

**1 MAY 1997**



**Operations**

**AIR FORCE ADVISOR PROGRAM TO THE AIR  
RESERVE COMPONENT**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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Pages: 31  
Distribution: F

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This instruction implements AFD 10-3, *Air Reserve Component Forces*. This instruction provides guidance to Air Force Advisors on situations that may occur during the performance of their duties. If a situation should arise which is not adequately covered or cannot be resolved, a request for interpretation or guidance should be forwarded through channels to the appropriate office of responsibility at Headquarters PACAF. Recommendations for changes to this instruction should be similarly forwarded. This instruction does not apply to the Air National Guard (ANG) and US Air Force Reserve (USAFR) members or units. This instruction may be supplemented by lower organizational elements.

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## Chapter 1

### GENERAL INFORMATION AND MISSION/ORGANIZATION

#### 1.1. Introduction.

1.1.1. While not serving on extended active duty, Air National Guard (ANG) units are commanded by their governors and administered by their states' Adjutants General. Air Force Reserve (USAFR) units are commanded and administered by Headquarters Air Force Reserve (AFRES). Prior to mobilization, the state governors and the Commander, AFRES, are obligated to ensure that the training of their respective units conforms to that established by the gaining commands. Major commands to which ANG and USAFR units, collectively Air Reserve Component (ARC), are assigned for mobilization are responsible for defining objectives, establishing training standards, furnishing training publications, reviewing, and monitoring safety programs, evaluating effectiveness of training, readiness, and safety programs through inspections, and ensuring that ARC units are in a state of readiness to function effectively to support the mission of gaining commands. Because of this combined responsibility, practices and procedures involving the Air Force Advisor will require flexibility. It may be necessary for the advisor to temper the guidance contained herein with their own judgment and common sense.

1.1.2. The Air Force Advisor is a representative of the active USAF and is the personal representative of the commander of the intermediate gaining command. As such, the advisor is primarily concerned with assisting the unit in attaining the desired level of operational readiness and preparing for mobilization. The advisor provides the link between the unit and the active force which serves to establish, within the unit, a closer affinity and identity with the regular establishment. In carrying out responsibilities and in coordinating areas of divided responsibilities, advisors must be aware of their lack of command jurisdiction over ARC units and personnel, and that the ARC members' availability is limited to non-civilian work hours and free/vacation time. The ARC member is a volunteer and not tied to the same commitment as his active duty counterpart.

1.1.3. To be effective, advisors must be credible, visible and vocal in their profession, and remember they are representing the active Air Force to the unit and to the civilian community. It is vital the advisor establish a rapport with the ARC unit commander and other key personnel to ensure their advice and assistance will favorably influence the activities and operational readiness of the unit.

#### 1.2. Concept of Operations.

##### 1.2.1. Operational Readiness

1.2.1.1. Wings/Groups. Each Numbered Air Force (NAF) is responsible for ensuring the readiness of ARC units within its area of responsibility. Readiness is monitored through inspections and advisory assistance provided from either PACAF, the NAF, or NAF designated advisory units.

1.2.1.2. Theater Air Control System (TACS) Units. The ANG TACS units are inspected by HQ PACAF/IG. Readiness is monitored through standard evaluation inspections, staff assistance visits, NAF designated advisory units, and other advisory assistance as requested.

1.2.1.3. Combat Communications Units. ANG Combat Communications Units are inspected by HQ PACAF/IG. Readiness is monitored through stan/eval inspections, staff assistance visits, PACAF designated advisory units, and active duty advisors assigned to ANG Combat Communications Groups and subordinate units.

1.2.2. Programs, War Plans and Exercises. As an integral part of the total force concept, PACAF-gained forces are included in the PACAF program, war planning, and exercise effort. They are tasked for post-mobilization use in the same manner as PACAF active units. They are included in exercises and deployments with due consideration for ARC budget and personnel availability limitations.

1.2.3. ARC Unit Contingency Plans. Unit contingency plans will be reviewed and coordinated by PACAF, NAF, and NGB or AFRES as appropriate.

### 1.3. Terms Explained.

1.3.1. Air Reserve Component (ARC). The Air Reserve Component consists of the United States Air Force Reserve (USAFR), and the Air National Guard (ANG) of the United States, the District of Columbia, the Commonwealth of Puerto Rico, the Territory of Guam, and the Virgin Islands of the United States.

1.3.2. AFRES, The acronym for HQ Air Force Reserve-a major command (MAJCOM) under Headquarters USAF with procedural functions and responsibilities of a major command.

1.3.3. ANG. The acronym for the Air National Guard-a major command (MAJCOM) of the United States Air Force (USAF) consisting of all federally recognized units, organizations, and members of the ANG of the several states, districts, commonwealths, and territories.

1.3.4. Air Force Advisor. An active duty Air Force commissioned officer attached to a unit and assigned to an intermediate gaining command. The advisor represents and serves as a liaison to the active Air Force and advises personnel of RC units in USAF philosophy, training, tactics, administration, and logistics, including requirements for unit mobilization, mobility, and support as described in AFI 10-402, AFI 10-403, and AFI 10-301.

1.3.5. Air Force Technical Advisor. An active duty Air Force noncommissioned officer attached to an ARC unit and assigned to an intermediate gaining command, who advises on matters pertaining to a specific Air Force specialty, e.g., aircraft maintenance, intelligence, radar weapons control, and radar maintenance. In cases where an Air Force Advisor is not attached to a unit, the Technical Advisor also performs those functions listed in paragraph 1.3.4. of this regulation.

1.3.6. Advisory Unit. A unit of the active force designated by PACAF or it's NAF to advise and assist in training a RC unit gained by that command upon mobilization (AFI 10-301 as supplemented).

1.3.7. Gaining Command. A major command of the USAF to which an ARC unit will be assigned upon mobilization. Gaining commands ensure the readiness of their gained units by establishing training standards and providing advisors and advisory units (ref. 1.3.6.). Effectiveness of training, readiness, and safety programs are evaluated through inspections (AFI 10-301 as supplemented).

1.3.8. Intermediate Gaining Command. An active duty NAF or unit designated by HQ PACAF/XP to which ANG/USAFR units are to be assigned upon mobilization. References to NAF in this regulation mean an active duty numbered air force unless stated otherwise.

1.3.9. National Guard Bureau (NGB). Located at the Pentagon and at Andrews AFB MD, NGB provides administrative, personnel, logistical, and budgetary support for ANG units. NGB determines applicability of departmental and gaining MAJCOM regulations to ANG units. NGB performs most MAJCOM functions for ANG units; however, NGB does not have command authority over ANG units (AFR 45-17).

