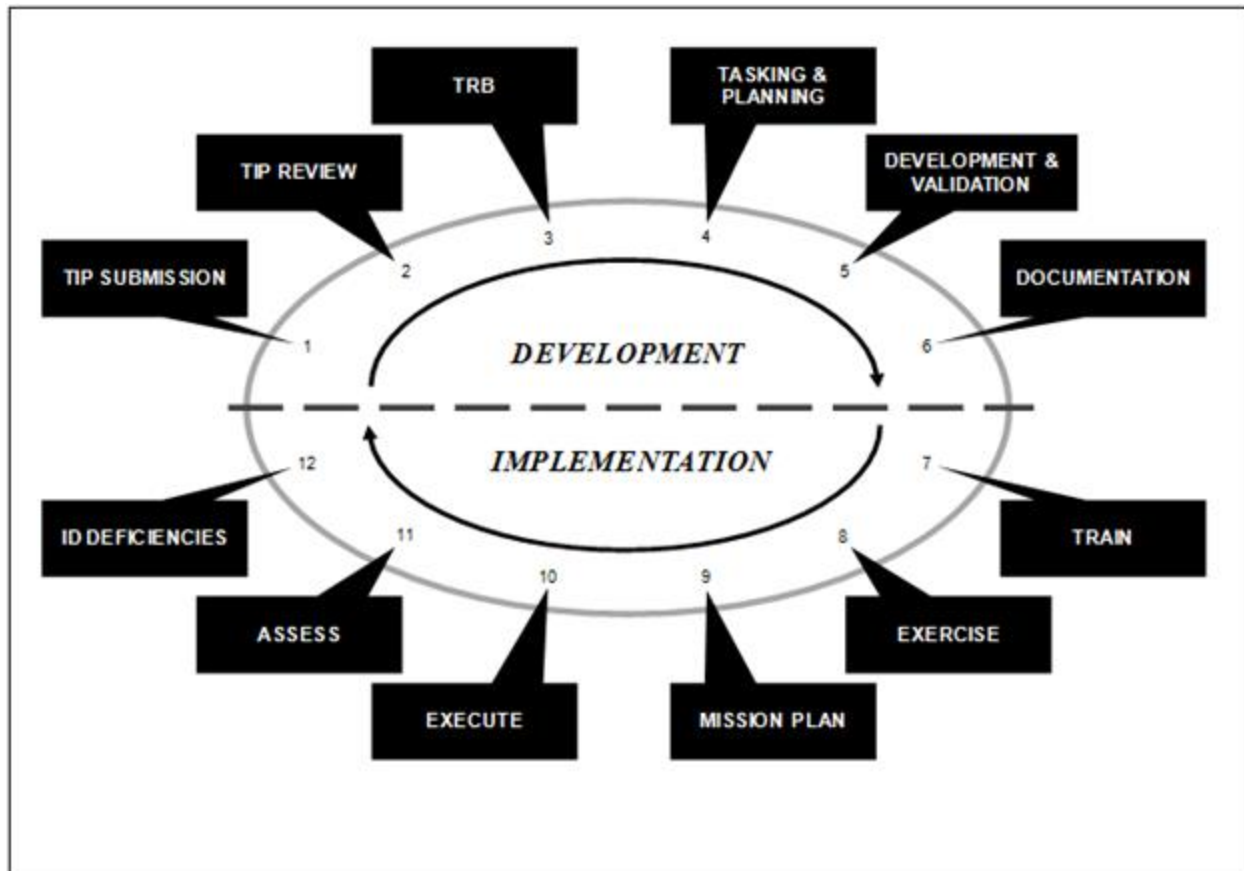
2.2. TIP Submission. TIPs are submitted via AF Form 4326 to recommend TTP to overcome a tactical deficiency, improve military capability or respond to an emerging operational need. Reference **Table 2.1**. (not all inclusive) for a sample decision matrix of when a TIP should be submitted.

2.2.1. TIPs may be submitted anytime.

2.2.2. Anyone may submit a TIP. TIPs typically originate with individuals at units/squadrons, but may come from other sources.

2.2.2.1. The AF Form 4326 is available at **http://www.e-publishing.af.mil/**. Reference AFI 11-260 for instructions on completing the TIP form. Weapons and Tactics (W&T)

shops at every level will work with individuals to ensure the AF Form 4326 is completed correctly. **(T-2).**

2.2.2.2. Units should review historical TIP submissions, via internal records to determine whether the TIP was previously suggested.

2.2.2.3. Individuals assigned to organizations outside AFSPC (i.e., AMC, USAFE, Army Space and Missile Defense Command, etc.,) may submit TIPs applicable to AFSPC weapons systems directly to HQ AFSPC/A2/3/6TW.

2.2.2.3.1. AFRC and ANG personnel operating an AFSPC-owned weapon system (i.e., 19 SOPS, 8 SWS, 175 NWS, etc.,) should submit TIPs through their applicable reserve or guard weapons and tactics shops.

2.2.2.3.2. AFRC and ANG weapons and tactics shops will coordinate TIP submissions for AFSPC-owned weapon systems with their counterpart active duty weapons and tactics shops. (**T-2).**

2.2.2.4. Individuals assigned at the wing level or below will submit TIPs to the appropriate unit W&T shop. Individuals assigned at Centers/NAFs will submit TIPs to their appropriate Center/NAF W&T shop, or designated representative. **(T-2).**

Table 2.1. Sample Entering Arguments for TIP Submission.

Example	Constitutes	Submit
New method of employing an existing system	Tactic	TIP
New mission area for a system	Tactic	TIP
Method of implementing tactic	Technique	TIP
New Tech Order issue	TO Issue	Follow procedures in T.O.s 00-5-1. *AF Technical Order System* and 00-5-3, *AF Technical Order Life Cycle Management*
Suggested changes to checklist/SOP	C/L Change	Checklist Change Request
Updates to adjustable, selectable or changeable files or other equipment settings used to perform signal discrimination, identify or target a threat	Mission Data	Operational Change Request
Tech Order change/recommendation	TO Change	AFTO Form 22, *Technical Manual Change Recommendation and Reply*, see TO 00-5-1 for further guidance
Materiel Solution	Hardware/ Software Change	AF Form 1067 (Modification Proposal)

2.3. TIP Review. The purpose of this step is to refine the TIP through coordination with SMEs and levels of AFSPC leadership. Experience has shown that thorough TIP review is critical to ensure the Tactics Development Process proceeds in a timely and efficient manner.

2.3.1. Upon receipt of a TIP, the unit W&T shop will review/refine it to ensure:

2.3.1.1. The TIP is relevant and military utility is well defined.

2.3.1.2. The TIP implementation criteria are well defined.

2.3.1.3. The proposal includes a proposed development and/or validation method such as testing, modeling/simulation, experiment, exercise, or real-world operations with recommended objectives.

2.3.1.4. The AF Form 4326 is completed correctly to include ensuring the "Reviewed By" block contains an appropriate POC based on the level of review. The appropriate AFSPC Reviewer may delegate review authority to a designated representative via signed memorandum for record. Reference **Table 2.2** for proper completion of "Review By" Block on AF Form 4326.

2.3.1.5. TIPs of a similar nature are consolidated to the maximum extent possible.

2.3.1.6. The TIP is not already incorporated in other guidance. Ensure other TTP sources (AFTTP volumes, Flash Bulletins, Tactics Bulletins) and any TIPs already in development are considered.

Table 2.2. Completion of Review By Block on AF Form 4326.

"Reviewed By" Block (AF Form 4326)	Appropriate AFSPC Reviewer
SQUADRON	SQ/CC or designated representative
GROUP RECOMMENDATION	GP/CC or designated representative
WING RECOMMENDATION	WG/CC or Center CC or designated representative
MAJCOM/NAF RECOMMENDATION	NAF/A3 or designated representative
AFSOF/MAF RECOMMENDATION	NA
CAF TRB ACTION	N/A

2.3.2. After initial review, W&T shops will submit the TIP to their first level of leadership for review. **(T-2).**

2.3.2.1. Following concurrence, W&T shops will contact HQ AFSPC/A2/3/6TW and provide an unclassified TIP title for assignment of a MAJCOM Control Number. HQ AFSPC/A2/3/6TW may be contacted via NIPR workflow inbox (**afspc.a236tw.workflow@us.af.mil**) or at DSN 692-5341, 692-3726, or 692-6783. **(T-2).**

2.3.2.1.1. If the TIP author, in coordination with first-level leadership, believes the TIP requires immediate attention, an Out-of-Cycle TRB may be requested as described in **paragraph 2.8**.

