

**BY ORDER OF THE COMMANDER  
AIR MOBILITY COMMAND**

**AMCPAM 14-1  
30 DECEMBER 1994**

**Intelligence**

**COOKBOOK**

This pamphlet provides Air Mobility Command intelligence personnel ideas, information, and examples on how to organize and operate an intelligence shop and provide the best support to commanders and aircrews. The cookbook is a “**how to**” guide designed to provide intelligence personnel quick recipes on quality intelligence support. Recommendations to change, add, or delete information in this pamphlet should be sent to:

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## ***AMC's INTELLIGENCE COOKBOOK***

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## **I. AMC INTELLIGENCE**

### **MISSION**

**Dynamic and responsive Intelligence for global mobility**

### **CORE VALUES**

**Integrity...Competence...Courage**

### **GOALS AND OBJECTIVES**

#### **Champion, field and operate world-class air mobility for our customers**

- Clear and executable Intelligence plans and policies to implement the Air Mobility Master Plan (AMMP)
- Obtain and allocate Intelligence resources required for air mobility
- Foster a culture of total force teamwork and continuous improvement
- Incorporate Intelligence Systems into the Global Reach Network
- Assure customer satisfaction

#### **Ensure and sustain air mobility readiness**

- Staff, equip and train Air Mobility Team Intelligence units to maintain top readiness
- Staff HQ AMC/IN at 100 percent of authorized strength at proper grade and skill levels
- Foster a predictive Intelligence environment
- Tailor and disseminate Intelligence to meet unit mission requirements
- Improve contingency/exercise planning and execution at all levels

#### **Provide quality support to people**

- Manage the impact of change
- Train, develop and recognize our people (Human Resource Development program)
- Improve our work environment
- Improve business processes of the Directorate

#### **Lead the Air Force in environmental excellence**

- Provide an environmentally safe workplace
- Increase recycling

**PRODUCTS & SERVICES PROVIDED**

Daily Intelligence Summaries (DISUMS)  
Intelligence Summaries (INTSUMS)  
Situation Reports (SITREPS)  
Responses to Requests for Intelligence (RFIs)  
Weekly Terrorism Briefs  
Terrorist Threat Advisories and Calendars  
Primary Nuclear Airlift Forces (PNAF) Threat Assessments  
Orders of Battle (OB)  
Military Force Capabilities  
Basic Infrastructure Data  
Imagery, MC&G, and Revision materials  
TRANSCOM Situation Transportation Analysis Review (TSTAR)  
24-Hour Indications and Warning Worldwide Coverage  
Up-to-Date Operational Intelligence  
Threat and Weapon Systems Analysis  
SIOP and Mobility Support  
Exercise Support  
Policy/Guidance  
Unit Training Support  
Electronic Bulletin Board  
Reserve Force Management  
Assignments  
Awards Program  
Intelligence Conference Information  
SSO Guidance  
Systems Support

**OPR**

Fusion Center  
Fusion Center  
Fusion Center  
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Fusion Center  
Fusion Center  
Fusion Center  
Fusion Center  
Fusion Center  
Fusion Center  
Fusion Center  
Fusion Center  
Fusion Center  
Global Reach Team  
Resources and Readiness  
Resources and Readiness  
Resources and Readiness  
Resources and Readiness  
Resources and Readiness  
Resources and Readiness  
Special Security  
Systems

## II. SECURITY

### SECURITY IS JOB ONE

You are responsible for protecting information which, if put in the wrong hands, could pose a detriment to national security. As authorized custodians of classified information, we must ensure the principles of need to know, proper identification, and proper clearances are followed. In your capacity as briefer, aircrew trainer, and guardian of classified information, you need to apply proper security measures on a daily basis. You have the obligation to protect classified material.

This section contains basic information and procedures everyone must clearly understand and practice to fulfill security responsibilities. It is in no way intended to replace or reinvent governing security regulations, but should be used as a ready reference and supplement to existing regulations. Your supervisor, security manager, and Base Information Security Program Manager (ISPM) are also able to assist you if you have security questions. **However, for all questions on issues regarding Sensitive Compartmented Information (SCI), consult your local Special Security Officer (SSO) or call USTRANSCOM/J2-S**

Under the security umbrella, there are numerous disciplines to consider. C4 system security, Information security, and many more affiliated areas are of concern.

C4 systems security is the protection afforded to C4 systems in order to preserve the availability, integrity, and confidentiality of the systems and information contained therein. Adequate protection must be provided for all C4 systems based on the criticality of the C4 systems to mission accomplishment and the sensitivity and exploitability of information transported, stored, and processed. It is important to note however, that not all C4 systems require the same degree of protection, and each facility and C4 system has unique security requirements which must be determined individually. Let's examine each of the four C4 security disciplines: COMPUSEC, COMSEC, TEMPEST, and OPSEC.

### COMPUSEC

COMPUSEC is the discipline under C4 systems security which measures, controls, and protects data in a computer against unauthorized (accidental or intentional) disclosure, modification, or destruction. COMPUSEC includes the consideration of all hardware and software features, operational and accountability procedures, and access controls at a central computer facility, remote computer, or terminal. It also includes management constraints, physical structures and devices, and personnel and communications controls needed to provide an acceptable level of risk for the computer systems, and the data they contain.

The use of computers results in a significant savings to the Air Force in terms of human resources, increased mission capability and effectiveness, operational efficiency, and management proficiency. Computers are being used at all Air Force echelons to support orderly rooms and offices, mission planning, aircraft weapons systems, hospital life-support systems, information collection, analysis, and presentation. Computers are the "heart" of our weapons and Command, Control, Communications, and Intelligence (C3I)



systems. Security of the C4 systems assets is paramount if we are to ensure an aircraft can fly its mission, a missile will track to its target, or battle plans and intelligence are delivered to the right people.

Every Air Force C4 system has its vulnerabilities (system security weaknesses) which make it susceptible to exploitation; that is, to obtain access to information or disrupt critical processing. Countermeasures are used to reduce these vulnerabilities to a level which, with the threat, equals an acceptable risk.

Three threats of particular concern in today's Air Force are intrusion by computer hackers; the introduction of malicious logic (viruses, Trojan horses, trapdoors, and worms) into computer systems; and fraud, waste, and abuse (FW&A) of computer resources.

**Computer Hackers.** Hackers are normally personal computer users who develop a curiosity about the C4 systems' world. These individuals break into computers for various purposes. Between January and December 1991, there were several incident reports on hackers accessing ten different Air Force C4 systems. Most involved casual browsing of the systems, but one system access did include downloading the password file. To some, this number seems low or insignificant, but as COMPUSEC awareness continues to grow, so do the number of reported cases. There is a twofold reason for this increase in computer incidents. First, the number of hackers is on the rise. Second, computer security professionals are better protecting their systems and data--closing the door to hackers by denying access, identifying access attempts and actual penetrations, and reporting the incidents to the proper agencies.

**Malicious Logic.** The most widely known threat to C4 systems is malicious logic injected into a computer system for a specific mission such as destruction or manipulation of data files. Malicious logic is infecting Air Force computers in increasing numbers. Between January and December 1991, there were 311 reported incidents compared with 121 for the prior year. This increase is largely due to poor COMPUSEC practices: using unauthorized software such as freeware or shareware, accessing or transferring data files from computer bulletin boards not approved by the Department of Defense, and using disks from home. As people share computers and software programs and gain access to mainframes and networks with infected systems, the virus spreads like a highly contagious disease. C4 systems users must report incidents; for example, hackers and malicious logic, to their Information Systems Security Officer (ISSO).

**Fraud, Waste, and Abuse (FW&A) of Computer Resources.** FW&A results from any intentional deception designed to unlawfully deprive the Air Force of something of value or to secure for an individual a benefit, privilege, allowance, or consideration to which he or she is not entitled. FW&A can also result from the careless or needless expenditure of Air Force funds or resources, or the intentional, wrongful, or improper use of computer resources. All personnel that use or have access to computer resources must safeguard the resources and prevent FW&A.

**What is your role in the Air Force COMPUSEC program?** First and foremost, ensure all of your computer systems are accredited! You must recognize threats are real and ensure the proper COMPUSEC countermeasures are being used. Failure to reduce the vulnerabilities to the lowest possible level could result in the loss of life, critical weapon systems becoming inoperative or missing their targets, classified war plans being compromised, or the loss of thousands of dollars in computer time and work hours, or the destruction of valuable information. Computer users must ensure the risks are reduced to the lowest level possible. Report deviations from security practices and FW&A violations to the information systems security officer, commander, or to the Air Force Office of Special Investigations (AFOSI).

## COMSEC

COMSEC is measures taken to deny unauthorized persons national security information derived from the telecommunications of the US Government. COMSEC also ensures the authenticity of telecommunications. Telecommunications refer to the preparation, transmission, or processing of information by electrical means. Protective measures under COMSEC include cryptosecurity, transmission security, emission security, and physical security of COMSEC material and information.