1.3.10. Numbered Air Force (Reserve). PACAF gained USAFR units are under the command of HQ AFRES, through the intermediate command of Tenth Air Force (10 AF) or Fourth Air Force (4 AF), for administration, operational control, personnel, and logistics functions until mobilized.

**1.4. Mission.** The mission of the Air Reserve Component is to provide units with trained and qualified individuals to be available for short notice mobilization into the active Air Force in time of war or national emergency, and at such other times as the national security may require. They must be organized, trained, and equipped to smoothly integrate with regular Air Force units.

**1.5. Organization of the Air Reserve Component.** The ARC includes two parts-ANG and USAFR, which consist of units and individuals. Members are either in an active, inactive, or retired status depending on their assignment within the ARC.

1.5.1. Air National Guard. For mobilization purposes the ANG consists of units only. ANG organizations may differ in structure from similar active duty organizations.

1.5.2. US Air Force Reserve. The USAFR includes member of USAFR units, Individual Mobilization Augmentees (IMAs), and other categories as defined in AFM 36-8001. Members are placed in the Ready Reserve, Standby Reserve, or Retired Reserve. They are in active, inactive, or retired status depending on their participation and training category. Training categories/pay groups are established on the basis of training required to maintain individual or unit proficiency.

1.5.3. HQ Air Force Reserve (HQ AFRES). PACAF-gained USAFR units are under the command of HQ AFRES for administration, operational control, personnel, logistics, and comptroller functions until mobilized (AFI 10-301, as supplemented).

1.5.4. Intermediate Gaining Commands: The intermediate gaining commands (NAFs) for PACAF-gained units are designated by HQ PACAF. An important function of the NAF is to discharge gaining command responsibilities delegated by HQ PACAF, as specified in AFI 10-301.

1.5.5. Advisor Personnel. Advisor personnel support the intermediate gaining commands and receive personnel management support from the MPF designated by AFPC.

1.5.5.1. Advisors to ANG units. Advisors will report through normal chain of command to HQ PACAF or their respective NAF. Within each state, the Air Force Advisor assigned to the highest level PACAF-gained ARC unit will also serve as advisor to the Adjutant General of that state on the unit's particular PACAF mission. In those states having two or more units with dissimilar missions, or different gaining commands, the Air Force Advisor assigned to each unit will advise the Adjutant General of the state on air matters pertaining to that unit.

1.5.5.2. Advisors to USAFR units. Air Force Advisors will report through the normal chain of command to HQ PACAF or their respective NAF. They should also maintain close liaison with 4 AF/CS or 10 AF/CS on matters pertaining to their responsibilities.

1.5.5.3. Air Force Advisors to flying units. The Air Force Advisor (AFA) is an experienced active duty rated officer. This individual represents the active Air Force and advises ARC unit personnel on USAF policy, concepts, procedures, and mission execution.

1.5.5.3.1. AFAs in Hawaii are assigned to the PACAF Air Operations Squadron (AOS) and reports to HQ PACAF/DOX.

1.5.5.3.2. AFAs in Alaska are assigned to the 611th Air Operations Group (AOG) and reports to the operations group commander (A-3).

1.5.5.4. Air Force Technical Advisors (AFTA) to non-flying operational units.

1.5.5.4.1. AFTAs in Hawaii are assigned to the PACAF AOS and reports to HQ PACAF/DOC.

1.5.5.4.2. AFTAs in Alaska are assigned to the 611th AOG and reports to the operations group commander (A-3).

1.5.5.5. Air Force Advisor to combat communications units. The Air Force Advisor is an experienced active duty communications-computer officer who is assigned to the PACAF Computer Systems Squadron (CSS) and reports to HQ PACAF/SCM. This individual represents the active Air Force and advises ARC unit personnel on USAF policy, concepts, procedures, and mission execution.

1.5.5.6. Air Force Technical Advisors (AFTA) to combat communications units. AFTAs are assigned to the PACAF CSS and report to the AFA for combat communications units.

1.5.6. OPR/EPR Rating Chain. The OPR/EPR rating chain (and promotion recommendation for officers) will be designated differently in Alaska and Hawaii. This structure is required because the PACAF units in Hawaii do not report through a numbered air force.

1.5.6.1. AFAs to flying units.

1.5.6.1.1. The senior AFA is rated by the ARC wing commander. If the wing commander is a general officer, the vice commander rates the advisor thereby precluding the dual general officer indorsement restriction.

1.5.6.1.1.1. For the senior AFA pilot in Hawaii ANG units, the additional rater is HQ PACAF/DOX, and reviewer/senior rater is HQ PACAF/DO. Promotion Recommendation Form "Definitely Promote" is allocated at HQ PACAF/DO. Recognizing the importance of officer career development, the HQ PACAF/DOX will serve as the career counselor/mentor for the senior AFA.

1.5.6.1.1.2. For the senior AFA pilot in Alaska ANG units, the additional rater is 11 AF/DO, and reviewer/senior rater is 11 AF/CC. Promotion Recommendation Form "**Definitely Promote**" is allocated at 11 AF/CC. Recognizing the importance of officer career development, the 11 AF/DO will serve as the career counselor/mentor for the senior AFA.

1.5.6.1.2. All other active duty rated officer assigned to an ARC wing are subordinate to the senior active duty advisor. Members are rated by the senior AFA, and follow the senior AFA's OPR rating chain for additional rater and reviewer/senior rater.

#### 1.5.6.2. AFTAs to non-flying operational units.

##### 1.5.6.2.1. AFTAs are rated by the ANG unit commander.

1.5.6.2.1.1. For AFTAs in Hawaii ANG units the rater's rater/additional rater is HQ PACAF/DOCS and senior rater/indorser is HQ PACAF/DO. The HQ PACAF/DOC will serve as the career counselor/mentor for the AFTA.

1.5.6.2.1.2. For AFTAs in Alaska ANG units the rater's rater and senior rater/indorser is in 11 AF/DO. 11 AF/DO will serve as the career counselor/mentor for the AFTA.

1.5.6.3. Air Force Advisor to combat communications units. The AFA is rated by the ARC group commander. The additional rater is HQ PACAF/SCM, and reviewer/senior rater is HQ PACAF/SC. Promotion Recommendation Form "**Definitely Promote**" is allocated at HQ PACAF/SC. Recognizing the importance of officer career development, the HQ PACAF/SCM will serve as the career counselor/mentor for the AFA.

1.5.6.4. Air Force Technical Advisors (AFTA) to combat communications units. All active duty AFTAs are subordinate to the active duty AFA. Members are rated by the AFA, and follow the AFA's OPR rating chain for additional rater and reviewer/senior rater. The AFA will serve as the career counselor/mentor for the AFTAs.