2.3.2.1.2. If an Out-of-Cycle TRB is not required, units may accomplish steps in **paragraphs 2.3.3** through **2.3.4** at their discretion in order to meet annual AFSPC TRB timelines.

2.3.2.2. HQ AFSPC/A2/3/6TW will assign TIPs a MAJCOM Control Number consistent with AFI 11-260. The MAJCOM Control Number is a method to facilitate awareness and tracking of the TIP. **(T-2).**

2.3.2.2.1. Assignment of a MAJCOM Control Number does not represent TIP approval.

2.3.2.2.2. Once assigned a MAJCOM Control Number, only the TIP author or the HQ AFSPC/A2/3/6 may remove the TIP from consideration. TIP authors may remove TIPs from consideration with a memo or email to HQ AFSPC/A2/3/6TW explaining the reason for withdrawal (i.e., not feasible, not relevant, etc.). Withdrawal requests will be transmitted to the HQ AFSPC/A2/3/6TW NIPR workflow e-mail.

2.3.2.3. Upon receipt of a MAJCOM control number, W&T shops will submit the TIP to their next echelon W&T shop. The process outlined in **paragraph 2.3.3** will continue up-echelon until the TIP reaches a NAF/Center W&T shop. **(T-2).**

2.3.3. Upon receipt of a TIP, next-echelon W&T shops will:

2.3.3.1. Review the TIP and provide supporting details assessing military utility and feasibility of the TIP in their respective section of the AF Form 4326. **(T-2).**

2.3.3.2. Ensure the TIP is neither incorporated into current TTP sources nor in the tactics development process as another TIP. TIPs already incorporated into guidance or in development will have that information annotated on the AF Form 4326. **(T-2).**

2.3.3.3. If the TIP is unsuitable for any reason, annotate the AF Form 4326 appropriately. The TIP will continue in the process with the non-concurrence noted. The TIP may be returned to the submitter for revision if desired. **(T-2).**

2.3.4. Upon receipt of a TIP, NAF/Center W&T shops, or designated representatives, will:

2.3.4.1. Coordinate on the TIP and document recommendations in the appropriate "Reviewed By" block on the AF Form 4326. The TIP may be returned to the submitter for revision if desired. **(T-2).**

2.3.4.2. Forward TIPs and any supporting documentation to HQ AFSPC/A2/3/6TW no later than 30 days prior to the AFSPC TRB. Reference paragraph 2.8. for out-of-cycle timelines. **(T-2).**

2.3.4.2.1. Submit unclassified TIPs via HQ AFSPC/A2/3/6TW workflow e-mail.

2.3.4.2.2. Contact HQ AFSPC/A2/3/6TW at DSN 692-5341, 692-3726, 692-6783, or at the HQ AFSPC/A2/3/6TW NIPR workflow e-mail for instructions on TIP submissions classified higher than UNCLASSIFIED. The TIP will be submitted to HQ AFSPC/A2/3/6TW at the appropriate classification level. HQ AFSPC/A2/3/6TW can process TIPs up to the TS/SCI//SAP/SAR level with appropriate coordination.

2.3.5. Upon receipt of a TIP, HQ AFSPC/A2/3/6TW will:

2.3.5.1. Prepare the TIP and associated supporting documentation for the AFSPC TRB. **(T-2).**

2.4. Tactics Review Board (TRB).

2.4.1. HQ AFSPC/A2/3/6TW hosts the annual AFSPC TRB on behalf of the HQ AFSPC/A2/3/6. The AFSPC TRB is a meeting of SMEs representing space and cyberspace mission areas.

2.4.1.1. The HQ AFSPC/A2/3/6, or their designated representative, will chair the TRB. The annual AFSPC TRB affords senior leadership an opportunity to decide how and if to dedicate resources toward the development, validation, approval, and implementation of a TIP. **(T-2).**

2.4.1.2. The AFSPC TRB also provides an opportunity to review the results of previously held subordinate unit TRBs. Additionally, interaction among TRB participants allows for an exchange of ideas across AFSPC mission areas, yielding additional opportunities to improve current and future operations through tactics development.

2.4.2. The annual AFSPC TRB is normally held in October to allow HQ AFSPC/A2/3/6TW time to properly evaluate and introduce AFSPC TIPs to the CAF TRB, as required.

2.4.2.1. Squadrons, Groups, Wings/Centers and NAFs will hold their respective TRBs early enough to allow time to prepare TIP submissions for the AFSPC TRB, but not later than the 30 days prior to the AFSPC TRB. **(T-2).**

2.4.2.2. AFSPC TRB attendance is unit funded.

2.4.2.3. AFSPC TRB is by invitation only. AFSPC/A2/3/6T will send invitations on behalf of the AFSPC/A2/3/6. The following exceptions apply:

2.4.2.3.1. A representative from each AFSPC W&T shop is expected to attend. Additionally, each TIP author, or a designated weapon system SME, is expected to attend the TRB and present the TIP.

2.4.2.3.2. Standing invitations exist for other organizations including, but not limited to, representatives of the USAFWC, 561 JTS, 547 IS, 53d Test Management Group (53 TMG), National Reconnaissance Office,17 Test Squadron (17 TS), 25 SRS, 328th Weapons Squadron (WPS), Headquarters U.S. Army Space and Missile Defense Command/Army Strategic Command Space Forces-Standards and Evaluations Section (USASMDC/ARSTRAT/G3 SF-SES), ACC/A3, U.S. Cyber Command, Joint Space Operations Center, 624th Operations Center, and other service liaison officers assigned to AFSPC and ANG/AFRC W&T representatives.

2.4.3. TRB Working Groups. On behalf of HQ AFSPC/A2/3/6, AFSPC/A2/3/6TW will select chairs for each working group based on subject matter expertise and availability. **(T-2).**

2.4.3.1. TRB Working Group Chair Roles and Responsibilities.

2.4.3.1.1. Work on behalf of HQ AFSPC/A2/3/6 for the duration of the TRB/WEPTAC and are considered TDY from their normal duties/responsibilities and will not incur any additional duties during this time. **(T-2).**

2.4.3.1.2. Receive applicable TIPs from AFSPC A2/3/6TW no later than 30 days prior to AFSPC TRB.

2.4.3.1.3. Develop TRB invitation list for the respective working group and coordinate with AFSPC A2/3/6TW. Invitation list should include representatives from all units that may have a vested interest in the working group topics. Coordinate with AFSPC/A2/3/6TW for dissemination of invitations.

2.4.3.1.4. As required, coordinate with other TRB Working Group Chairs on cross-mission area TIPs.

2.4.3.1.5. If required, additional guidance will be provided by HQ AFSPC/A2/3/6TW no later than 30 days prior to AFSPC TRB.

2.4.3.1.6. Working groups will evaluate each TIP based on criteria established by HQ AFSPC/A2/3/6TW prior to the TRB. These criteria may change based on operational need and the focus of HQ AFSPC leadership over the given period. **(T-2).**

2.4.4. TIP Evaluation Considerations.

2.4.4.1. The primary determining factor for every TIP is military utility. Secondary considerations include ability to develop and/or validate and sustainability.

2.4.4.2. At a minimum the TRB must answer the following critical questions regarding the TIP:

2.4.4.2.1. Does the TIP have military utility?

2.4.4.2.2. Does the TIP expand delivery capabilities for the Joint Fight?

2.4.4.2.3. Is the TIP technically and operationally feasible?

2.4.4.2.4. Do systems and personnel factors support implementation of the TIP?

2.4.4.2.5. Can the TIP be supported through the weapon system's life cycle?

2.4.5. TIP Disposition Options. Criteria are provided below to aid in determining TIP disposition; however, warfighter need must always be considered when making a TIP disposition recommendation. The following options are available as TIP disposition recommendations to the HQ AFSPC/A2/3/6:

2.4.5.1. TIP is approved and ready to deploy.

2.4.5.1.1. In order to be approved and ready to deploy the TIP should not require further development or validation. The TIP has already been proven effective and the operational unit is currently capable of executing the new TTP. The only remaining requirement is to document the TTP, either via an update to the AFTTP 3-1/3-3 volume, a TB or a FB.