**Cryptosecurity.** Cryptosecurity is the proper use of technically sound cryptosystems. Everyone who uses cryptographic equipment, codes, ciphers, authentication systems, and similar materials is involved in cryptosecurity and must:

- Adhere to the operating instructions and procedures (which accompany every cryptographic device or material) in the encryption of information;
- Not mix codes or encrypted text with plain message text, unless specifically authorized;
- Not discuss the encryption or decryption process outside a cryptographically secure area or over an unsecured telephone.

**Transmission Security (TRANSEC).** TRANSEC results from all measures designed to protect transmissions from interception and exploitation by means other than crypto analysis (code-breaking). Everyone in the Air Force must practice TRANSEC because, as a minimum, we use the telephone in the performance of our duties. Some examples of TRANSEC measures include:

- Using registered mail and secured communications for transmitting classified or sensitive unclassified information;
- Using cryptographically secured telephone, such as a STU-III, and/or approved TEMPEST facsimile equipment;
- Correctly using authorized manual crypto systems, call signs, or authenticators when using unsecured telephones or radios;
- Never attempting to "talk around" classified subjects or using homemade codes or references to pass classified information by unsecured communications.

**COMSEC Physical Security.** Physical security results from all physical measures necessary to safeguard classified equipment, material, and information from access or observation by unauthorized persons. Everyone in the Air Force who works with classified information must use physical security measures. Examples of COMSEC physical security measures are:

- Properly securing cryptographic and other classified COMSEC materials through the use of armed guards and approved containers;
- Ensuring only authorized persons have access to classified COMSEC material.

**Why do we need COMSEC?** The answer is simple. We know that every major nation in the world is trying to collect intelligence from other nations they oppose politically, economically, and militarily. Even

unclassified information, when collected over time, from a variety of sources and locations, can reveal details concerning an opponent's activities. These details can include operations, plans, programs, strengths, weaknesses, numbers, equipment, deployment, capabilities, and intentions. In the hands of trained analysts, virtually any information can be of intelligence value, either alone or when pieced together with other collected information.

## **TEMPEST**

TEMPEST refers to investigation, study, and control of compromising emanations from telecommunications and automated information systems equipment. Compromising emanations are unintentional signals that, if intercepted and analyzed, would disclose the information transmitted, received, handled, or otherwise processed by information processing equipment.

Electrical and magnetic signals may be emitted unknowingly when computers, word processors, voice or record communications, or other electronic information processing systems are operated. The problem is these signals, although unintentional, are radiated like radio waves along different paths. They escape to free space through conduction along power cords, the electrical distribution system, or coupling with nearby objects such as telephones, telephone lines, water pipes, or air ducts. These signals reveal the information being processed and are referred to as emanations. Two examples of compromising emanations are:

- Radiated signals, like radio waves, pass through solid walls and can be conducted through the electrical distribution system and detected several miles from the source;
- Telephone signals that can be carried far beyond the effective control of responsible personnel.

Detection and exploitation of compromising emanations are passive and covert operations. Therefore, we must apply effective countermeasures to reduce these risks. Naturally, cost plays a significant part; the countermeasures selected should achieve the TEMPEST protection required as determined by a TEMPEST countermeasures assessment.

Everyone is responsible for protecting classified information. Security regulations set policy and assign responsibilities for TEMPEST. They apply to Air Force activities that:

- Process classified information in electronic, electrical, or electromechanical form;
- Acquire facilities, systems, or equipment to process classified information in electronic, electrical, or electromechanical form.

**TEMPEST violations must be reported to the SSO USTRANSCOM Comm-TEMPEST Branch.**

## **OPSEC**

From the preceding sections on security, you discovered classified information must be safeguarded by physical means and limited dissemination, and any discussion of this information must be limited to secure areas or communications channels. You also learned specific facts concerning security of communications systems used in the Air Force. Your awareness of these security fundamentals allows you to focus attention on security measures needed during emergencies and in certain peacetime operations.

**The OPSEC Program.** OPSEC is a broader based security program designed to prevent all types of sensitive information (often unclassified) from getting into the wrong hands. Such information can be extremely valuable to our adversaries because it can provide intelligence indicators of our daily operations and, more importantly, of our future plans and activities.

**OPSEC Defined.** OPSEC is the process of denying adversaries information about USAF capabilities and intentions by identifying, controlling, and protecting indicators associated with the planning and conduct of military operations or exercises. The key to successful OPSEC is identifying indicators which are tip-offs of impending activities, such as stereotyped standard operating procedures or in some cases, observable deviations from normal operations. For example, unusual changes in duty hours, large numbers of TDY personnel to or from a unit, or increased aircraft sorties launched in a given time period could be valuable clues to an adversary. Remember: Our adversaries don't necessarily need to know when or where we plan to conduct certain operations; however, they do need information concerning our capabilities and intentions so they can plan their war fighting strategies.

**OPSEC Process.** OPSEC is a continuous, systematic process involving security and common sense. It is used to analyze Air Force operations plans or programs to detect any weakness which may be providing our enemies insights into our mission. The most important steps in the process are:

- Knowing your unit's mission;
- Recognizing the adversary intelligence threat to your unit;
- Being aware of your unit's critical information-essential elements of friendly information (EEFI);
- Identifying indicators which might disclose this information;
- Developing protective measures to eliminate these indicators, thereby denying our adversaries the information they need to plan their operations against us.

**Air Force members must be constantly alert for vulnerabilities in their units.**

## **INFORMATION SECURITY**

The Information Security Program is administered for your commander via a security manager. Your security manager is your most important contact when dealing with security guidelines and problems. One of the biggest responsibilities of the security manager is to assure an active and effective training program is in place. While your security manager may not be the focal point for all related security training, he/she should give you guidance on which areas are covered by the security training program. While everyone requires some security education, those in the intelligence career field need more than a fleeting understand of security measures. As an introduction to your information security training, the following topics are provided for review.

## **PROTECTION OF CLASSIFIED INFORMATION**

As a custodian of classified information, you have a personal, moral, and legal responsibility to protect classified information at all times, whether it is oral or written. You must understand and continually practice correct handling, protection, and storage procedures. You'll need to be aware of unique requirements for items such as typewriter ribbons and diskettes. Your responsibilities also include locking

classified information in appropriate security containers whenever it is not in use or under the direct supervision of authorized persons. Further, you must follow procedures which ensure unauthorized persons don't gain access to classified information. For example:

- Before you leave the office, ensure all classified material is properly secured. Classified material must never be left unattended. Only GSA approved security containers are authorized for storage of classified materials. Trash might be removed, examined or photographed. Be sure you properly dispose of all classified waste material.
- Avoid unnecessary reproduction of classified material. Classified material that is reproduced is subject to the same control as the original document. Classified material may not be reproduced without authorization from an official who has been designated to grant such approval. Top Secret material may not be reproduced without the consent of the originator or higher authority.
- Classified material cannot be discussed on a standard telephone. Don't be fooled by telephone callers who drop names or otherwise try to impress you with urgent needs. Private codes or talking around classified information doesn't really fool anyone and is prohibited.

## **AUTHORIZED DISCLOSURE**

No one has a right to have access to classified information solely because of rank or position. The final responsibility for determining whether an individual's official duties require possession of, or access to, classified information rests upon the control of the information and not upon the prospective recipient.

- Classified information may be disclosed only to authorized individuals. Don't assume anything. Check identity, clearance, need-to-know, and the ability of the individual to properly protect the information, before releasing the information.
- Be aware of open doors, windows, telephone lines, etc., before you discuss classified. A person in the room may be authorized, a person outside the room may not be. Remember the clean-desk policy when departing for the day and make sure an end-of-day security check is made of your work area.
- Report any attempt by unauthorized personnel to obtain classified information to your supervisor, security manager, commander, or information security representative.

Finally, strictly limit distribution of papers containing classified information. When in doubt, don't send. Avoid routine dissemination of classified material. Remember, each Top Secret document must be accompanied by a disclosure record which lists every person who had access to the document.

## **UNAUTHORIZED DISCLOSURE**

Unauthorized disclosure of classified information may result in disciplinary action. Such action may include a warning notice, formal reprimand, suspension without pay, forfeiture of pay, court-martial, discharge, fine and/or imprisonment.

## **HAND-CARRYING CLASSIFIED MATERIAL**

Classified material must not be hand-carried outside the normal work area without prior approval. Additionally, simply placing a cover sheet on a document is not permissible when hand-carrying classified

outside of a building. Envelopes, folders or other closed containers must be used to prevent loss or observation of the classified material. More stringent procedures apply when classified material must be hand-carried off the installation. Training concerning these procedures should occur prior to being designated an official courier. For couriering of SCI documents, contact your servicing SSO or consult USAFINTEL 201.1.

## **REPORTING SECURITY VIOLATIONS/INCIDENTS**

If you become aware of a security incident, either collateral or SCI, promptly report it to either your security manager, or servicing SSO, or people listed on Standard Form 700, Security Container Information (information which is normally posted inside the locking drawer). Always protect unsecured classified information until the responsible custodian gains custody. When the commander or staff agency chief becomes aware of a security incident, he or she will appoint a person to conduct a preliminary inquiry. Preliminary inquiries are conducted to determine:

- Whether or not a security incident has occurred.
- The source and reason for the security incident.
- Appropriate measures or actions to minimize or negate the adverse effect of the security incident.
- What changes should be made to ensure the same type violation does not recur.