### 1.6. Responsibilities.

#### 1.6.1. HQ PACAF will:

1.6.1.1. Through HQ PACAF/DO, serve as overall command OPR for the advisory program.

1.6.1.2. Through HQ PACAF/DO, HQ PACAF/ DOO, HQ PACAF/SCC, or HQ PACAF/CEO will identify points of contact for operational issues.

1.6.1.3. Provide indoctrination/orientation training for all newly assigned advisors to include, as a minimum, information contained in [Attachment 3](#).

1.6.1.4. Sponsor an annual advisor conference, when required, in coordination with the Numbered Air Forces.

1.6.1.5. Through HQ PACAF/DO, designate points of contact to administer Advisory Units serving Alaska, Guam and Hawaii ANGs.

#### 1.6.2. Numbered Air Forces will:

1.6.2.1. Designate Operations points of contact to administer the NAF advisory program.

1.6.2.2. Supplement this regulation, as required.

1.6.2.3. Provide indoctrination/orientation training for all newly assigned advisors to include, as a minimum, information contained in [Attachment 3](#).

1.6.2.4. In coordination with HQ PACAF, conduct supplemental advisor conferences as required.

## Chapter 2

### ITEMS OF INTEREST

**2.1. Assignment of Advisory Personnel.** Advisor personnel are assigned to the Operating Location designated by PACAF G-series special orders as follows:

2.1.1. Air Force Advisors (commissioned officers) volunteer for Air Force Advisor position via the officer assignment system. Officers selected must be formally nominated and approved through HQ PACAF/DP the command functional directorate, and the Air Reserve Component nomination/approval process. Tour of duty is three years or as specified in AFI 36-2110.

2.1.2. Air Force Advisors/Technical Advisors (noncommissioned officers) are selected and assigned by HQ PACAF/DPA IAW AFI 36-2110 and with the coordination of the command functional staff, NAF/AOG staff and ANG/USAFR Unit Commander level. Tour of duty is three years or as specified in AFI 36-2110.

2.1.3. Requests for extension/curtailment of advisory tours will be submitted to HQ PACAF/DPA through channels outlined in paragraph 5-6 of this instruction, no earlier than 12 months and no later than 9 months prior to month of tour completion.

**2.2. School Attendance and Off-Duty Education.**

2.2.1. Upon recommendation of the NAF commander, Air Force Advisors may be detailed to attend special courses at service schools or to train with units of the Air Force. Ordinarily, these periods of instruction will not exceed three months. Such assignments should be coordinated with the NGB or HQ AFRES, as appropriate.

2.2.2. Personnel who desire tuition assistance while participating in off-duty education courses should contact the nearest education services officer. Enrollments should not be started, expecting the Air Force to supplement tuition, until arrangements have been made with the education services officer.

**2.3. Nonappropriated Military Welfare Funds.** Advisory personnel located at an active military installation will be provided military welfare funds in the same manner as other personnel at the installation. Advisory personnel at other than active military installations will be provided MWR funds through HQ PACAF/SV (see AFI 34-201).

**2.4. Legal Service.** For issues concerning reserve component units, contact the reserve component JAG at the unit of attachment. For active duty issues, contact the HQ PACAF or NAF staff judge advocate, whichever applies.

**2.5. Dissident and Protest Activities.** In addition to guidance contained in AFI 51-903, *Air Force Advisors* should obtain assistance from the Staff Judge Advocate and the Office of Public Affairs of their respective gaining command jurisdiction in matters related to demonstrations, threatened damage to government property, and protest activities either from within or directed at a particular ARC unit.

**2.6. Court-Martial Jurisdiction.** Court-martial jurisdiction over all active duty personnel assigned or attached to an Air Force Advisor's function is exercised by the intermediate gaining command and appropriate subordinate units.

2.6.1. 15th Air Base Wing Commander will exercise summary, special, and general court-martial jurisdiction over all active duty Air Force personnel assigned to HQ PACAF offices, within the 15 Air Base Wing, or elsewhere in Hawaii.

**2.7. Casualty Notification.** The Air Force Advisor is often the only active duty Air Force officer in or near a civilian community. Because of this, he may be called upon to personally notify the next of kin residing in the area when personnel serving on extended active duty become casualties (deceased, missing, seriously ill, or seriously injured).

2.7.1. AFPC/DPMCAC will control all notifications on casualties. A uniformed officer will perform this notification in person. Under no circumstances will notification be made by telephone. Accomplishing these notifications with the least delay will require the cooperation of every Air Force facility in the United States. AFI 36-3002, *Casualty Services* should be maintained by all advisors.

2.7.2. Whenever AFPC requires advisors to personally notify the next of kin, utmost tact and diplomacy must be used. Above all, furnish only that information provided by HQ AFPC. Any attempts at conjecture, surmise, or supposition in answering questions posed by next of kin may lead to confusion between members of the bereaved family and could result in embarrassment to the Department of the Air Force. The family may be informed that the unit commander will send a letter within 48 hours explaining the circumstances, but that additional time may be required for mail transit.

2.7.3. Advisors making notification will be required to notify the Casualty Division, AFPC/DPWCS, Randolph AFB, TX-DSN 487-3505, COMMERCIAL 210-652-3505, or TOLL FREE 1-800-433-0048 (except in Texas)-by telephone, of the date and time of notification, confirm the address and home telephone number of the next of kin, and relay any unusual events or comments concerning the notification.

**2.8.** Lodging personnel who require lodging on an individual basis should contact the nearest lodging office. Reservations for groups should be made through the unit coordinator.

## Chapter 3

### COMMUNICATIONS AND INFORMATION MANAGEMENT

**3.1. General.** In addition to advisory functions, the Air Force Advisors are responsible for the administration of their office; preparation and submission of reports; and maintenance and disposition of records.

#### **3.2. Preparation of Orders.**

3.2.1. Special Project Orders. Active duty officers and NCOs in grade E-6 and above, serving as Air Force Advisors to PACAF-gained ARC units are authorized to serve as approving officials for orders issued in support of special projects or exercises directed by HQ PACAF. Use duty title as "Air Force Advisor (PACAF)" in the signature element. Orders will be published IAW AFI 37-128, Chapters 3, using information provided with the allocation notification.

3.2.2. HQ PACAF or NAFs will provide specific guidance for preparation of other orders.

**3.3. Maintenance and Disposition of Air Force Records.** Guidance for maintenance and disposition of Air Force records is found in AFMAN 37-139.