2.4.5.2. TIP is approved but requires further development and/or validation.

2.4.5.2.1. This category includes TIPs that are approved, but not ready for immediate implementation. They may require further development, and will always require validation. There are three development/validation mechanisms that may be recommended in support of this option:

2.4.5.2.1.1. TIP development and/or validation via exercises, demonstrations, or

other venues.

2.4.5.2.1.1.1. Exercises, demonstrations and other venues provide opportunities to leverage resources in support of tactics development. This option can provide a cost-effective, responsive method of developing and/or validating a TIP by leveraging systems, personnel and scenarios that are already being utilized to accomplish other objectives. Refer to **paragraphs 2.5.1** through **2.5.1.5** for further guidance.

2.4.5.2.1.1.2. TIPs developed/validated via this mechanism require zero to low development effort.

2.4.5.2.1.2. TIP development and validation via a Tactics Development Initiative (TDI).

2.4.5.2.1.2.1. TDIs are tactics development and validation efforts executed by the 688 CW and USAFWC using organic resources. TDIs provide a flexible capability to remain responsive to rapid changes in current and emerging weapon system tactics. They provide a higher level of fidelity than that achieved via exercises/demos, but less than that achieved via formal testing. They may be developed and executed by SMEs, engineers, and testers using a test-like approach; however, TDIs are not considered formal testing as defined in AFSPCI 99-103, *Capabilities-Based Test and Evaluation of Space and Cyberspace Systems.*

2.4.5.2.1.2.2. TDIs can only be executed in support of mission areas or systems for whom the 688 CW and USAFWC has organic tactics development and validation capability.

2.4.5.2.1.2.3. TIPs developed/validated via this mechanism require low to medium development effort.

2.4.5.2.1.3. TIP development and/or validation via TD&E.

2.4.5.2.1.3.1. According to AFI 99-103*, Capabilities-Based Test and Evaluation,* TD&Es are a tailored type of Force Development Evaluation (FDE) conducted by MAJCOMs to refine doctrine, system capabilities, and TTP throughout a system's life cycle. TD&Es normally identify non-materiel solutions to problems or evaluate better ways to use new or existing systems.

2.4.5.2.1.3.2. TIPs developed and validated via this mechanism require medium to high development effort and will be executed within AFSPC via AFSPC Test Priority List (TPL) tasking.

2.4.5.3. TIPs identified to be forwarded to CAF TRB.

2.4.5.3.1. TIPs requiring CAF TRB review will be forwarded by HQ AFSPC/A2/3/6TW to the CAF TRB via ACC/A3TW. The TIP author will be notified when a TIP is forwarded to the CAF TRB. Key questions for the AFSPC TRB to consider when determining whether a TIP should be submitted to the CAF TRB are:

2.4.5.3.1.1. Does the TIP directly impact operations of air platforms, C2

operations, information operations (excluding network operations), or joint systems?

2.4.5.3.1.2. Does the TIP require coordinated testing using air platforms, C2 operations, information operations (excluding network operations), or joint systems?

2.4.5.3.2. The TIP author should attend the CAF TRB and present the TIP as the weapon system SME. If the TIP author is unable to attend the CAF TRB, a representative from AFSPC/A2/3/6TW will attend the CAF TRB and present the TIP on behalf of the weapon system SME.

2.4.5.3.3. If the TIP is denied at the CAF TRB or forwarded back to HQ AFSPC for action, HQ AFSPC/A2/3/6TW will provide a recommendation to the HQ AFSPC/A2/3/6 for final disposition.

2.4.5.4. TIP is denied. Grounds for denial include:

2.4.5.4.1. There is no military utility.

2.4.5.4.2. It is not operationally or technically feasible.

2.4.5.4.3. TIP cannot be validated via testing, modeling/simulation, or other method.

2.4.5.4.4. Criteria for TIP implementation are poorly defined.

2.4.5.4.5. TIP requires a materiel solution to implement.

2.4.6. In order to determine which disposition option to recommend for a TIP, Working Group Chairs should consider TIP readiness level.

2.4.6.1. Working Group Chairs rely on input from development/test SMEs in their working group to estimate the time required to develop/validate the TIP. Development/validation timelines may be placed into the following three categories: Short-term (90 days or less), Medium-term (91 days to 1 year), or Long-term (longer than 1 year). If development/test SMEs are not available, Working Group chairs will rely on input from HQ AFSPC/A2/3/6TW.

2.4.7. The HQ AFSPC/A2/3/6, or designated representative, will receive the TRB outbrief and approve final disposition of all TIPs. **(T-2).**

2.4.8. HQ AFSPC/A2/3/6TW will maintain all TIPs, regardless of TRB-determined status, to provide documented feedback and serve as a reference source for future proposals. **(T-2).**

2.4.9. HQ AFSPC/A2/3/6T will disseminate TIP dispositions to the affected units via HQ AFSPC TRB minutes prepared by HQ AFSPC/A2/3/6TW. **(T-2).**

2.4.9.1. Within 30 days after the AFSPC TRB, AFSPC A2/3/6TW will report the disposition of TIPs on the AFSPC A2/3/6TW SIPRNET website. Individuals and organizations submitting TIPs will be able to check the status and final version of their TIPs by checking the website.

2.4.9.2. If requested, HQ AFSPC/A2/3/6TW will return HQ AFSPC TRB disapproved TIPs to the submitting unit along with disapproval rationale. After receipt of the

disapproval disposition, an individual or unit may modify and resubmit the proposal as a new TIP on a new AF Form 4326.

2.5. Tasking and Planning. The purpose of this step is to task appropriate organizations to plan and allocate resources for TIP development/validation (dev/val) efforts. Each TIP dev/val mechanism has unique tasking and planning requirements. Tasking and planning is primarily the responsibility of HQ AFSPC with support from subordinate and external organizations.

2.5.1. Requirements for dev/val via exercises, demonstrations, and other venues.

2.5.1.1. On behalf of the AFSPC/A2/3/6, an Integrated Validation Team (IVT) is responsible for the tasking and planning requirements for TIPs in this category. This section addresses IVT employment options, team construct, planning, execution and documentation, as well as funding.

2.5.1.2. Employment Options. TIP development and/or validation activities conducted during exercises, demonstrations and other venues may be employed via two distinct approaches:

2.5.1.2.1. Integrated. IVT objectives and activities are fully integrated as part of, and compete with, exercise or demonstration objectives, such as a USAFWC Warfighter Focused Event. The event owner has significant input on the execution of development and validation activities.

2.5.1.2.2. Independent. IVT objectives and activities are independent from, and do not compete with, exercise or demonstration objectives. The IVT has a maximum flexibility in the accomplishment of development and validation activities.

2.5.1.3. Team Construct. The IVT is responsible for cradle to grave planning, execution and demonstration of TIP development and validation activities. The team leverages personnel and disciplines from organizations within AFSPC and from external agencies. Specific team construct is driven by the nature and complexity of the TIP being developed and validated, as well as the selected venue.

2.5.1.3.1. IVT Chair. The IVT Chair is the HQ AFSPC Division Chief responsible for the system or mission area identified in the TIP. The IVT Chair provides overall guidance and support for the IVT. Specifically, the IVT Chair:

2.5.1.3.1.1. Nominates the IVT Lead.

2.5.1.3.1.2. Approves IVT composition and coordinates personnel participation.

2.5.1.3.1.3. Approves TIP development and/or validation venue.

2.5.1.3.1.4. Coordinates and/or provides funding for IVT activities.

2.5.1.3.1.5. Certifies the final IVT report.

2.5.1.3.1.6. Coordinates support from external agencies.

2.5.1.3.2. IVT Lead. The IVT lead is appointed in writing by the IVT Chair following the annual AFSPC TRB and is responsible for IVT planning, execution and documentation activities. Specifically the IVT lead:

2.5.1.3.2.1. Nominates IVT composition.

2.5.1.3.2.2. Nominates exercise or demonstration venue for TIP development and validation efforts.

2.5.1.3.2.3. Interfaces with venue owners (if required) to ensure IVT activities are integrated or deconflicted from existing venue activities.

