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**Operations**

**BATTLELABS**

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This instruction implements portions of Air Force Policy Directive (AFPD) 10-23, *Operational Innovation Program*, 20 June 2003. AFPD 10-23 defines Battlelab activity as one element in the Air Force Innovation Program, and establishes responsibilities, authorities, and sustaining actions for Air Force Battlelabs. This Air Force Instruction (AFI) describes the Battlelab operational framework and processes, and the format and content for developing and reporting Battlelab Initiatives. It applies to all Air Force personnel who support the development and execution of Battlelab Initiatives. Major Commands (MAJ-COM) may supplement this AFI. Forward proposed revisions to HQ USAF/XIIV, 1800 Air Force Pentagon, Washington, D.C. 20330-1800.

**SUMMARY OF REVISIONS**

This document replaces AFI 10-1901, *Air Force Battlelab Responsibilities, Processes, and Documentation*.

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## Chapter 1

### BATTLELAB OVERVIEW

**1.1. Air Force Innovation.** One of the keys to ensuring today's Air Force capabilities will meet the challenge of tomorrow is innovation—and innovation is part of our heritage as Airmen. Innovation is a culture in which new technology, ideas, and behaviors are encouraged and adopted. The context of Air Force innovation is concepts, organizations, and technologies. Innovation, through constructive channeling of broad-based activities and programs, is a key to transform and improve the Air Force's full spectrum air and space force. Channeling includes, but is not limited to, the examination of new concepts, technologies, and organizations in such venues as—Air Force Battlelabs; science & technology organizations; Joint Expeditionary Force Experiments (JEFX); Advanced Concept Technology Demonstrations (ACTD); Joint Warrior Interoperability Demonstrations (JWID); Air Force and joint wargames; and, experimentation during key Air Force and joint exercises. Numerous communities (i.e., acquisition, operations, support, and joint communities) lead and participate in a variety of innovation activities. While many of these innovative activities impart valuable insights, they are usually single-focused and frequently provide a point-solution vice an integrated one. A cross-functional, focused, USAF-wide operational framework to integrate Air Force innovation activities provides the foundation for true transformation. Air Force operational innovation activities are continuous and comprehensive—occurring at every command and organizational level. The scope of this instruction, however, is limited to a specific formalized operational innovation activity—Air Force Battlelab initiatives—depicted in the left-hand block of the operational innovation architecture of [Figure 1.1](#).

**Figure 1.1. Air Force Operational Innovation Architecture.**



**1.2. Battlelab Vision.** *Create an environment where innovative solutions are rapidly created, harvested, and evaluated—leading to the swift fielding of proven concepts.* Battlelabs identify innovative and revolutionary operations and support concepts using field ingenuity to measure the worth of those concepts.

**1.3. Battlelab Goal.** The Air Force created an environment where operations and support concepts—which define the way we want to fight—drive our investment in technology and create a pull on the technology base (Tech Pull). Concurrently, industry, academia, and the Department of Defense (DoD) and civilian science and technology communities offer significant revolutionary emerging technologies and concepts (Tech Push). Air Force Battlelabs advance Air Force core capabilities by focusing on the mission of rapidly identifying innovative and revolutionary operations and support concepts, evaluating their potential, and reporting results to the Air Force Corporate Structure. These results will guide decisions across the spectrum of mission areas and impact organization, doctrine, training, requirements, and/or acquisitions.

**1.4. Battlelab Mission.** *Rapidly identify and prove the worth of innovative ideas that improve the ability of the Air Force to execute its core capabilities and joint warfighting.* The overarching objective of Battlelabs is to generate high payoff Initiatives with minimum cost and investment that can be rapidly integrated into today's Air Force.

1.4.1. **Battlelab Output .** Battlelabs produce pioneering or groundbreaking operations and support concepts of proven military worth that create opportunities for the Air Force to transform organization, doctrine, training, requirements, or acquisitions. Battlelabs may also directly support critical user needs that are injected into the acquisition process at the appropriate milestone, depending on technology maturity. Battlelab Initiatives are generally completed in 18 months or less, and the primary output is the Battlelab After-Initiative Report documenting the Initiative results and recommendations. After-Initiative Reports are used by a wide variety of agencies as a basis for transition planning and/or documentation of Initiative results for related future activities.

1.4.2. **Battlelab Focus.** Battlelabs provide emphasis in seven activity areas as Air Force centers of excellence: Air Expeditionary Force (AEF), Air Mobility, Command and Control (C2), Force Protection, Information Warfare (IW), Space, and Unmanned Aerial Vehicles (UAV). The Battlelabs are focused on the Air Force core capabilities, both institutionally and operationally. Leveraging ongoing training and exercise investments, the Battlelabs have a direct need for awareness and insight into all of the Air Force warfare centers' activities. The warfare centers lead air and space training exercises, and support the operational testing and evaluation of new capabilities. In addition, Battlelabs identify innovative ideas by interacting with active-duty and Reserve Component (Reserve/National Guard) forces, foreign military services, other operational and research agencies, and industry involved in operations, training, research, testing, acquisition, and logistics. A Battlelab's ability to freely interact with these agencies is critical to achieving its mission. The Battlelabs will draw upon the expertise and resources of Air Force Materiel Command (AFMC), Air Force Research Laboratory (AFRL), Air Force Operational Test & Evaluation Center (AFOTEC), Air Force Logistics Management Agency (AFLMA), MAJCOM test and evaluation agencies, Air Education and Training Command (AETC), Air Force Command and Control Transformation Center (AFC2TC), Space and Missiles System Center (SMC), Air Force Communications Agency (AFCA), Air Force Agency for Modeling & Simulation (AFAMS), and other organizations (i.e., government, industry, and academia) to rapidly generate, lend, or lease technical capabilities needed to demonstrate and measure the worth of promising concepts.

**1.5. Battlelab Principles.** Four fundamental principles govern Battlelab operations:

1.5.1. **Lean**— a permanent, small cadre of approximately 25 personnel, augmented by subject matter experts and liaison officers, operating with a limited infrastructure, seeking to borrow or lease, not buy.

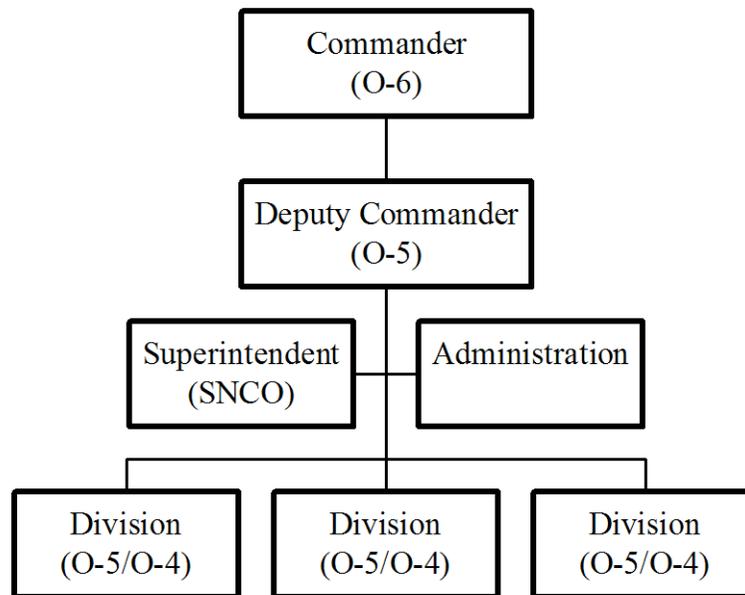
1.5.2. **Unique**— creating and evaluating ideas, concepts, and solutions—differing from research labs, warfare centers, or logistics centers which conduct training/exercises and test & evaluation, and manage systems, programs, and projects.

