

**1 JULY 2002**

**Operations**



**TACTICS DEVELOPMENT PROGRAM  
FOR OPERATIONAL SYSTEMS**

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This instruction implements Air Force Policy Directive (AFPD) 10-2, **Readiness**, AFPD 10-12, **Space**, Air Force Mission Directive (AFMD) 5, **Air Force Space Command** and Air Force Instruction (AFI) 10-1201, **Space Operations**. This instruction is applicable to HQ AFSPC and all subordinate units. Submit recommendations for changes through channels to HQ AFSPC/DOTW, 150 Vandenberg St Ste 1105, Peterson AFB CO 80914-4240. This instruction replaces information previously found in a classified instruction dated 12 Dec 96. This instruction applies to Air National Guard (ANG) and Air Force Reserve Command (AFRC) units.

**Attachments:**

Atch 1 – Glossary of References, Terms, Abbreviations and Acronyms

Atch 2 – Description on how to Fill Out the AFSPC Form 1007

Atch 3 – Feasibility Assessment Format

Atch 4 – Draft TTP Paper Format

Atch 5 – Notional Timeline for AFSPC Tactics Development

**1. OVERVIEW:**

**1.1. General Policy.** The purpose of the AFSPC Tactics Development Program is to take ideas to improve military capability and dedicate resources to develop, validate and field these ideas for operational systems. HQ AFSPC/DO is responsible for the HQ AFSPC Tactics Development Program. Within HQ AFSPC, DOTW (Weapons and Tactics) is the MAJCOM OPR for all tactics, techniques and procedures (TTP). Headquarters, Space Warfare Center (HQ SWC) serves as HQ AFSPC's executive agent for developing, documenting, testing, validating and disseminating TTP. The results of the tactics development program are codified in appropriate tactics publications. Examples of tactics documents are **Air Force Operational Tactics, Techniques and Procedures (AFOTTP) 2-1 series** and **Air Force Tactics, Techniques and Procedures (AFTTP) 3-1 series**.

1.1.1. Definition of TTP. TTP are tactics, techniques and procedures that when implemented impact the employment of systems against an adversary as defined in Joint Publication (JP) 1-02, *Department of Defense Dictionary of Military and Associated Terms*.

1.1.1.1. A tactic is the action or group of actions taken to accomplish an overall effect within the battlespace. A tactic is a non-materiel solution. The specific effect may be achieved by one or more techniques. It may also be defined as the employment of units in combat.

1.1.1.1.1. Another way to describe a tactic is how we should operate when an adversary is actively trying to prevent us from accomplishing our mission.

1.1.1.2. A technique is a method by which you implement a tactic. Each technique is one way of achieving the desired effect of a tactic. Its effects may be direct or indirect.

1.1.1.2.1. Another way to describe a technique is a subset of tactics, encompassing the various ways to accomplish the same tactic.

1.1.1.3. Procedures, as they relate to tactics, are system-level actions used to carry out a technique. These system-level actions are carried out using standard operating procedures.

1.1.1.3.1. Another way to describe procedures is a set of established rules, laws, policies or guidance intended to increase the probability that actions result in a desired outcome.

1.1.1.4. TTP development is conducted to research, demonstrate, exercise, analyze, evaluate and validate specific employment of TTP against anticipated threats and to further exploit system capabilities.

1.1.1.5. An operational system is defined as a system that has a declared operational capability (e.g. Limited Contingency Capability, Initial Operational Capability, etc.) and is transitioned to an operational unit.

1.1.2. Definition of Tactics Improvement Proposal (TIP). A TIP is an idea to improve military capability. Normally, TIPs are non-materiel solutions.

1.1.3. Table 1 provides entering arguments to determine if an action constitutes a tactic, technique or procedure.

**Table 1. ENTERING ARGUMENTS FOR TTP.**

<b>Example of TTP:</b>	<b>Constitutes:</b>	<b>Submit:</b>
New method of employing an existing system	Tactic	Tactics Improvement Proposal (TIP)
New mission area for a system	Tactic	TIP
Using DSP for Battlespace Characterization	Tactic	TIP
Deploying ICBM A1/A2 crews in response to a terrorist threat	Tactic	TIP
Method of implementing tactic	Technique	TIP
Satellite tracking methods	Technique	TIP
Using Blue Force Tracking Devices to monitor nuclear weapons convoys in missile complex	Technique	TIP
Using Selective Availability	Technique	TIP
New Tech Order issue	Procedure	Change to Tech Order
Suggested changes to checklist	Procedure	Checklist Change

1.1.4. Do not use the Tactics Development Program:

1.1.4.1. To request modification of old hardware or software.

1.1.4.2. For acquisition of new hardware or software.

1.1.4.3. For hardware and software modifications to baseline systems that will be accomplished through the Configuration Control Board (CCB) process.