#### **3.4. Publications.**

3.4.1. PACAF Functional (F) Distribution Publications. PACAF F-distribution publications are provided to PACAF-gained ARC units in quantity requested by organization.

3.4.2. PACAF Special (X) Distribution Publications. The PACAF OPR determines the units that receive X-distribution publications. Organizations not on the original X-distribution list may request copies from the applicable OPR.

## Chapter 4

### REPORTS

**4.1. Air Force Advisor Report, RCS: PAF-DOCG (SA)9704 or 9705.** Upon assignment to advisor duty and each January and July thereafter, the Air Force/Technical Advisor will submit the Key Personnel Status/ Information Report contained in [Attachment 1](#) or [Attachment 2](#) (Flying Units/Non-flying Units), as appropriate, of this regulation to his/her active HQ PACAF or NAF/DO and to HQ PACAF/CG or CR.

4.1.1. This report is one avenue for highlighting issues of concern or requiring NAF/MAJCOM assistance for resolution. It is also the source for unit key personnel information used by higher headquarters.

4.1.2. Changes in assigned personnel, individual status, addresses, and so forth, will be reported as soon as they occur using a simple letter format/message.

4.1.3. Information copies of these reports should be forwarded to HQ PACAF/DOS (flying unit) or HQ PACAF/DOY (ground TACS unit), HQ PACAF/SCR (combat communications unit), NAF/CGs or CRs, HQ AFRES/DOT, and NGB/XO or ANGRC functional manager as appropriate.

4.1.4. The emergency precedence status and code of this report is D (discontinue report under emergency conditions).

## Chapter 5

### OPERATIONS AND TRAINING

**5.1. Duties and Responsibilities.** The following paragraphs list the general responsibilities and duties the unit advisor may be asked to perform. An advisor's primary duty is to provide a direct liaison between the ARC unit and the active duty Numbered Air Force. He represents the active Air Force at a senior supervisory level and is responsible to the NAF (or HQ PACAF functional directorate) as well as to the gained unit commander. Specific responsibilities, practices, and procedures will vary from unit to unit due to different unit commanders, equipment, and missions. The advisor may also mobilize with the ARC unit when directed by the gaining command. Key functions include, communication, problem recognition, readiness, training realism, and maintaining an active duty PACAF presence at the ARC unit.

#### **5.2. Responsibilities to HQ PACAF or NAF.**

5.2.1. Function as the personal representative of the NAF commander.

5.2.2. Communicate regularly and maintain open information channels with HQ PACAF/DO (Hawaii-based advisors) or NAF/DO (Alaska-based advisors).

#### **5.3. Responsibilities to Gained Unit Commander.**

5.3.1. Assist the unit in safely attaining desired levels of operational readiness and mobilization capability.

5.3.2. Execute duties normally associated with a senior supervisor, look for potential problems, and identify possible solutions to the commander. This will require the advisor to periodically "detach" himself from the unit, step back to take a critical view, and provide an honest evaluation. It is the advisor's responsibility to support the unit commander by constantly appraising and working within the unit to identify and solve problems. When the problem is not within the capabilities of the unit to solve, advisory unit request HQ PACAF or Numbered Air Force assistance as required.

5.3.3. Function as the point of contact and maintain liaison with the active duty advisory unit (see AFI 10-301 as supplemented, for details).

5.3.4. Assist the commander during the in-briefing for visiting PACAF personnel. The advisor will brief advisory unit team members on unique features of the unit. The applicability of publications will be discussed and a current ANGIND 2 or AFRES 0-2, Volume 2 will be made available. Publications not listed in the ANGIND 2 are not applicable to the units.

#### **5.4. General Responsibilities.**

5.4.1. Advisory personnel will maintain the same duty hours as the ARC unit to which attached and will attend unit training assemblies, field training and, as required, special exercises of the unit.

5.4.2. Advisory personnel must be familiar with the unit mobilization plan, AFIs 10-301, 10-402, and AFM 36-8001, as supplemented by HQ PACAF in order to assist the ARC unit in preparing for mobilization and mobility tasking.

5.4.3. Advisory personnel must be deployment ready and mobilize with the ARC unit when directed by the gaining command.

5.4.4. Air Force Technical Advisors will monitor unit activities and assist and guide in the development of technical, administrative, safety, security, and general military training programs. They will be familiar with ARC personnel, equipment, training programs, directives, and reporting procedures. They will assist the Air Force Advisor as required.

**5.5. Advisor Training Program.** All newly assigned Air Force Advisors will be required to attend a formal training program conducted by Operations at HQ PACAF or Numbered Air Force. Air Force Advisors will ensure that Air Force Technical Advisors receive newcomers orientation during the first 90 days of their assignment.

5.5.1. Lesson plans will be developed to include the material in [Attachment 3](#).

5.5.2. Newly assigned advisors will also receive an orientation with the advisory unit during which a working liaison with unit personnel can be established and the advisor can obtain a fundamental understanding of the assistance available.

5.5.3. NAF/DO will advise HQ PACAF/DP of en-route training requirements at the time of nomination coordination. In addition, newly assigned Air Force Advisors to ARC units are authorized to visit HQ AFRES or NGB for the purpose of orientation and indoctrination.

**5.6. Channels of Communication.** Official communications originating with the Air Force Advisor will be coordinated with the advised unit commander and forwarded through normal advisor channels as determined by the NAF (or HQ PACAF). Information copies of communications may be provided to advisory units when requested.

**5.7. Training Policy.** HQ PACAF defines objectives, establishes training standards, and furnishes training publications for ANG and USAFR units. NGB and HQ AFRES establish and implement training programs that conform to PACAF standards. Training effectiveness is evaluated by formal inspections.

**5.8. Operations.** Rated Air Force Advisors will maintain flying proficiency and mission-ready training status in accordance with the appropriate MCI 11-xxx series instructions, and will meet AFI 11-401 and appropriate 11 series requirements. Weapons directors, AFSC 13Bx B/C/D, 1A4xxD (aircrew), and 1C5xx (ground) personnel will maintain mission ready status in one or more of the following positions: Senior Director Technician, Air Surveillance Officer/Technician, Weapons Assignment Technician, or Weapons Director Technician, and will also be qualified as an instructor. The position will be determined between the advisor, unit commander, and the Senior Air Force Advisor in order to meet the unit's needs.

5.8.1. Related advisors will assist ARC aircrew in meeting AFI 11-401, and appropriate 11- and MCI 11-xxx series manual requirements, and should perform flight checks, transition training, instrument instruction, and related participation and observation functions.

