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Flying Operations

AMC TACTICS PROGRAM



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This instruction implements AFD 11-2, *Aircraft Rules and Procedures*, and establishes policies, responsibilities, and procedures for conducting the AMC Tactics Program. It also establishes the Mobility Air Forces (MAF) Tactics Review Board (TRB). It applies to all AMC and AMC-gained Air Force Reserve Command (AFRC) and Air National Guard (ANG) flying organizations (Air National Guard when published in ANG (AF) 0-2 and Air Force Reserve Command when published in AFRCIND2). Formal schools are exempt from this regulation. Active duty units submit requests for deviations from this regulation to AMC/DOK. AFRC and ANG units submit requests to AMC/DOK through ANG/XO or HQ AFRC/DOT. This instruction applies during peacetime, contingency, and wartime.

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Chapter 1

FUNCTIONS AND RESPONSIBILITIES

1.1. General. HQ AMC is designated as lead command for developing, documenting, and disseminating tactics for the Mobility Air Forces (MAF) and civilian augmentation mobility assets. The AMC tactics program will:

- 1.1.1. Ensure all AMC and AMC-gained personnel take an active role in the development of peacetime, contingency, and wartime tactics. Tactics development must consider mission planning, takeoff, departure, ingress, airland, airdrop, air refueling, egress, arrival, and any support required to enable all aspects of the mission to be performed.
- 1.1.2. Begin tactics development as early in the equipment acquisition cycle as possible. Tactical objectives will be incorporated in Initial Operational Test and Evaluation (IOT&E), Qualification Operational Test and Evaluation (QOT&E), and Follow-On Test and Evaluation (FOT&E) as much as practical.
- 1.1.3. Develop tactics for new or modified weapons systems entering the AMC inventory.
- 1.1.4. Identify tactics deficiencies in all areas of command and control, support, inter-theater airlift, intra-theater airlift, and tanker operations.
- 1.1.5. Conduct formal tactics development and evaluation (TD&E) program to correct deficiencies and validate new tactics.
- 1.1.6. Continually validate existing tactics and equipment.
- 1.1.7. Consolidate and rapidly disseminate tactical information.
- 1.1.8. Support tactical training programs in formal schools.
- 1.1.9. Coordinate with the FAA as required to share tactical information and procedures.

1.2. HQ AMC/DO. Approval authority for the AMC Tactics Program and co-chair of the MAF Tactics Review Board (TRB).

1.2.1. HQ AMC/DOK. Focal point for tactics program policy and guidance. Office of primary responsibility (OPR) and program manager for the AMC tactics program and this regulation. Coordinates with ANG/XO and AFRC/DO on program activities affecting their respective activities. AMC/DOK will:

- 1.2.1.1. Validate tactical requirements.
- 1.2.1.2. Evaluate threat analysis, employment tactics, and mission planning with applicable agencies.
- 1.2.1.3. Develop AMC electronic combat policy and requirements.
- 1.2.1.4. Review operations plans (OPLAN) as required.
- 1.2.1.5. Publish AFI 11-231, *Computed Airdrop Release Point Procedures*, and parachute ballistic data.
- 1.2.1.6. Represent AMC at the airdrop malfunction review board.

- 1.2.1.7. Review after-action/lessons-learned reports for tactics and equipment deficiencies.
- 1.2.1.8. Develop concepts of operations (CONOPS) for equipment with tactical application on AMC aircraft.
- 1.2.1.9. Develop and maintain the AMC Defensive Systems Roadmap.
- 1.2.1.10. Approve airdrop of nonstandard loads.
- 1.2.1.11. Select recipients of appropriate tactics awards IAW AMCI 36-2806, *Directorate of Operations Award Program Management*.
- 1.2.1.12. Review mission needs statements (MNS) for potential nonmaterial alternatives.
- 1.2.1.13. Chair the MAF Pre-TRB and MAF TRB.
- 1.2.1.14. Manage class attendance and quotas for Weapons Instructor Course (WIC), and manage WIC graduates issues (IAW MCR 55-120, *Weapons and Tactics Program*).
- 1.2.1.15. Review, validate, and coordinate on all TD&E requests and documentation.
- 1.2.1.16. Coordinate new MNSs with appropriate staff agencies and participate in test plan working group as required.
- 1.2.1.17. Maintain liaison with other MAJCOMs, services, and nations to coordinate tactics projects with those having similar aircraft and missions.
- 1.2.1.18. Appoint a co-chair for the Air Mobility Tactics Analysis Team (AMTAT).
- 1.2.1.19. Be a voting member of the MAF TRB.
- 1.2.1.20. Maintain contact with appropriate intelligence agencies to provide early detection of tactics deficiencies.
- 1.2.1.21. Maintain liaison with appropriate national and allied staff agencies and services.
- 1.2.1.22. Provide tactics expertise for TACC mission planners.
- 1.2.1.23. Identify tactics training requirements to appropriate agencies.
- 1.2.1.24. Provide staff assistance to unit tactics offices as requested.
- 1.2.1.25. Provide AMC/DOV tactics program assessment criteria.
- 1.2.1.26. Assist AMC/IG during operational readiness inspections by assisting in development of scenarios and tactical employment evaluation criteria as requested.

1.2.2. HQ AMC/DOT. OPR for formal school and unit tactical training as identified by HQ AMC/DOK and AMWC/WCOX.

1.2.3. HQ AMC/DOV. Ensures standardization and evaluation of tactical employment procedures.

1.3. AMWC/CC. Reviews/proposes AMC tactics and tactical doctrine, as well as tests proposed tactical procedures. Creates and conducts tactical education courses for aircrews and support personnel and co-chairs the MAF TRB.