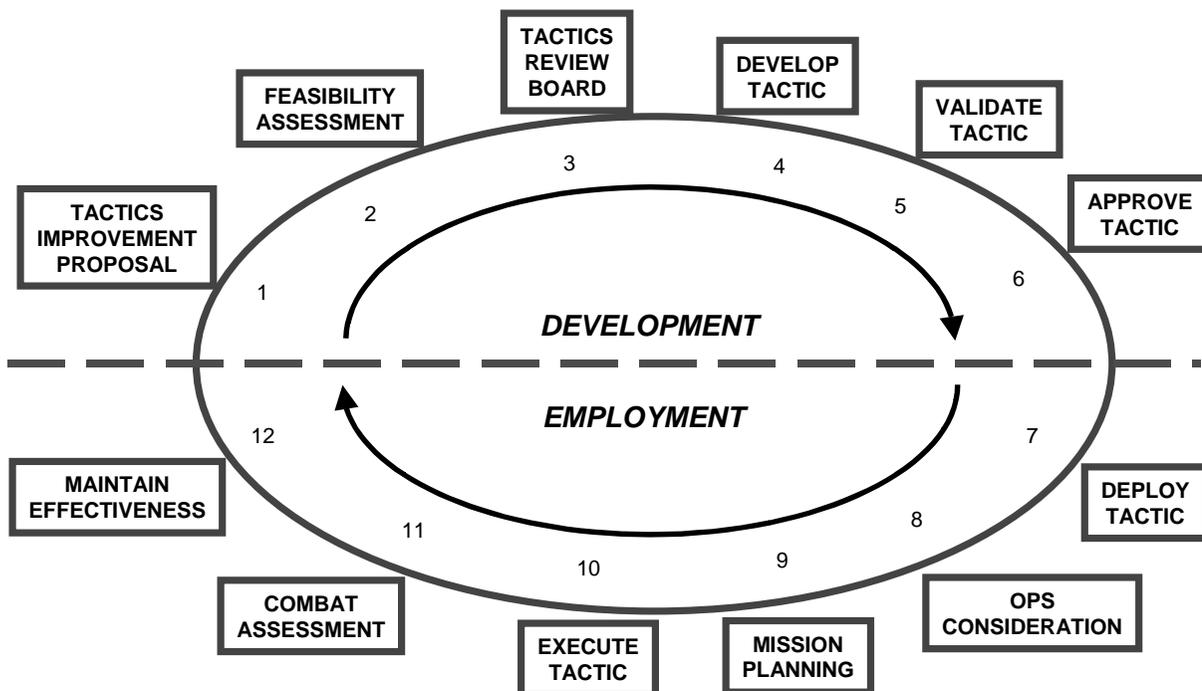
1.1.4.4. For modification and acquisition of hardware and software. This process is covered in AFSPCI21-104, *Systems Requirements and Implementation Approval Process*, and AFSPCI 63-102, *Acquisition Turnover and Support Policy for AFSPC Systems and Equipment*.

1.1.4.5. For developmental systems. TTP development will start as early as possible in system acquisition cycles. TTP development should be incorporated in Developmental Testing and Operational Testing as much as possible. Developmental systems should have a basic set of TTP identified on how the system should be employed. These TTP are called baseline TTP. Baseline TTP are identified by using legacy system TTP and new TTP based off emerging technology, as appropriate. Developmental systems will have baseline TTP identified in

appropriate documentation prior to operational acceptance. Non-baseline TTP are submitted through the process detailed in this AFSPCI once the system has a declared operational capability and has transitioned to an operational unit.

**1.2. Goals.** The AFSPC Tactics Development Program described in this document is designed to meet AFSPC's responsibility for developing, documenting, testing, validating and disseminating TTP within the first six steps of the tactics life cycle (see **Figure 1**). Operational units are responsible for accomplishing steps seven through twelve of the tactics life cycle.

**Figure 1. Tactics Life Cycle.**



1.2.1. The AFSPC Tactics Development Program's broad goals include:

1.2.1.1. Having one standardized tactics process for all AFSPC units to use for submitting TTPs, regardless of their assigned missions.

1.2.1.2. Identifying TTP deficiencies in all areas of Air Force and joint operations, systems, support, and command and control.

1.2.1.3. Incorporating the AFSPC tactics process as a key contributor to the overall Combat Air Force (CAF) Tactics Process.

1.2.1.4. Using the appropriate HQ AFSPC Mission Area Plans (MAP) to complement the AFSPC Tactics Development Program in the identification of deficiencies in which TTP may provide solutions.

1.2.1.5. Conducting a formal Tactics Development and Evaluation (TD&E) program to validate TTP.

**1.3. Tactics Improvement Proposal (TIP).** The AFSPC Tactics Development Program uses the TIP Process to improve military operations. This instruction provides guidance to units on how to submit TIPs and have them tested, developed, validated and published.

1.3.1. The TIP Process improves military operations by:

1.3.1.1. Identifying TTP in all areas of CAF, Mobility Air Forces (MAF), Special Operations Forces (SOF) and Joint operations.

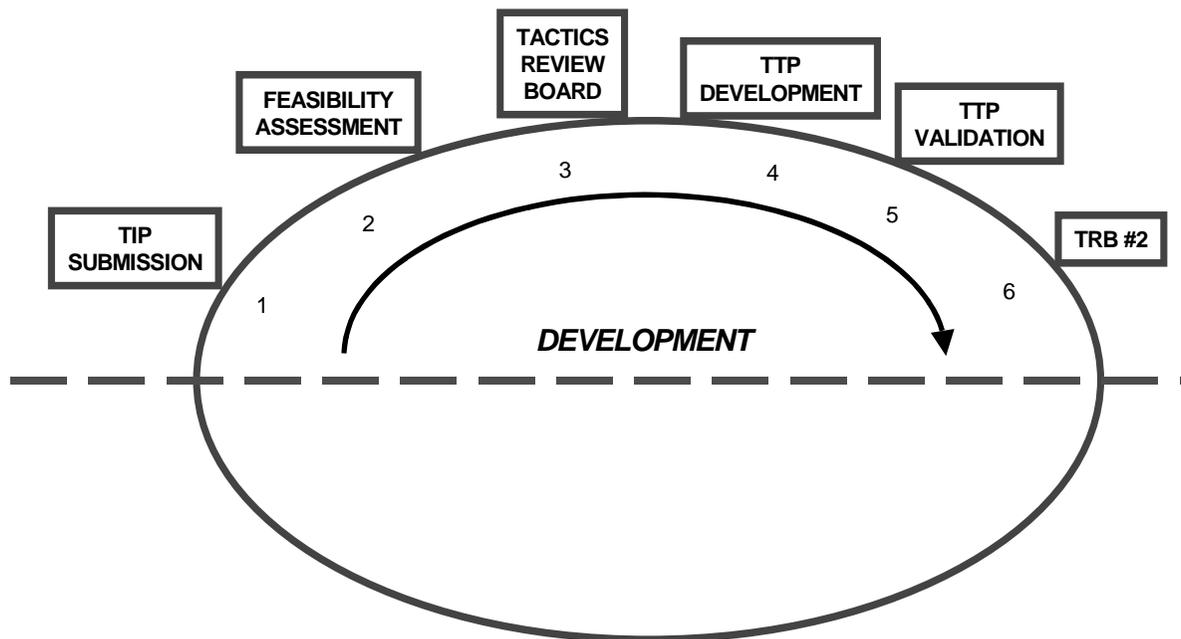
1.3.1.2. Conducting a formal TD&E program to validate TTP based on assessed capabilities and vulnerabilities, if required.