5.8.2. Advisors should be familiar with DoD Directive 4515.13R and AFI 11-401, AFRES Sup 1, ANG Sup 1, as appropriate. These directives contain information on who may be passengers in ARC aircraft. Advisors should be familiar with regulations and current policy letters relating to drug abusers and flying environment.

**5.9. Operational Readiness.** Advisors will assist the ARC unit commanders in determining the state of operational readiness of their unit. They will:

5.9.1. Advise the unit commander in preparing unit plans and orders as required for mobilization, mobility, field training, expanded security, special exercises, contingency employments, operational readiness inspections, and Alert Force Evaluations (AFEs). For additional guidance on the planning process, see para **6.9.1**.

5.9.2. When requested by the unit commander, conduct informal inspections using AFI 90-201 criteria (as supplemented) to ensure the highest standards possible in training progress, and to help the unit prepare for ORIs and general inspections. Reports, if written, will be submitted to the ARC unit commander.

5.9.3. Manage and track an ARC unit special interest item (SII) Advisory Log.

**5.10. Military Personnel Appropriation (MPA) Mandays.** Air Force Advisors should be familiar with MPA manday programs outlined in AFI 36-8001. MPA mandays are provided by HQ PACAF to ARC personnel who perform temporary tours of active duty (TTAD) to meet short-term needs of the active forces.

### **5.11. Boards/Councils.**

5.11.1. It is highly desirable that the Air Force Advisor be a member of the following boards:

5.11.1.1. Flying Evaluation Board (AFI 11-402, as supplemented). Advisors will not be an FEB member if the board is a result of a major aircraft mishap/accident.

5.11.1.2. Standardization/Evaluation Review Board (PACAF/MCR 60-2).

5.11.1.3. Installation Security Council (AFI 31-101 as supplemented), unless a Security Police Air Reserve Technician is assigned a member of the Installation Security Council.

5.11.1.4. Base Air Traffic Control Board (AFI 13-203, as supplemented).

5.11.2. When directed by competent authority, officer advisors to ANG units will serve as members of Efficiency Boards appointed to investigate the capacity and general fitness for continued federal recognition of officers of the ANG (AFI 35-3209).

5.11.3. When necessary and appropriate to the specific board/council being convened, Air Force Technical Advisors may be appointed as members where action is related to their specialty area.

## Chapter 6

### LOGISTICS

**6.1. General.** Procedures followed in accomplishing maintenance of assigned equipment will conform to USAF standards. Organization, policies and procedures of the maintenance activities should be, insofar as practical, in accordance with AFI 21-101 or associated PACAF supplements. While Air Force/Technical Advisors cannot be the technical experts in all disciplines, they can provide units with invaluable assistance in seeking solutions. This section lists guidance which can help gained units achieve success.

**6.2. Prime Equipment General Publications.** Technical orders may be requisitioned by filling out the requirements table in accordance with the instructions contained in Technical Order 00-5 series. For an explanation of the USAF Technical Order and Special Publication System, consult Technical Order 00-5-1. This technical order is invaluable for reference by the Air Force Advisor and for training maintenance personnel assigned to the unit.

**6.3. Maintenance of Technical Files.** Air Force Technical Advisors will take necessary measures to assist units in maintaining pertinent technical orders and regulations in a current status.

**6.4. Supervision.** ANG/USAFR personnel accomplish direct supervision of the maintenance activities. The Technical Advisor should possess a current knowledge of the status of assigned Prime and Associated Equipment, and study maintenance problems and suggest solutions or improvements. They will keep themselves apprised of current maintenance methods and techniques.

#### 6.5. Supply.

6.5.1. The following references provide supply data guidance:

6.5.1.1. AFM 67-1, Vol I, Part One, Chap 17, establishes uniform procedures for requisition, purchase, receipt, issue, shipment, disposition of, and accounting for supplies and equipment for the Air Reserve Component.

6.5.1.2. AFMAN 23-110, Vol II, Part Two, Chap 28, outlines policy and procedures applicable to activities operating under the USAF Standard Base Satellite System.

6.5.1.3. AFMAN 23-110, Vol II, Part Two, Chap 26, outlines Mobility Readiness Spares Kit (MRSP) procedures.

6.5.1.4. AFMAN 23-110, Vol II, Part Two, Chap 22 and Vol IV, Part One, outlines equipment management procedures.

6.5.1.5. AFM 67-1, Vol I, Part One, Chap One, pertains to supply difficulties.

6.5.2. The Air Force Advisor/Technical Advisor should provide assistance as necessary in resolving problem areas concerning computer scheduling, computer utilization, and non-receipt of products. The point of contact within the host computer support base is the Management Procedures Officer or the Chief of Supply. Essential products which the standard base level supply does not normally provide should be requested from the support base on AF Form 2011, **Base Supply Special ADPM Work Request**, with justification and urgency of need.

6.5.3. Problems which cannot be resolved at unit level should be referred through the applicable Air Force channels and, if necessary, to HQ PACAF for assistance.

## **6.6. Technical Advisors.**

6.6.1. Technical Advisors assigned to the maintenance complex will act as the maintenance advisor in areas relating to smooth augmentation with the active force. They will assist the ARC unit in maintaining familiarity with current PACAF operating procedures and regulations, and will recommend procedures/local Maintenance Operating Instructions (MOIs) to the maintenance commander.

6.6.1.1. Ensure that necessary OJT and other available training are implemented as required.

6.6.1.2. Ensure that maintenance and supply procedures are in accordance with existing directives.

6.6.1.3. Perform duties as instructor in familiarizing personnel with pertinent maintenance directives, regulations, manuals, and technical orders when required.

6.6.1.4. Inform the Air Force Advisor on squadron maintenance capabilities and limiting factors.

6.6.1.5. Monitor flightline support equipment requirements and assist in any action required to eliminate shortages.

6.6.1.6. Assist in implementation of a positive quality assurance program.

6.6.1.7. Assist in resolving major maintenance/supply problems as they occur.

6.6.1.8. Assist in establishing procedures to periodically check maintenance personnel regarding skill knowledge, performance of work, conditions, and availability of tools.

6.6.1.9. Assist in familiarization, understanding, and practice of ground safety rules by all personnel involved in aircraft maintenance.

**6.7. Conversion Assistance Teams.** Teams may be provided as part of the SATAF process. Advisors/Technical Advisors will be involved in team visits. The normal sequence is for the team to:

6.7.1. Provide direct labor to receive, service, and maintain new aircraft/equipment.

6.7.2. Begin proficiency training of air technicians and assist in preparation or procurement of the system-oriented Job Proficiency Guides. Provide training in PACAF philosophy, deployments, preparation, and deployment planning.