1.3.1. AMWC/WCB (Battle Lab). Office of primary responsibility (OPR) for AMC tactical doctrine development and tactics development. AMWC/WCB assumes responsibility for the following:

- 1.3.1.1. Serve as a voting member of the MAF TRB.
 - 1.3.1.2. Develop tactics procedures and equipment in support of validated requirements as directed.
 - 1.3.1.3. Publish AFTTP 3-1 (formerly MCM 3-1), Volume 22, 25, and AMCMAN 11-211(S), *Tactical Employment—C-5, C-17, and C-141* (U).
 - 1.3.1.4. Provide tactics expertise as required for TD&Es.
 - 1.3.1.5. Provide tactics expertise and advice to mission planners as directed.
 - 1.3.1.6. Review current threat assessments and recommend tactics applications and changes.
 - 1.3.1.7. Conduct TD&Es as directed.
 - 1.3.1.8. Exploit technology for applications to tactics.
 - 1.3.1.9. Appoint a co-chair for the AMTAT.
- 1.3.2. AMWC/WCO. Office of primary responsibility (OPR) for tactics education of AMC aircrews and support personnel. AMWC/WCO assumes responsibility for the following:
- 1.3.2.1. Serve as a non-voting member of the MAF TRB.
 - 1.3.2.2. Manage AMC course quotas for Combat Aircrew Tactical Training (CATT) and Senior Officer Tacticians (SOT) courses, and maintain database of attendees.
 - 1.3.2.3. Assist AMC/DOK in identifying tactics requirements.
 - 1.3.2.4. Instructors will emphasize threat systems, composite force operations, automated mission planning systems, and tactical reference documents, as well as the need for a strong working relationship between operations and intelligence personnel.
 - 1.3.2.5. Teach AMC active duty and ARC aircrews, unit instructors, headquarters staff, senior officers, as well as intelligence, sister service, and qualified combat support personnel.

1.4. HQ AMC/TE will:

- 1.4.1. Act a non-voting member of the MAF TRB.
- 1.4.2. Manage TD&E efforts IAW AMCI 99-101, *Operational Test and Evaluation*.
- 1.4.3. Task field test organizations through AMWC/CC to conduct TD&Es as required.
- 1.4.4. Coordinate waiver requests with AMC/DOK/DOV for TD&E tests.
- 1.4.5. Coordinate all test documents prepared by AMC field test organizations with AMC staff.

1.5. HQ AMC/XP will:

- 1.5.1. Act as non-voting members of the MAF TRB.
- 1.5.2. Provide capabilities of new equipment and systems for tactics development evaluation.
- 1.5.3. Advise on force structure issues and on incorporating new programs into the Air Mobility Master Plan (AMMP).
- 1.5.4. Process all applicable MNSs.

1.6. HQ AMC/INO will:

- 1.6.1. Assess all-source intelligence information and report significant intelligence assessment findings to AMC/DOK and AMWC/WCB/WCO.
- 1.6.2. Serve as liaison with appropriate intelligence agencies to provide early detection of tactics deficiencies.
- 1.6.3. Coordinate AFTTP 3-1, Volume 2, issues with AMWC.
- 1.6.4. Provide threat systems expertise and analysis of probable enemy action to mission planners/coordinators in response to contingencies, operational deployments, and exercises upon request.
- 1.6.5. Attend tactics conferences and AFTTP 3-1 volume rewrite conferences as required.
- 1.6.6. Administer the Air Mobility Tactics Analysis Team (AMTAT) and provide an AMTAT co-chair to coordinate conferences, reports, and other key procedures with other AMTAT co-chairs. Coordinate with AMWC to ensure AMC units receive the latest AMTAT products.
- 1.6.7. Act as a non-voting member of the MAF TRB.
- 1.6.8. Advise on the potential impact of latest threat/adversary capabilities on AMC tactics and mission planning.

1.7. HQ AMC/DP will manage WIC graduates IAW MCR 55-120.**1.8. HQ AMC/IG coordinates inspection criteria for tactical operations with AMC/DOK.****1.9. HQ AMC NAFs will:**

- 1.9.1. Monitor unit-level tactics program.
- 1.9.2. Evaluate assigned wing or group tactics programs during unit ASEV flight evaluations.
- 1.9.3. Act as a voting member of the Pre-TRB and as a non-voting member of the MAF TRB.
- 1.9.4. Coordinate inspection criteria with AMC/IG/DOK/DOV.

1.10. Wing, Group, and Squadron . Reference [Chapter 2](#) of this regulation.**1.11. Centers.**

1.11.1. Air National Guard Advanced Airlift Tactics Training Center (AATTC). This is the theater airlift tactics development agency for ANG/AFRC tasked to prepare the theater airlift aircrew member for the practical application of tactics, techniques, and procedures in a hostile environment to maximize survivability. Collocated is the Practical Intelligence Course (PIC) and Guard/Reserve Intelligence Preparation School (GRIPS). PIC provides academic and practical intelligence training for qualified intelligence personnel. GRIPS provides practical intelligence training for unqualified personnel awaiting intelligence course quotas. The AATTC will:

- 1.11.1.1. Analyze theater airlift C-130 tactics applications.
- 1.11.1.2. Review threat assessments and recommend tactics.
- 1.11.1.3. Analyze theater airlift C-130 aircraft system capabilities to counter threats.