1.3.1.3. Consolidating and disseminating TTP using the appropriate publications.

**2. AFSPC TIP PROCESS:**

**2.1. Execution of the TIP Process.** The TIP Process occurs through the first six stages of the tactics life cycle: TIP Submission, Feasibility Assessment, Tactics Review Board (TRB), TTP Development, TTP Validation and Tactics Review Board #2 (TRB #2). **Figure 2** shows the flow of AFSPC TIP Process in the first six steps of the tactics life cycle.

**Figure 2. AFSPC Tip Process in Tactics Life Cycle.**



**2.2. TIP Submission.** The purpose of this step is to document ideas for formal review. TIPs are submitted when a possible TTP can improve military capability. To be eligible for submission, a TTP must support the employment of force during operations or have a direct and/or indirect effect on the battlespace. *TIPs should be submitted throughout the year.* Unit tactics shops should review TIPs prior to submission into the TIP process. If a unit’s tactics shop determines the TIP is a tactic or tech-

nique, it will be forwarded to HQ AFSPC/DOTW for a MAJCOM control number. This control number is the tracking number to follow the development of the TIP. For tracking purposes, HQ AFSPC/DOTW will notify the respective NAF when control numbers are assigned to TIPs generated by one of their units. HQ AFSPC/DO will task HQ SWC to conduct a feasibility assessment IAW **paragraph 2.3.** of this instruction. Once a TIP has entered the TIP process, only the author or the MAJCOM TRB may remove the TIP from the process. TIPs will be submitted via AFSPC Form 1007, **Tactics Improvement Proposal** (instructions on how to fill out the form are in **Attachment 2**). Normally, the person submitting the TIP is expected to present the TIP at the AFSPC TRB. This is a unit funded TDY, if required. If the author of the TIP is unable to attend, then HQ AFSPC/DOTW will determine who will present the TIP to the board.

2.2.1. Any person can submit a TIP. TIPs typically originate with individuals at units/squadrons and are processed through wing Tactics Shops (OSK). Tactics shops must review submitted TIPs for relevance and to assist the submitter with completing the AFSPC Form 1007. It must be noted that once a TIP has entered the program cannot be removed until the AFSPC TRB.

2.2.1.1. Individuals assigned to HQ SWC may submit TIPs. Normally, the Space Operations School (SOPSC) Theory and Tactics Branch (SOJ) will gather the submitted TIPs and acquire MAJCOM control numbers. The 595 GP/CC may redesignate, in writing, to the SWC/CC a new office to perform these functions. The 595 GP/CC should courtesy copy HQ AFSPC/DOT on any redesignation.

2.2.1.2. Individuals assigned to HQ SMC may submit TIPs. Normally, HQ SMC/XR will gather the submitted TIPs and acquire MAJCOM control numbers. HQ SMC/XR may redesignate, in writing, to the SMC/CC a new office to perform these functions. HQ SMC/XR should courtesy copy HQ AFSPC/DOT on any redesignation.

2.2.1.3. HQ AFSPC personnel should submit TIPs to HQ AFSPC/DOTW.

2.2.1.4. Although this instruction applies to AFSPC units, personnel assigned to Air Force units and organizations outside AFSPC (e.g., ACC, USAFE, PACAF, AFSOC, etc.) may submit TIPs directly to HQ AFSPC/DOTW for the AFSPC Tactics Development Program.

2.2.1.5. Unified commands, national agencies and other services may submit TIPs directly to HQ AFSPC/DOTW. Examples of organizations who may use the AFSPC Tactics Development Program are HQ USSPACECOM, NRO, Missile Defense Agency, Army Space Command and Naval Space Command.

2.2.1.6. TIPs may be submitted through more than one tactics process for inclusion in the CAF TRB. AFSPC TIPs that are relevant to another tactics process (e.g., AOC TRB) will be forwarded to the appropriate POC by HQ AFSPC/DOTW. The author of the TIP will be notified of their TIP being forwarded.

2.2.2. TIPs from wings will be submitted to their NAF. The NAF will coordinate on the TIP and document recommendations in the "NAF Recommendation" portion of AFSPC Form 1007. HQ SWC will use the "NAF Recommendation" portion of AFSPC Form 1007 for those TIPs that originated in HQ SWC.

2.2.2.1. NAFs and SWC should hold a TRB to evaluate and make recommendations about the TIPs submitted from their units. The NAF and SWC TRBs are not required, but NAF and/or SWC coordination is required on all TIPs submitted from their units. SMC coordination is

optional for TIPs submitted from its units.

2.2.2.1.1. All NAF/SWC/SMC/wing/squadron TRBs/coordination must be completed in a timely manner so results can be presented at the AFSPC TRB. The AFSPC TRB typically is held two months prior to the CAF TRB. The CAF TRB normally occurs in the winter (see Attachment 5).

2.2.3. The NAF, SMC and/or SWC will forward the results of their coordination/TRB to HQ AFSPC/DOTW on AFSPC Form 1007 NLT 30 days prior to the AFSPC TRB. HQ AFSPC/DOTW will coordinate TIPs with the appropriate MAJCOM three-letters. The three-letters will respond to HQ AFSPC/DOTW NLT 14 days prior to AFSPC TRB. HQ AFSPC/DOTW will send a read-ahead package to the voting members of the AFSPC TRB 7 to 10 days prior to the board.

**2.3. Feasibility Assessment.** The purpose of this step is to provide background/research on the TIP for the TRB voting members. HQ AFSPC/DO will forward TIPs to SWC to conduct feasibility assessments. The SWC will serve as the focal point for TIP feasibility assessments. The appropriate SWC unit should coordinate with the unit submitting the TIP when additional information is needed.