2.5.1.3.2.4. Develops the IVT plan and presents it to the IVT Chair for approval.

2.5.1.3.2.5. Delivers IVT readiness review to the IVT Chair.

2.5.1.3.2.6. Documents findings in the form of an IVT report.

2.5.1.3.3. IVT members support the IVT lead by providing subject matter expertise and/or representation from various functional disciplines. Team members may come from various organizations within AFSPC and participation must be approved by their respective HQ AFSPC Division Chief. Funding for IVT member participation (if required) will be coordinated/requested through the applicable HQ AFSPC Division Chief. Specific team member selection is driven by the nature and complexity of the TIP being developed and/or validated, including the size and complexity of the test. Functional area expertise may come from the policy/guidance, intelligence, operations, tactics, and/or testing communities as applicable. **(T-2).**

2.5.1.3.3.1. Policy/guidance. NAF/MAJCOM personnel support the IVT with organize, train and equip policy/guidance issues.

2.5.1.3.3.2. Intelligence. Mission area intelligence professionals support the IVT with new/improved tactics recommendations based on analysis of enemy TTP.

2.5.1.3.3.3. Operations. Unit level SMEs support the IVT with weapon system experience and expertise.

2.5.1.3.3.4. Tactics. Mission area W&T personnel support the IVT with TTP documentation expertise.

2.5.1.3.3.5. Validation. Mission area engineers and testers generate the development and validation plan, and interpret data capture results. These individuals support the IVT in an advisory capacity and bring a higher level of fidelity to the overall process. Note, IVT activities are not considered formal testing as governed by AFSPCI 99-103.

2.5.1.4. IVT Tasking and Planning, Development and Validation, and Documentation. See the process in **Figure 2.2**

Figure 2.2. IVT Tasking and Planning, Development and Validation, and Documentation Process.
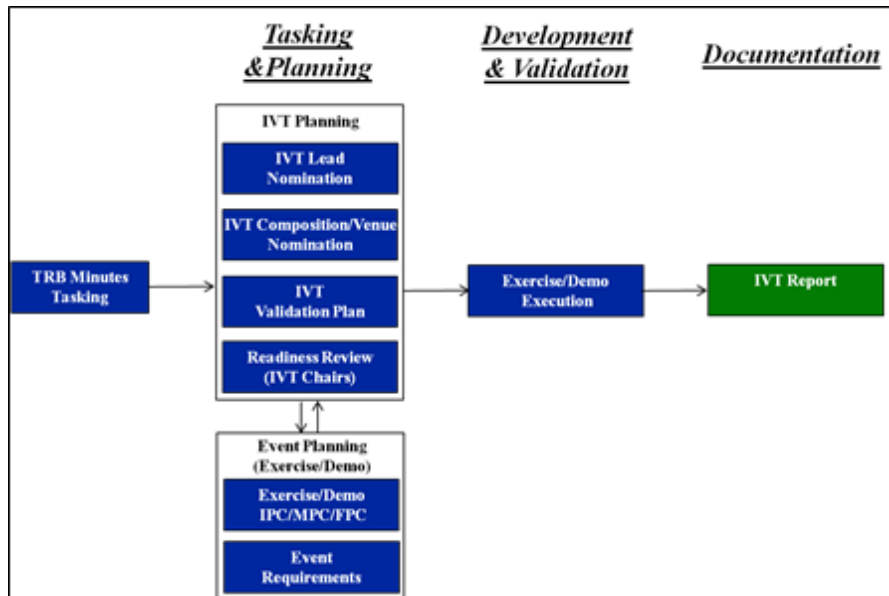
2.5.1.4.1. Tasking and Planning. The purpose of this phase is IVT development and/or validation venue, the development of the IVT plan, and required actions to leverage existing resources toward IVT activities.

2.5.1.4.1.1. The IVT lead will request IVT member participation from the respective organizations via the IVT Chair.

2.5.1.4.1.2. The IVT lead will develop a validation plan and gain approval from the IVT Chair.

2.5.1.4.1.3. The IVT interfaces with the event owner, as required, to determine participation requirements, limitation and other TIP development and/or validation considerations.

2.5.1.4.1.4. If the IVT requires assistance from organizations outside AFSPC, request support through AFSPC/A2/3/6TW.

2.5.1.4.2. Development and Validation. Execution focuses on TIP development and validation activities either independently or integrated into the selected venue.

2.5.1.4.2.1. Development and validation activities will be executed by the IVT in accordance with approved validation plan.

2.5.1.4.2.2. Findings will be presented to the IVT Chair in the form of an IVT report and may also include a briefing.

2.5.1.4.3. Documentation.   IVT development and validation activities will be documented in an IVT report approved by the IVT Chair. The IVT report provides the basic foundation for the generation of formal or informal TTP documents by the operational units.

2.5.1.5. Funding. The HQ AFSPC Division Chief responsible for the operational system identified in the TIP is responsible for IVT funding. Activity costs may include transportation, lodging, rental cars, and meals and incidental expenses. Funding requirements can be considerably smaller as compared to other TIP development and validation mechanisms. IVT leverages existing personnel, systems, and support infrastructure already being committed for the accomplishment of other venue objectives (i.e. exercises, demonstrations, training, etc.).

2.5.1.6. The IVT will develop a validation plan and must gain approval from the IVT Chair.

2.5.1.7. The IVT will designate a venue in which to accomplish the dev/val and will coordinate inclusion of the dev/val activities into that event.

2.5.1.8. If the IVT requires assistance from organizations outside HQ AFSPC, request support through HQ AFSPC/A2/3/6TW.

2.5.2. Tasking/Planning requirements for dev/val via TDI.

2.5.2.1. HQ AFSPC/A2/3/6TW maintains separate MAJCOM tracking databases of prioritized TDIs for both the 688 CW and USAFWC. Following each TRB, HQ AFSPC/A2/3/6TW will integrate the newly approved TDIs into each HQ AFSPC TDI database and reprioritize as necessary. **(T-2).**

2.5.2.2. HQ AFSPC/A2/3/6T will task the 688 CW and/or coordinate with the USAFWC, to accomplish TDIs following each TRB based on the reprioritized list. **(T-2).**

2.5.2.3. 688 CW and USAFWC will provide HQ AFSPC/A2/3/6T feedback on ability to accomplish TDIs within 30 days of receipt of the request. This feedback will include a planned execution schedule and identify any resource shortfalls. **(T-2).**

2.5.2.4. If the 688 CW or USAFWC requires assistance from other organizations outside HQ AFSPC, they may request support through HQ AFSPC/A2/3/6TW. If direct coordination occurs with outside support organizations, HQ AFSPC/A2/3/6TW will be included on all coordination.

2.5.3. Tasking/Planning requirements for dev/val via TD&E.

2.5.3.1. HQ AFSPC/A2/3/6TW will provide a draft Test Asset Support Request (TASR) to the appropriate Division Chief within HQ AFSPC for them to submit to HQ AFSPC/A2/3/6ZT in accordance with AFSPCI 99-103. **(T-2).**

2.5.3.2. HQ AFSPC/A2/3/6ZT will coordinate with the USAFWC and 688 CW to determine ability to execute, the test cost rough order of magnitude (ROM) and identification of any new, specialized test equipment or services needed to conduct testing. **(T-2).**

2.5.3.3. Division Chiefs will coordinate with HQ AFSPC/A2/3/6Z to ensure TD&E inclusion on the HQ AFSPC TPL. The TPL is published annually and includes all HQ AFSPC test priorities, including TD&Es. **(T-2).**

2.5.3.4. AFSPC/A2/3/6ZT will coordinate required TD&E test support, as necessary, with other MAJCOMs or agencies. Once tasked through the AFSPC TPL process, if the

TDE requires additional support from other MAJCOMs/agencies, AFSPC/A2/3/6TW will facilitate additional test support requirements between the AFSPC operational test organization and the applicable MAJCOM/agency. **(T-2).**

2.6. Development and Validation. The purpose of this step is to develop approved TIPs into actionable TTP and to validate the developed TTP to ensure it accomplishes the desired effect. The results of the validation will be documented in a written report. Development may occur prior to and concurrently with validation efforts. Facilitating TIP dev/val via TD&E or TDI is primarily the responsibility of the 688 CW and the USAFWC with support from external organizations. Facilitating TIP dev/val via IVT is primarily the responsibility of the applicable HQ AFSPC Division Chief with support from external organizations.