1.5.3. **Focused**— identifying, planning, and leading innovation—leveraging existing expertise, technology, and contracts.

1.5.4. **Innovative**— demonstrating revolutionary operations and support concepts which advance Air Force core capabilities and drive revisions to doctrine, organization, training, requirements, or acquisitions.

**1.6. Battlelab Standard Organizational Structure.** The standard USAF Battlelab identifies and demonstrates the military utility of innovative ideas that improve core capability execution and joint warfighting. MAJCOMs/FOAs will determine the specific Battlelab organizational structure that best supports efficient and effective accomplishment of the mission within the broad construct depicted in [Figure 1.2](#). Each Battlelab will be comprised of approximately 25 personnel including an O-6 commander, O-5 deputy commander, and O-5/O-4 division chiefs. One commander has the authority and responsibility to command the Battlelab. A deputy commander and a superintendent (the highest ranking senior noncommissioned officer (SNCO)) will directly assist the Battlelab commander. The commander's administration section will generally include an administrative assistant and personnel performing functions in support of the commander. Battlelab commanders should assign First Sergeant responsibilities to a SNCO as an additional duty. The standard Battlelab has two or more divisions with related functions and disciplines aligned under the appropriate division. Battlelabs may choose to identify a technical director or advisor whose operations, science, and/or technology expertise is deemed invaluable to the commander's ability to accomplish the mission. Battlelabs will position liaisons (i.e., AFRL, AFMC) to best leverage their unique expertise and ability to assist the commander in accomplishing the mission. Proposals to deviate from the standard Battlelab construct will be coordinated IAW paragraph [2.3.2](#).

Figure 1.2. Battlelab Standard Organizational Structure



**1.7. Battlelab Initiative.** A Battlelab Initiative is a funded Battlelab Innovation Activity; the result of screening processes that explore and assess the potential worth of an innovative concept. Each Battlelab Initiative has a distinct/defined Mission Statement. Initiative execution involves courses of action (COA) ranging from modeling and simulation (M&S) to field demonstration involving actual employment of forces in operationally representative environments. Most Battlelab Initiatives involve some form of experiment (e.g., M&S, survey, demonstration, etc.).

**1.8. Battlelab Initiative Demonstration.** A thoroughly planned, narrowly focused, experiment performed to evaluate, show, or prove the potential value of a new technology or concept to a prospective user. A demonstration is a COA used to evaluate the concept and allow the extraction or estimation of potential air and space power impacts. Demonstrations are normally conducted in operationally representative environments. Demonstrations are thoroughly planned and executed using the solid foundation of Air Force operational risk management (ORM) principles.

**1.9. Battlelab After-Initiative Report (AIR) :** An AIR is the culminating document of each Battlelab Initiative. These reports contain the technology/concept, experiment COA(s), results, conclusions, and recommendations for any changes to Air Force or joint warfighting capabilities, doctrine, tactics, techniques, or procedures (TTP). Battlelabs strive to make reports available to decision makers as soon as possible, to support rapid transition/COA selection. AIRs also stand as the capstone historical document for each Initiative.

## Chapter 2

### BATTLELAB PROCESSES

**2.1. Battlelab Initiative Process.** The Battlelab Initiative process is the core process used by Battlelabs to pursue their mission of rapidly identifying and proving the military worth of innovative operations and support concepts. Each Battlelab follows the general process as described in this section; however, each Battlelab is responsible for the exact method employed to meet the intent of the process and the requirements of their parent organization. Because the Battlelabs are operated by different parent organizations, they may institute additional steps as required. Each parent organization will document any additional steps that significantly impact the overall Battlelab Initiative process in an appropriate MAJCOM/Field Operating Agency (FOA) supplement to AFI 10-2303 and forward a copy to HQ USAF/XIIV for coordination.

2.1.1. **Innovative Concept.** An innovative concept is a new technology, doctrine, or TTP that provides an improvement (normally revolutionary) in Air Force or joint operations. Innovative concepts are collected and generated by the Battlelabs through proposals provided by field units, research and acquisition communities, Air Force and MAJCOM headquarters, industry, academia, etc., and within the Battlelab. In addition, the Battlelabs conduct the Warrior Outreach Program to gather MAJCOM inputs, which directly steer and focus innovation activity (Section 2.2).

2.1.2. **Concept Screening.** Each Battlelab develops their own unique method of screening, but all Battlelabs have a screening process to prioritize the Initiatives they pursue. A concept is screened/prioritized by the Battlelab(s) considering at least the following factors:

- 2.1.2.1. **Feasibility** of demonstration (based on technical maturity of new technologies (technical risk)).
- 2.1.2.2. **Costs** of practical and effective demonstration (cost risk).
- 2.1.2.3. **Safety** of demonstration or other activity (physical risk).
- 2.1.2.4. **Environmental evaluation** of demonstration or other experimentation activity.
- 2.1.2.5. Ability to conduct the demonstration in a **Timely** manner (schedule risk).
- 2.1.2.6. Potential **Military Worth** in both increased capability and reduced life cycle costs.
- 2.1.2.7. How the proposed Initiative fits in the Battlelab's **portfolio** of identified needs (some Battlelabs use a formal value model).
- 2.1.2.8. **Transition Agent** (acquisition agency to be responsible for the proposed acquisition/modification/deployment).
- 2.1.2.9. **Transition Sponsor** (MAJCOM or other DoD agency willing to advocate/fund possible acquisition/modification/life cycle costs; usually the organization that sponsors the Battlelab Initiative).
- 2.1.2.10. Command, control, communications, computer, and intelligence (C4I) systems **Interoperability** (ensure new Air Force systems are compatible, interoperable, and integrate with other Air Force, DoD, and Allied systems).

2.1.2.11. Consider the *Joint Technical Architecture-Air Force* (JTA-AF) (IAW AFI 33-103, all new systems and upgrades to existing systems must comply with the JTA-AF).

2.1.2.12. Comply with operations, communications, and computer *Security* requirements (IAW AFI 10-1101, AFI 33-202, and AFI 33-211, innovation activities must comply with security requirements).

2.1.3. **Battlelab Initiative Mission Plan.** A combination of descriptive and explanatory paragraphs with diagrams (as necessary) consisting of (as a minimum): 1) Initiative Mission Statement; 2) Course(s) of Action; 3) Marketing Plan including a Public Affairs Strategy; 4) Classification Guide (for classified initiatives); and, 5) After-Initiative Report Plan. Initiative Mission Plan briefings are concise summaries of the written documentation, and are presented to the Battlelab Planning Cell. (See [Attachment 3](#) for example.)

2.1.4. **Battlelab Planning Cell (BPC) Review.** Initiatives/Concepts are briefed to the BPC in order to: 1) avoid duplication; 2) consider combining, teaming, and/or collaboration on related Initiatives (reduce costs, realize synergistic benefits, etc.); 3) garner experienced (Battlelab, logistics, operations, and cross discipline) inputs to increase demonstration effectiveness; and, 4) ensure that pursuit of the Initiative is within the overall Battlelab mission.