2.3.1. The feasibility assessment answers the following questions (see Attachment 3):

2.3.1.1. Is the employment of the TIP feasible?

2.3.1.2. Can the TIP be supported through its life cycle?

2.3.1.3. Is it a proven TIP?

2.3.1.4. Are there documented procedures for implementation at the unit or at the next AF echelon of command?

2.3.2. Part of the feasibility assessment includes a rough order of magnitude (ROM) of testing costs. The 595 GP provides the ROM of testing costs to determine the level of effort for testing. The 595 GP should identify new, specialized test equipment or services needed to conduct testing. If the TIP enters the test process, 595 GP will conduct a new cost estimate.

2.3.3. HQ AFSPC/DO will submit TIPs requiring feasibility assessments to the SWC/CC on a quarterly basis. The SWC/CC has 60 days to complete feasibility assessment and provide signed product to HQ AFSPC/DO. The format for the feasibility assessment response is in Attachment 3 of this instruction.

2.3.4. SWC/CC approves the feasibility assessment then forwards to HQ AFSPC/DO.

2.3.5. Feasibility assessments are part of the read-ahead package for the TRB voting members and need to be completed 14 days prior to AFSPC TRB, if not already accomplished.

2.3.6. Feasibility assessments and key MAJCOM three-letter coordination are the basis upon which the "MAJCOM Recommendations" block of the AFSPC Form 1007 is built.

**2.4. AFSPC TRBs.** The purpose of this step is for senior AFSPC leaders to decide how or if to dedicate resources toward the development, validation or approval of a TIP. HQ AFSPC holds an annual TRB.

2.4.1. AFSPC TRB. Normally, the HQ AFSPC/DO will chair and host the AFSPC TRB two months prior to the CAF TRB (see Attachment 5). If HQ AFSPC/DO is unavailable, the HQ AFSPC/DDO will assume chair responsibilities. Voting members of the TRB are the HQ AFSPC/DO, 595 GP/CC and the appropriate NAF/DO or NAF/A3.

2.4.1.1. HQ AFSPC/DO chairs the TRB because tactics are part of how operations are conducted. The HQ AFSPC/DO's job includes "organizing, training and equipping" AFSPC forces and he/she has the "big picture" perspective. The HQ AFSPC/DO has the authority to task AFSPC units to accomplish the action items from the TRB.

2.4.1.2. The 595 GP/CC is a voting member since the SWC is similar to the Air Warfare Center and facilitates tactics development. The 595 GP/CC also owns the SWC-equivalent of a tactics shop, as well as the units that serve as executive agent for tactics development and documentation.

2.4.1.3. The NAF/A3/DO is a voting member since many of the systems will require validation using the operational systems. As the operational-level warfighters, the NAF/A3/DO provides a warfighter/employer perspective to the TRB.

2.4.1.4. The SWC/CC and SWC/CV have visibility in the TIP Process and serve as the process's "honest broker." The SWC/CC or SWC/CV approves the feasibility assessment (see **paragraph 2.3.**) and the draft TTP for development (see **paragraph 2.5.**). These products require an evaluation of the TIP by a non-voting member of the TRB. The feasibility assessment is a key document for the TRB voting members and for the MAJCOM recommendation.

2.4.2. The annual TRB will review only those TIPs that have been properly coordinated through the appropriate NAF/SWC and include completed feasibility assessments.

2.4.2.1. TIPs not meeting the above criteria will be included in the next available TRB once coordination and feasibility assessments are completed.

2.4.2.2. TIPs of a time-critical nature that could not/did not meet the required timelines and need immediate review should be submitted through the "Out-of-Cycle" TRB process for presentation at the annual TRB.

2.4.3. The TIP author normally will present his/her proposed TTP to the TRB voting members.

2.4.4. The TRB voting members will review the recommendations on the TIP form and review the feasibility assessment.

2.4.4.1. The voting members will determine three items: (1) Will the TIP continue through the AFSPC Tactics Development Program? (if so, what step?), (2) Will the TIP be forwarded to the CAF TRB? and (3) Are there any other recommendations about the TIP for action?

2.4.4.2. Consensus is the normal method of determining TIP disposition. If consensus fails on items (1) and/or (2), a formal vote will occur. The majority of votes will determine the outcome. If a voting member abstains from voting, then the HQ AFSPC/DO will determine the disposition.

2.4.5. Voting members may bring key experts to discuss details of TIPs. The voting members should notify HQ AFSPC/DOTW with the names of the experts expected to be in the main room (versus VTC for 14 AF) to ensure clearances and room capacity issues can be worked. Other observers may attend on a space available and clearance level basis.

2.4.6. Disposition of TIPs from the AFSPC TRB. The AFSPC TRB is the sole approval/rejection authority for TIPs submitted in the AFSPC Tactics Development Program. TIP dispositions are disseminated via the AFSPC TRB minutes prepared by HQ AFSPC/DOTW to the affected units within 30 days of the TRB.

2.4.6.1. TIPs (with or without modification) that the AFSPC TRB approves to continue through the AFSPC Tactics Development Program that do not require testing will be held by HQ AFSPC/ DOTW and 595 GP (backup) for incorporation in the next edition of the appropriate tactics publication.

2.4.6.2. The TIPs that the AFSPC TRB approves to continue in the program that require testing will be returned to HQ AFSPC/DOTW who will prepare a test request IAW AFSPCI99-101, *Operational Test and Evaluation (OT&E) for Space and Intercontinental Ballistic Missile (ICBM) Systems*. The test request includes the recommended objectives, scope and requirements. The test requests will flow through their appropriate organizations to HQ AFSPC/DOTO. Testing will be accomplished IAW AFSPCI99-101.

2.4.6.3. TIPs that the AFSPC TRB disapproves will be returned to the submitting unit. The reason for disapproving the TIP will be included in the TRB minutes. At that time, the unit can modify and resubmit the TIP.