2.6.1. Dev/val is an iterative process to derive the optimal TTP solution.

2.6.1.1. TTP development involves translation of the TIP into actionable procedures that will be validated. During validation, the procedures can be modified and revalidated in order to perfect the TTP.

2.6.2. If not already accomplished, specific actions for each dev/val mechanism include:

2.6.2.1. Dev/val via exercises, demonstrations, or other venues.

2.6.2.1.1. Dev/val activities will be executed by the IVT in accordance with approved validation plan.

2.6.2.1.2. Results will be presented for approval to the applicable Division Chief in the form of an IVT report.

2.6.2.1.3. Upon approval, a copy of the IVT report will be forwarded to HQ AFSPC/A2/3/6TW.

2.6.2.1.4. Upon receipt of an approved IVT report that confirms the viability of the tactic, the AFTTP 3-1/3-3 volume MM, or designated SME, for the applicable weapon system will immediately utilize the report to document the TTP as described in **paragraph 2.7**. **(T-2).**

2.6.2.2. Dev/val via TDI.

2.6.2.2.1. TDI dev/val activities will be executed by the 688 CW and/or USAFWC in accordance with local guidance and procedures.

2.6.2.2.2. TDI results will be presented to the 688 CW/CC or USAFWC (unless delegated) for approval in the form of a TDI report.

2.6.2.2.3. Upon approval, a copy of the TDI report will be forwarded to HQ AFSPC/A2/3/6TW. **(T-2)**.

2.6.2.2.4. Upon receipt of an approved TDI report that confirms the viability of the tactic, the AFTTP 3-1/3-3 volume MM, or designated SME, for the applicable weapon system will immediately utilize the report to document the TTP as described in **paragraph 2.7**. **(T-2).**

2.6.2.3. Dev/val via TD&E.

2.6.2.3.1. TD&Es will be executed in accordance with AFI 99-103.

2.6.2.3.1.1. Any TIP requiring a TD&E must be placed on the AFSPC TPL. The AFSPC TPL combines and prioritizes all AFSPC related testing requirements. AFSPC A2/3/6TW will ensure TIPs requiring TD&E are included on the AFSPC TPL. **(T-2).**

2.6.2.3.1.2. TD&Es will only be conducted by designated MAJCOM test organizations (or by operational units tasked directly by the MAJCOM) and only with an approved test project order and signed test plan. Test organizations not manned by MDS SMEs will coordinate directly with the operational unit responsible for submitting the TIP. The respective operational unit will be responsible for providing the required resident expertise to assist in the drafting of the test plan. **(T-2).**

2.6.2.3.2. Reporting and Dissemination. Formal results of TD&E will be reviewed prior to publication by the operational unit responsible for submitting the TIP. The operational unit has 30 days to identify Critical, Major, Substantive, and Administrative comments. TD&Es will be documented in interim/final reports IAW AFI 99-103. The results of the TD&Es can be disseminated through Air Force Tactics, Techniques, and Procedures (AFTTP) 3-1 volumes, TBs, FBs, and/or test center "road shows."

2.6.2.3.2.1. Interim reports may be published anytime information becomes available which has immediate impact on the AF. Interim reports should also be considered when completion of the TD&E will take longer than 1 year or is delayed/deferred due to unexpected circumstances. Publication of interim reports is at the discretion of the test team and the test report approval authority.

2.6.2.3.2.2. Final reports for TD&E projects will be accomplished and distributed IAW AFSPCI 99-103. Final reports will be available from HQ AFSPC/A2/3/6/TW upon request.

2.6.2.3.3. Upon approval, a copy of the TD&E report will be forwarded to HQ AFSPC/A2/3/6ZT and HQ AFSPC/A2/3/6TW.

2.6.2.3.4. Upon receipt of an approved TD&E report that confirms the viability of the tactic, the AFTTP 3-1/3-3 volume MM, or designated SME, for the applicable weapon system will immediately utilize the report to document the TTP as described in **paragraph 2.7.** **(T-2).**

2.6.3. If dev/val activities reveal a proposed TTP as deficient, the lead dev/val agency will provide HQ AFSPC/A2/3/6TW a recommendation to modify and continue efforts or cease further dev/val activities.

2.7. Documentation. Attachment 2, Figure A2.1 describes Air Force Tactics, Techniques and Procedures 3-1/3-3 Management Procedures. AFTTP 3-1/3-3 series volumes and TBs are official TTP documents. AFTTP volumes are approved by the HQ AFSPC/A2/3/6 and published by the USAFWC, via the 561st JTS. TBs are reviewed by the HQ AFSPC/A2/3/6, approved by the USAFWC/CC and published by the 561 JTS. FBs are unofficial TTP and are approved and published by the 561 JTS/CC. Documenting TTP is accomplished via three main steps: Generation, Coordination, and Production. TTP documentation will be consistent with criteria established by the USAFWC/CC and executed through the 561 JTS. For guidance on

formatting, reference the 561 JTS NIPR site at **https://www.mil.nellis.af.mil/units/561jts/,** the SIPRNET site at **http://www.nellis.af.smil.mil/units/561jts/,** and the JWICS site at **http://www.nellis.ic.gov/561jts/**. If website addresses are unavailable, contact the 561 JTS via DSN 682-1450 or 679-0630.

2.7.1. AFTTP 3-1/3-3 series volume documentation.

2.7.1.1. Generation.

2.7.1.1.1. AFTTP 3-1/3-3 series volumes should be generated or updated by the weapon system AFTTP 3-1/3-3 series volume MM with the help of respective weapon system SMEs. When a MM is not available, a SME designated by HQ AFSPC/A2/3/6TW will generate the document. **(T-2).**

2.7.1.1.2. The USAFWC and 688 CW support wing and squadron level MMs and SMEs in this endeavor via the publication of reports documenting tactics development and validation activities.

2.7.1.1.3. The MM should use original TIPs , documented TTP, other SME input, observations, lessons learned, and any validation reports available to generate the document.

2.7.1.1.4. Generation may include updates to existing AFTTP 3-1/3-3 Series Volumes or creating a new volume.

2.7.1.1.5. The MM will format the AFTTP 3-1/3-3 series volume as prescribed by the 561 JTS.

2.7.1.2. Coordination.

2.7.1.2.1. VMs at the 561 JTS follow processes identified in AFI 11-260 to facilitate the production of AFTTP 3-1/3-3 series volumes to include scheduling and facilitating volume write and re-write conferences and the coordination of resulting documents with HQ AFSPC and the USAFWC.

2.7.1.2.2. Upon completion of coordination with MAJCOMs and the USAFWC, the VM will submit the final draft of the document to HQ AFSPC/A2/3/6TW.

2.7.1.2.3. HQ AFSPC/A2/3/6TW will staff the volume to the HQ AFSPC/A2/3/6 for approval.

2.7.1.2.4. HQ AFSPC/A2/3/6TW will provide the VM at the 561 JTS the e-SSS documenting volume approval.

2.7.1.3. Publication. The 561 JTS is responsible for the publication of AFTTP 3-1/3-3 series volumes. HQ AFSPC/A2/3/6TW will interface with the 561 JTS to coordinate the use of AFSPC resources to facilitate publication.

2.7.2. Tactics Bulletin documentation.

2.7.2.1. Generation.

2.7.2.1.1. TBs are usually generated by the weapon system AFTTP 3-1/3-3 series volume MM with the help of SMEs. However, any SME, regardless of community

association (operations, test, training, intelligence, etc.,), may generate a TB for consideration by the 561 JTS.

2.7.2.1.2. The TB author will coordinate the generation of TBs with HQ AFSPC/A2/3/6TW. They are also authorized to coordinate TB generation as early as possible and throughout the process with the Space or Cyberspace SME at the 561 JTS. Early coordination with the SME at the 561 JTS will ensure valid entering arguments for TB generation as well as proper document format. **(T-2).**

2.7.2.1.3. The USAFWC and 688 CW support wing and squadron level MMs and SMEs in this endeavor via the publication of reports documenting tactics development and validation activities.

2.7.2.1.4. The MM should use original TIPs, documented TTP, other SME input, observations, lessons learned, and any validation reports available to generate the document.