2.1.5. **Initiative Demonstration.** The conduct of a demonstration (live, virtual, or constructive) with the purpose of gathering data for an assessment of overall military worth. Due to the brevity (generally 18 months or less) of Battlelab Initiative demonstrations, they usually are not as technically rigorous as formal testing, but must still be able to bound potential military worth and form preliminary operations and support concepts so that senior decision makers can weigh alternatives and decide subsequent courses of action. Care must be taken to ensure that demonstration design and data gathering are conducted safely and properly to ensure an unbiased analysis and extrapolation of results. Battlelab Initiative Demonstrations are not intended to certify equipment, procedures, etc., for operational use, or to nullify or replace formal test and evaluation in Air Force acquisition and other processes.

2.1.6. **Analysis of Initiative Results and Recommendations.** Following the demonstration, analysis must be conducted to develop estimates of the critical decision parameters of: 1) cost to operationally implement, including training system costs; 2) cost to sustain (life cycle costs); 3) increase in military capability; and, 4) savings over other systems in use (or scheduled to be used). There may even be several methods of deploying an operationally effective system, and each must have the critical decision parameters defined. These estimates will be by necessity rough order of magnitude (ROM) estimates only, and therefore should be bounded or the level of uncertainty specified.

2.1.7. **Air Force Requirements for Operational Capabilities Council (AFROCC) Brief.** The AFROCC is briefed as the first crosscutting Air Force forum with representation from all MAJCOMs/FOAs and critical HQ USAF organizations. The AFROCC validates warfighter capability needs. The council provides an opportunity to present innovative capabilities that may be fielded through the acquisition process. AFROCC procedures and formats can be found at (<http://www.afreqs.hq.af.mil>).

2.1.8. **Battlelab After-Initiative Report.** The AIR is the main product of the Battlelab Initiative process. The AIR will contain (at least): 1) Initiative Mission Statement; 2) Course(s) of Action; 3) Results; 4) Analysis and Conclusions; and, 5) Recommendation(s) (including initial transition planning if transition is recommended). After-Initiative Reports and briefings are required for all Battlelab Initiatives and should normally be completed by the sponsoring Battlelab as soon as possible, but not

later than 60 working days after completion of the initiative's final experimentation activity. Copies of each AIR should be provided to HQ USAF/XIIV at a minimum, and others as necessary. Copies can be sent digitally, or Battlelabs can provide a centralized digital library source (see [Attachment 4](#) for an AIR example). Report Control Symbol (RCS): HAF-XII (AR) 0308, this report is designated emergency status Code D; discontinue during emergency conditions.

**2.2. Warrior Outreach Program.** Finding out what the warfighter needs is critical to meeting the Battlelab vision: *Creating an environment where innovative solutions are rapidly created, harvested and evaluated—leading to the swift fielding of proven concepts.* This program ensures the Battlelabs work on the warfighters' most pressing problems. The key to Warrior Outreach is listening, not briefing. The Battlelabs need to hear what the warfighter and those who enable warfighting have to say about the challenges and problems they face. To that end, an introductory or kick-off brief to the Warrior Outreach sponsor needs to be succinct and to the point. This forum is also an opportunity to briefly tell the warfighter what the Battlelabs can do to rapidly address identified issues.

**2.2.1. Operational/Support Issues Prioritized List.** The objective of the Warrior Outreach Program is to obtain a prioritized list (the "Top 10 Most Wanted" innovation area list) of pressing operational and support issues from each of the Air Force warfighting commands. The goal is to visit each of the warfighting MAJCOMs every two years to keep the list current. Warrior Outreach Program members should review MAJCOM Prioritized Needs Lists, which are produced every two years as part of the Modernization Planning Process. They should also review prioritized capabilities lists produced through the Capability Review and Risk Assessment (CRRA) process. The "10 Most Wanted" list and any other identified operational or support issue will be included in the Warrior Outreach trip report, signed by the Lead Battlelab Commander and approved by the visited MAJCOM Director of Operations or equivalent.

**2.2.2. Warrior Outreach Lead Battlelab.** The Lead Battlelab schedules, plans, and leads the Warrior Outreach visit. The Battlelab Planning Cell chooses a Lead Battlelab for each Warrior Outreach visit (target a year in advance of the visit). The Lead Battlelab contacts the MAJCOM Commander's Action Group and establishes the week of the Warrior Outreach visit. The Lead Battlelab provides the following personnel:

2.2.2.1. Battlelab Commander - to lead the Warrior Outreach.

2.2.2.2. Warrior Outreach Project Officer - an officer to coordinate the visit.

2.2.2.3. Administrative Assistant - to provide administrative support to the Warrior Outreach Team at the visit location.

**2.2.3. Warrior Outreach Team.** The Warrior Outreach team will typically consist of at least two representatives from each Battlelab, and two representatives from the Innovation Division. The Lead Battlelab's commander will lead the Warrior Outreach visit.

**2.2.4. Warrior Outreach Structure.** The Warrior Outreach is structured to maximize the transfer of information to and from the warfighting command headquarters staff in the least amount of time. Day 1 is a 30 to 60-minute kick-off brief to the MAJCOM vice commander, director of operations, and senior staff. The remainder of the first day and the following 2 to 3 days is spent on 2 to 5-person interviews with 2, 3, and 4-letter headquarters staff personnel to extract operational and support issues for possible Battlelab investigation.

2.2.5. **Warrior Outreach Letter.** The Innovation Division will staff a letter for the Deputy Chief of Staff for Warfighting Integration signature, addressed to the MAJCOM vice commander, introducing the Warrior Outreach program, the objectives of the visit, and the team leader with contact information. The letter will also contain the pre-coordinated dates of the visit.

2.2.6. **Warrior Outreach Trip Report.** At the conclusion of the interviews, the Warrior Outreach Team will prepare a trip report summarizing the trip with an attachment of a list of operations and support issues. The Lead Battlelab Commander will sign the trip report and present it to the MAJCOM director of operations on the final day of the Warrior Outreach trip for list prioritization and final approval. The approved Warrior Outreach report will be distributed (digitally) to the following agencies: MAJCOM directorates; AFMC; AFRL; Defense Advanced Research Projects Agency (DARPA); National Reconnaissance Office (NRO); Air Force warfare centers (i.e., Air Warfare Center (AWFC), Space Warfare Center (SWC), Air Mobility Warfare Center (AMWC), Information Warfare Center (IWC), Command and Control, Intelligence, Surveillance, and Reconnaissance Center (AFC2ISRC), and the Security Forces Center (SFC)); AFLMA; HQ USAF Innovation Panel; and, the Air Force Innovation Steering Group.

2.2.7. **Warrior Outreach Feedback Report.** Within 90 days of the Warrior Outreach visit, the Lead Battlelab Commander will consolidate Battlelab activities from each of the Battlelabs that address the MAJCOM operational and support issues (“10 Most Wanted”) list, compile items into a report, and send the report to the MAJCOM as feedback. This report will also encourage and solicit advocacy for transition of proven concepts that directly address MAJCOM issues.