2.4.6.4. Only selected TIPs will be forwarded to the CAF TRB. Key questions for the TRB voting members to consider when determining whether a TIP should be submitted to the CAF TRB are:

2.4.6.4.1. Does the TIP directly impact operations of air platforms or information operations systems?

2.4.6.4.2. Does the TIP require coordinated testing using air platforms or information operations systems?

2.4.6.4.3. Does the TIP need to go through another Air Force-wide TRB process (for example, AOC)?

2.4.6.4.4. Do security issues prevent the TIP from being presented at the CAF TRB?

2.4.6.5. HQ AFSPC/DOTW will forward the recommended TIPs to the CAF TRB via HQ ACC/DOTW.

2.4.7. The HQ AFSPC/DO will assign taskings/action items from the TRB through the AFSPC TRB minutes. Distribution of TRB minutes will include, at a minimum, the NAFs and NAF-equivalents (i.e. SWC, SMC).

**2.5. TTP Development.** The purpose of this step is to transform a TIP into TTP by providing necessary details on how to implement the TTP. The SWC/CC will task his/her units to create a draft TTP paper and coordinate the draft TTP paper with outside tactics shops as required. **Attachment 4** contains the basic outline for the draft TTP paper.

2.5.1. Any TIPs requiring this step will require validation and approval prior to implementation. Validation of a TIP is normally through testing. Approval of the TIP for deployment/ implementation will occur at a TRB.

2.5.2. The SWC may require support from the submitting unit and other units to develop the draft TTP paper. The SWC will submit their request for support to the HQ AFSPC/DO. If the request is valid, the HQ AFSPC/DO will task the appropriate units to support. The SWC/CC will approve the draft TTP paper and submit it to the HQ AFSPC/DO.

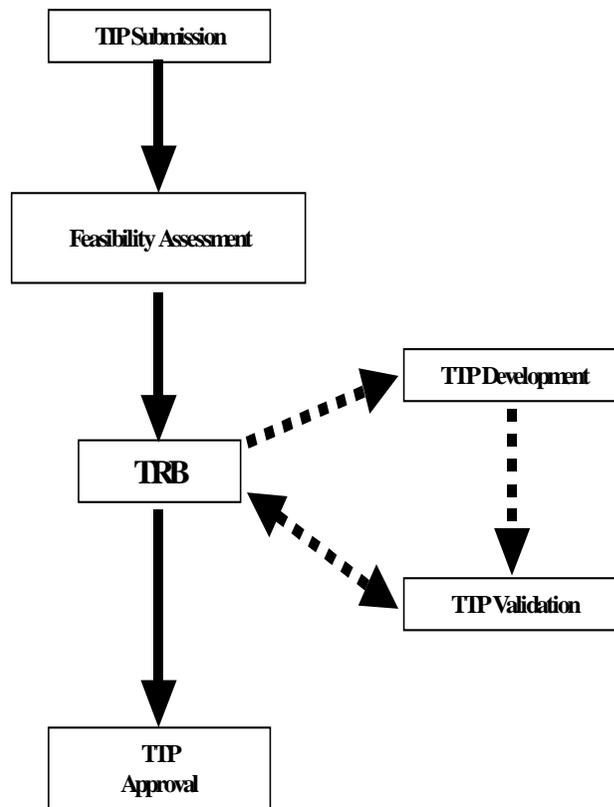
2.5.3. The HQ AFSPC/DO will distribute the draft TTP paper to the MAJCOM Functional Area Managers (FAMs) of the units, the System Program Office (SPO) of the assets involved (if applicable), outside support agencies, other key divisions in HQ AFSPC and the units involved in the TTP to develop procedures and other documentation in preparation for testing and implementation.

2.5.4. The units' weapons and tactics shop should play the major role in the development of the procedures. HQ SWC should work with the units during the development of procedures. For new procedures, initial TTP development needs to be completed 30 days prior to testing.

**2.6. TTP Validation.** The purpose of this step is to validate the developed TTP to ensure it creates the desired effect. 595 GP or another test agency will conduct TTP validation IAW AFSPCI99-101. The results of the validation will be a test report that states the validity of the TTP and draft procedures ready for implementation. If test results drive changes in the draft TTP paper, then the paper will be updated prior to TRB #2. The test results will be presented at the next available TRB for the board approval to deploy/implement.

**2.7. Tactics Review Board #2 (TRB #2).** The purpose of this step is to have the senior AFSPC leaders review validation results and approve the TTP deployment/implementation. TRB #2 is required when a TIP requires development and/or validation for approval to deploy/implement. The voting members of TRB #2 are the same as TRB # 1. The voting members will review results of test reports and either direct implementation of or disapproval of the TTP. TRB #2 will be quarterly, if required. If there are not enough tactics development and evaluations (TD&E) for quarterly meetings, then at a minimum, an annual TRB #2 will be included as part of the annual TRB cycle. **Figure 3** is an alternate depiction of the actual flow of the first 6 steps in the AFSPC Tactics Development Program.