2.7.2.1.5. The MM will format TB as prescribed by the 561 JTS.

2.7.2.2. Coordination. TB coordination is accomplished in three levels.

2.7.2.2.1. Level 1 Coordination (within HQ AFSPC) – Content.

2.7.2.2.1.1. The MM, or available SME, will coordinate TBs through the appropriate squadron W&T shop. **(T-3).**

2.7.2.2.1.2. Squadron W&T shops will coordinate TBs with the SQ/CC prior to submission to wing W&T shops. **(T-3).**

2.7.2.2.1.3. Wing W&T shops will coordinate TBs with the OG/CC and WG/CC prior to submission to NAF W&T shop. **(T-3).**

2.7.2.2.1.4. NAF W&T shops will coordinate TBs with the NAF/A3 prior to submission to the respective Space or Cyberspace SME at the 561 JTS. The NAF W&T shop will also submit a courtesy copy to HQ AFSPC/A2/3/6TW. **(T-3).**

2.7.2.2.2. Level 2 Coordination (within USAFWC) – Formatting.

2.7.2.2.2.1. The Space or Cyberspace SME at the 561 JTS will follow internal processes and those identified in AFI 11-260 to coordinate the TB publication within the USAFWC and other organizations as required.

2.7.2.2.2.2. Upon completion of coordination within the USAFWC, the USAFWC sends recommended TB package to AFSPC/A2/3/6 (where package enters Level 3 Coordination).

2.7.2.2.3. Level 3 Coordination (HQ AFSPC/A2/3/6 and USAFWC/CC) – Final Review and Approval.

2.7.2.2.3.1. The HQ AFSPC/A2/3/6, as the Primary Review Authority (PRA), has six (6) working days to formally concur/non-concur with TB content before the USAFWC/CC approves/disapproves for publication. **(T-2).**

2.7.2.3. Publication.   The 561 JTS is responsible for the publication of TBs.   HQ AFSPC/A2/3/6TW interfaces with the 561 JTS to coordinate the use of AFSPC resources to facilitate publication.

2.7.3. Flash Bulletin documentation.

2.7.3.1. Generation.

2.7.3.1.1. Any SME, regardless of community association (operations, test, training, intelligence, etc.,), may generate a FB for consideration by the 561 JTS.

2.7.3.1.2. The SME will review existing TTP documentation to ensure the proposed FB is not already captured.

2.7.3.1.3. The SME should use original TIPs, documented TTP, other SME input, observations, lessons learned, and any validation reports available to generate the document.

2.7.3.1.4. The SME will format the FB as prescribed by the 561 JTS.

2.7.3.2. Coordination. FB coordination is accomplished in two levels.

2.7.3.2.1. Level 1 (within AFSPC) – Content.

2.7.3.2.1.1. SMEs will coordinate FBs through the system MM (if applicable) and appropriate squadron W&T shop. **(T-3).**

2.7.3.2.1.2. Squadron W&T shops will coordinate the FBs with community SMEs prior to seeking release approval from the SQ/CC. **(T-3).**

2.7.3.2.2. Level 2 (within 561 JTS) – Formatting and Approval.

2.7.3.2.2.1. Upon receiving release approval from SQ/CC, the squadron W&T shop will submit FBs to the Space or Cyberspace SME at the 561 JTS. The squadron W&T shop will also submit a copy of the document to the Wing or Center W&T shop.

2.7.3.2.2.2. The 561 JTS Space or Cyberspace SME will staff FBs to the 561 JTS/CC for final approval and publish the document. The Space or Cyberspace SME at the 561 JTS will submit a copy of the approved FB to HQ AFSPC/A2/3/6TW.

2.7.3.3. Publication.   The 561 JTS is responsible for the publication of FBs.   HQ AFSPC/A2/3/6TW interfaces with the 561 JTS to coordinate the use of AFSPC resources to facilitate publication.

2.8. Out-of-Cycle Tactics Development Process. The Out-of-Cycle Tactics Development Process is designed to work when normal tactics development timelines do not meet emerging or critical needs. The Out-of-Cycle Tactics Development Process uses the same basic steps of the normal Tactics Development Process but on an accelerated timeline.

2.8.1. Entering arguments for initiating the Out-of-Cycle Tactics Development Process include:

2.8.1.1. A signed letter by NAF, Center, and/or wing commander stating the compelling need for the Out-of-Cycle Tactics Development Process. **(T-2).**

2.8.1.2. Other circumstances as deemed appropriate by HQ AFSPC/A2/3/6T.

2.8.2. Out-of-Cycle Tactics Development Process steps are:

2.8.2.1. TIP submission.   TIP submission follows the normal Tactics Development Process, but will be processed on an accelerated timeline. HQ AFSPC/A2/3/6TW will assign a MAJCOM Control Number within one business day of TIP submission. **(T-2)**.

2.8.2.2. TIP review. Upon creation of the TIP the wing W&T shop will ensure squadron, group, wing, and NAF input within three (3) business days and transmit the TIP to HQ AFSPC/A2/3/6TW. **(T-2).**

2.8.2.3. TRB. HQ AFSPC/A2/3/6TW will schedule and facilitate an out-of-cycle TRB with the   HQ AFSPC/A2/3/6 or designated representative within five (5) business days of receipt. HQ AFSPC/A2/3/6T, on behalf of HQ AFSPC/A2/3/6, will invite select wing, Center, and/or NAF representatives. TRB minutes will be transmitted within one (1) business day of TIP approval. **(T-2).**

2.8.2.4. Tasking and Planning.   Tasking and Planning will occur per established processes but on an accelerated timeline based upon TIP level of urgency.

2.8.2.5. Development and Validation.   Development and Validation will occur per established processes but on an accelerated timeline based upon TIP level of urgency.

2.8.2.6. Documentation. Documentation of the TTP will occur per established processes but on an accelerated timeline based upon TIP level of urgency.

Chapter 3

IMPLEMENTATION

3.1. In an effort to expedite the operational availability of valid TTP, pending formal TTP document (AFTTP, TB, or FB) approval, unit commanders are authorized to employ new TTP following:

3.1.1. HQ AFSPC/A2/3/6 approval of a TIP as ready to deploy at the AFSPC TRB.

3.1.2. Approval of a dev/val report that confirms TTP viability. Approving authorities for reports resulting from each dev/val mechanism are listed in **paragraph 2.5.2**

3.2. Units will formalize operational checklists developed during TTP dev/val and incorporate , the TTP and associated procedures into training and evaluations (if applicable) upon TTP documentation (AFTTP, TB, or FB) approval. Notify NAF Weapons Shops when TTP is incorporated into training and evaluations. **(T-2).**

3.2.1. If unit instructor/evaluator training is required, the operational unit will have 120 days from time of TTP document approval to train unit instructors/evaluators, with support from the dev/val organization. **(T-2).**

3.2.2. Once unit instructor/evaluator training on the new TTP is complete (or if no training is required), units will have 90 days to develop the capability to train and evaluate the TTP. Local leadership will determine if and when the TTP is actually trained and evaluated based on current unit mission statement. **(T-2).**

3.3. NAF Weapons Shops will send notification to HQ AFSPC/A2/3/6TW once the operational unit is capable of training and evaluating the TTP. (T-2).

3.4. Units should review all weapon system TTP to ensure continued relevance and effectiveness on a recurring basis as determined by the unit commander. If a TTP is determined to no longer be relevant it will be removed during the ensuing AFTTP 3-1 volume rewrite.

Chapter 4

DEVELOPMENTAL SYSTEMS

4.1. TTP development should start as early as possible in system acquisition cycles. Developmental systems should have a basic set of TTP identified on how the system should be employed. TTP development should be incorporated in Developmental Testing and Operational Testing as much as possible by units/agencies responsible for test and evaluation. Baseline TTP need not reach the level of fidelity in an AFTTP 3-1/3-3 volume, nor do they need to be coordinated and approved via the formal AFTTP process.

4.2. HQ AFSPC enabling and operating concepts give operational context to desired capabilities and provide source documentation for development of operational tactics.

4.3. The HQ AFSPC/A5/8 will identify the organization(s) or team responsible for baseline TTP development upon acquisition strategy approval. (T-1).