1.11.1.4. Provide theater airlift C-130 tactics expertise for the tactics development process.

1.11.1.5. Interface with other commands and allied nations to enhance airlift tactics.

1.11.1.6. Support the 33 FLTS and AMWC CADS in conducting TD&Es as requested in the AMC-approved test plan.

1.11.2. AFRC/ANG Test Center (AATC). The AATC, located at Tucson AZ, is the advocate, evaluator, and tactics developer for those systems operated exclusively by the Reserve Forces. AATC also conducts selective OT&E and TD&E on shared systems and provides testing support to other test centers when additional or unique assets are needed. AATC primarily conducts OT&E and TD&E for MAF aircraft with tasking from AMC/TE and IAW AMCI 99-101.

1.11.3. IAW with AFTTP 3-1, Volume 1, *Management Plan*, ANG and AFRC have delegated AATC the management, coordination, and/or approval of all AFTTP 3-1 volumes applicable to the ARC.

1.12. Air Mobility Operations Groups/CC (AMOG) will be responsible for training AMOS personnel to develop a tactics program to support Director of Mobility Forces (DIRMOBFOR), or designated representative, during exercises, contingencies, and times of war. When deployed, the AMOS personnel will perform the following tasks:

1.12.1. Provide theater threat analysis and recommend defensive actions to defeat threats.

1.12.2. Provide in-theater support to aircrew stages by facilitating special instructions (SPINS) changes, as well as observing and assessing tactics implementation.

1.12.3. Provide in-theater support to deployed Mobility Task Force (MTF) or Tanker Task Force (TTF).

1.12.4. Provide feedback and suggest tactics improvements to AMC/DOK and AMWC/BL/WCOX.

1.13. Air Force Reserve Command and Air National Guard (AFRC and ANG).

1.13.1. The ANG and AFRC may establish their MAJCOM TRB within the constraints of the timetable listed in [Chapter 4](#) of this regulation.

1.13.2. ANG/XO and AFRC/DO will sponsor the ANG and AFRC Weapons and Tactics Conference that serves as the ARC TRB for participating systems. Tactics Improvement Proposals will be submitted to AMC/DOK IAW the timetable listed in [Chapter 4](#).

Chapter 2

WING, GROUP, AND SQUADRON TACTICS FUNCTIONS

2.1. Tactics Programs:

2.1.1. General. Assign the most tactically experienced personnel to perform functions described in this section. AFRC/DO, ANG/XO, NAFs, wings, and groups may supplement this regulation to identify specific responsibilities for their tactics functions. Send supplements to AMC/DOKT for review.

2.1.2. Tactics Positions. Select motivated, experienced, combat-oriented personnel for each tactics office. Commanders appoint a chief weapons and tactics officer who hires additional personnel, with commander's approval. Based on unit mission, build the tactics office with a minimum of one crew member from each crew position assigned at that unit. With no additional personnel allocated, AFRC and ANG units will have to fill positions from existing unit manning document (UMD) positions. AFRC and ANG units, to include NAFs and headquarters staff, will participate in the AMC tactics program to the extent possible provided by their current UMD.

2.1.3. Qualifications. Select the most highly qualified people based upon tactical experience and planning ability. Weapons Instructor Course graduates will fill slots with a 'W' prefix when available. Wing, group, and operational support squadron tacticians are required to be current and qualified instructors in their specialty. Above squadron level, assigned tacticians must possess the following qualifications:

2.1.3.1. Fully qualified and current in the unit's mission.

2.1.3.2. Graduate of one of the following: Combat Aerial Delivery School WIC, AMWC CATT, Combat Aircrew Tactics School (CATS), AATTC, SAC Tactics School, or Joint Employment Tactics School (JETS).

2.1.4. Functions. Unit weapons and tactics personnel ensure unit readiness to accomplish its combat mission. Consider duties not directly related to this purpose ancillary. Primary responsibilities are:

2.1.4.1. Optimize current tactics and procedures to accomplish unit mission.

2.1.4.2. Lead tactics development process so others may benefit from a variety of ideas and experiences.

2.1.4.3. Send Tactics Improvement Proposals (TIP) and Tactics After-Action Reports (TAAR) IAW [Chapter 3](#) of this regulation.

2.1.4.4. Develop, coordinate, implement, and supervise aircrew operational procedures for tactical operations.

2.1.4.5. Perform publications and technical order reviews and recommend changes when appropriate.

2.1.4.6. Review specialized tactics training programs (e.g., defensive systems, special operations low-level II, combat aircrew training, night-vision goggle, etc.).

2.1.4.7. Assess and advise the commander on issues affecting tactical capabilities.

2.1.4.8. Know operating parameters and appropriate countermeasures/counter tactics for threat weapon systems.

- 2.1.4.9. Assist AMC intelligence units in the education of aircrews on threats and countermeasures.
- 2.1.4.10. Coordinate tactics-related evaluation criteria with unit standardization and evaluation personnel.
- 2.1.4.11. Work closely with intelligence offices for mission support.
- 2.1.4.12. Maintain a tactics library of publications relevant to the unit's mission (see [Attachment 4](#)).
- 2.1.4.13. Disseminate tactics items of interest (crosstell) throughout the unit.
- 2.1.4.14. Nominate individuals for tactics awards IAW AMCI 36-2806.
- 2.1.4.15. Serve as OPR or focal point for all matters pertaining to:
 - 2.1.4.15.1. Tactical employment operations.
 - 2.1.4.15.2. Aerial delivery procedures.
 - 2.1.4.15.3. Electronic combat.
 - 2.1.4.15.4. Aircraft ingress and egress procedures.
 - 2.1.4.15.5. Munitions, weapons employment, and defensive systems.
 - 2.1.4.15.6. Tactics trends and recommendations.
 - 2.1.4.15.7. Aircrew combat tactics and hostile environment operations training.
 - 2.1.4.15.8. Electronic mission planning systems and procedures.
 - 2.1.4.15.9. Near real-time information to the cockpit (NRTIC) equipment and operational procedures.
 - 2.1.4.15.10. Deployed mission planning staffs and functions.