**2.3. Establishing/Reorganizing/Moving/Disestablishing USAF Battlelabs.** It is critical that the Air Force maintain a stable and consistent story in regard to the innovation process in general, and the Air Force Battlelabs in particular. This stability is required to maintain proper communications between the Air Force, other DoD Services, the Joint Staff, Congress, and the public in regards to innovation activities. In order to maximize stability and minimize negative impacts on innovation, the process must not stifle innovation. An additional consideration is the costs associated with the formal Battlelab infrastructure at each location, considering purchase versus movement versus lease. Attempts to establish, reorganize, physically move, or disestablish USAF Battlelabs requires the Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance (C4ISR) Integration Directorate’s (HQ USAF/XII) initial and full coordination. When MAJCOMs/FOAs consider any organizational change (including funding/personnel additions or cuts), they should first contact HQ USAF/XIIV to discuss the ramifications of such changes (i.e., legislative notifications, Air Force Corporate Structure entry through the Innovation Panel, Air Staff approval process, Public Affairs, agreements with AFMC and AFRL, etc.). All organizational changes will be IAW AFI 38-101, *Manpower and Organization*, in addition to the requirements outlined below.

#### 2.3.1. Establishing a USAF Battlelab

2.3.1.1. An innovation activity must be operated for a full year prior to a request for formal recognition as a USAF Battlelab. An innovation activity can be started anywhere in the Air Force and participate in the Battlelab process. Formalizing the innovation activity is only required for USAF-wide recognition. No USAF-wide resources will be dedicated to this activity unless sponsored through an existing Battlelab.

2.3.1.2. After an innovation activity has operated for a year, MAJCOMs/FOAs may petition for that activity’s inclusion as a formal USAF Battlelab. Gaining formal recognition can be accom-

plished by working with HQ USAF/XII to staff a package through the Air Force Corporate Structure for CSAF approval or to staff a package for presentation at the next available CORONA. The package will include: 1) request letter by the MAJCOM/FOA commander or vice commander summarizing the request; 2) status of the work accomplished by the innovation activity in the prior year; 3) reason why the activity needs to be recognized USAF wide; and, 4) plan to establish the personnel and operating budget to the Battlelab standard level within 1-2 years (or the first available Program Objective Memorandum (POM) year). Costs for all materiel, infrastructure, movement, and procurement will be borne by the gaining MAJCOM/FOA.

2.3.1.3. If the Air Force Corporate Structure path is chosen, the Innovation Panel will prepare a position briefing and staff the package through CSAF approval. If the CORONA path is chosen, a position briefing will be prepared by HQ USAF/XII for the Deputy Chief of Staff for Warfighting Integration (HQ USAF/XI) to present to CORONA outlining the proposal package and the recommendation for approval/disapproval. Other pertinent circumstances will also be briefed (e.g., total number of USAF Battlelabs, congressional issues, oversight impacts/costs, etc.).

2.3.1.4. The CSAF or CORONA decision will be implemented as directed to include notification of public affairs and legislative liaison offices and congressional offices of affected members. Coordination of actions will also be conducted with the affected MAJCOM/FOA.

2.3.1.5. Resultant actions will be monitored and reported to the appropriate staff agencies and corporate process entities as required. POM and manning adjustments will also be monitored to assure commitments are maintained.

### 2.3.2. **Reorganizing/Moving Battlelabs.**

2.3.2.1. **Reorganizing Battlelabs** . MAJCOMs/FOAs determine the specific Battlelab organizational structure that best supports efficient and effective accomplishment of the mission within the broad construct depicted in **Figure 1.2.** (see Paragraph 1.6.). Likewise, MAJCOMs/FOAs may reorganize Battlelabs to ensure efficiency and effectiveness. MAJCOMs/FOAs should first contact HQ USAF/XIIV when considering or planning any organizational change (including funding/personnel additions or cuts). HQ USAF/XIIV will assist the owning MAJCOM/FOA with entry into the Air Staff coordination process and with legislative notifications, Air Force Corporate Structure entry through the Innovation Panel, Public Affairs, agreements with AFMC and AFRL, etc.). An Organizational Change Request (OCR) will be prepared IAW AFI 38-101.

2.3.2.2. **Moving Battlelabs** . MAJCOMs/FOAs may physically move a Battlelab to ensure efficiency and effectiveness. MAJCOMs/FOAs should first contact HQ USAF/XIIV when considering or planning a physical move. HQ USAF/XIIV will assist the owning MAJCOM/FOA with entry into the Air Staff coordination process and with Air Force Corporate Structure briefings, legislative notifications, Public Affairs, etc.).

### 2.3.3. **Disestablishing an Air Force Battlelab**

2.3.3.1. Disestablishing an Air Force Battlelab can occur in two ways. The first will be accomplished if CORONA directs that recognition as a formal USAF Battlelab is no longer in the best interests of the Air Force. The second will occur if the sponsoring MAJCOM/FOA decides that it can no longer support their Battlelab effort with manpower or resources.

2.3.3.2. MAJCOMs/FOAs contemplating Battlelab closure should first contact HQ USAF/XIIV for assistance with Air Staff coordination, legislative notifications, Public Affairs An Organization

Change Request (OCR) will be prepared IAW AFI 38-101. The package will contain the nine items required IAW AFI 38-101, Chap 5, Para 5.2, plus a brief summary of the Battlelab's accomplishments.

2.3.3.3. The OCR or other actions will be executed as directed by the CSAF.

**2.4. Knowledge Management** . Maintaining an accessible repository for accumulated knowledge is crucial for exchanging information among innovation organizations, activities, and stakeholders. HQ USAF/XIIV maintains the Information Sharing Website (ISW) to facilitate the exchange of information. The ISW is comprised of resources, Public Affairs information, lessons learned, summaries of initiatives, and AIRs. The ISW (a restricted website) can be found at (<https://www.battlelabs.hq.af.mil/>).

2.4.1. **Lessons Learned.** Significant impacts to the planning and/or execution of each Initiative will be documented in a lessons learned database maintained by HQ USAF/XIIV in the ISW to insure best practices are followed to the maximum extent possible. Significant impacts include any major cost, schedule, or safety factors that were avoided, or could have been avoided by taking additional planning or execution steps.

2.4.2. **USAF Battlelab Initiative Compendium.** HQ USAF/XIIV publishes a compendium of current and past USAF Battlelab Initiatives, commonly referred to as the "Blue Book." The ISW is used to build the "Blue Book," which is updated as required (at least twice a year). The "Blue Book" is used to exchange information for legislative affairs, within the Air Force, with other DoD Services, and other government, civilian, and academic agencies.

**2.5. Battlelab Annual Awards** . Each year the USAF Battlelab community will recognize its superior performers by awarding the USAF-level General William "Billy" Mitchell Battlelab Project Officer of the Year and Battlelab-level General George C. Kenney Battlelab Project Officer of the Year trophies. Annual awards are based on accomplishments during the calendar year. Award procedures follow:

2.5.1. **General George C. Kenney Battlelab Project Officer of the Year** . Each Battlelab will establish procedures for selecting one enlisted member and one officer as General George C. Kenney Battlelab Project Officers of the Year.

2.5.2. **General William "Billy" Mitchell Battlelab Project Officer of the Year** . Each Battlelab is encouraged to nominate one enlisted member and one officer for the USAF-level General William "Billy" Mitchell Battlelab Project Officer of the Year trophies.