An inquiry is not extensive in scope; it gathers available facts to support conclusions or recommendations made by the inquiry official. Upon receipt of the written inquiry report, the appointing authority reviews the report and takes administrative or disciplinary action, as appropriate. Most Air Force information security incidents are closed without opening a formal investigation.

## **FOREIGN DISCLOSURE**

Foreign disclosure is the release of military information classified or unclassified to an authorized foreign representative by a Designated Disclosure Authority (DDA). Disclosure can be on an oral, visual, and/or documentary basis. HQ AMC/INF is the Foreign Disclosure Office and appointed DDA for AMC. All disclosure requests must be processed through this office.

Any documentary request for AMC military information from a foreign entity, whether classified or unclassified, must be processed through disclosure channels. The AMC OPR reviews the document for sensitivities and limitations and provides a recommendation on its releaseability to AMC/INF. AMC/INF is the DDA for AMC and is authorized to disclose AMC information according to our Delegation of Disclosure Authority. A Delegation of Disclosure Authority Letter (DDL) is issued to AMC/INF by SAF/IADD when there is a requirement to disclose significant amounts and types of information on a specific subject. The letter explains classification levels, categories, scope and limitation for disclosure to specified foreign governments. A DDL can be redelegated to a subordinate unit.

## **RELEASE OF NOFORN**

If you have a requirement to brief NOFORN information to an exchange officer, submit your request with justification to AMC/INF to include specific verbiage and sources of information. If time critical, call AMC/INF secure via STU III.

### **III. IG PROGRAMS**

#### **STANDARDS**

Air Force leaders tell us that our Air Force is at a high level of readiness to perform the mission, but have you ever stopped to wonder how they know this, especially during peacetime? The Air Force inspection program provides the Secretary of the Air Force; the Chief of Staff, US Air Force (CSAF); and major command (MAJCOM) commanders, field operating agency (FOA) commanders, and numbered air force (NAF) commanders with valuable readiness information.

In this portion of the cookbook, we'll examine why AMC has an inspection system. We'll also discuss how to deal with an inspection.

#### **INSPECTION SYSTEM PURPOSE AND POLICY**

We have an inspection system to provide commanders with realistic evaluations of how well their forces are accomplishing their missions. Commanders are made aware of both unit strengths and weaknesses so strengths can be exploited and weaknesses corrected. These evaluations are not limited to direct combat activities but include the activities required to support them. Because of the importance of Air Force resources, all inspection activities look for evidence of fraud, waste, and abuse (FW&A). Identifying problems is not enough; aggressive follow-up programs ensure deficiencies are corrected as soon as possible.

#### **INSPECTION SYSTEM OPERATIONS**

For any inspection system to be effective, it must meet the needs of the commander. Because commanders are responsible for the mission readiness of their commands, they must find out how well their units meet mission performance standards. Inspection results provide this means. To get this feedback they need, commanders have inspection criteria developed to give them a total picture of their units' capabilities. The criteria used to measure performance are developed by the commanders' staffs to reflect the commanders' priorities. The IG can then use these criteria as a measure of merit to provide an assessment of the units' mission capabilities. In addition, the criteria can be used by the units to measure themselves on their levels of readiness.

#### **TYPES OF INSPECTIONS**

To meet their obligation to the commander, inspectors use different inspections to evaluate units and programs. We will look at the various types of inspections conducted and the information they provide the commander.

**Ratings.** The inspector generally uses a five-tier rating system to distinguish levels of performance. "Unsatisfactory" and "Marginal" ratings go to units performing below standards, "Combat Ready" ratings are given to units that meet standards, and "Excellent" and "Outstanding" ratings go to units that exceed standards.

**Operational Readiness Inspections (ORI).** The most direct measure of a unit's war-fighting readiness is through an ORI. All units with a wartime mission are evaluated on their ability to conduct combat operations in wartime. AMC/IG evaluates the unit on how well it can prepare, deploy, and employ forces, as well as survive and operate in a combat environment.

## HOW TO DEAL WITH AN INSPECTOR

At the unit level the primary purpose of an inspection is to assure higher headquarters that you are properly allocating and managing your resources (money, manpower, and material) in support of assigned goals and missions. Effective communication between the inspector and the inspected is a very important factor. During an interview, a good inspector can learn more about a unit and the effectiveness of its managers than by spending hours researching regulations and reviewing office files. In that same interview, you should try to present a positive picture of yourself and your work section.

Face-to-face interaction is an advantage to both parties because it creates an environment where you and the inspector can discuss your organization or program status. It also gives you the opportunity to voice problems which may require higher headquarters' resolution. These problems normally relate to areas that cannot be corrected at lower levels such as inadequate facilities, restrictions to training programs, insufficient manning, or over-tasking. Inspections are your chance to show the world how effective you are, and also to put experienced staffs to work for you.

In addition, person-to-person contact permits inspectors to provide insight that can benefit your efforts. After reviewing numerous units and programs, inspectors can offer you sound techniques and procedures and suggest effective methods to make your unit and the Air Force more efficient.

Since the interview may be to your benefit during an inspection, here are a few ideas to help you use an interview to your advantage:

- Learn all you can about the inter-working of your area of responsibility in relation to operations and projects that are beyond your scope of responsibility.
- For example, you should know how your unit's mission supports the base mission.
- You should know about base inspections that affect the people who work for you. During the inspection, inform the inspector of your section's and unit's accomplishments, along with any special recognition received since your last inspection. If you don't, the inspector may not find out and won't give you and your people proper credit.
- You should also schedule your people for interviews with the inspector if they desire more information.
- You should have a list of your superior performers and their accomplishments ready to present to the inspector upon arrival. This is an ideal way to recognize your top performers.

**Be Prepared.** Prepare for an inspection by ensuring your work area is clean, neat, and orderly. You should make your work environment as pleasant as possible. Also, ensure that you and the people you supervise are complying with dress and appearance standards. The little things may not appear in the final report, but they may affect the way the inspector writes the report.



**Be Positive.** Show a positive, "can do" attitude. Talk about the good points of your functional area. Feel free to discuss major problems with the inspector that may need out-of-house attention, but avoid letting your "problems" outweigh your attributes.

**Keep Your Quality Program In Good Shape.** Next to the interview, the inspector's review of your quality program provides the most information about the management of your section.

**Validate Discrepancies.** Finally request a validation interview for any discrepancies the inspector finds during the evaluation. Even though validation is an inspector's responsibility, failure to do an evaluation can have an adverse impact on you and your functional area. For example, a training program deficiency may result from a minor documentation discrepancy. Through validation you ensure your unit receives a fair and valid performance report.

## THE IG PROCESS

The inspection process is continuing to evolve to integrate the philosophy of Quality Air Force. In this environment we, the AMC intelligence community, are challenged to constantly review what we are doing, validate its value with our customers, and ensure we are prepared to respond to the wartime mission of AMC.

ORIs, under the new guidelines, are intended to evaluate a unit's ability to perform its wartime function. This evaluation is accomplished through observations made during the four phases (major graded areas) of the ORI:

- Initial Response(IR),
- Employment,
- Mission Support(MS), and
- Ability to Survive and Operate(ATSO).

Although intelligence does not receive a separate grade, it does play a significant role in each of these major graded areas and the overall assessment your unit will receive. The primary wartime intelligence functions/processes that will be performed at various times throughout the four phases of the ORI are:

- Support to Aircrews,
- Support to Commander and Staff,
- Support to Deploying Support Personnel,
- Mobilization and Deployed Operations,
- Data Base/Information Management,
- Personnel Management, and

- Debriefing and Reporting.

**Support to aircrews** should emphasize mission planning, threat awareness, and integration with tactics. The desired result of this process is to enhance aircrew survivability and mission success through a clear understanding of all potential threats to unit air operations.

**Support to the commander** and staff should ensure key decision makers receive timely tailored intelligence on all events impacting their units and all potential threats to their operations. The desired result of this process is an informed command staff capable of making the appropriate decisions to support the mission and protect resources.

**Deploying support personnel** are to receive a concise tailored briefing on the situation and potential/actual threats at the forward operating base. The result of this process is an informed cadre of personnel who understand the situation and the threat in the area they are deploying to.

The requirement to mobilize and provide deployed support varies significantly depending on the unit mission. Units with a mobility/deployed operations mission will be observed primarily to assess their ability to deploy appropriate personnel and equipment and establish effective support to deployed operations. The result of this process should be the rapid and effective establishment of deployed intelligence support at the forward operating location(s).

**Effective document/information management** is critical to your ability to support your customers and mission success. This includes the effective use of local resources, the timely integration of scenario intelligence into your briefings, timely requests for information/imagery from outside your unit, and a clear understanding of what your unit is doing and when it will do it. Your ability to perform this process will directly impact on the support you provide to the mission. The focus is to provide timely, tailored mission essential information to your customers. Internally, your office will need a process to manage the flow of intelligence and mesh it with what your unit is tasked to do. Good change-over briefings are essential to this process. The result should be an office that is fully aware of what its unit is doing and provides timely tailored intelligence to support the customer and mission.