**Figure 3. Flow Diagram of the First 6 Steps of AFSPC Program.**

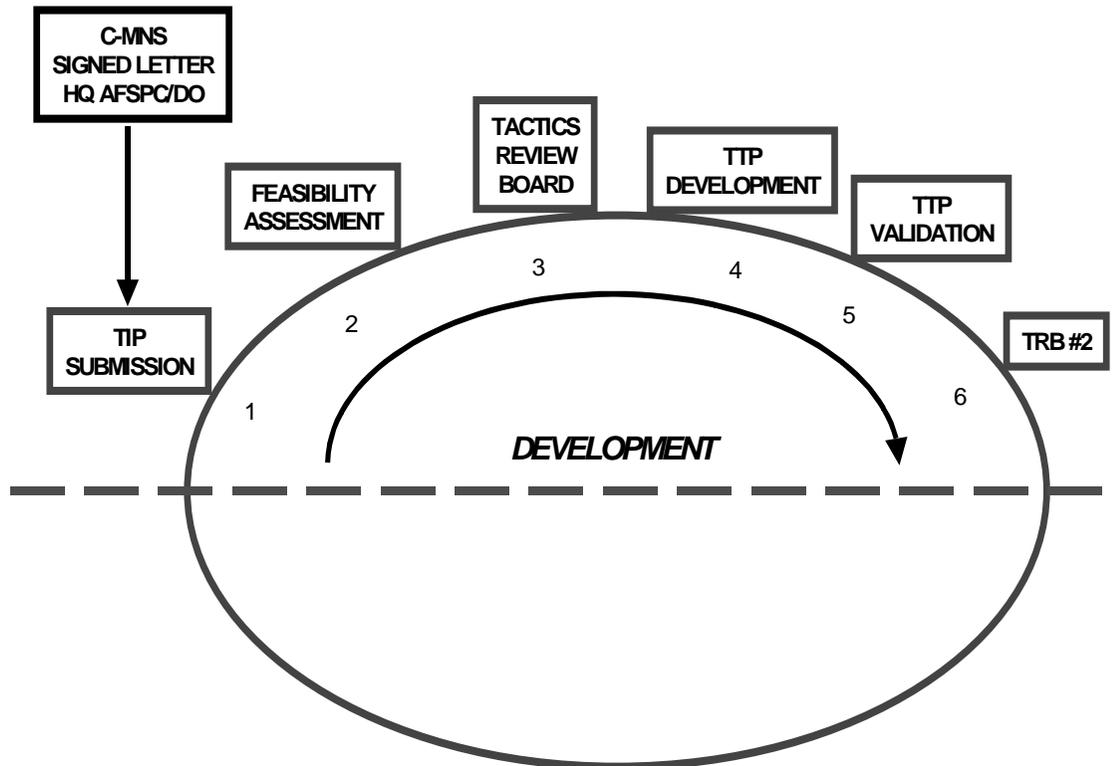


**2.8. Deploy Tactic.** The purpose of this step is to transition the TTP to the operational unit(s) for implementation. The unit(s) will approve operational checklists for the TTP and incorporate the TTP into training. The unit will have 30 days from TTP approval (i.e., distribution of TRB minutes) to integrate the TTP into normal processes. A formal reply to the HQ AFSPC/DO is required once the TTP is deployed.

### 3. OUT-OF-CYCLE TIP Process:

**3.1. Execution of the Out-of-Cycle TIP Process.** The Out-of-Cycle TIP Process is designed to work when the normal TIP process does not meet emerging, critical needs. The Out-of-Cycle TIP Process uses the same basic steps of the normal TIP process but on an accelerated timeline. The entering arguments for initiating the Out-of-Cycle TIP Process include (1) a Combat Mission Needs Statement (C-MNS) that has been deemed resolvable through TTP development, (2) signed letter by NAF/CC and Wing/CC stating the compelling need for the Out-of-Cycle TRB or (3) other circumstances which the HQ AFSPC/DO deems appropriate. The AFSPC Out-of-Cycle TIP process steps are: TIP submission, Feasibility Assessment, Out-of-Cycle TRB, TTP Development, TTP Validation and TRB #2. **Figure 4** shows the flow of the AFSPC Out-of-Cycle TIP Process. The Out-of-Cycle TIP process is designed to take 72 hours to 7 days to complete steps 1-4 (TIP Submission to TTP Development) of the process.

Figure 4. AFSPC Out-of-Cycle Tip Process.



**3.2. TIP Submission.** The purpose of this step is to document ideas for formal review. TTPs are submitted when a possible TTP can improve military capability. If deemed within the command's capabilities, HQ AFSPC/DOTW will initiate the Out-of-Cycle TTP Process by assigning a TTP control number. During an Out-of-Cycle TTP, the author is NOT expected to present the TTP to the TRB.

**3.3. Feasibility Assessment.** The only difference between the Out-of-Cycle and normal TTP feasibility assessments processes is the accelerated timeline of the Out-of-Cycle feasibility assessment. Reference **paragraph 2.3.** for the feasibility assessment process.

**3.4. Out-of-Cycle TRB.** HQ AFSPC/DO will call an Out-of-Cycle TRB. Voting members of the Out-of-Cycle TRB are the same for the normal TRB. During the Out-of-Cycle TRB, HQ AFSPC/DOTW will present the TTP to the voting members. See **paragraph 2.4.** for the TRB process.

**3.5. TTP Development.** TTP Development for the Out-of-Cycle TRB is the same for normal TTP development (see **paragraph 2.5.**) except: if the SWC is supporting a C-MNS request or other circumstances determined by the HQ AFSPC/DO, then a SWC-hosted summit will be used to produce the draft TTP paper. Unit participation in the summit is required due to the short timeline to meet the C-MNS.

**3.6. TTP Validation.** TTP validation for the Out-of-Cycle TTP Process is the same for the normal TTP Process (see **paragraph 2.6.**) except for C-MNS-derived TTPs that will be completed through an Out-of-Cycle test request to determine the quickest way to validate.

**3.7. Tactics Review Board #2 (TRB #2).** Voting members of the Out-of-Cycle TRB #2 are the same for the normal TRB #2. The voting members will review results of test reports and direct implementation or disapprove of the TTP.

#### **4. TACTICS DOCUMENTATION:**

**4.1. Integrating TTP into established tactics documents.** HQ AFSPC/DOTW will integrate new, validated TTP into established tactics documents (i.e. AFOTTP 2-1 series and AFTTP 3-1 series) during the normal rewrite cycle for these documents. Normally, HQ AFSPC/DOTW and the SWC will each appoint POCs to work together to integrate approved space TTP into documents during the rewrite conference(s).

**4.2. Creation of tactics documents.** IAW AFMD-5 and in coordination with HQ ACC, HQ AFSPC may task the SWC to develop and publish system-specific tactics documents for operational systems. These manuals are designed for the system operator. This series, if created, will be called AFSPC TTP 3-1 series. Each identified system will become a separate volume in the series.

4.2.1. Composition of tactics documents. System-specific tactics documents will cover, as a minimum, the following areas: (1) system capabilities and limitations, (2) approved TTP for the system (including examples of effectiveness during actual contingency operations) and (3) composite force packaging.