2.2. Chief, Weapons and Tactics (Wing or Group) will:

- 2.2.1. Ensure **all** unit aircrews understand tactics included in AFI 11-2 series, Volume 3 publications and appropriate volumes of AFTTP 3-1.
- 2.2.2. Establish a unit TRB to review tactics and the unit's ability to apply them. A wing commander quarterly review of TIP nominations and status is highly encouraged at all AMC and AMC-gained units.
- 2.2.3. Represent unit at tactics conferences and appropriate regulation rewrite conferences.
- 2.2.4. Observe and/or analyze unit performance during tactical missions.
- 2.2.5. Work with current operations, intelligence, and standardization to develop a balanced local tactics training program.
- 2.2.6. Ensure airdrop units report and investigate incidents and chair malfunction review panels IAW AFI 11-231, as supplemented.
- 2.2.7. Provide exercise and contingency tactics support.

- 2.2.8. Ensure aircrews receive realistic tactics instruction by reviewing wing, group, and squadron training programs developed IAW MDS-specific AFI 11-series, Volume 1, Training publications.
- 2.2.9. Provide quality control for unit tactical mission planning.
- 2.2.10. Develop, publish, and update local operations orders (OPORD) and flimsies as required.
- 2.2.11. Ensure AMC airlift units review assault zone surveys, perform safety of flight reviews, and recommend approval or disapproval IAW AFI 13-217, *Assault Zone Procedures*. Safety of flight review consists of thorough chart analysis of the objective area with particular emphasis on the approach and escape corridors.
- 2.2.12. Ensure readiness to deploy in support of unit mission. Maintain required materials and equipment to deploy and plan tactical employment portions of exercises, contingencies, and combat missions. This includes, but is not limited to, computer-based mission planning platforms such as Air Force Mission Support Systems (AFMSS), Combat Flight Planning Software (CFPS), and Tactical Sensor Planner (TSP), as well as related charts, etc.
- 2.2.13. Submit TIPs and TAARs IAW this regulation.
- 2.2.14. Assist in the development of combat mission folders (CMF) or flimsies.
- 2.2.15. Ensure adequacy of aircrew tactics training program covering threats and counter tactics in coordination with unit intelligence and training.
- 2.2.16. Monitor subordinate unit tactical training programs. Ensure training, mission materials, and procedures encourage employment of sound tactics.
- 2.2.17. When possible, attend Joint Airborne/Air Transportability Training (JA/ATT) workshops to schedule joint training missions and attempt to maximize opportunities for realistic and productive aircrew training. Lead efforts and actively participate in preparing mission packages to support aircrews flying JA/ATT missions.
- 2.2.18. Maintain direct contact with wing or group intelligence for threat analysis support.
- 2.2.19. Actively participate in unit tactical deception program.
- 2.2.20. Maintain adequate chart inventories by coordinating with unit intelligence and squadron tactics sections.
- 2.2.21. Act as unit focal point for FLAG and Air Warrior exercises.

2.3. Squadron Tactics will:

- 2.3.1. Monitor and assist aircrews during tactical mission planning.
- 2.3.2. Operate unit tactics program.
- 2.3.3. Provide direct interface between higher echelon tactics offices and aircrew members.
- 2.3.4. Maintain working relationship with wing, group, or host base intelligence offices for threat analysis and training program support.
- 2.3.5. Ensure readiness to deploy in support of unit mission. Maintain required materials and equipment to deploy and plan tactical employment portions of exercises, contingencies, and combat missions.

2.4. Tactics Application. Units must incorporate tactics objectives (such as EMCON, tactical deception, map reading, threat avoidance, etc.) into standard training missions rather than create separate sorties for tactics missions. See MDS-specific AFI 11-series, Volume 1, Training publications, for further tactics training guidance.

2.5. Tactical Mission Planning. Crew members ultimately assume responsibility for mission planning materials they use. Normal day-to-day operations permit aircrews adequate time to gather materials needed for mission planning. During contingencies or combat situations, time constraints and dislocated forces complicate the ability to accomplish initial mission planning, collect mission materials, and coordinate support. Tacticians provide connectivity by staying proficient in mission planning and folder/flimsy development while working closely with mission commanders and current operations to develop these aircrew products.

2.5.1. Each unit establishes and uses procedures to update mission planning information, charts, and intelligence information. The unit tactics office establishes quality control procedures to ensure currency, accuracy, and adequacy of mission planning materials. Unit tactics offices will have personnel qualified in the mission planning hardware and software systems currently authorized by AMC. Higher headquarters (NAF and AMC) inspections and SAVs will review materials maintained by subordinate units including the following:

2.5.1.1. Accuracy and availability of planning data.

2.5.1.2. Adequacy and currency of target materials, maps, charts, operational, and intelligence information.

2.5.1.3. Adequacy of unit automated mission planning and Near Real Time Information to Cockpit (NRTIC) equipment and training.

2.5.2. Tacticians, mission planners, and aircrews determine tactics to meet user requirements. Planners work with users to develop mission profiles to meet mission requirements with strong consideration given to flying the tactic that best fits the threat, cargo, personnel, and fuel requirements.