**Personnel management** is a process that may vary depending on your resources and tasking. Depending on your situation, you may need to request augmentation. If augmentation is required, you will need to be prepared to rapidly integrate these personnel into your operations. The desired result of this process is to ensure you have enough trained personnel available to ensure effective intelligence support to your customers and the unit's mission.

**Debriefing and reporting** requirements have recently been an area of confusion. The latest guidance is to debrief and submit MISREPS for all missions as soon as possible. Guidance on INTREPS regarding attacks against friendly operating locations is currently being reviewed. It is recommended you submit INTREPS on incidents of hostile action against the units you support as soon as possible after the attack. Basic EEIs and dissemination guidance is available in AMCI 14-102, *(C/NF) Debriefing and Reporting(U)*. The result of debriefing and reporting should be the rapid and effective handling of raw information at the unit and its timely dissemination to the AMC intelligence community.

At the conclusion of your ORI, the Intelligence evaluators will outbrief your office on their assessment of your performance. This assessment will be based on results, not compliance. The results we are looking for are the rapid and effective flow of tailored intelligence to your customers and the effective management

of intelligence resources to support the unit mission. We will validate all observations, pro and con, with you. Observations and laudatory comments having a significant impact on mission success will be included in the overall unit report which will be validated by the ORI team chief with the unit commander.

The unit readiness assessment is the immediate result of an ORI. However, an equally important result is the identification of unit strengths and weaknesses and the quality of support provided by higher headquarters. These observations will be briefed to AMC/INF. Items and issues requiring action by the headquarters staff will be tracked by AMC/IGPJ and periodically reviewed with the IN staff until the item is closed out. Greater CROSSTELL of strong programs, products, and procedures is another major goal of the inspection process. You are our customer. Our objective is to assess your ability to support the mission, assist you in improving your support, and facilitate CROSSTELL to improve the overall health of AMC intelligence.

## ORI PREPARATION POINTERS

To do well in an ORI you need four basic ingredients:

- Personnel
- Effective training
- Equipment
- Customer Communications

The availability of these resources and how well they are integrated will largely determine how well you are able to accomplish your wartime mission.

**Prior to an ORI, review your manning.** Do you have enough trained personnel to support 24 hour operations at home and deployed locations. If you do not know what your wartime tasking is, ask your LG people to review and explain your DOC statement. If you do not have the personnel you need, identify the problem to your commander and HQ AMC/INF.

**Training is the key to the effectiveness of your personnel.** Review your training and ensure it is focused on practical wartime skills, i.e., CAT briefings, airland/airdrop briefings, pre-mission briefings, pre-deployment briefings, requests for imagery/information, deployed location operations. Consider what your customer needs to do his job and ensure your office is trained to provide the best in timely, tailored, focused intelligence support. Training on these functions should be the first priority of your internal training.

Local MOBEXs provide additional training opportunities. For these to be effective, intelligence should provide a scenario to drive the exercise, ensure it exercises the unit DOC statement, and requires all unit personnel exercise wartime skills. The importance of these exercises as a opportunity to integrate intelligence support/training into the support of your commander, crews and support personnel cannot be overstated. These are your best opportunity to practice your wartime skills in direct support of your customers. This is an opportunity to hone your skills, train your commanders and crews on what intelligence can do to support them, and identify where your problems are.

**Equipment is the third critical element.** It is your responsibility to ensure you have the materials and tools you need to do your job. Defining what you need and getting it is an on-going battle. In addition to

your home station equipment, you need to be familiar with your wartime Unit Type Code (UTC) requirements. If you have equipment shortfalls, document them and make them visible to your commander and HQ intelligence.

Establish checklists for all basic products and processes (i.e. briefing/debriefing, information management, change-over, deployment, deployed locating set-up/operations, reserve integration). Train with and use these checklists.

Participation in other units' MOBEXs, ORIs, and/or major exercises is another good opportunity to build your readiness. Communications with other units, your local plans staff, and HHQ is the first step in taking advantage of these opportunities.

For airdrop units, take full advantage of your local Joint Airborne Air-Transportability Training (JAATT) missions as an opportunity to practice your integration with mission planners, tactics, and aircrews.

Build canned briefing packages and fill in the essential information as it comes in. This enables the SIO to maintain a degree of quality control and consistency in what is being said to the crews, staff and deploying personnel.

Review ORI reports. Call other units, numbered AF, HQ AMC/INF or IGPI.

Know your unit's mission and plan to support it. You may or may not be required to mobilize and/or integrate augmentees. These requirements vary significantly throughout AMC. The ORI is based on your DOC statement.

Establish and maintain a comprehensive situation display. This display should emphasize the enemy Integrated Air Defense System (IADS), friendly operating locations, established air routes, incidents of fighting/attack, all identified threats to friendly air operations. The situation display is an essential information management tool and should provide the base-line current: "snapshot of the war" upon which all briefings are based.

Build message shells of RFIs, On-station Reports, Imagery Requests, MISREPs, etc. Have these readily available and train people to use them.

Establish procedures to monitor unit tasking, briefing and debriefing requirements.

Establish a combined Operations and Intelligence briefing/debriefing team. Educate your customer on the what, why and how of your wartime function. A clear understanding of responsibilities is important to ensure a coordinated tailored response to your organization's mission. Intelligence will manage information of the overall situation and threats to operations. Areas of shared responsibility might include the management of SPINS, communications and safe passage procedures, medical intelligence, operationally significant debrief information, classified mission support packages (preparation, issue, return).

Continuously solicit feedback from your customers to validate your products and processes.

Provide feedback to INF and IGPI on this guide so we can continue to improve it.

**Train and practice wartime skills.** If it doesn't contribute to your ability to do your wartime mission, maybe it doesn't need to be done!

## **AUGMENTATION SUPPORT**

If you expect to be augmented by non-unit personnel, develop a plan to train and integrate them into your operations. If you have reserve personnel who drill with you and are expected to augment you during contingency operations, focus their drill times on wartime skills training. Request personnel augmentation through HQ AMC/INF. Include justification, type of support required, grade requirements, and time frame required. One good source for augmentation are AMC's Reserves.

## **RESERVE AUGMENTATION**

AMC relies heavily on reserve augmentation and to that end utilizes IMAs in all aspects of daily and wartime operations. AMC currently has intelligence IMAs assigned to the command ranging in rank from sergeant to colonel. Each IMA is assigned to a unit for a wartime situation and would normally serve there, but given the nature of AMC intelligence could be used in almost any location or situation.

## **INDIVIDUAL MOBILIZATION AUGMENTEE**

An Individual Mobilization Augmentee (IMA) is a Ready Reserve member assigned to an active duty Air Force unit, who is trained and ready to respond in a time of national emergency. IMAs work closely with the active duty intelligence specialist to gain expertise in current procedures and unit mission.

## **IMA SUPPORT**

Intelligence IMAs were used extensively by all commands during DESERT STORM. With the expanded mission of AMC, coupled with the downsizing of the armed services, the role of the IMA will increase. Properly trained intelligence IMAs can be used at all levels of AMC Intelligence from the unit to the MAJCOM headquarters, for both mission support and exercise augmentation. AMC Intelligence is striving to ensure that all IMAs are fully trained at the unit level. To that end IMAs should be included in long range planning for exercises. IMAs should also be utilized during manning shortages for both training and mission support. AMC/INF has a data base to track IMA training and verify AMC training objectives. Among other things, the data base tracks AMC specific schools. It is the responsibility of the IMA and AMC/INF to monitor training.

## **REQUEST FOR IMA SUPPORT**

When a unit needs IMA support (for a shortfall or exercise participation) they must call AMC/INX NLT 30 days in advance, followed by a letter or message justifying the request. INF will contact Air Force Intelligence Agency (AIA) to request man days for training Reserve Personnel Appropriation (RPA) or mission support Military Personnel Appropriation (MPA). If the days are available, INF will contact IMAs requesting volunteers.

**INSPECTION CHECKLIST**

Following is a checklist that may be helpful to you in evaluating your unit's processes.

**NOTE:** The checklists provided in this section are neither restrictive nor all inclusive in nature; rather, they should be modified to fit specific unit mission and then used to detect weak areas, determine deficiencies in programs and ensure mission accomplishment.

## AMC CONTINGENCY/WARTIME/ORI CHECKLIST

### INTELLIGENCE PROCESSES

YES NO N/A

1. DOES THE UNIT USE LOCALLY TAILORED OPERATING INSTRUCTIONS/CHECKLISTS.
  - A. INITIAL ACTIONS.
  - B. BATTLE STAFF (BS)/CRISIS ACTION TEAM (CAT) BRIEFING SUPPORT.
  - C. SINGLE INTEGRATED OPERATIONAL PLAN (SIOP) BRIEFING/ASSUMPTION OF ALERT BRIEFING.
  - D. REQUESTS FOR INFORMATION (RFI).
  - E. REQUESTS FOR IMAGERY.
  - F. REQUESTS FOR MC&G PRODUCTS.
  - G. SUPPORT TO DEPLOYMENT MISSION PLANNING.
  - H. INTELLIGENCE PERSONNEL AND EQUIPMENT FOR DEPLOYMENT OPERATIONS AND/OR HOME STATION SUPPORT.
  - I. SIGNIFICANT EVENTS BOARD OR LOG.
  - J. UPDATING SITUATION DISPLAYS AND/OR ORDERS OF BATTLE (OB).
  - K. SUPPORT TO PRE-DEPLOYMENT BRIEFINGS FOR AIRCREWS.
  - L. SUPPORT TO PRE-DEVELOPMENT BRIEFINGS FOR NON-AIRCREW PERSONNEL.
  - M. SET-UP OPERATIONS AT THE FORWARD OPERATING FOB/FOL.
  - N. PRE-MISSION/EMPLOYMENT BRIEFINGS.
  - O. SHIFT CHANGEOVER BRIEFING.