6.7.3. Gradually withdraw from proficiency training unit maintenance capability increases.

**6.8. Logistics Plans.** The Air Force Advisor/Technical Advisor will assist and advise the unit commander and assigned personnel in the preparation of operations, mobilization, and deployment plans required for effective accomplishment of the unit mission.

6.8.1. War Reserve Materiel (WRM). The following directives provide command guidance on administration of the unit's WRM program. These directives include AFD 25-1, AFI 25-101, AFM 67-1 Vol I, Part One; and AFMAN 23-110, Vol II, Part Two, Chapters 22, 26 and 33 (plus all supplements). The advisor must be aware of WRM requirements for equipment, vehicles and consumable requirements to be prepositioned at each unit. These requirements are documented in the War Consumable Distribution Objective (WCDO), the War Plans Additive Requirements Report WPARR/

RCS: HAF-LEY (SA)8245, Part I and II, Vehicle Authorization List (VAL). Also, units that convert to the automated Combat Ammunition System (CAS) will follow guidance in AFI 21-202 and 203 for munition items. The advisor should be familiar with the War and Mobilization Plan, Vol IV (WMP-4) which documents the taskings by OPlan and Planned Operating Bases (POB). The advisor should be aware of unit actions required to store, maintain, and report WRM resources and be aware of OPlan for deployment/employment.

6.8.2. Support Agreements. Host-tenant support agreements are negotiated IAW DODI 4000.19 and AFI 25-201. A revision may be required before the triennial review date when there are significant changes in the support requirements. Mobilization agreements are not required. Support requirements should be documented in a Base Support or Installation Deployment Plan.

6.8.3. Planning. AFI 10-401, *USAF Operation Planning Process*; AFI 10-403, *USAF Mobility Planning*; AFI 10-402, *USAF Mobilization Planning*; AFI 10-404, *USAF Base Support Planning*; AFM 28-740, V1, *War Planning, Contingency Operation/Mobility Planning and Execution System (COMPES) General Information*, Users' Manual are the primary directives that apply to reserve forces, and govern planning of the unit wartime mission.

6.8.4. Munitions. Development of munitions employment plans should be in accordance with the Conventional Munitions Employment Planning Guide, available from HQ PACAF/LGWX.

## 6.9. Contracting.

6.9.1. HQ PACAF/LGC will coordinate the merging of ANG contracting personnel with established Air Force base contracting offices for those PACAF-gained ANG units to be mobilized at a location possessing a base contracting office.

6.9.2. HQ PACAF/LGC will appoint appropriate ANG personnel as DoD contracting officers and provide necessary guidance in establishing local contracting support for those PACAF-gained ANG units to be mobilized at a location not possessing a base contracting office.

6.9.3. Training guidance is contained in PACAF-gained Air National Guard Contracting Training, as supplemented by PACAF 50-series pamphlets.

## 6.10. Transportation.

6.10.1. Policies and procedures pertaining to the movement of military emergency traffic are contained in AFJI 24-211V1, *Defense Traffic Management Regulation*, Chap 3, General Traffic Management Policies; and Chap 10, Traffic Management Under Emergency Conditions. Other pertinent directives may be obtained from the following sources:

6.10.1.1. FORSCOM Regulation 500-1, *Emergency Command-Use Military Owned Vehicle Plan*; U.S. Army Forces Command, ATTN: AFLG-TRT, Ft McPherson, GA 30330.

6.10.1.2. MTMC Basic Emergency Plan and Annexes; HQ Military Traffic Management Command (MTMC)/MT-PLE, 5611 Columbia Pike, Falls Church, VA 22041-5050.

6.10.2. Procedures for the development of "inhouse" proficiency training programs are contained in AFM 50-2, *Instructional System Development (ISD)*, and AFI 36-2201, *Policy and Guidance for Instructional System Development*. HQ PACAF/LGT offers annual training opportunities at active transportation units through HQ AFRES and Air National Guard Readiness Center (ANGRC). Information on formal training is contained in the following references:

6.10.2.1. AFCAT 36-2223, *USAF Formal Schools* (Policy, Responsibilities, General Procedures, and Course Announcements).

6.10.2.2. DoD 5010.16C, Defense Management Education and Training (DMET) Catalog.

## Chapter 7

### SAFETY

**7.1. Advisor Responsibilities.** Air Force Advisors will monitor and advise in safety programs and assist in establishing and maintaining sound, aggressive unit programs. They will:

- 7.1.1. Establish liaison with the Advisory Unit Safety Office to obtain assistance and expertise in all safety disciplines.
- 7.1.2. Report on aircraft mishaps IAW AFI 91-204.
- 7.1.3. Encourage personnel to submit articles on incidents which occur in their unit for publication in COMBAT EDGE.
- 7.1.4. Encourage the safety technician to solicit, monitor, and forward nominations for awards listed in AFI 36-2803, *Air Force Awards and Decorations Program*.
- 7.1.5. Monitor the safety surveillance program in accordance with NGB/AFRES publications and appropriate Air Force publications.
- 7.1.6. Monitor investigations conducted in accordance with the provisions of AFI 91-204 so that information contained in the report is not released without approval of the proper release authority.

## Chapter 8

### SECURITY POLICE

**8.1. Policy.** PACAF policy requires all command gained Air Reserve Component security forces to maintain a high degree of preparedness for mobilization. Inspection of ARC security police units will be in accordance with AFI 90-201, as supplemented by HQ PACAF.

#### 8.2. Programs.

8.2.1. The following programs should be emphasized:

- Security education and motivation
- Security police training (to include practical proficiency demonstrations).
- Security clearance program.
- Information security program.
- Planning for mobilization (each plan must be reviewed).
- Resource protection:
  - For AFRES: Only those areas which affect PACAF-gained security police forces
  - For ANG: Assistance will be afforded in accordance with ANGR AFI 90-201, as supplemented by HQ PACAF
- Air Base Defense (ABD) and Ground Combat Skills training:
  - Incorporate personnel into base training
  - Encourage participation in Silver Flag Alpha and Commando Warrior, Ground Combat Training School, and, in joint exercises when possible
- Implementation of single manager program:
  - Unit equipment
  - Day-to-day protection of assigned resources IAW AFI 31-101 and AFI 31-209
  - Preparation for deployment
  - Facilities and equipment to support Priority B and C resources
  - Status of Resources and Training Systems (SORTS)
  - Management of Unit Type Code (UTC) equipment and personnel

8.2.2. The Air Force Advisor may request assistance from the assigned active duty advisory unit or NAF security police staffs. Advisory unit security personnel should make every attempt to visit ARC units when Air Force Reserve or Air National Guard personnel and full-time technicians are on duty during unit training assemblies or annual active duty training.