2.5.3. **Nomination Procedures** . HQ USAF/XIIV will ask for nominations in February of each year. Nomination packages will consist of: 1) Nomination Memo (see [Attachment 5](#)); 2) Award Narrative (see [Attachment 6](#)); and, 3) AF Form 1206, Nomination for Award. The body of the AF Form 1206 will be single-spaced in bullet statement format with no special fonts, using only the front side and the following categories:

2.5.3.1. **Specific Contributions to Battlelab Mission** (heading in bold print). This section will contain bullet statements on the individual's accomplishments and actions in direct support of the Battlelab's mission of rapidly identifying and proving the worth of innovative ideas that improve the ability of the Air Force to execute its core capabilities and joint warfighting. Statements will cover accomplishments in working specific Battlelab concepts and Initiatives, and accomplishments and actions supporting the overall Battlelab mission.

2.5.3.2. **Outstanding Leadership** (heading in bold print). This section will contain bullet statements on the individual's leadership accomplishments and actions.

2.5.3.3. **Other Accomplishments** (heading in bold print). This section will contain bullet statements on the individual's awards, recognition, significant self-improvement, and community activities.

2.5.4. **Award Selection Process** . HQ USAF/XIIV will consolidate all nominations and send packages to each Battlelab commander. Battlelabs will score each nomination. Commanders are encouraged to have at least three people score the nominations; however, each Battlelab will submit a single score sheet per category (enlisted/officer). Nominations will be scored on a 100-point scale based on the following: 1) Specific Contributions to Battlelab Mission is worth 80 points; 2) Outstanding Leadership is worth 10 points; and, 3) Other Accomplishments is worth 10 points. Each Battlelab will send a single, consolidated score sheet for each category to HQ USAF/XIIV, providing the rank order of each nomination (1 to 7, with 1 being the best), and the score for each nomination (100 points maximum). HQ USAF/XIIV will tally the 7 Battlelab score sheets and determine the winners. Winners will be determined by totaling the rank order (1 to 7) from the Battlelabs' score sheets. The individual with the lowest rank order sum will be the USAF-level award winner. If there is a tie, then the winner will be determined by adding the scores. The individual with the most points will be declared the winner.

2.5.5. **Award Presentation** . HQ USAF/XIIV will procure trophies for the General George C. Kenney and General William "Billy" Mitchell USAF Battlelab Project Officer of the Year award winners. HQ USAF/XIIV will also coordinate and host the annual awards presentation. Awards will be presented in the spring at an appropriate time and location in the National Capital Region. Each of the USAF-level Battlelab Project Officers of the Year will be authorized to wear the Air Force Recognition Ribbon IAW AFI 36-2805, *Special Trophies and Awards*. Each USAF-level award winner will provide a copy of the announcement message to their servicing Military Personnel Flight Awards and Decorations Office for update and filing in the Unit Personnel Record Group.

## Chapter 3

### BATTLELAB RESPONSIBILITIES

**3.1. Air Force Battlelabs.** Battlelabs will rapidly identify and demonstrate the military utility of innovative ideas, products, processes, etc., that improve the Air Force's ability to execute its core capabilities and joint warfighting. Each Battlelab will pursue innovation in its mission or functional area and will operate in concert with other Battlelabs whenever broader crosscutting innovations are identified. Battlelabs are not responsible for transition of Initiatives; however, Battlelabs will consider transition throughout the entire Initiative process and will work with parent organizations and Initiative sponsors to transition successful Initiatives. Battlelabs will review, evaluate, and select Battlelab Initiative proposals for execution. MAJCOMs or FOAs may require Battlelabs to present prospective Initiatives for review and final approval to expend funds from the programmed Battlelab Initiative budget. Battlelabs will not certify equipment or systems for operational use. Battlelab commanders will be responsible for identifying, planning, leading, and reporting Battlelab products in accordance with this instruction and AFPD 10-23. To facilitate review of Initiatives, Battlelabs will provide (digitally) Initiative materials and AIRs to the HQ USAF/XIIV for distribution to participants before BPC meetings, for inclusion in a knowledge management system, for publication in the USAF Battlelab Initiative Compendium, and for use in legislative liaison and Public Affairs activities. Battlelabs will establish procedures for selecting General George C. Kenney Battlelab Project Officers or the Year, and are encouraged to nominate personnel for the General William "Billy" Mitchell Battlelab Project Officer of the Year trophies IAW Section 2.5 of this AFI. Battlelabs will brief the SecAF and CSAF on current Initiatives at an annual briefing facilitated by HQ USAF/XIIV.

**3.2. Battlelab Planning Cell .** The BPC consists of formal and informal members. Formal members include all Battlelab commanders or their designated representatives and HQ USAF/XIIV. Informal members include HQ USAF DCS for Installations & Logistics (generally represented by the AFLMA), HQ USAF DCS for Air & Space Operations, the AFRL (generally represented by Plans and Programs (XP)), Headquarters Air Education & Training Command (generally represented by Plans and Programs Technology Requirements (XPRT)), the Air Force Doctrine Center (AFDC), AFAMS, AFCA, AFC2TC, the Air Force Operational Test & Evaluation Center (AFOTEC), the Air Force Experimentation Office (AFE0), and MAJCOMs or FOAs as needed, based upon agenda. The BPC has three main functions: 1) ensure Battlelab Initiatives are innovative and focused on operations and support concepts; 2) build synergy between all participating agencies and prevent redundancy; and, 3) serve as the planning staff to assist transition planning. The BPC will review proposed Initiatives initially and then periodically on an "as needed" basis to make recommendations supporting the rapid coordination, planning, execution, and transition of Battlelab Initiatives. The BPC will also review all AIRs via a briefing from the appropriate Battlelab action officer, to ensure consistent transition planning and recommendations prior to briefing the AFROCC. The BPC will draw upon the expertise of AFMC and Air Force Space Command (AFSPC) to rapidly generate and leverage existing technical capabilities as well as coordinate transition-planning estimates. To execute large Battlelab Initiatives and assimilate proven concepts, the BPC will draw upon the expertise of the Deputy Chief of Staff for Air and Space Operations (HQ USAF/XO), the Deputy Chief of Staff for Installations and Logistics (HQ USAF/IL), the Deputy Chief of Staff for Plans and Programs (HQ USAF/XP), the Assistant Secretary of the Air Force for Acquisition (SAF/AQ), and the Assistant Secretary of the Air Force for Financial Management, Comptroller (SAF/FM) to rapidly generate funding alternatives.

**3.3. Innovation Division.** HQ USAF/XIIV will: 1) provide Battlelab policy, guidance and oversight; 2) participate in the corporate Air Force Innovation Panel; 3) chair and serve as the BPC Secretariat; 4) coordinate three quarterly Battlelab Commander Face-to-Face (FtF) meetings and an annual Battlelab Deputy Commander Conference (substitutes for the fourth FtF); 5) distribute Battlelab Initiative materials provided by the Battlelabs to BPC participants for review prior to BPC meetings; 6) coordinate and staff Memorandums of Agreement (MOA), or Understanding (MOU), between Battlelabs and any non-Air Force organizations; 7) facilitate coordination of Battlelab Initiatives through the Air Staff and Air Force Corporate Structure; 8) develop an overarching plan in concert with the BPC for public affairs and legislative liaison strategy and implementation at the national level, and oversee Battlelab implementation at the local level; 9) administer the annual Battlelab Awards Program IAW with Section 2.5 of this AFI; 10) maintain a knowledge management system IAW Section 2.4 of this AFI; 11) publish a compendium of current and past Battlelab Initiatives; 12) facilitate an annual Battlelab briefing to the SecAF and CSAF; 13) represent USAF Battlelabs at North Atlantic Treaty Organization (NATO), US Joint Forces Command (USJFCOM) and other Service Battlelab venues; and, 14) coordinate briefings to the AFROCC and Air Force Corporate Structure for those Initiatives being considered for transition.