P.	DEBRIEFING.
Q.	REPORTING TO INCLUDE: <ul style="list-style-type: none"><li>(1) STATUS AT FOB/FOL.</li><li>(2) MISSION REPORTS (MISREP).</li><li>(3) INTELLIGENCE REPORT (INTREP).</li><li>(4) MEACONING, INTRUSION, JAMMING AND INTERFERENCE (MIJI).</li><li>(5) DOWNED AIRCREW.</li><li>(6) ADDITIONAL ITEM.</li><li>(7) ADDITIONAL ITEM.</li><li>(8) ADDITIONAL ITEM.</li></ul>
R.	REDEPLOYMENT ACTIONS.
S.	ADDITIONAL ITEM.
T.	ADDITIONAL ITEM.
U.	ADDITIONAL ITEM.
2.	DOES THE UNIT MAINTAIN AN INTELLIGENCE DATA BASE? <ul style="list-style-type: none"><li>A. IS THE DATA PERIODICALLY REVIEWED FOR CURRENCY?</li><li>B. DOES THE UNIT CONDUCT ANALYSIS OF THE DATA IN THE DATA BASE?</li><li>C. DOES THE UNIT TAILOR THE DATA TO MEET MISSION NEEDS?</li><li>D. ARE SITUATION DISPLAYS AND/OR OB BOARDS POSTED WITH APPLICABLE THREAT DATA?</li></ul>



- E. DOES THE UNIT IDENTIFY GAPS IN THE DATA BASE?  
DO THEY ESTABLISH THE FOLLOWING:
- (1) REQUESTS FOR INFORMATION (RFI).
  - (2) REQUESTS FOR IMAGERY (RI).
  - (3) REQUESTS FOR MAPPING, CHARTING AND GEODESY (MC&G) PRODUCTS.
- F. DOES THE UNIT FOLLOW-UP ABOVE REQUESTS?
3. DOES THE UNIT COORDINATE/PASS CRITICAL MISSION IMPACTING INFORMATION TO OTHER BASE AGENCIES? ARE THE FOLLOWING AGENCIES CONTACTED?
- A. AFOSI.
  - B. SECURITY POLICE.
  - C. TACTICS/CURRENT OPS/PLANS BRANCH.
  - D. THREAT WORKING GROUP (IF APPLICABLE).
  - E. ADDITIONAL AGENCY.
  - F. ADDITIONAL AGENCY.
  - G. DOES THE UNIT PROVIDE TIMELY UPDATES TO THE ABOVE AGENCIES?
4. DOES THE UNIT PREPARE AND PRESENT BRIEFINGS TO THE BATTLE STAFF (BS) AND OR CRISIS ACTION TEAM (CAT)? DO BRIEFINGS COVER THE FOLLOWING:
- A. SECURITY CLASSIFICATION (BEGINNING AND END).
  - B. "AS OF" TIME.
  - C. SIGNIFICANT MILITARY/POLITICAL EVENTS.
  - D. THREAT TO HOME STATION.
  - E. THREAT TO FOB/FOL (IF APPLICABLE).
  - F. BRIEF OVERVIEW OF THE ORDERS OF BATTLE.
  - G. FRIENDLY OPERATIONS IN THEATER WHICH IMPACT/SUPPORT

UNIT OPERATIONS.

H. PROBABLE COURSES OF ENEMY ACTION.

I. OPSEC/COMSEC REMINDERS.

**NOTE: VISUAL AIDS SHOULD BE USED FOR ALL ELEMENTS IN THE INTELLIGENCE PORTION OF THESE BRIEFINGS.**

5. ARE SPECIALIZED BRIEFINGS PREPARED AND PRESENTED TO BASE AGENCIES/PERSONNEL AS REQUIRED?
6. ARE BRIEFINGS TAILORED TO MEET MISSION REQUIREMENTS?
7. HAS THE UNIT COORDINATED WITH THE INDIVIDUAL MOBILITY OFFICER (IMO) TO ASSIST IN THE DEVELOPMENT OF A SCHEDULE OF EVENTS (SOE)?
8. DOES THE UNIT COMPLY WITH THE SOE?
9. DOES THE UNIT PREPARE AND PRESENT TAILORED PRE-DEPLOYMENT BRIEFINGS FOR DEPLOYING NON-AIRCREW PERSONNEL? ARE THESE BRIEFINGS SPECIFIC TO EACH FOB/FOL AND DO THEY CONTAIN THE FOLLOWING INFORMATION:
  - A. SECURITY CLASSIFICATION (BEGINNING AND END).
  - B. "AS OF TIME".
  - C. REASON FOR DEPLOYMENT.
  - D. GENERAL SITUATION/OB IN THE DEPLOYMENT AREA AND THREAT IN THEATER/FOB AREA.
  - E. FRIENDLY SITUATION AND FORCES IN THE DEPLOYMENT AREA.
  - F. OPSEC/COMSEC REMINDER.
10. DOES THE CHIEF OF INTELLIGENCE DIRECT AND CONTROL HIS/HER PERSONNEL? DOES THIS DIRECTION INCLUDE:
  - A. ARE PERSONNEL MANAGED EFFECTIVELY TO ACCOMPLISH CRITICAL ACTIONS?
  - B. ARE SHORTFALLS IN REQUIRED MANNING IDENTIFIED AND REPORTED TO HHQ?
  - C. DOES THE UNIT INTEGRATE ADDITIVE FORCES (RESERVE AND IMA) INTO THE MISSION (AS APPLICABLE)?

(1) DOES THE UNIT PREPARE FOR THESE PERSONNEL  
IN ADVANCE TO ENSURE:

(a) HAS TRAINING BEEN PROVIDED ON WARTIME  
TASKS TO FACILITATE A SMOOTH TRANSITION  
INTO THE MISSION?

(b) HAS EQUIPMENT BEEN IDENTIFIED AND OBTAINED  
FOR GAINED PERSONNEL?

(2) HAVE THESE PERSONNEL BEEN EFFECTIVELY  
INTEGRATED INTO THE MISSION?

D. HAS THE UNIT SMOOTHLY AND SAFELY TRANSITIONED  
TO 24 HOURS OPERATIONS.

11. HAS ALL PERTINENT INCOMING INTELLIGENCE BEEN ANALYZED  
FOR IMPACT ON DEPLOYMENT OPERATIONS?

12. DOES THE UNIT POST SITUATION DISPLAYS WITH OB AND  
APPLICABLE THREAT DATA?

13. DOES THE UNIT TAILOR ALL PERTINENT INCOMING INTELLIGENCE  
INFORMATION TO MEET MISSION REQUIREMENTS?

14. DOES THE UNIT PROVIDE ROUTE THREAT ASSESSMENT TO  
APPLICABLE MISSION PLANNING?

15. DOES THE UNIT COORDINATE AND ASSIST AIRCREWS AND  
COMBAT SURVIVAL PERSONNEL IN THE PREPARATION OF EVASION  
PLANS OF ACTION (IF APPLICABLE)?

16. DOES THE UNIT PROVIDE TAILORED, ROUTE SPECIFIC  
PRE-DEPLOYMENT BRIEFINGS TO AIRCREWS? DO THE BRIEFINGS  
COVER THE FOLLOWING INFORMATION:

- A. SECURITY CLASSIFICATION (BEGINNING AND END).
- B. "AS OF TIME".
- C. REASON FOR DEPLOYMENT.
- D. GENERAL SITUATION/OB IN THE DEPLOYMENT AREA.
- E. FRIENDLY SITUATION AND FORCES IN THE DEPLOYMENT AREA.
- F. POSSIBLE EN ROUTE THREATS TO INCLUDE BUT NOT LIMITED  
TO: MIJI (AGIs), NAVAL, ETC.