**8.3. Guidance.** Detailed guidance for accomplishing the security program is contained in AFI 31 series directives, instructions and their supplements. Consult the ANG or AFRES 0-2 for specific applicability. Although many PACAF publications in the 31 series may not be contained in the ANG or AFRES 0-2, ARC security police units should be encouraged to obtain a copy of the PACAF publication for reference.

The security program must receive continuous attention if it is to achieve its goal of protecting resources and preventing sabotage.

**8.4. PACAF-Gained Air Defense Units.** Because there is no 1 AF/SP, HQ PACAF/SP is the higher headquarters point of contact for air defense units. Matters addressing management and operational procedures require the concurrence of HQ PACAF/SP.

8.4.1. Security police matters which cannot be resolved between the ANGRC and the designated advisory unit will be addressed to HQ PACAF/SP.

8.4.2. HQ PACAF/SP will provide staff assistance to the PACAF-gained air defense units.

**8.5. Maintenance of Classified Material.** The Air Force Advisor will maintain classified material in accordance with the provisions of DOD 5200, 1-R, *Information Security Program Regulation*, AFI 31-401, *Managing The Information Security Program*, DOD 5200.2-R, *Personnel Security Program*, AFI 31-501, *Personnel Security Program Management*, and DOD 5220.22-R, *Industrial Security Regulation*, AFI 31-601, *Industrial Security Program management*, as supplemented. Information security inspection of ARC security police units will be in accordance with AFI 90-201, as supplemented by HQ PACAF.

## Chapter 9

### CIVIL ENGINEERING

#### 9.1. Prime BEEF.

9.1.1. General. The policy, objectives, and procedures of the Air Force Prime Base Engineer Emergency Force (BEEF) program are contained in AFI 10-210, *Air Force Civil Engineer Prime BEEF Program*. Supplemental guidance is provided in the following publications.

- AFI 10-211, *Base Recovery Planning*
- AFI 10-403, *USAF Deployment Planning*
- AFI 10-201, *Unit Reporting of Resources and Training Status (Category Levels) Status of Resources*
- *and Training System (SORTS)*

9.1.2. Advisory Assistance. Although the Air Force Advisor is not normally a civil engineer, he can advise the CE unit commander and request assistance from the assigned advisory unit or HQ PACAF/CEO. Advisory unit listings are included in the PACAF-gained ANG and USAFR Reference Book.

9.1.2.1. Each advisory unit to an ARC unit with a civil engineering flight is augmented by Base Civil Engineering (BCE) personnel. BCE advisors can provide assistance in all areas of civil engineering functions and Prime BEEF training and equipage. BCE advisory service need not be limited to scheduled staff advisory visits.

9.1.2.2. For resolution of major policy matters and significant civil engineering problems, the Air Force Advisor can request guidance from the HQ PACAF/CEO (Operations) through normal command channels.

#### 9.2. RED HORSE.

9.2.1. General. The policy, objectives, and procedures of the Air Force RED HORSE program are contained in AFI 10-209. Supplemental guidance is provided in the following publications:

9.2.1.1. AFI 10-403, *USAF Mobility Planning*.

9.2.1.2. AFI 10-402, *USAF Mobilization Planning*.

9.2.1.3. AFI 10-201, *Unit Reporting of Resources and Training Status (Category Levels) Status of Resources and Training System (SORTS)*.

9.2.1.4. PACAF Instructions and ACCR 85-4, RED HORSE-Equipment Operator Training Standards.

9.2.1.5. HQ PACAF/CEO is responsible for the advisory program to the ARC RED HORSE units. However, the bulk of advisory services will come from the active duty RED HORSE units as specified in the PACAF-gained ANG and USAFR Reference Book.

9.2.2. Advisory Assistance. Frequent direct contact between the ARC RED HORSE unit and advisory personnel is authorized and encouraged. The active duty advisor for HQ PACAF/CE should visit each PACAF-gained ARC unit location at least annually. As a minimum, one advisory unit member from each major functional area (command, operations, logistics, and engineering) should visit the

corresponding ARC units at least yearly. Periodic visits by key sub-function personnel are also appropriate. Visits by ARC RED HORSE members to active duty counterparts are encouraged. If special advisory expertise is required, which is outside the capability of HQ PACAF/CE or advisory units, staff advisory assistance may be requested through HQ PACAF or NAF OPR.

## Chapter 10

### PUBLIC AFFAIRS

**10.1. General.** The Public Affairs program for each unit of the Air Reserve Component is the responsibility of each unit commander. Normally, units have reserve Public Affairs personnel assigned who work through the appropriate staff channels within the ARC and, when applicable, through the NAF and HQ PACAF Public Affairs staffs. The Air Force Advisor should assist in the Public Affairs program of the unit as necessary. The advisory unit Public Affairs Officer will provide advice and assistance as needed. In the event that there is no full-time Public Affairs Officer assigned to the advisory unit, the nearest active duty PACAF Public Affairs Officer or HQ PACAF/PAX should be contacted. Public Affairs guidance is found in 35-series instructions.

## Chapter 11

### MEDICAL

**11.1. Advisory Assistance.** In accordance with AFI 10-301, as supplemented by HQ PACAF, the Command Surgeon is responsible for ensuring the readiness of PACAF-gained ARC medical units. To ensure an effective program, certain responsibilities have been delegated to other PACAF units in IAW PACAF 41-series instructions.

**11.2. Air Force Advisory Responsibilities.** The Air Force Advisor is the most immediately available representative of PACAF to whom PACAF personnel may associate and discuss mission oriented matters.

11.2.1. The primary responsibility of the non-medical Air Force Advisor to the associated medical unit is to establish and maintain channels of communication.

11.2.2. Matters which adversely affect medical support capability of the assigned ARC medical units should be submitted, through appropriate channels, to PACAF/SG for review and action as necessary.

**11.3. Guidance.** Guidance for medical programs is contained in specific regulations and manuals set forth in PACAF 41-series instructions.

**11.4. Routine Medical Care.** Once assigned to an ARC base, the advisor should contact the nearest uniformed service medical facility Resource Management office for information on how to receive routine medical and dental care. Civilian medical and dental care for active duty Air Force military personnel is authorized at US Government expense only when the required treatment cannot reasonably be obtained from uniformed services' medical facilities. Facilities include the Departments of the Air Force, Army, and Navy, or Uniformed Services Treatment Facilities (USTF) (formerly US Public Health Service facilities), or from other government medical facilities such as Veterans Administration (VA) hospitals. The only exception is when treatment from uniformed services or other government medical facilities will create an unnecessary hardship or greater expense to the government by virtue of lost duty time, and the related transportation and per diem costs.