**3.4. Air Force Requirements for Operational Capabilities Council.** As chair of the AFROCC, the HQ USAF Requirements Directorate (XOR) will receive briefings of completed Battlelab Initiatives being considered for transition. Classified Battlelab Initiatives will be presented to the Deputy XOR, who will provide the Battlelab and XIIV with an AFROCC recommended COA. For Battlelab Initiatives that do not directly result in a recommendation for transition, a hard-copy brief and an AIR will be provided outlining significant lessons learned about capabilities, technologies, or requirements, which will likely impact requirements or ongoing acquisitions. The (short) hard-copy brief will be provided in the appropriate read ahead, and the AIR will be maintained for one year. Electronic copies of AIRs will be kept in the Information Resource Support System (IRSS), for reference by MAJCOM action officers.

**3.5. Air Force Innovation Panel.** The Innovation Panel will review AIRs on all Battlelab Initiatives forwarded from the AFROCC and recommend follow-on actions to the CSAF and SecAF such as: 1) revising doctrine, training or tactics; 2) developing an Initial Capabilities Document (ICD) and implementing by way of rapid acquisition effort; 3) modifying requirements and/or ongoing acquisitions; 4) establishing an ACTD or Joint Test Program Initiative; 5) developing new requirements and a new acquisition program; 6) forwarding viable Initiatives to the appropriate Functional Capability Board on the Joint Staff; or, 7) identifying another appropriate approach.

**3.6. Headquarters United States Air Force.** The HQ USAF Deputy Chief of Staff for Warfighting Integration (XI) will provide Battlelab advocacy to the senior Air Force Leadership. The HQ USAF C4ISR Integration Directorate (XII) will serve as the focal point for all Air Staff coordination. Any Air Force agency or DoD Service organization may provide resources in support of Battlelab Initiatives, to include services and equipment; however, the transfer of funds requires prior approval by XII. Battlelab activities with non-Air Force organizations are governed by MOA or MOU and require XII approval, unless an existing MOA or MOU (wing or base level) is in place and is suitable.

**3.7. Air Force Materiel Command.** As the primary transition agent, AFMC will: 1) provide transition expertise to the Battlelab process; 2) supply a liaison officer to XIIV to coordinate AFMC resource support to the Battlelabs; 3) afford ROM estimates on acquisition, test, and life cycle costs for promising con-

cepts as needed; 4) present reimbursable and in depth analysis as collaborated; 5) offer entry to product, logistics, and test centers as appropriate; and, 6) may provide liaison officers to individual Battlelabs.

**3.7.1. Air Force Research Laboratory.** AFRL will provide: 1) a liaison officer to each Battlelab to facilitate technology transfer to the Battlelabs and identify technology development needs to AFRL; 2) provide prototype systems or equipment, along with personnel familiar with its operation, for Battlelab Initiative assessment; and, 3) provide assessments on technology maturity and suitability.

**3.8. Air Force Space Command.** As a transition agent, AFSPC will: 1) provide transition expertise to the Battlelab process; 2) provide ROM estimates on acquisition, test, and life cycle costs for promising concepts as needed; 3) provide entry to product and test centers as appropriate; and, 4) may provide liaison officers to individual Battlelabs.

**3.9. Air Education and Training Command .** AETC may: 1) coordinate with Battlelabs to categorize the potential training impact for each Initiative; and, 2) provide an assessment of potential training issues and their impact on training courses.

**3.10. Air Force Operational Test and Evaluation Center.** AFOTEC may provide: 1) operational assessment and certification of Battlelab Initiative demonstration hardware in accordance with their mission; and, 2) assistance with concept demonstration planning, assessment, analysis, and reporting.

**3.11. Air Force Command and Control Transformation Center.** AFC2TC may conduct engineering reviews of prospective C2-related Initiatives to ensure the architecture is aligned with standards or to recommend changes to standards to accommodate new technology. AFC2TC may review prospective C2-related Initiatives to synchronize them with joint and service requirements, architectures, and CONOPS. Teaming with Battlelabs may be necessary for rapid integration into baselined architectures, to reduce time for capability assessments and accelerate fielding of proven concepts. AFC2TC may include Battlelab Initiatives in the master schedule of C2 capabilities in transformation to facilitate migration through the development, assessment, and fielding phases as rapidly as possible.

**3.12. Owning Major Commands and Field Operating Agencies.** Owning MAJCOMs and FOAs will: 1) ensure Battlelabs receive required resources; 2) aid in the identification, planning, and execution of Battlelab Initiatives; 3) restrict use of Battlelab funding to only Battlelab Initiatives to protect Air Force investment in innovation; 4) minimize bureaucracy for Initiative approval, execution and reporting; 5) sponsor AIRs for Battlelab Initiatives to the AFROCC and Air Force Corporate Structure; and, 6) identify transition paths for Battlelab initiatives and program the appropriate funding to support that transition.

**3.13. Other Air Force Agencies and Units.** Other Air Force Agencies and Units may: 1) provide subject matter expertise whenever possible to aid Battlelab Initiative assessments; 2) provide systems and resources whenever possible to assist in Initiative evaluations; 3) provide ideas and concepts for Battlelab review; and, 4) become an advocate to prioritize proven concept transitions.

**Chapter 4****FORMS****4.1. Forms Adopted .**

4.1.1. AF Form 1206, Nomination for Award.

WILLIAM T. HOBBS, Lt Gen, USAF  
DCS, Warfighting Integration

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

AFPD 10-23, *Operational Innovation Program*

AFPD 61-1, *Management of Science and Technology*

AFI 10-110, *Operations Security*

AFI 10-601, *Mission Needs and Operational Requirements Guidance and Procedures*

AFI 33-108, *Compatibility, Interoperability, and Integration of Command, Control, Communications, and Computers (C4) Systems*

AFI 33-133, *Joint Technical Architecture - Air Force*

AFI 33-202, *Computer Security*

AFI 33-211, *Communications Security (COMSEC) User Requirements*

AFI 33-324, *The Information Collections and Reports Management Program; Controlling Internal, Public, and Interagency Air Force Information Collections*