- G. ALTERNATE/EMERGENCY AIRFIELDS.
  - H. SAR AND SERE INFORMATION.
  - I. OPSEC/COMSEC REMINDER.
  - J. SANITIZATION REMINDER.
  - K. EEIs (HHQ OR LOCALLY DEVELOPED).
  - L. ISOPREP REMINDER.
  - M. DEBRIEFING INSTRUCTIONS.
17. HAS THE UNIT ESTABLISHED CONTACT WITH THEATER HHQ INTELLIGENCE? DOES CONTACT CONTINUE?
18. HAS THE UNIT RUN THEIR FOB SET-UP CHECKLIST?
19. HAS THE UNIT INFORMED THE LOCAL COM CENTER OF THEIR ARRIVAL AND HAVE THEY SUBMITTED A LETTER AUTHORIZING PERSONNEL FOR MESSAGE PICK-UP?
20. HAS THE UNIT SUBMITTED A STATUS REPORT TO HHQ (AMC/INF, PARENT NAF, GAINING THEATER INTELLIGENCE)? DOES THE REPORT INCLUDE:
- A. CURRENT MANNING LEVEL.
  - B. ADDITIONAL MANNING REQUIRED.
  - C. COMMUNICATIONS ABILITIES TO INCLUDE FAX, PHONE, AND STU-III CAPABILITIES.
  - D. APPROXIMATE WORKLOAD.
  - E. SHIFT SCHEDULE.
  - F. OTHER INFORMATION AS DEEMED NECESSARY.
21. ARE LOCALLY DEVELOPED CHECKLISTS BEING USED TO ACCOMPLISH UNIT ACTIONS?

22. (UE/MS/ATSO) DOES THE UNIT CONTINUE TO ANALYZE ALL INCOMING INFORMATION FOR MISSION IMPACT?
23. ARE THREATS TO THE FOB/FOL AND UNIT TASKING BEING POSTED TO DISPLAYS/OB BOARDS?
24. IS INFORMATION BEING TAILORED/PRIORITIZED TO MEET MISSION REQUIREMENTS?
25. ARE THREATS IMPACTING FOB/FOL BRIEFED TO THE GOC/WOC AND PASSED TO THE FOL?
26. ARE MEMBERS OF THE THREAT WORKING GROUP INCLUDED IN THE THREAT DISCUSSIONS?
27. DOES THE UNIT PREPARE AND PRESENT BRIEFINGS TO THE BATTLE STAFF (BS) AND/OR GOC/WOC/THREAT WORKING GROUP? ARE THE BRIEFINGS TAILORED AND TIMELY, AND DO THEY COVER:
- A. SECURITY CLASSIFICATION (BEGINNING AND END).
  - B. "AS OF TIME".
  - C. SIGNIFICANT MILITARY/POLITICAL EVENTS.
  - D. THREAT TO HOME STATION (IF APPLICABLE).
  - E. THREAT TO THE FOB/FOL.
  - F. BRIEF OVERVIEW OF THE ORDERS OF BATTLE.
  - G. FRIENDLY OPERATIONS IN THEATER WHICH IMPACT/SUPPORT UNIT OPERATIONS.
  - H. PROBABLE COURSES OF ENEMY ACTION.
  - I. OPSEC/COMSEC REMINDERS.
- NOTE: VISUAL AIDS SHOULD BE USED FOR ALL ELEMENTS IN THE INTELLIGENCE PORTION OF THESE BRIEFINGS.**
28. ARE SPECIALIZED BRIEFINGS PREPARED AND PROVIDED TO UNIT AGENCIES/PERSONNEL AS REQUIRED?
29. DOES THE CHIEF OF INTELLIGENCE EFFECTIVELY DIRECT AND CONTROL HIS/HER PERSONNEL IN THE ABOVE ACTIONS (ITEMS 21 - 28)?
30. DOES THE UNIT COORDINATE AND ASSIST AIRCREWS AND COMBAT

**SURVIVAL PERSONNEL IN THE PREPARATION OF EPAs?**

31. DOES THE UNIT PROVIDE TAILORED ROUTE THREAT ASSESSMENT TO THE MISSION PLANNING CELL?

32. DOES THE UNIT PROVIDE COMBAT MISSION FOLDER (CMF) INPUTS (EWO ONLY)? DO THESE INPUTS COVER THE REQUIREMENTS IN LOCAL CMF CHECKLIST?

33. DOES THE UNIT PROVIDE ROUTE THREAT ASSESSMENT TO MISSION PLANNING?

34. DOES THE UNIT PROVIDE TAILORED ROUTE SPECIFIC PRE-MISSION/ EMPLOYMENT BRIEFINGS TO AIRCREWS? DO THE BRIEFINGS COVER:

- A. SECURITY CLASSIFICATION (BEGINNING AND END).
- B. "AS OF TIME".
- C. GENERAL BATTLE SITUATION (AIR, GROUND, NAVAL).
- D. EN ROUTE THREATS (ROUTE SPECIFIC).
- E. MIJI.
- F. REFUELING TRACK/DROP ZONE/(DZ)/LANDING ZONE (LZ) INFORMATION AND THREATS.
- G. MISSION SUPPORT TO INCLUDE AWACS AND ALL OTHER MISSION SUPPORT AIRCRAFT.
- H. ALTERNATE/EMERGENCY AIRFIELD INFORMATION AND THREATS.
- I. SAFE DATA.
- J. SERE DATA.
- K. SAR DATA.
- L. OPSEC/COMSEC REMINDER.
- M. SANITIZATION REMINDER.
- N. ESSENTIAL ELEMENTS OF INFORMATION (EEI).
- O. ISOPREP REVIEW (IF APPLICABLE).
- P. DEBRIEFING INSTRUCTIONS.

35. DOES THE UNIT PREPARE AND ISSUE E&E KITS TO AIRCREWS? DOES THE KIT CONTAIN:
- A. CHART OF MISSION AREA (WITHOUT ROUTE OF FLIGHT/SAFE DATA).
  - B. POINTEE-TALKEE.
  - C. OTHER MATERIALS AS DEEMED NECESSARY BY COMBAT SURVIVAL PERSONNEL AND INTELLIGENCE.
36. DOES THE UNIT PROVIDE MATERIAL FOR INCLUSION IN THE MISSION FOLDER (IF APPLICABLE)?
37. DO AWADS/SOLL UNITS PROVIDE THE FOLLOWING MATERIAL FOR INCLUSION IN THE MISSION FOLDER?
- A. RECCEXREP (IF PROVIDED, N/A FOR AFRES).
  - B. TERRAIN ANALYSIS AND RADAR PREDICTIONS.
38. DOES THE UNIT CONTACT HHQ WITH REQUESTS FOR INFORMATION, IMAGERY, AND MC&G PRODUCTS AS REQUIRED? IS FOLLOW-UP ACCOMPLISHED?
39. IS OPSEC/COMSEC ENFORCED?
40. DOES THE CHIEF OF INTELLIGENCE EFFECTIVELY DIRECT AND CONTROL HIS/HER PERSONNEL IN THE ABOVE ACTIONS? (ITEMS 29- 39)?
41. DOES THE UNIT REACT PROPERLY TO THREAT CONDITION CHANGES (THREATCON) AND ATTACK WARNINGS? DO REACTIONS TO WARNING SIGNALS INCLUDE THE FOLLOWING:
- A. TAKING COVER.
  - B. DONNING EQUIPMENT.
  - C. USE OF ANTIDOTES.
  - D. DECONTAMINATION PROCEDURES.
42. DOES THE UNIT SUSPEND NON-CRITICAL TASKS?
43. DOES THE UNIT CONTINUE MISSION ESSENTIAL TASKS?
44. DO UNIT PERSONNEL ADMINISTER PROPER BUDDY CARE?
45. ARE TASKS PRIORITIZED AND ACCOMPLISHED IN AN EFFECTIVE MANNER?

46. DOES THE UNIT USE SECURE COMM TO ADVISE SUBORDINATE UNITS AND THEATER HHQ OF CRITICAL DEVELOPMENTS IMPACTING THE UNITS?
47. DOES THE UNIT FOLLOW-UP ON ITEM #49 WITH TIMELY INTELLIGENCE REPORTS (INTREPS)?
48. DOES THE UNIT HAVE A MISSION TRACKING SYSTEM TO ENSURE AIRCREWS RECEIVE TIMELY DEBRIEFINGS? IS THE SYSTEM EFFECTIVE?
49. IS EVERY MISSION DEBRIEFED BY INTELLIGENCE?
50. ARE MISSION REPORTS (MISREPS) SUBMITTED TO HHQ (THEATER, HQ AMC, PARENT NAF) IN A TIMELY MANNER?
51. IS CRITICAL DATA FROM MISREPS INCLUDED IN AIRCREW DEBRIEFINGS?
52. (MS/ATSO) IS CRITICAL DATA FROM MISREPS PASSED TO SUBORDINATE UNITS?



**QUALITY UNIT PROGRAM**

You should develop a program, as a management tool, to serve as an internal quality control check on unit effectiveness. It should be used on a semiannual basis to give you and your commander an idea of how well your shop is doing. This will facilitate your familiarity with intelligence operations and its current state of health.

**QUALITY UNIT INSPECTION CHECKLISTS**

**NOTE:** The sample checklists provided in this section are neither restrictive nor all inclusive in nature; rather, they should be modified to fit specific unit mission and then used to detect weak areas, determine deficiencies in programs and ensure mission accomplishment.