4.2.2. Creation/Approval process for AFSPC tactics documents. If required, the creation of the AFSPC TTP 3-1 series will follow a process similar to the AWFC process. First, a write/rewrite conference will be convened. During this conference, key operators and tacticians will write/rewrite the tactics volume. The results of the conference will be compiled and released by the 595 GP/CC for Bottomline (action officer [O-6 level and below]) coordination. After resolving/incorporating comments, the tactics document will transition from the SWC to the HQ AFSPC/DO for release into Topline (General Officer) coordination. Finally, the Commander, AFSPC or his/her designated representative will approve the tactics volume for publication and distribution. Once approved, the AF units that operate or command the system will be required to have the volume as part of their tactics library and deployment package for use in the field. Volumes will be formally updated every 2 years. Modules may be created to provide interim updates prior to the scheduled rewrite conference.

#### **5. RESPONSIBILITIES:**

##### **5.1. HQ AFSPC:**

- 5.1.1. OPR for TTP development, validation, testing and publication (DOT)
- 5.1.2. Chair and voting member of AFSPC Tactics Review Boards (DO)
- 5.1.3. Task all AFSPC units required to support TTP development (DO)
- 5.1.4. Track TTP Development through Tactics Life Cycle (DOTW)
- 5.1.5. Conduct annual TRB (DO)
- 5.1.6. Conduct Out-of Cycle TRB, as required (DO)
- 5.1.7. Within AFSPC, OPR for AFOTTP 2-1 series (DOT)

5.1.8. Within, AFSPC, OPR for AFTTP 3-1 series (DOT)

5.1.9. OPR for AFTTP 3-1, Volume 28 (DOTW)

**5.2. HQ SWC:**

5.2.1. HQ AFSPC's Executive agent for TTP development, validation, testing and publication (CC)

5.2.2. Serve as voting member on AFSPC Tactics Review Boards (595 GP/CC)

5.2.3. Prepare/Approve feasibility assessments of TIPs (CC)

5.2.4. Prepare/Approve draft TTP paper (CC)

5.2.5. Conduct Tactics Development and Evaluations (TD&E)/tactics validation (595 GP/CC)

5.2.6. HQ AFSPC executive agent for AFOTTP 2-1 and 2-3 series (595 GP/CC)

5.2.7. HQ AFSPC executive agent for AFTTP 3-1, Vol. 28 (595 GP/CC)

5.2.8. HQ AFSPC executive agent for AFTTP 3-1 Vol 2 (595 GP/CC)

5.2.9. Manage testing of new or modified AFSPC TTP IAW AFI 99-103 and AFSPCIs 99-101 and 99-102 (595 GP/CC)

5.2.10. Publish AFSPC TTP 3-1 series, if required.

**5.3. NAFs:**

5.3.1. Serve as voting member on AFSPC Tactics Review Board (A3/DO)

5.3.2. Submit TIPs through tactics shop (A39/DO)

5.3.3. Appoint NAF tactics shop/officer (A3/DO)

**5.4. HQ SMC:**

5.4.1. Submit TIPs, as applicable

5.4.2. Provide additional system expertise to SWC during key steps in process, when requested.

**5.5. Wings:**

5.5.1. Submit TIPs, as applicable

5.5.2. Develop procedures based off draft TTP paper, as applicable

5.5.3. Appoint wing tactics shop (full time or additional duty)

5.5.4. Task operations squadron to appoint tactics officer/NCO (full time or additional duty)

**5.6. Forms Prescribed.** AFSPC Form 1007, Tactics Improvement Proposal.

HOWARD J. MITCHELL, Maj Gen, USAF  
Director of Operations

## Attachment 1

## GLOSSARY OF REFERENCES, TERMS, ABBREVIATIONS AND ACRONYMS

*References*

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

AFPD 10-2, *Readiness*

AFPD 10-12, *Space*

AFMD 5, *Air Force Space Command*

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

AFI 10-1201, *Space Operations*

AFI 37-124, *The Information Collections and Reports Management Program; Collecting Internal, Public, and Interagency Air Force Information Collections*

AFI 37-138, *Records Disposition, Procedures and Responsibilities*

AFI 63-123, *Evolutionary Acquisition of Communication and Control (C2) Systems*

AFI 63-1201, *Assurance of Operational Safety, Suitability and Effectiveness*

AFI 99-102, *Operational Test and Evaluation*

AFI 99-106, *Joint Test and Evaluation*

DoDD 5000.1, *Defense Acquisition*

DoD 5000.2-R, *Mandatory Procedures for Major Defense Acquisition Programs (MDAP) and Major Automated Information System (MAIS) Acquisition Programs*

*Abbreviations and Acronyms*

**14 AF**—Fourteenth Air Force

**595 GP**—595<sup>th</sup> Group

**ACC**—Air Combat Command

**AFI**—Air Force Instruction

**AFOTTP**—Air Force Operational Tactics, Techniques and Procedures

**AFPD**—Air Force Program Directive

**AFRC**—Air Force Reserve Command

**AFSOC**—Air Force Special Operations Command

**AFSPC**—Air Force Space Command

**AFSPCI**—Air Force Space Command Instruction

**AFTTP**—Air Force Tactics, Techniques and Procedures

**AWFC** —Air Warfare Center

**ANG**—Air National Guard

**AOC**—Air and Space Operations Center

**C2**—Command and Control

**CAF** —Combat Air Forces

**DO** —Director of Operations

**DoD**—Department of Defense

**DOT**—Operations Training and Evaluation Division (MAJCOM)

**DOTW**—Weapons and Tactics Branch (MAJCOM)

**DSP**—Defense Support Program

**FAM**—Functional Area Manager

**FDE**—Force Development Evaluation

**HQ**—Headquarters

**IAW**—In Accordance With

**ICBM**—Inter-Continental Ballistic Missile

**JP**—Joint Publication

**MAF**—Mobility Air Forces

**MAJCOM**—Major Command

**MAP**—Mission Area Plans

**MNS**—Mission Need Statement

**NAF**—Numbered Air Force

**NRO**—National Reconnaissance Office

**OSK**—Weapons and Tactics Flight

**PACAF**—Pacific Air Forces

**ROM**—Rough Order of Magnitude

**SOF**—Special Operations Forces

**SPO**—System Program Office

**SWC**—Space Warfare Center

**SOPSC**—Space Operations School

**TD&E**—Tactics Development and Evaluation

**TDY**—Temporary Duty

**TIP**—Tactics Improvement Proposal

**TRB**—Tactics Review Board

**TTP**—Tactics, Techniques and Procedures

**USAFE**—United States Air Forces Europe

**USSPACECOM**—United States Space Command

**VTC**—Video Teleconference

**WG**—Wing

### *Terms*

**Force Development Evaluation (FDE)** ---The evaluation, demonstration, exercise or analysis of fielded, operational systems during the sustainment portion of the system life cycle. FDE focuses on the MAJCOM's operational employment and sustainment of fielded systems after Initial/Qualification Operational Test & Evaluation (OT&E) and/or Follow-on OT&E are complete.