AFI 33-332, *Air Force Privacy Act Program*

AFI 36-2805, *Special Trophies and Awards*

AFI 38-101, *Manpower and Organization*

AFI 63-114, *Rapid Response Process*

AFI 63-123, *Evolutionary Acquisition for C2 Systems*

AFI 99-102, *Operational Test and Evaluation*

CJCSI 3170.01C, *Joint Capabilities Integration and Development System*

***Abbreviations and Acronyms***

**ACC**—Air Combat Command

**ACCI**—Air Combat Command Instruction

**ACTD**—Advanced Concept Technology Demonstration

**AETC**—Air Education Training Command

**AFAMS**—Air Force Agency for Modeling & Simulation

**AFC2ISRC**—Air Force Command and Control, Intelligence, Surveillance and Reconnaissance Center

**AFC2TC**—Air Force Command & Control Transformation Center

**AFCA**—Air Force Communications Agency

**AFDC**—Air Force Doctrine Center

**AFE0**—Air Force Experimentation Office

**AFI**—Air Force Instruction

**AFIWC**—Air Force Information Warfare Center

**AFLMA**—Air Force Logistics Management Agency

**AFMC**—Air Force Materiel Command

**AFOTEC**—Air Force Operational Test & Evaluation Center

**AFPD**—Air Force Policy Directive

**AFR**—Air Force Reserve

**AFRC**—Air Force Reserve Command

**AFRL**—Air Force Research Laboratory

**AFROCC**—Air Force Requirements for Operational Capabilities Council

**AFSFC**—Air Force Security Forces Center

**AFSOC**—Air Force Special Operations Command

**AFSPC**—Air Force Space Command

**AFSWC**—Air Force Space Warfare Center

**AIA**—Air Intelligence Agency

**AIR**—After-Initiative Report

**AMC**—Air Mobility Command

**AMWC**—Air Mobility Warfare Center

**ANG**—Air National Guard

**APPG**—Annual Planning and Programming Guidance

**AQ**—Assistant Secretary of the Air Force for Acquisition

**AWFC**—Air Warfare Center

**BPC**—Battlelab Planning Cell

**C2**—Command and Control

**C4ISR**—Command, Control, Communications, Computers, Intelligence, Surveillance, and Reconnaissance

**COA**—Course of Action

**CoCom**—Combatant Commander

**COMPUSEC**—Computer Security

**COMSEC**—Communications Security

**CONEMP**—Concept of Employment

**CONOPS**—Concept of Operations

**CRRA**—Capability Review and Risk Assessment

**CSAF**—Chief of Staff of the Air Force  
**DARPA**—Defense Advanced Research Projects Agency  
**DMSO**—Defense Modeling and Simulation Office  
**DoD**—Department of Defense  
**ESC**—Electronic Systems Center  
**FM**—Assistant Secretary of Air Force for Financial Management, Comptroller  
**FOA**—Field Operating Agency  
**FtF**—Face-to-Face  
**HQ USAF**—Headquarters, United States Air Force  
**IAW**—In Accordance With  
**ICD**—Initial Capabilities Document  
**IL**—Deputy Chief of Staff for Installations and Logistics  
**IRSS**—Information Resource Support System  
**ISG**—Innovation Steering Group  
**ISW**—Information Sharing Website  
**JTA-AF**—Joint Tactical Architecture-Air Force  
**JWID**—Joint Warfighter Interoperability Demonstration  
**M&S**—Modeling and Simulation  
**MAJCOM**—Major Command  
**MOA**—Memorandum of Agreement  
**MOU**—Memorandum of Understanding  
**MSIAC**—Modeling and Simulation Information Analysis Center  
**NAF**—Numbered Air Force  
**NATO**—North Atlantic Treaty Organization  
**NIMA**—National Imagery and Mapping Agency  
**NRO**—National Reconnaissance Office  
**OCR**—Organization Change Request  
**ORM**—Operational Risk Management  
**PACAF**—Pacific Air Force  
**POM**—Program Objective Memorandum  
**ROM**—Rough Order of Magnitude  
**SecAF**—Secretary of the Air Force

**SMC**—Space and Missiles System Center

**SNCO**—Senior Noncommissioned Officer

**TENCAP**—Tactical Exploitation of National Capabilities

**TTP**—Tactics, Techniques, and Procedures

**USAFE**—United States Air Force Europe

**USJFCOM**—United States Joint Forces Command

**XI**—Deputy Chief of Staff, Warfighting Integration

**XII**—C4ISR Integration Directorate

**XIIV**—Innovation Division

**XO**—Deputy Chief of Staff, Air and Space Operations

**XOR**—Air and Space Requirements Directorate

**XORD**—Requirements Management Division

**XP**—Deputy Chief of Staff, Plans and Programs

**XPRT**—Plans and Programs Technology Requirements Division

### *Terms*

**Air Force Corporate Structure**—Embodies the HQ USAF corporate review process. The primary groups of the Corporate Structure are the Air Force Council, the Air Force Board, the Air Force Group, the fourteen Mission and Mission Support Panels, and Integrated Process Teams. This structure increases management effectiveness and improves cross-functional decision-making by providing a forum in which senior Air Force leadership can apply their collective judgment and experience to major programs, objectives, and issues. This process balances programs among mission areas, between force structure and support, and between readiness and modernization. Only military or DoD civilian personnel assigned to the Air Staff or Office of the Secretary of the Air Force may serve as members of the corporate structure.

**Battlelab Initiative**—A Battlelab Initiative is the funded result of the screening process that explores and assesses the potential worth of an innovative concept. Initiative execution involves COAs ranging from modeling and simulation to actual employment of forces in actual or exercise environments.

**Concept**—An abstract or generic idea generalized from particular instances. An idea or set of ideas in a construct for the application or support of military air and space power.

**Contracting Requirements**—Industry may be used when Air Force capabilities or personnel cannot provide the expertise needed to identify, plan, execute, or report the results of an Initiative. Use existing contracts when appropriate. Seek new contracting avenues where required and use AFMC channels where appropriate.

**Course of Action (COA)**—A step-by-step plan to accomplish a goal with the following elements: 1) strategy to achieve; 2) methods of measurement; 3) schedule and risk; 4) funding required; 5) expertise required; and, (6) organizational support required. Establishes how to accomplish a Demonstration Mission Statement by: 1) seeking alternative solutions for achieving the objectives; 2) exploring the resources required for the various alternatives; 3) choosing the best strategy to meet the objectives; 4)

defining the methods for measuring the potential worth of an idea, such as modeling and simulation, rapid assembly for an exploratory capability, or exercises and wargaming to scale-up the idea and measure its potential across a range of operational contingencies; and, 5) defining the schedule and risk. The Battlelabs, AFMC, and other organizations may jointly define the expertise, capabilities, and resources required to execute a COA.

**Demonstration**—To show or prove the value or efficiency to a prospective buyer. The COA used to represent the concept and allow the extraction or estimation of air and space power impacts in relation to life cycle cost issues and a baseline capability if applicable.

**Demonstration Mission Statement**—The Demonstration Mission Statement contains: 1) problem/purpose identification of the Initiative (what the proposed Initiative seeks to accomplish, not how it is to be done); 2) objectives to be met and specific measures of merit supporting the determination of the idea's potential for advancing one or more of the core competencies; and, 3) the projected time required to complete the Initiative.

**Expertise and Capabilities**—The expertise and capabilities to accomplish the mission statement and execute an Initiative come primarily from across the Air Force to include the active-duty, ANG, and Air Reserve Component forces. This vital support is secured by MAJCOM coordination and/or direction from HQ USAF or SecAF. Air Force personnel available to provide the required expertise will normally be used in a temporary-duty status.

**Figure**—An illustration such as a map, drawing, photograph, or flow chart, or other pictorial device inserted into a publication. Additionally, a figure can be an illustration that is set in type such as a sample format or memorandum.

**Innovation**—The introduction of something new or a new idea, method, or device (Webster's). The process of identifying/inventing and incorporating changes to improve effectiveness and efficiency.

**Instruction**—A statement of essential procedural guidance necessary to implement Air Force Policy. AFIs may be supplemented at any level. Subordinate activities may also issue instructions, which will be designated with the acronym of the command (e.g., ACCI for Air Combat Command Instruction).