Chapter 3

TACTICS DEVELOPMENT PROCESS

3.1. General.

3.1.1. Tactics development is a continuous cycle that starts as early in the aircraft and weapons systems acquisition cycle as possible and runs through weapon system retirement. Responsibility for developing proposals for tactics, taskings, and procedures rests with anyone operating or supporting mobility aircraft. The key to success is the active participation of all aircrew members, intel, maintenance personnel, and other individuals involved in aircraft operations. Wing commander participation is CRITICAL to the success of this process.

3.2. Tactics Improvement Proposal (TIP).

3.2.1. Purpose:

3.2.1.1. The tactics improvement program relies on the use of Tactics Improvement Proposals (TIP) to identify deficiencies in the AMC tactics program. Proposed changes to operations and training should be submitted by message to AMC/DOV and DOT, as appropriate.

3.2.1.2. Submit TIPs using AMC Form 1007, Mobility Air Forces Tactics Improvement Proposal (MAF TIP) (or MAJCOM approved substitute), to identify proposals for improvements in mission tactics. TIPs should be as specific as possible. Forward the AMC Form 1007 through the appropriate chain of command as listed in paragraph 3.2.2. below. Ensure TIPs reflect proper security classification. TIPs are discussed at the TRB, which start at the unit level and proceed to the MAF IAW with **Chapter 4** of this instruction. **All TIPs will be forwarded to the MAF TRB regardless of Unit/MAJCOM TRB recommendation.** The TIP process should not be used for requesting modification or acquisition of hardware or software. Hardware and software change requests should be submitted via AF Form 1067, **Modification Proposal**, and MC Form 37, **C-17 Nuclear Floor Plan Worksheet**, respectively, and AMC/XPR is the OPR for this form.

3.2.1.3. The reviewing agency is authorized direct coordination with any unit or agency necessary to evaluate and refine the TIP.

3.2.1.4. A TIP should: address the tactical deficiency and include a description of the recommended tactic; address the desired objectives of the recommended flight testing (if required); address new or previously undocumented tactics found to be effective; address tactics, techniques, or procedures to improve existing tactics within current onboard systems limitations and capabilities; and any other items of tactical concern to the command.

3.2.2. Process:

3.2.2.1. TIPS originating at the wing level or below start at the Unit TRB. TIPs originating above the wing level should be submitted directly to AMC/DOK, HQ USAFE/DO, HQ PACAF/DO, HQ AFRC/DOT, or ANG/XOOM as appropriate.

3.2.2.2. CONUS active duty tactics units forward TIPs to AMC/DOK; USAFE units submit TIPs to HQ USAFE/DO; PACAF units submit TIPs to HQ PACAF/DO; AFRC tactics units submit TIPs to HQ AFRC/DOT; AMC-gained ANG units submit TIPs to ANG/XOOM. HQ USAFE/DO, HQ PACAF/DO, HQ AFRC/DOT, and HQ ANG/XOOM, acting as MAJCOM TRB, forward

TIPs submitted to them to AMC/DOK. Units must request a command tracking number from AMC/DOK before a TIP meets a TRB.

3.2.2.3. AMC/DOK, acting as the DO executive agent, convenes the MAF TRB. The MAF TRB decides whether to support or not support a TIP and assigns TIPs to working groups for additional evaluation if needed. If still unable to make recommendations, AMC/DOK presents the findings at the next MAF TRB for resolution. If a TIP requires immediate attention, the TIP should be forwarded to AMC/DOK who will convene a special TRB with the AMC/DO and AMWC/CC for review and action.

3.2.2.4. The TRB reviews each TIP and performs one of the following:

3.2.2.4.1. Forwards proposal to the reviewing agency or working group for further action.

3.2.2.4.2. Accepts proposal without further testing or evaluation and forwards it to the appropriate AMC DOT/DOV weapons system team to amend regulations as necessary.

3.2.2.4.3. Assigns a POC to develop presentation for acquisition of new equipment to the requirements review group/board.

3.2.2.4.4. Validates selected TIPs requiring TD&E and submits test requests to AMC/TE IAW AMCI 99-101.

3.2.2.4.5. Returns proposals down-channel to the originator with the board's recommendations/actions or rationale for disapproval.

3.3. Tactics After-Action Report (TAAR) (RCS: AMC-DOK(AR)9801). This report is designated emergency status code C3 - Continue reporting during emergency conditions, delayed precedence. Submit data requirements as prescribed, but they may be delayed to allow submission of higher precedence reports. Submit by nonelectronic means, if possible. Continue electronic reporting during MINIMIZE.

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

3.3.1.1. All major exercises.

3.3.1.2. Deployments involving tactical operations.

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

3.3.2. Unit weapons and tactics offices submit reports not later than 30 calendar days after completion of the event. Submit after-action reports IAW the format in **Attachment 1** and classify appropriately.

3.3.3. AMWC, ANG/XOOM, and HQ AFRC/DOT analyze data to identify areas requiring development of TD&E projects, tactics lessons learned, and publication changes.

3.3.4. AMWC/WCB keeps all TAARs for 2 years and uses them to build a database incorporating all exercises, TD&E, and operational deployment reports.

3.3.5. Units access information from the database for planning current and future participation in exercises, TD&E, and operational deployments. AMWC/WCB forwards this information directly to units upon written request via the medium indicated by the requester (written report, disk, or summary report format).

3.4. Dissemination of Tactics Information. Reference appropriate publications, AMWC academics or texts, and message traffic (e.g., TRB minutes—could be classified or unclassified) for new or updated information. The WIC Division and the JTD of the AMWC CADS also publish valuable lessons-learned, after-action reports following applicable syllabus sorties and JRTC exercises. In addition, check the AMC tactics home page at www.safb.af.mil:81/hqamc/directorate/amcdo/dok/dok.htm.