4.4. HQ AFSPC/A5/8 will notify HQ AFSPC/A2/3/6 of the creation of Integrated Concept Teams and Integrated Test Teams so that appropriate tactics personnel can interface with those teams to ensure baseline TTP are developed and tested appropriately. (T-1).

4.5. Operational units should support the development of baseline TTP for systems in acquisition whenever possible with SMEs.

Chapter 5

INTER-SERVICE TTP TRANSFER

5.1. Transfer and sharing of approved space control TTP. Transfer and sharing of approved space control TTP between the Air Force and the Army has been directed by both USASMDC/ARSTRAT/G3 and HQ AFSPC/A2/3/6. HQ AFSPC/A2/3/6TW, as the HQ AFSPC staff organization responsible for tactics, will:

5.2. Share TTP and best practices as applicable for space control systems. If requested by USASMDC/ARSTRAT/G3, HQ AFSPC/A2/3/6TW may forward Army TTP to the 561 JTS.

5.3. Extend invitations from HQ AFSPC to observe all applicable TTP events.

5.3.1. HQ AFSPC/A2/3/6TW will invite SF-SES to the HQ AFSPC TRB and Weapons and Tactics Conference.

Chapter 6

WEAPONS AND TACTICS CONFERENCE (WEPTAC)

6.1. Annual WEPTAC. HQ AFSPC/A2/3/6 will host an annual WEPTAC with the AFSPC TRB to generate Organize, Train, and Equip recommendations to the HQ AFSPC/A2/3/6 and to further disseminate the TRB results to the AFSPC community. WEPTAC attendance is open to all who possess at least a Secret security clearance, and is unit funded. Messages advertising the theme, objectives and working groups for the WEPTAC will be transmitted to apprise potential attendees of conference details such as dates, times, locations, topics and working groups. **(T-2).**

Chapter 7

RESPONSIBILITIES

7.1. HQ AFSPC Division Chiefs (see paragraph 1. 3.8 for applicability)**:**

7.1.1. Support Tactics Development Program efforts as directed by the HQ AFSPC/A2/3/6.

7.1.1.1. Provide funding for AFSPC AFTTP volume production.

7.1.1.2. Provide funding for tactics development and validation activities.

7.1.2. Attend the AFSPC TRB and WEPTAC outbriefs.

7.1.3. Act as the IVT Chair and approving authority for applicable weapon system IVT reports.

7.1.4. Coordinate with HQ AFSPC/A2/3/6TW to advocate for TD&E inclusion on the AFSPC TPL, as required.

7.2. HQ AFSPC/A2/3/6:

7.2.1. Host annual AFSPC TRB and WEPTAC.

7.2.2. Chair AFSPC TRB and provide disposition decision for HQ AFSPC TIPs.

7.2.3. Approve WEPTAC recommendations and sponsor implementation.

7.2.4. Serve as the PRA for AFSPC AFTTP 3-1/3-3 volumes and TBs.

7.2.5. Responsible for coordinating and validating requirements that support adversary analysis. The resulting products are distributed to units that conduct tactics development (688 CW and the USAFWC), weapons units/operators, testing squadrons, and units that provide intelligence support to tactics development (i.e., unit intel shops, etc.). The Tactics Analysis and Reporting Program (TARP), outlined in AFI 14-120, *Tactics Analysis and Reporting Program*, may provide valuable information on enemy threats and tactics which can feed the Tactics Development Process.

7.2.6. When feasible, HQ AFSPC/A2/3/6 SMEs will attend HQ AFSPC AFTTP 3-1/3-3 write conferences and the HQ AFSPC TRB and WEPTAC.

7.2.7. Oversee AFSPC TARP for Space and Cyberspace.

7.2.7.1. Coordinate AFSPC TARP actions, products and requirements with AFSPC/A2/3/6TW.

7.2.7.2. Coordinate AFSPC Space/Cyberspace TARP requirements with the 25 AF and AF/A2.

7.2.7.3. As appropriate, delegate Space and Cyberspace Tactics Analysis Team development and engagement to AFSPC NAFs responsible for the operational mission.

7.2.7.4. Work with 25 AF to ensure correct focus, resourcing and employment of Space/Cyberspace Tactics and Adversaries Studies Elements (TASE) capabilities.

7.3. HQ AFSPC/A5/8:

7.3.1. Ensure the requirement for delivery of baseline TTP prior to operational acceptance is included in system acquisition documentation.

7.3.2. Identify the organization(s) or team responsible for baseline TTP development upon acquisition strategy approval.

7.4. HQ AFSPC/A2/3/6T:

7.4.1. Responsible to the HQ AFSPC/A2/3/6 for the AFSPC Tactics Development Program. HQ AFSPC/A2/3/6T executes the responsibilities through HQ AFSPC/A2/3/6TW, the MAJCOM OPR for all TTP.

7.4.2. Send TRB invitations on behalf of the HQ AFSPC/A2/3/6.

7.4.3. Direct Out-of-Cycle TRBs.

7.4.4. Disseminate TIP dispositions to the affected units via AFSPC TRB minutes prepared by HQ AFSPC/A2/3/6TW.

7.4.5. In the event a test organization is tasked to accomplish a TDI, A2/3/6T will prioritize efforts between tests and TDIs.

7.4.6. Assist in coordinating and/or scheduling operational unit support, and waivers for TD&E projects.

7.4.7. Direct review of this publication outside of the biannual review cycle.

7.4.8. Activate IVT tactics development activities by appointing an IVT Chair and assigning an IVT event number.

7.5. HQ AFSPC/A2/3/6TW:

7.5.1. Execute AFSPC Tactics Development Program.

7.5.2. Support Tactics Development Program efforts as directed by the HQ AFSPC/A2/3/6.

7.5.3. Plan and execute annual AFSPC TRB and WEPTAC.

7.5.4. Ensure HQ AFSPC/A2/3/6ZT Test participation in the TRB working groups and attend the outbrief.

7.5.5. Draft TRB minutes on behalf of HQ AFSPC/A2/3/6.

7.5.6. Draft WEPTAC minutes on behalf of HQ AFSPC/A2/3/6.

7.5.7. Ensure all TIPs forwarded for test appear on AFSPC TPL.

7.5.8. Coordinate with the USAFWC and 688 CW to determine test cost ROM, identify any new, specialized test equipment or services needed to conduct testing.

7.5.9. Coordinate with applicable Division Chief to ensure TD&E inclusion on the HQ AFSPC TPL.

7.5.10. Execute Out-of Cycle Tactics Development Process.

7.5.11. Act as Program Manager for AFSPC AFTTP 3-1/3-3 volumes.

7.5.12. Act as liaison to USASMDC/ARSTRAT/G3. Coordinate with SF-SES office to transfer TTP as applicable.

7.6. USAFWC Tasked Organizations:

7.6.1. Serve as the lead facilitator for development/validation of AFSPC TTP for space operations. As requested by the HQ AFSPC/A2/3/6:

7.6.1.1. Execute TDI process for space operations TTP.

7.6.1.2. Execute formal testing of space operations TTP in accordance with (IAW) AFI 99-103 and AFSPCI 99-103.

7.6.2. Act upon combined testing and tactics development opportunities.

7.6.3. Provide support to training on newly validated TTP to unit instructors/evaluators within 120 days of TTP validation as required.

7.6.4. The tasked wing commander (equivalent) will serve as approval authority for space TDI and/or TD&E reports. This authority may be delegated as deemed appropriate by the wing commander (wing equivalent).

7.6.5. Provide representation at AFSPC TRB, WEPTAC, and AFTTP 3-1/3-3 volume write conferences as required.

7.6.6. Program and accomplish TD&E by establishing and adhering to suspenses for planning, executing, and reporting TD&Es as tasked.

7.7. 688 CW:

7.7.1. Serve as the lead facilitator for development/validation of AFSPC TTP for cyberspace operations. As directed by the HQ AFSPC/A2/3/6:

7.7.1.1. Execute TDI process for cyberspace operations TTP.

7.7.1.2. Execute testing of cyberspace operations TTP IAW AFI 99-103 and AFSPCI 99-103.

7.7.2. Conduct annual TRB prior to the NAF and AFSPC TRB.

7.7.3. 688 CW/CC will serve as approval authority for cyberspace TDI reports. This authority may be delegated as deemed appropriate by the 688 CW/CC.

7.7.4. Provide support to training on newly validated TTP to unit instructors/evaluators within 120 days of TTP validation as required.