**Operational Test and Evaluation (OT&E)** ---Testing and evaluation conducted in as realistic an operational environment as possible to estimate the prospective system's operational effectiveness and operational suitability. 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.

**Tactics Development and Evaluation (TD&E)** ---TD&E is a subset of FDE specifically designed to further exploit system capabilities and tactics during the sustainment portion of the system's life cycle. It includes the research, demonstration, exercise, analysis and evaluation of specific employment tactics against anticipated threats.

**Test Plan (TP)** ---A formal document produced by the lead test center providing the complete detailed, coordinated and integrated plan for conducting a test to obtain answers on any Critical Operational Issue.

**Attachment 2****DESCRIPTION ON HOW TO FILL OUT THE AFSPC FORM 1007**

The following are descriptions of the types of items to be filled in on each block of the AFSPC Form 1007. In general, it is imperative the form is classified properly and proper classification markings are utilized on the form.

MAJCOM CONTROL NUMBER – Assigned by HQ AFSPC/DOTW. Once assigned, the TIP cannot not be removed from the TIP process until TRB #1.

TO – HQ AFSPC/DOTW

FROM – Self-explanatory

DATE - Self-explanatory

UNIT SYSTEM - Primary space, air or information warfare system affected

OTHER AFFECTED SYSTEMS - Self-explanatory

TITLE – Try to keep unclassified. If classified, an unclassified reference name will be provided by DOTW when MAJCOM control number is assigned.

DESCRIPTION OF TACTICS – Should provide the who, what, why and how the TIP is designed.

OBJECTIVES - What effects are desired? What is the threat(s) or target(s) affected? Need to address recommendation concerning other systems affected.

WING RECOMMENDATIONS – Recommend next step in AFSPC Tactics process (4, 5 or 7), whether it should be sent into another TTP process (e.g., AOC) and/or whether TIP should be forwarded to CAF TRB. Also, the wing should make recommendations concerning other systems affected (if applicable).

NAF RECOMMENDATIONS – SWC/SMC will use this block if SWC/SMC originated TIP. Recommend next step in AFSPC Tactics process (4, 5 or 7), whether it should be sent into another TTP process (e.g., AOC) and/or whether TIP should be forwarded to CAF TRB. Also, the NAF should make recommendations concerning other systems affected (if applicable).

MAJCOM RECOMMENDATIONS – In draft until TRB approves. Recommendations based off key MAJCOM 3-ltr coordination and feasibility assessment. Signed copy has final TRB recommendations.

CAF TRB ACTION - N/A for AFSPC

**Attachment 3****FEASIBILITY ASSESSMENT FORMAT****I. Signature Page**

-- Approved by SWC/CC

**II. Purpose of Assessment**

-- Provided under AFSPCI10-169

-- Formal document for use at AFSPC TRB

**III. Description of TIP**

-- Description based off TIP form

-- What air and space power functions does TIP contribute to?

-- Identify organization(s) involved to implement

-- Identify the system TIP designed for

-- Identify other systems TIP could affect

-- Identify similar TTP for space, air and/or information systems

**IV. Feasibility of TIP**

-- Does this TTP already exist?

-- Is the TTP supportable?

-- Is the TIP feasible?

-- Does it require a hardware/software modification?

-- Does TIP require testing, or has it previously been validated through exercises or real-world operations?

-- For other systems identified on TIP, is TIP supportable?

-- For other systems identified on TIP, does it require a hardware/software modification?

**V. Intelligence**

-- Identify requirements

-- Are the requirements supportable?

**VI. Testing (if applicable)**

-- Is TIP capable of being tested?

-- Does TIP require new test equipment?

-- What is the ROM to validate the TIP?

**VII. Recommendation for TRB**

-- What step of AFSPC tactics process should the TIP go to? (step 4, step 5 or step 7)

- Is the TIP invalid? (should reference reason for recommendation)
- What priority should the TIP be given? (high, medium, low)

**Attachment 4**

**DRAFT TTP PAPER FORMAT**

I. Signature Page

- Signed by SWC/CC

II. Purpose

- Provided under AFSPCI10-169
- Formal document for use at AFSPC TRB

III. Description

- Mission of air and space power function TTP effects
- What are desired effects of TTP?
- Organizations affected (bold face for USAF units required to write procedures)
- Systems affected
- Specific tactic description (this may be the TIP)
- Specific techniques for TTP implementation (this may be the TIP)

IV. Employment Considerations

- Threats, targets and intelligence requirements
- Limiting factors for employment
- Limiting factors for exercising
- Logistics requirements and impact
- Complimentary TTP
- Number of systems required
- Timeline for employment (how long to execute)
- Key factors for success

V. Summary

**Attachment 5****NOTIONAL TIMELINE FOR AFSPC TACTICS DEVELOPMENT**

Jan - Forward TIPs to SWC for feasibility assessment (5 Jan)

- TRB for test results from previous year (if required)

Mar - Feasibility Assessments Due for last quarter (5 Mar)

Apr - Forward TIPs to SWC for feasibility assessment (5 Apr)

- TRB for test results (if required)

Jun - Feasibility Assessments Due for last quarter (5 Jun)

Jul - Forward TIPs to SWC for feasibility assessment (5 Jul)

- TRB for test results (if required)

Sep - Feasibility Assessments Due for last quarter (5 Sep)

- NAF/SWC TRBs/Coordination due (15 Sep)

Oct - AFSPC TRB (15 Oct)

Nov - CAF TRB Initial Planning Conference

Dec - CAF TRB (15 Dec)