3.4.1. AFTTP 3-1 (appropriate volumes), AMCMAN 11-211, and AMC flight publications are the primary sources of tactics information. AMWC will consolidate inputs to the AMCMAN 11-211 and appropriate volumes of AFTTP 3-1 for approval and coordination.

Chapter 4

TACTICS REVIEW BOARD (TRB)

4.1. Scope . This chapter applies to AMC/AMC-gained units and staff agencies whose contribution to the TRB requires developing, planning, evaluating, validating, and teaching mobility force tactics. Any agency may refer tactics issues to the TRB.

4.2. Unit TRB:

4.2.1. Responsibility. Each wing establishes a board to review tactics and unit ability to apply them in an effective training program (see schedule in this chapter). Design unit combat plans and training programs IAW current tactics. Commanders and supervisors at all levels will continuously evaluate their areas of responsibility for tactics deficiencies, report those discovered, and recommend improvements. The unit TRB serves as the focal point with the following responsibilities:

4.2.1.1. Provide a forum for the design of new tactics.

4.2.1.2. Provide feedback on the suitability of current tactics.

4.2.1.3. Review procedures and guidance, including new editions and major changes in tactics and threats in publications applicable to unit operations, and ensure proper implementation.

4.2.1.4. Determine and send recommended changes as specified in this instruction.

4.2.1.5. Disseminate lessons learned from exercises and operations.

4.2.1.6. Review unit TIPs and TAARs and forward IAW **Chapter 3**.

4.2.1.6.1. Unit will obtain an AMC tracking number from AMC/DOK prior to submitting the TIP to the unit TRB. If the TIP is of immediate concern and will affect current operations/testing, the TIP should be forwarded to the respective MAJCOM tactics office prior to meeting the unit TRB.

4.2.2. Organization:

4.2.2.1. Chairperson. The OG commander serves as chairperson. Chief, Weapons and Tactics (or equivalent) functions as vice chairperson and develops the agenda.

4.2.2.2. Membership. Membership should include, but is not limited to, a representative from all OG divisions and a member from each operational squadron. A minimum of one combat-ready crew per aircraft type attends each panel meeting. The chairperson should tailor the panel to serve unit needs.

4.2.2.3. Augmentees. The chairperson may augment the unit TRB as necessary to effectively carry out panel functions or meet special wing needs.

4.2.3. Administrative Policy:

4.2.3.1. Meetings. The unit TRB meets a minimum of twice a year. Chief, Weapons and Tactics convenes additional meetings, as necessary, to address any area of tactics concern.

4.2.3.1.1. Compile and send minutes of the unit TRB to AMC/DOK.

4.2.3.1.1.1. AMC-gained AFRC units send information copies to AMC/DOK and HQ AFRC/DOT.

4.2.3.1.1.2. AMC-gained ANG units send information copies to AMC/DOK and ANG/XOOM.

4.2.4. Unit TRB Actions:

4.2.4.1. Review TIPs and make recommendations for further action or closure.

4.2.4.2. Monitor progress of all open TIPs.

4.2.4.3. Identify or validate operational deficiencies and define or validate required capabilities desired when resolution of tactical deficiencies requires adaptation or redistribution of existing hardware or equipment.

4.3. MAF Pre-TRB:

4.3.1. Responsibility. MAF Pre-Tactics Review Boards will convene to review TIPs and develop MAF TRB agenda. Composed of action officers working tactics issues, the MAF Pre-TRB usually convenes 1 month prior to the TRB to ensure adequate material preparation for the MAF TRB.

4.3.2. Organization:

4.3.2.1. Chairperson. Chaired by AMC/DOK.

4.3.2.2. Membership. Membership includes representatives from:

AATC/CC

AATTC/CC

HQ ACC/DO

HQ AETC/DO

HQ AFRC/DO

HQ AFSOC/DO

HQ AMC/DOG

HQ AMC/DOK

HQ AMC/DOT

HQ AMC/DOV

HQ AMC/INO

HQ AMC/SEF

HQ AMC/TEA

HQ AMC/TEP

HQ AMC/XPD

HQ AMC/XPP

HQ AMC/XPR

AMWC/WCB
AMWC/WCO
HQ ANG/XO
HQ PACAF/DO
HQ USAFE/DO
AMWC CADS
15 AF/DO
19 AF/DO
21 AF/DO
33 FLTS

4.3.3. Pre-TRB Actions:

4.3.3.1. Confirm OPRs recommended by AMC/DOKT and AMWC/WCB for items identified in after-action reports or OT&E reports requiring additional action.

4.3.3.2. AMC/DOK will translate deficiencies into a draft mission need statement (MNS) and present them to AMC requirements review group/board for evaluation and prioritization. AMWC will monitor test requirements for TIPS needing TD&E.

4.4. MAF TRB:

4.4.1. Responsibility. The MAF TRB incorporates the collective expertise of staff members at various levels of organization for management of the mobility force tactics programs. Membership crosses functional lines and may require tailoring for effectiveness. The MAF TRB provides a full range of functional and technical expertise to evaluate and coordinate tactics issues. The TRB at the MAF level is simply the continuation of the board process begun at the wing.

4.4.2. Organization:

4.4.2.1. Chairperson. AMC/DO and AMWC/CC serve as the co-chairpersons.

4.4.2.2. AMWC/WCB will accomplish those duties required to complete the actions tasked at the MAF TRB. AMC/DOK organizes the board and provides the necessary administrative support, including agendas and minutes.