7.7.5. Provide representation at AFSPC TRB, WEPTAC, and AFTTP 3-1/3-3 volume write conferences as required.

7.8. SMC / AFLCMC:

7.8.1. Ensure systems and capabilities in acquisition are delivered with baseline TTP.

7.8.2. Provide additional system expertise during key steps in process as requested.

7.8.3. Provide representation at AFSPC TRB, WEPTAC, and AFTTP 3-1/3-3 volume write conferences as required.

7.9. NAFs:

7.9.1. Submit/review TIPs through W&T OPR IAW this AFSPCI.

7.9.2. NAF/A3 will serve as final reviewer for AFTTP 3-1/3-3 and TB documentation prior to submission to the USAFWC.

7.9.3. Conduct annual TRB no later than 30 days prior to the AFSPC TRB.

7.9.4. Provide representation at AFSPC/CAF TRB, WEPTAC, and AFTTP 3-1/3-3 volume write conferences as required.

7.10. Wings:

7.10.1. Submit/review TIPs, as applicable, IAW this AFSPCI.

7.10.2. Implement validated TIPs IAW this AFSPCI.

7.10.3. Conduct annual TRB prior to the NAF and AFSPC TRBs.

7.10.4. Provide representation at AFSPC/CAF TRB, WEPTAC, and AFTTP 3-1/3-3 volume write conferences as required.

7.11. Operational Units:

7.11.1. Evaluate current operations and intelligence for TTP updates and refinements.

7.11.2. Aid in the development of products (i.e., checklists, job-aids, etc.,) required to test and implement TTP.

7.11.3. Coordinate TIP submissions with the wing W&T OPR.

7.11.4. Conduct annual TRB prior to the Wing, NAF, and AFSPC TRBs.

7.11.5. Once unit instructor/evaluator training on new TTP is complete (or if no training is required), units will have 90 days to develop the capability to train and evaluate the TTP. Local leadership will determine if, and when, the TTP is actually trained and evaluated based on current unit mission statement.

7.11.6. Exercise TTP as applicable.

7.11.7. Provide representation at AFSPC TRB, WEPTAC, and AFTTP 3-1/3-3 volume write conferences as required.

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Attachment 1

GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION

References

JP 1-02, *Department of Defense Dictionary of Military and Associated Terms*, 8 November 2010

DoDI 5000.02,*Operation of the Defense Acquisition System*, 7 January 2015

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AFMAN 33-363, *Management of Records,* 1 March 2008

AFI 11-260,*Tactics Development Program*, 15 September 2011

AFI 10-601,*Operational Capability Requirements Development*, 6 November 2013

AFI 10-703,*Electronic Warfare Integrated Reprogramming*, 4 June 2014

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

AFI 11-415,*Weapons and Tactics Programs*, 15 October 2014

AFI 14-120,*Tactics Analysis and Reporting Program*, 6 January 2006

AFI 33-324,*The Air Force Information Collections and Reports Management Program*, 6 March 2013

AFI 63-101_20-101,*Integrated Life Cycle Management*, 7 March 2013

AFI 63-131_AFSPCSUP, *Modification Management,* 22 December 2014

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AFI 99-106,*Joint Test and Evaluation Program*, 26 August 2009

AFSPCI 10-415, *Weapons and Tactics Program*, 14 June 2013

AFSPCI 99-103,*Capabilities-Based Test and Evaluation of Space and Cyberspace Systems,* 29 December 2010

AFTTP Volume 3-1.GP,*General Planning and Employment Considerations*, 6 February 2014

T.O. 00-5-1.*AF Technical Order System,* 1 October 2014

T.O. 00-5-3,*AF Technical Order Life Cycle Management,* 1 April 2015

Adopted Forms

AF Form 4326, *Tactic Improvement Proposal*

AFTO Form 22, *Technical Manual Change Recommendation and Reply*

Abbreviations and Acronyms

318 COG—318th Cyberspace Operations Group

688 CW—688th Cyberspace Wing

A2/3/6—Director of Integrated Air, Space, Cyberspace and ISR Operations

A2/3/6T—Training, Weapons and Tactics Division (MAJCOM)

A2/3/6TW—Weapons and Tactics Branch (MAJCOM)

ACC—Air Combat Command

AFI—Air Force Instruction

AFRC—Air Force Reserve Command

AFSPCI—Air Force Space Command Instruction

AFTTP—Air Force Tactics, Techniques and Procedures

ASAT—Anti-Satellite

CAF—Combat Air Forces

CC—Commander

C/L—Checklist

CW—Cyberspace Wing

FB—Flash Bulletins

FDE—Force Development and Evaluation

HQ—Headquarters

HQ AFSPC—Headquarters, Air Force Space Command

IAW—In Accordance With

IMT—Information Management Tool

IVT—Integrated Validation Team

MAF—Mobility Air Forces

MAJCOM—Major Command

MM—Model Manager

NAF—Numbered Air Force

OFP—Operation Flight Program

OT&E—Operational Test and Evaluation

PM—Program Manager

PRA—Primary Review Authority

QRC—Quick Reaction Capability

RC—Reprogramming Center

ROM—Rough Order of Magnitude

SMC—Space and Missile Systems Center

SME—Subject Matter Expert

SOF—Special Operations Forces

SOP—Standard Operating Procedures

TB—Tactics Bulletins

TD&E—Tactics Development and Evaluation

TDI—Tactics Development Initiative

TIP—Tactics Improvement Proposal

TO—Technical Order

TPL—Test Priority List

TRB—Tactics Review Board

TTP—Tactics, Techniques and Procedures

USAFE—United States Air Forces Europe

WG—Wing

W&T—Weapons and Tactics

Terms

Force Development Evaluation (FDE)—A type of OT&E performed by MAJCOM operational test organizations in support of MAJCOM-managed system acquisition-related decisions prior to initial fielding, or for MAJCOM sustainment or upgrade activities.

Integrated Validation Team (IVT)—The IVT is responsible for cradle to grave planning, execution, and documentation of TIP development and validation activities. The team leverages personnel and disciplines from organizations within AFSPC. Specific team construct is driven by the nature and complexity of the TIP being developed and validated, as well as the selected venue. The team supports the AFSPC Tactics Development Program by leveraging exercises, demonstrations and other venues to develop and validate space and cyberspace TIPs as determined by the AFSPC/A2/3/6 following the annual AFSPC TRB.

Operational Test and Evaluation (OT&E)—The field test, under realistic combat conditions, of any item of (or key component of) weapons, equipment, or munitions for the purpose of determining the effectiveness and suitability of the weapons, equipment, or munitions for use in combat by typical military users; and the evaluation of the results of such test. (Title 10 §139(a)(2)) **2.** Testing and evaluation conducted in as realistic an operational environment as possible to estimate the prospective system's operational effectiveness, suitability, and operational capabilities. In addition, OT&E provides information on organization, personnel requirements, doctrine, and tactics. It may also provide data to support or verify material in operating instructions, publications, and handbooks. **Note***:* The generic term OT&E is often substituted for IOT&E, QOT&E, FOT&E or FDE, and depending on the context, can have the same meaning as those terms.

Tactics—define the objective of "why" tasks are executed in the employment of the weapon system.

Tactics Development and Evaluation (TD&E)—TD&E is a tailored type of FDE specifically designed to further exploit doctrine, system capabilities, tactics, techniques, and procedures during the sustainment portion of the system life cycle. TD&Es normally identify non-materiel solutions to tactical problems or evaluate better ways to use new or existing systems.

Tactics Development Initiative (TDI)—TDIs are tactics development and validation efforts executed by the 688 CW and USAFWC OL-A, 17 TS using organic resources. TDIs provide a flexible capability to remain responsive to rapid changes in current and emerging weapon system tactics. They provide a higher level of fidelity than that achieved via exercises/demos, but less than that achieved via formal testing. They may be developed and executed by SMEs, engineers, and testers using a test-like approach, however are not considered formal testing as defined in AFSPCI 99-103.

Tactic Improvement Proposal (TIP)—A comprehensive idea to improve the military capability of a fielded system, overcome a tactical deficiency or meet an emerging operational need.

Attachment 2

TACTICS DEVELOPMENT PROCESS

Figure A2.1. Tactics Development Process.