**11.5. Emergency Medical Care.** Advisory personnel are authorized emergency medical and dental care from civilian sources in accordance with AFI 41-101, at Air Force expense in cases where the member's duty station is not an active Air Force installation, and the required services cannot be obtained from uniformed services medical facilities. In other cases, approval for treatment, surgery, or prosthetic technique which can be scheduled for another time or place will be requested, in writing, by the Air Force member IAW AFI 41-101.

JOHN G. LORBER, General, USAF  
Commander

**Attachment 1****AIR FORCE ADVISOR REPORT (FOR FLYING UNITS ONLY)  
RCS: PAF-DOCG (SA) 9704****A1.1. Unit Information:**

A1.1.1. Wing/Group, Squadron(s), PAA, Type Acft, Support Acft.

A1.1.2. Location (complete mailing address and message address):

A1.1.3. 24 hr phone #, Sq operations phone FAX phone #:

A1.1.4. Key Personnel Information. [rank, name, (called name), duty phone, Air Technician (AT), Active Guard/Reserve (AGR), or Part Time (PT)], and date assigned to position.

A1.1.4.1. Unit CC and Spouse's name (if applicable)

A1.1.4.2. Air Commander and Spouse's name (if applicable)

A1.1.4.3. Unit DO/OG

A1.1.4.4. Unit RM/SG

A1.1.4.5. Unit MA/LG

A1.1.4.6. Air Force Advisor

A1.1.4.7. Air Operations Officer

A1.1.4.8. Squadron Commander(s)

A1.1.4.9. Status of Resources and Training System (SORTS) POC

A1.1.4.10. Deputy Commander for Support

A1.1.5. State Staff Information (ANG Units Only). Identify the position, rank, name/called name, and date assigned position for the State Adjutant General (indicate if Army or Air Force), Assistant Adjutant General for Air, and Chief of Staff for Air.

A1.1.6. Parent Wing/Location:

A1.1.7. Advisory Unit/Location:

A1.1.8. Manpower Strength. List the authorized officer and enlisted member strengths for the unit. Categorize by AT, AGR, and PT.

A1.1.9. Inspection Record. Dates and results from last ORI, UEI/QAFA, IRRI, CERI, and Stan/Eval.

**A1.2. Unit's Five-Year Class A Mishap Record.** Do not list causes! List type of acft, date, type of accident (i.e., mid-air, collision with ground).

**A1.3.** Conversion history/dates for unit's last three aircraft, if applicable.

**A1.4.** Date, location, and exercise name for unit's last OCONUS deployment. Include a short narrative.

**A1.5.** Dates, locations, and exercise name of unit's exercise history during last six months. Include a short narrative on each.

**A1.6.** Narrative.

A1.6.1. Part 1. Provide a qualitative narrative on the health of the unit. Items that can be included are an objective assessment of the unit's strengths/weaknesses, problem areas, aircrew experience levels, requests for assistance, etc.

A1.6.2. Part 2. Provide comments on other nonoperational areas within the organization.

A1.6.3. Part 3. Provide a short narrative of your Air Force Advisor activities. Rated advisors include a personal sortie count.

**A1.7. Frequency of Report.** Upon assignment to advisor duty and each January and July thereafter.

**Attachment 2****AIR FORCE ADVISOR REPORT (FOR NON-FLYING UNITS ONLY)  
RCS: PAF-DOCG (SA) 9705****A2.1. Unit Information:**

A2.1.1. Group, Squadron(s).

A2.1.2. Location (complete mailing address and message address):

A2.1.3. Type Equipment.

A2.1.4. UTC(S) tasked to support:

A2.1.5. Telephone and Telefax numbers:

A2.1.6. Key Personnel Information. Key Personnel Information. [rank, name, (called name), duty phone, Air Technician (AT), Active Guard/Reserve (AGR), or Part Time (PT)], and date assigned to position.

A2.1.6.1. Unit CC

A2.1.6.2. Det Commander

A2.1.6.3. Unit DO/OG

A2.1.6.4. Unit LG

A2.1.6.5. Air Force Advisor

A2.1.6.6. Status of Resources and Training System (SORTS) POC

A2.1.7. State Staff Information (ANG Units Only). Identify the position, rank, name/called name, and date assigned position for the State Adjutant General (indicate if Army or Air Force), Assistant Adjutant General for Air, and Chief of Staff for Air.

A2.1.8. Parent wing/location:

A2.1.9. Advisory unit/location:

A2.1.10. Manpower Strength. List the authorized officer and enlisted member strengths for the unit. Categorize by AT, AGR, and PT

A2.1.11. Inspection Record. Dates and results from last ORI, UEI/QAFA, and Stan/Eval.

**A2.2.** Dates, location, and exercise name for unit's last OCONUS deployment. Include a short narrative.

**A2.3.** Dates, locations, and exercise names of unit's exercise history during last six months. Include a short narrative on each.

**A2.4. Narrative.**

A2.4.1. Part 1. Provide a qualitative narrative on the health of the unit. Items that can be included are an objective assessment of the unit's strengths/weaknesses, problem areas, requests for assistance, etc.

A2.4.2. Part 2. Provide comments on other non-operational areas within the organization.

A2.4.3. Part 3. Provide a short narrative of your Air Force Advisor activities.

**A2.5. Frequency of Report.** Upon assignment to advisor duty and each January and July thereafter.

**Attachment 3**

**AIR FORCE ADVISOR INDOCTRINATION TRAINING**

**A3.1.** Visit with HQ PACAF or NAF/CC/CV as required.

**A3.2.** Meet with HQ PACAF or NAF/DO/SC for command guidance, review of position description, and responsibilities/ expectations discussion.

**A3.3.** Theater or gaining Numbered Air Force organizational briefing to include command structure names and telephone numbers of POCs who can provide assistance to the advisor.

**A3.4.** Command and control structure of the Air Reserve Component to include relationship to active force, significant differences, concept of operations, personnel structure, and items of current interest to the advisor program.

**A3.5.** Review of gaining command responsibilities.

**A3.6.** Unit evaluation history to include strengths and weaknesses. Visit with IG and discussion of AFI 90-201.

**A3.7.** Unit conversion history.

**A3.8.** Review of previous advisor reports.

**A3.9.** Review of PACAFI 10-xxx, "Guide For Air Force Advisors To The Air Reserve Component."

**A3.10.** Personnel/Career Plan Briefing to include promotion potential, MPF support and routine medical care for advisor and dependents.