4.4.2.3. Membership:

4.4.2.3.1. The voting members at the MAF TRB will be one representative from:

HQ ACC/DO
HQ AETC/DO
HQ AFRC/DO
HQ AMC/DOK
AMWC/WCB
HQ ANG/XO

HQ PACAF/DO

HQ USAFE/DO

4.4.2.3.2. Non-voting members of the MAF TRB will include representatives from:

AATC/CC

AATTC/CC

HQ AFSOC/DO

HQ AMC/DOT

HQ AMC/DOV

HQ AMC/XPR

HQ AMC/XPP

HQ AMC/SEF

HQ AMC/INO

HQ AMC/XPD

HQ AMC/DOG

HQ AMC/TE

AMWC/WCO

AMWC CADS/CC

15 AF/DO

19 AF/DO

21 AF/DO

33 FLTS/CC

4.4.2.3.3. Other MAJCOMs and agencies participate as MAF TRB members on a permanent or temporary basis at the discretion of the chairperson.

4.5. Administrative Policy:

4.5.1. Meetings. The respective TRB convenes twice a year IAW the following timetable:

TRB LEVEL	NLT DATE	
Wing/Group	1 Mar	1 Sep
Pre-TRB	15 Apr	15 Oct
MAF	15 May	15 Nov

4.5.2. Unit TRB results are forwarded to AMC/DOK within 10 days of the board.

4.6. Tasking:

4.6.1. The TRB chairperson exercises tasking authority IAW this regulation. Recommendations become directive after appropriate staff coordination and TRB approval.

4.6.2. All TRB members, permanent and temporary, retain directorate affiliation and rely on their staffs, as necessary, to accomplish TRB taskings. Major, urgent, or complex issues may require directorate-level coordination.

4.6.3. Upon completion of the MAF TRB, the AMC/DO will present board results, recommendations, status, and closure to the AMC/CC for staff resolution. All TIPs will continue to be briefed until closure.

GARY A. VOELLGER, Maj Gen, USAF
Director of Operations

Attachment 1**TACTICS AFTER-ACTION MESSAGE FORMAT**

FROM: XXX OG//CC//(or equivalent)

TO: AMWC MCGUIRE AFB NJ//WCB/WCO//

INFO: HQ AMC SCOTT AFB IL//DOK//

HQ AFRC ROBINS AFB GA//DOT//

ANG WASHINGTON DC//XO/XOOM//

AATTC ROSECRANS APRT ST JOSEPH MO//DO//

(Classification: SECRET or CONFIDENTIAL)

NOTE:

Mark all paragraphs with appropriate classification.

SUBJ: Tactics After-Action Report (U) (RCS: AMC-DOK(AR)9801)

1. NAME AND DATES OF EVENT
2. PARTICIPATING UNITS
3. POINT OF CONTACT IN EACH UNIT (IF AVAILABLE)
4. DESCRIPTION OF EVENT
5. MISSION COMMANDER SUMMARY
 - a. SORTIES FLOWN
 - b. THREATS
 - c. BATTLEFIELD SITUATION (GCI, COMM JAM, EW SUPPORT, ACCURACY OF INTELLIGENCE, LEVEL OF PERMISSION INTERFACE WITH SUPPORTING UNITS, ROE, ETC.)
 - d. TACTICS ATTEMPTED
 - e. RESULTS
 - f. PROBLEMS ENCOUNTERED
6. ANALYSIS OF TACTICS AS RELATED TO SUCCESSES AND LOSSES
7. RECOMMENDATIONS AND OBSERVATIONS:
 - a. NEW, PREVIOUSLY UNDOCUMENTED TACTICS
 - b. CHANGES TO EXISTING TACTICS
 - c. INVALID TACTICS
 - d. AREAS WHICH REQUIRE TACTICS DEVELOPMENT
 - e. INFORMATION NOT CURRENTLY AVAILABLE OR REQUIRING BETTER FORMAT
 - f. TACTICS AREAS THAT NEED AMWC, HQ AMC/DOK, CATT, AATTC, AATC, or AMWC CADS ATTENTION

8. ADDITIONAL COMMENTS

Attachment 2

TACTICS LIBRARY

Number	Title	Date	Replaces
AIR FORCE MANUALS			
AFDD 1	Air Force Basic Doctrine	Sep 97	AFM 1-1 V1-2
AFM 2-8	Electronic Combat (EC) Operations	Jun 87	
AFM 2-50	USA/USAF Doctrine for Joint Airborne and Tactical Airlift Operations	Jan 85	
AFMAN 10-206	Operational Reporting	Jun 97	AFR 55-55/ Sep 92 MACR 55-16
AFMAN 91-201	Explosives Safety Standards	Jan 98	AFR 127-100
AIR FORCE INSTRUCTIONS			
AFI 10-704	Military Deception Program	Jul 97	
AFI 10-706	Electronic Warfare (EW)	Mar 96	
AFI 11-206	General Flight Rules	Dec 96	
AFI 11-214	Aircrew and Weapons Director Procedures for Air Operations	Feb 97	
AFI 11-231	Computed Air Release Point Procedures	Dec 97	AMCR 55-40
AFI 11-401	Flight Management	Oct 97	
AFI 13-201	US Air Force Airspace Management	Jul 94	
AFJI 13-210	Joint Airdrop Inspection Records, Malfunction Investigations, and Activity Reporting	Nov 84	Converted from AFR 55-40