**QUALITY UNIT INSPECTION CHECKLIST****YES NO N/A****MISSION FUNCTION AND ORGANIZATION**

1. Does the Commander/DO view Intelligence as a function of command?
2. Does the Commander/DO support Intelligence fully?
3. Does the Commander/DO keep Intelligence informed?
4. Is Intelligence included in staff functions?
5. Is Intelligence an integral part of CAT/Battlestaff activities?
6. Are personnel informed of alert conditions?
7. Are personnel knowledgeable of all unit/Intelligence taskings?
8. Are personnel aware of and briefed annually on restrictions placed upon Intelligence activities as a result of E.O. 119 05 (Intel oversight)?
9. Are personnel assigned duties within the framework of their AFSC and skill level?
10. Are additional duties being assigned which interfere with or degrade the accomplishment of Intelligence duties?
11. Are functional and organizational responsibilities established?
12. Has support from higher headquarters been adequate?
13. Are associate/subordinate and other agencies being coordinated with and provided Intelligence support

**RESOURCE MANAGEMENT (RM)****A. MANNING**

1. Do critical problems exist in shortages, experience, or clearances?
  - a. Have appropriate actions been initiated?
  - b. Have alternate, interim or temporary plans been explored?
2. Are personnel in compliance with dress and appearance standards?

**QUALITY UNIT INSPECTION CHECKLIST (CONT')****YES NO N/A****B. FACILITY**

1. Is the Intelligence facility large enough?
2. Are offices and work areas neat, clean and efficiently arranged?
3. Are offices and work areas being used adequately?
4. Is facility security adequate?
5. Is location adequate to be included in unit operations?
6. Is facility maintained in good repair?
  - a. Are work requests promptly submitted for necessary repairs/construction, etc?
  - b. Are work requests monitored through completion?
  - c. Are self-help projects encouraged/rewarded?

**C. BUDGET**

1. Are supply and equipment requirements for upcoming fiscal year evaluated and submitted to the DO Resource Manager in a timely manner?
2. Are TDY requirements researched well in advance and submitted to the DO Resource Manager for upcoming budgets.

**D. SECURITY**

1. Are security procedures adequate?
2. Are procedures established and periodically checked for the emergency protection/removal/destruction of classified material?
3. Are proper procedures followed in the handling of classified material?
4. Are classified destruction facilities adequate?
5. Are storage facilities/safes adequate?

**QUALITY UNIT INSPECTION CHECKLIST (CONT')****YES NO N/A****E. INFORMATION MANAGEMENT**

1. Is the original AF Form 80, Files Maintenance and Disposition Plan, or a computer generated form, maintained in front of current files?
2. Are Disposition Control Labels (DCLs) being prepared correctly?
3. Are records arranged as indicated on the file plan and are the files neat and orderly, and are classified files separated from unclassified?
4. Are Optional Forms 21, Cross Reference, used when the documentation series is filed separately?
5. Are folders containing classified documents stamped with the highest classification on the tab or on the folder label if sufficient space exists?
6. Are documents on file annotated with the word "file" and the initials of the authorizing official?
7. Is the appropriate file code marked in the upper right corner of each document filed in the correspondence file?
8. Are mail control forms, receipts, classified cover sheets and memo routing slips (except those containing significant remarks) removed from the documents before filing?
9. Is there evidence that AF Form 614 , Charge Out Record, is used when documents are withdrawn from the files?
10. Does the functional library contain current indexes for publications?
11. Are publications filed in numerical sequence without regard to the type of publication?
12. Are changes, interim message changes and supplements filed properly after the basic document?
13. When a basic publication is superseded, are holdover supplements filed behind the basic document and maintained until they are revised or rescinded?
14. When a holdover supplement is maintained is the basic publication annotated in pencil, "see supplements"?

**QUALITY UNIT INSPECTION CHECKLIST (CONT')****YES NO N/A**

15. Are publications with future effective dates annotated?
16. Are AF Forms 310 being filed and maintained IAW DoD 5200.IS para 8-202?
17. Are publications requirements reevaluated at least annually?
18. Are personnel aware of procedures for requesting publications?
19. Has designated files clerk attended Documentation Training Course?

**ADMINISTRATION****A. BRANCH FAMILIARIZATION**

1. Does the branch have OIs, checklists, or "How to" guides to assist newly assigned personnel in understanding and accomplishing branch tasks.
2. Are branch OIs and checklists clear, current and of sufficient scope and depth that any branch personnel could use and understand them during a crisis?
3. Are OIs developed?
4. Are OIs reviewed annually and procedural changes incorporated?

**B. INSPECTIONS**

1. Are personnel aware of the various types and requirements of inspections?
2. Are personnel aware of previous inspection results?
3. Are IG reports on other units being properly utilized to preclude similar or like discrepancies?
4. Are quality unit reports on hand?
5. Are quality unit checklists current, comprehensive and unit specific?
6. Does the quality unit program effectively disclose problem areas?

**C. INTELLIGENCE LIBRARY**

1. Is the intelligence library comprehensive enough to support unit requirements?

**QUALITY UNIT INSPECTION CHECKLIST (CONT')****YES NO N/A**

2. Are written procedures available on library operations?
3. Are all SIDL required documents present or on order?
4. Are documents requisitioned through the Dissemination Program Manager?
5. Is the unit mission statement and statement of intelligence interest maintained and current?
6. Are documents filed to allow easy retrieval?
7. Are personnel familiar with documents used in library maintenance?
8. Are rescinded and obsolete documents promptly removed?
9. Are outdated documents maintained for reference purposes so marked?
10. Is library available to aircrews?

#### **D. UNIT TRAINING**

1. Has the Intelligence Branch Chief established a training program for all assigned personnel?
2. Does the training include: branch functions, responsibilities, tasks, and procedures to support assigned missions; unit operational functions and responsibilities; unit aircraft capabilities, limitations, and employment tactics; and data on enemy weapon systems and capabilities that pose a threat to the unit mission?
3. Does the branch conduct the Unit Orientation Program?
4. Is training programmed and documented for each assigned individual?
5. Are training sessions regularly scheduled and documented?
6. Are OJT records properly maintained by supervisors?
7. Are JQSs on file for all required positions?

**QUALITY UNIT INSPECTION CHECKLIST (CONT')****YES NO N/A****COMBAT INTELLIGENCE FUNCTIONS****A. AIRCREW INTELLIGENCE TRAINING AND OPERATIONS**

1. Does the branch provide weekly briefings to aircrews, wing commander and staff on recent developments which may have a bearing on enemy capabilities and intentions?
2. Does the branch present briefings and provide intelligence support to the CAT/Battle Staff?
3. Does the branch support the Unit Tactics Program?
4. Are all aircrew training areas required in AMCI 14-101 being conducted regularly and documented?
5. Are all training courses reviewed at least annually for content and technical accuracy?
6. Are briefing facilities adequate, secure, and well located?
7. Are all personnel trained in aircrew debriefing?
8. Are debriefing facilities adequate (secure, distraction free, conveniently located)?
9. Are debriefing checklists established and used?
10. Are Intelligence personnel familiar with the content, format and distribution of reports, including NATO if OPLAN tasked?

**B. ISOLATED PERSONNEL REPORT**

1. Does the branch assist aircrews with proper completion of a DD Form 1833, ISOPREP, and review the card for proper compliance before filing?
2. Does the branch maintain the DD Form 1833 in current files for all personnel who could be tasked, without additional training, to participate in combat missions?
3. Do Intelligence personnel inform aircrews of the provision of the Privacy Act of 1974 at the time of completion?
4. Does the branch ensure that all incoming aircrew members have a DD Form 1833 on file before certification is complete?

**QUALITY UNIT INSPECTION CHECKLIST (CONT')****YES NO N/A**

5. Are inactive cards maintained for personnel temporarily DNIF/or on extended TDY?
6. Is the 6 months review being accomplished in a timely manner?
7. Have procedures been established to ensure the proper disposition of the DD Forms 1833 when crew members PCS, separate from the service, are no longer flight qualified or are in an accident involving the loss of life?

**C. CONTINGENCY SUPPORT REQUIREMENTS**

1. Have all documents/regulations/OPLANs/reference materials necessary to support assigned or ad hoc tasking been identified?
2. When new or revised documents, regulations, OPLANs or reference materials are received, are they reviewed by Intelligence Division/Branch personnel and are briefings updated?
3. Does the division/branch recommend changes and/or provide intelligence inputs to OPLANs/OPORDS in support of operational missions?
4. Is an intelligence annex with appendices prepared for each OPLAN which contains unit tasking?
5. Has a local intelligence Contingency Checklist/OI been prepared to include:
  - a. Unit contingency training requirements?
  - b. Unit mobility procedures?
  - c. Mobility Kit preparation/maintenance?
  - d. Advance deployment team requirements/actions?
  - e. Local/unique procedures/actions not otherwise covered?
6. Have recall procedures, including comm out procedures, been developed and tested?
7. Has the designated lead unit contacted the Intelligence organization at the FOL and all other units scheduled for the FOL? Has a Memorandum of Understanding/Agreement been established to include:
  - a. Equipment/supplies maintained at the FOL?



**QUALITY UNIT INSPECTION CHECKLIST (CONT')****YES NO N/A**

- b. Equipment/supplies required to be deployed?
- c. Points of contact for deployment operations?
- 8. Has the latest Time Phased Force and Deployment List (TPFDL) been reviewed to ensure adequate manning is available to support the unit mission?
- 9. Have manning shortfalls been identified to HQ AMC/INF?
- 10. Have Intelligence personnel assigned to a contingency mobility position received unit orientation training to include the Unit Readiness Briefing?
- 11. Has Intelligence developed procedures to adequately meet Intelligence area support responsibilities at their assigned base?