**Military Utility**—An assessment of the benefits and usability of a concept or tool to aid the accomplishment of the warfighter's mission based on measures that are developed by subject matter experts participating in the development and demonstration of the initiative. These assessments are specific to each initiative as developed by an initiative team. The assessment of military utility is used with an assessment of costs to attain and sustain the subject concept or tool against the cost to attain and sustain comparable military utility to determine military worth.

**Policy**—A statement of important, corporate-level direction that guides Air Force decisions. Policy is enforceable and compliance is measurable. Policy is the framework connecting the abstract ideas or principles contained in vision, mission, and purpose statements to the specific and concrete statements of plans, goals, and objectives. Policy can be viewed as establishing bounds within which the organization will operate. Policy provides both a focus for Air Force action and a guide for the behavior of the organization and its members.

**Procedure**—The specific instructions on how to comply with a policy; the exclusive purview of MAJCOMs and FOAs (except where there is no supportive FOA). As a general rule, AFPDs will not spell out detailed procedures in order to give field organizations the greatest latitude possible to determine how a given policy is to be implemented under local conditions. A procedure begins with a specific,

documenting event that causes an activity to occur. The activity must produce a product that normally affects another external organization. Frequently, that product will be the event that causes another procedure to occur. It is important to recognize that a procedure determines “what” an organization must do at critical periods but does not direct “how” it will be done.

**Standards**—The criteria described in a desired end result. A description of a level of attainment used as a measure of adequacy. An exact value, a physical entity, or an abstract concept, established and defined by authority, custom, or common consent as a reference, model, or rule in measuring quantities or qualities, establishing practices or procedures, or evaluating results. A fixed quantity or quality.

**Test and Evaluation**—IAW AFI 99-102, *Operational Test and Evaluation*, “The act of generating empirical data during the research, development or sustainment of systems, and the creation of information through analysis that is useful to technical personnel and decision makers for reducing design and acquisition risks. The process by which systems are measured against requirements and specifications, and the results analyzed so as to gauge progress and provide feedback.”

**Attachment 2**

**BATTLELAB INITIATIVE DOCUMENT COVER PAGE FORMAT**

**CLASSIFICATION**

**TITLE**

Battlelab Initiative

**PROPOSED BY**

Name:

Phone:

Email Address:

Organization

Standard Classification  
Notation as Required

**CLASSIFICATION**

**Attachment 3****BATTLELAB INITIATIVE DOCUMENT FORMAT****CLASSIFICATION*****INITIATIVE NAME*****1. DEMONSTRATION MISSION STATEMENT.**

- a. Problem/Purpose Identification** (what the proposed Initiative seeks to accomplish--not how it is to be done).
- b. Objectives to be met and specific measures of merit** supporting the determination of the idea's potential for advancing one or more of the core competencies.
- c. Time Required.** The projected time required to complete the Initiative and report the measures of worth.

**2. COURSE OF ACTION**

- a. Strategy to Achieve.** Establishes "how" to accomplish.
- b. Methods of Measurement.** Methods to measure the potential worth of the idea. Also includes recommendation for modeling and simulation, rapid assembly of an exploratory capability, and exercises and wargaming to scale-up the idea and measure its potential across a range of operational contingencies. Some portion of proposed Initiatives may have been demonstrated in Joint Warfighter Interoperability Demonstrations (JWID), Service exercises (e.g., Roving Sands XX), or previously by a government organization (e.g., Electronic Security Command, USAFE, Combined Air Operations Center). Careful review of historical data is essential to preclude duplicating previous efforts.
- c. Schedule and Risk.** Timeline required and risk to that timeline for completion.
- d. Funding Required.** Breakout of costs required to execute with a total amount required.
- e. Expertise Required.** Battlelab, AFMC, and other organizations, to include contracting, may jointly define the expertise, resources, and capabilities required to execute COA. Identify any known similar capabilities (e.g., hardware/software) that exist which may duplicate the proposed Initiative or doctrine/training being explored at Air University (e.g., simulation wargames).

**f. Organizational Support for Each COA Listed.** Break out of support required to execute. For example:

1. ACC agrees to
2. ANG agrees to
3. AMC agrees to
4. AFMC agrees to
5. AFRC agrees to

**3. AFTER-INITIATIVE REPORT.** Estimated date of report and distribution list.

Battlelab Commander Signature Block

Attachments (1) Distribution List (List AF/XI/XII/XIIV, Battlelabs, appropriate MAJCOMs, and others as required)

**Attachment 4****BATTLELAB AFTER-INITIATIVE REPORT FORMAT****CLASSIFICATION**

AFTER-INITIATIVE REPORT (Name of Initiative)

ACTION NUMBER: (format: initiating organization name, fiscal year, sequential 2-digit number, e.g., ACC 97-01)

**1. DEMONSTRATION MISSION STATEMENT:**

**A. Problem/Purpose Identification**

**B. Objectives and Measures of Merit**

**C. Length of Time:**

**1. From Submittal to Approval**

**2. From Approval to Completion**

**2. COURSE OF ACTION****3. RESULTS**

**4. RECOMMENDATION:** Recommendations may include the following: 1) revise doctrine, training, or tactics; 2) develop a Initial Capabilities Document and implement by way of a rapid acquisition effort; 3) modify requirements and ongoing acquisitions; 4) establish an ACTD or Joint Test Program Initiative; 5) develop new requirements and a new acquisition program; or, 6) identify another appropriate approach.

Battlelab Commander Signature Block

Attachments

Distribution List (List AF/XII/XIIV, Battlelabs, appropriate MAJCOMs,  
and others as required)

**Attachment 5**

**GENERAL WILLIAM “BILLY” MITCHELL  
USAF BATTLELAB PROJECT OFFICER OF THE YEAR  
NOMINATION MEMO FORMAT**

xx XXX xx

MEMORANDUM FORHQ USAF/XIIV

FROM: (Your Battlelab)

SUBJECT: Nomination for (Officer/Enlisted) General William “Billy” Mitchell USAF Battlelab  
Project Officer of the Year

1. Name of Award: (Officer/Enlisted) Battlelab Project officer of the Year
2. Inclusive Dates: 1 Jan xx - 31 Dec xx
3. Nominee: John J. Doe
4. Rank: (Rank)
5. Organization: (XXX Battlelab)
6. Duty Phone (XXX) XXX-XXXX, DSN XXX (Organization Duty Phone)
7. Nominator: (individual actually nominating, usually commander)

JOHN J. PUBLIC, Colonel, USAF  
Commander

**Attachment 6****GENERAL WILLIAM "BILLY" MITCHELL  
USAF BATTLELAB PROJECT OFFICER OF THE YEAR  
NARRATIVE FORMAT**

CITATION TO ACCOMPANY THE AWARD OF

THE GENERAL WILLIAM "BILLY" MITCHELL  
USAF BATTLELAB PROJECT OFFICER OF THE YEAR AWARD  
FOR xxxx

TO

JOHN J. JONES

Captain John Jones distinguished himself as (Duty Title), (Battlelab), (Base), (State), from 1 January xxxx to 31 December xxxx. During this period, Captain Jones -----. The distinctive accomplishments of Captain Jones reflect great credit upon himself and the United States Air Force.

***NOTE:***

Print the citation in landscape format, single-spaced, 12 pitch, and printed in the Times New Roman font. Left and right margins must be 1 to 1-½ inches. Limit the citation to no more than 10 lines.