AFI 13-212	Vol 1--Weapons Ranges Vol 2--Weapons Range Management Vol 3--Hazard Methodology and Weapon Safety Footprints	Jul 94 Aug 94 Dec 94	
AFI 13-217	Assault Zone Procedures	Jun 96	AMCR 55-60 & 44
AFI 36-2217	Munitions Requirements for Aircrew Training	Jan 94	
AFI 90-201	Inspector General Activities	Jan 98	
AFI 10-707	Spectrum Interference Resolution Program	Apr 94	
AFI 10-703	Electronic Warfare Integrated Reprogramming	Jul 96	
AIR FORCE PAMPHLET			
AFP 51-45	Electronic Warfare Principles	Feb 97	
AIR FORCE DIRECTIVES			
AFDD 30	Airlift Operations	Oct 95	
AFDD 35	Special Operations	Jan 95	
AIR MOBILITY COMMAND INSTRUCTION			
AMCI 10-202 Vol 3	Contingency and Wartime Air Mobility Management	Dec 95	
AMCI 99-101	Operational Test and Evaluation	Oct 97	
AMC PAMPHLET			
AMCPAM 10-703	AMC Tactical Deception Awareness	Sep 96	
AMCPAM 36-1	AMC Affiliation Program Airlift Planners Course	Mar 95	
AMCP 55-25	Tactical Mission Considerations	Aug 92	
AMCP 55-41	CRAF Load Planning Guide	Oct 92	
AMCP 55-57	Assault Zone Availability Report (AZAR)	Sep 93	

AMC REGULATIONS			
AMCR 55-1 (C1)	Tanker/Airlift Operations	Aug 92/Apr 93	
AMCR 55-4	C-141B Configuration/Mission Planning	Jun 92	
AMCR 50-16	Nuclear Weapons Airlift Training	Jun 92	
AMCR 55-5	Hot Refueling Operations	Jun 93	
AMCR 55-48	Airspace Management	Jun 92	
JOINT ELECTRONIC LIBRARY		CD-ROM	
Joint Pub 3-17	Joint Tactics, Techniques, and Procedures for Theater Airlift Operations	Jul 95	
On the internet- www.dtic.mil:80/doc-trine/jet/c-pubs2.ntm			
CLASSIFIED PUBS			
AFTTP 3-1 (Formerly MCM 3-1)	Tactical Employment and General Mission Planning (Vol 1) Threat Reference Guide and Countertactics (Vol 2) Aircraft specific volumes (Vols 3-26)	All Vols available on CD	
AMCMAN 11-211	Tactical Employment - C-5, C-17, and C-141 (U)	Oct 96	

Attachment 3

ACRONYMS

AATC—AFRC/ANG Test Center
AATTC—Advanced Airlift Tactics Training Center
AFTTP—Air Force Tactics, Techniques, and Procedures
ABI—Airborne Broadcast Intelligence
ACC—Air Combat Command
AFMSS—Air Force Mission Support Systems
AETC—Air Education and Training Command
AFRC—Air Force Reserve Command
AFSOC—Air Force Special Operations Command
AFSPC—Air Force Space Command
AMC—Air Mobility Command
AMCI—AMC Instruction
AMCMAN—AMC Manual
AME—Air Mobility Element
AMOS—Air Mobility Operations Squadron
AMTAT—Air Mobility Tactics Analysis Team
AMWC—Air Mobility Warfare Center
ANG—Air National Guard
ARC—Air Reserve Component
ASEV—Aircrew Standardization/Evaluation Visit
CADS—Combat Aerial Delivery School
CATS—Combat Aircrew Tactics School
CATT—Combat Aircrew Tactics Training
CC—Commander
CFPS—Combat Flight Planning Software
CMF—Combat Mission Folder
CONOPS—Concept of Operations
DIRMOBFOR—Director of Mobility Forces
DO—Director of Operations
DOK—Combat Operations

DOKT—Combat Tactics
DOT— Aircrew Operations and Training
EMCON—Emissions Control
FOT&E—Follow-On Test and Evaluation
FTS—Flight Test Squadron
GRIPS—Guard/Reserve Intelligence Preparation School
IAW—In Accordance With
IG—Inspector General
IOT&E—Initial Operational Test and Evaluation
JA/ATT—Joint Airborne/Air Transportability Training
JETS—Joint Employment Tactics School
JRTC—Joint Readiness Training Center
JTD—Joint Training Division
MAF—Mobility Air Forces
MAJCOM—Major Command
MCM—Multi-Command Manual
MDS—Mission Design Series
MNS—Mission Need Statement
NAF—Numbered Air Force
ANG—National Guard Bureau
NRTIC—Near Real Time Information to Cockpit
NVG—Night Vision Goggle
OCR—Office of Collateral Responsibility
OG—Operations Group
OPLAN—Operations Plan
OPORD—Operations Order
OPR—Office of Primary Responsibility
PACAF—Pacific Air Forces
PIC—Practical Intelligence Course
POC—Point of Contact
QOT&E—Qualification Operational Test and Evaluation
SAV—Staff Assistance Visit

SOT—Senior Officer Tacticians

STT—Special Tactics Team

USAFE—United States Air Forces Europe

TAAR—Tactics After-Action Reports

TACC—Tanker Airlift Control Center

TD&E—Tactics Development and Evaluation

TED—Test and Evaluation Division

TIP—Tactics Improvement Proposal

TRB—Tactics Review Board

TSP—Tactical Sensor Planner

WCB—Battle Lab

WCO—Warfare Center Operations

WIC—Combat Aerial Delivery Weapons Instructor Course

Attachment 4

**AMC FORM 1007, MOBILITY AIR FORCES TACTICS IMPROVE PROPOSAL (MAF TIP)
FORM**

This form may be found on the World Wide Web at the following URL: <http://www.safb.af.mil:80/hqamc/pa/pubs/amcforms.htm>