**D. MOBILITY**

- 1. Have all Intelligence Mobility Team members:
  - a. Received necessary shots/shot records?
  - b. Been confirmed as eligible for the deployment?
  - c. Been issued mobility gear IAW the Wing Mobility Annexes?
  - d. Received the necessary Wing Mobility Training?
  - e. Been issued a copy of the Unit Mobility Processing Checklist?
  - f. Been checked to ensure they have the necessary clearances?
- 2. Have applicable wing agencies (DO, LGX, CBPO) been notified of the Intelligence Mobility Team members?
- 3. Does Intelligence participate in local mobility exercises?
- 4. Have mobility kits been assembled to fulfill deployment requirements, to include:
  - a. Documents and regulations
  - b. Equipment
  - c. Forms
  - d. Secure Containers

**QUALITY UNIT INSPECTION CHECKLIST (CONT')**

YES NO N/A

e. E&amp;E kits

f. Maps and charts

g. Office Supplies

h. Other items not available at the FOL

5. Is a letter/memo for record maintained showing the last date of inventory and the location of items not in the mobility kits?

6. Have all Mobility Kit shortages been placed on order?

7. Have pre-deployment procedures and checklists been established covering all actions to be taken for both the Mobility Team and the personnel that remain at Home Station?

8. Are checklists established covering employment procedures to be implemented at the FOL?

#### **E. EWO CHART CONSTRUCTION (as required)**

1. Does the branch maintain a current set of master JCS charts that portray the unit EWO routes from the first nav point prior to start threat to the first nav point after end threat?

2. Does the branch compare JCS revision booklet/message changes against the master charts to determine their effect on unit commitment and post the applicable changes?

3. Are all current Quarterly Revision Booklets and JCS Rev messages on file?

4. Does the branch post all changes to the JCS/JN charts that affect unit sorties?

5. For en route display charts containing more than one segment, does the branch post changes to the overlapping territory of both segments?

6. Does the branch ensure that inputs to CMFs fall within the authorized construction tolerances?

7. Are the appropriate symbols used while posting changes to the CMF strips?

**QUALITY UNIT INSPECTION CHECKLIST (CONT')****YES NO N/A****F. AIRCREW EWO SUPPORT (as required)**

1. Does the branch ensure the intelligence portion of the Unit Mission Brief covers all necessary items?
2. Does the branch ensure the UMB is a concise overview instead of a detailed briefing?
3. Does the branch revise the intelligence portion of the UMB as necessary, submitting the changes to the EWO operations branch?
4. Does the branch construct a formalized Initial Sortie Study Booklet which conforms to the mandatory list of topics?
5. Are all required items in the Initial Sortie Study?
6. Do Intelligence representatives attend aircrew certifications?
7. Do Intelligence representatives interrogate the crew members during certifications?
8. Does the branch maintain a worldwide AGI tracking chart?
9. Does the branch prepare Combat Intelligence Briefings to include current information regarding the political situation in the wing's area of interest and new weapons systems developments/deployments?
10. Does the branch update the intelligence portion of the optional EWO study folder if one exists? If so, is a 30-day review being done to ensure outdated data is removed?

## INTELLIGENCE OVERSIGHT PROGRAM

Information concerning the capabilities, intentions, and activities of foreign governments is essential in decision making for national defense and foreign relations. The measures used to acquire such information must be responsive to the legitimate needs of the US Government, and must be conducted in a manner which abides by the legal and constitutional rights of US persons.

The intelligence staffs of the Office of Joint Chiefs of Staff (OJCS), unified and specified commands, or Joint Task Force may collect, retain, and disseminate foreign intelligence and counterintelligence, including material that concerns US persons. However, it is JCS policy to ensure that these joint intelligence staffs fully comply with DoD directives. To ensure compliance, the JCS requested that measures be taken to establish a program to assure that all activities of intelligence staffs are legal and proper. This program is called the Intelligence Oversight Program. In order to implement this policy, the following procedures apply:

Commanders of unified and specified commands will ensure:

- The appointment of an Intelligence Oversight monitor.
- Personnel are familiar with the references below and are aware of the obligation to report questionable activity:
- Executive Order 12333, "United States Intelligence Activities."
- DoD 5240.1-R, "Procedures Governing the Activities of DoD Intelligence Components that affect United States persons."
- A program of periodic inspections is established by respective Inspector Generals to assure compliance with existing DoD policies as required by DoD 5240.1-R.
- Air Force intelligence activities that affect US persons are conducted according to EO 12333 and DoD 5240.1-R.
- Individual rights are guaranteed under the Constitution and laws of the United States.
- Information gathered concerning US persons according to E.O. 12333 and DoD 5240.1-R is accomplished by the least intrusive means possible.

**INTEL's IO RESPONSIBILITIES**

All USAF personnel assigned to DoD intelligence component activities which may affect US persons are required to be familiar with their responsibilities relating to the conduct of intelligence operations and the rights of US persons. All Air Force intelligence components must ensure that all appropriate personnel are familiar with and remain current on the pertinent provisions of DoD 5240.1-R, and will receive a one-time indoctrination of their duties and responsibilities. Personnel whose duties involve frequent and ongoing involvement in tasking, collection, and production of intelligence, which may affect US persons, must be periodically reindoctrinated on applicable orders and regulations. Minimum standards of indoctrination are stated in DoD 5240.1-R. Units should keep appropriate records of personnel indoctrination.

**Following is a checklist that may help you oversee your program.**

**INTELLIGENCE OVERSIGHT (IO) CHECKLIST**

1. Does the unit have an IO Program?
2. Does the unit have an IO POC?
  - a. Primary?
  - b. Alternate? (not applicable to one-deep units)
3. Does the unit have a letter or message on file appointing I.O. monitor and an alternate?
4. Does the unit have the following documents?
  - A. DoDR 5240.1R.
  - B. Unit developed IO checklist.
5. Does the unit comply with the command directives?
6. Does the unit conduct initial orientation on IO (if required)?
7. Does the unit conduct recurring orientation on IO?
8. Does the unit document and maintain training on IO?
9. Do all office personnel understand the basic provisions and restrictions of the IO Program?

## IV. TRAINING

### INTERNAL TRAINING

Internal training can be described as a program designed to enhance and further expand professional knowledge and technical qualifications. Whether your shop consists of one or thirty people, you must have an internal training program. Effective internal training requires comprehensive planning, careful scheduling, timely implementation, capable direction, skillful application, and continual evaluation. You must carefully plan, select, and arrange your resources to best train your people. The quality of your planning will have much to do with the quality of your results!

### CAREER FIELD EDUCATION AND TRAINING PLAN (CFETP)

A Career Field Education and Training Plan (CFETP) is a comprehensive core training document that identifies life-cycle education/training requirements, training support resources, and minimum core task requirements for this specialty. The CFETP provides personnel a clear career path and makes career field training identifiable, measurable, and budget defensible.

Using the guidance provided within the CFETP ensures individuals receive effective and efficient training at the appropriate point in their careers. At unit level, supervisors and trainers will use the CFETP to identify, plan, and conduct training commensurate with the overall goals of the plan.

### PURPOSE OF THE CFETP

The CFETP provides information that the AFCFM, command functional managers, commanders, training managers, supervisors, trainers, and the training wing will use to plan, develop, conduct, and manage an effective career field training program. The plan outlines the training individuals must receive to develop and progress throughout their careers. The plan, **which will be fully implemented by the Fall of 1994**, identifies initial skills, upgrade, qualification, advanced, and continuation training. Initial skills training is the AFS specific training individuals receive to obtain their 3-level. For our career field, this training is provided by AETC through the 315th Technical Training Squadron, 17th Training Wing, Goodfellow AFB, Texas. UGT identifies the mandatory in-residence courses, correspondence courses, and task qualification requirements necessary for award of the 5-, 7-, and 9-skill levels. QT is actual hands-on task performance training designed to qualify an airman in a specific duty position. The QT training program occurs both during and after the UGT process. It is designed to provide the performance skills/knowledge required of individuals within their respective duty positions. The CFETP also serves the following purposes:

- Serves as a management tool to plan, conduct, evaluate, and manage a career field training program. It is also used to help supervisors identify training at the appropriate points in an individual's career.
- Identifies task and knowledge training requirements for each skill level in this specialty and recommends education/training throughout each phase of an individual's career.

- Lists training courses available in the specialty, identifies sources of training, and the training delivery method.
- Identifies major resource constraints which impact full implementation of the desired career field training program.

## **USE OF THE CFETP**

The CFETP is to be used by all management levels to ensure a comprehensive and cohesive training program is available and instituted for each individual in the career ladder.

### **Supervisors/Trainers Responsibilities**

- In coordination with unit training managers, develop, conduct, evaluate, and manage organizational training programs in accordance with the requirements set forth within this CFETP and respective command/activity supplement, as provided.
- Identify, document, and report training shortfalls, through appropriate command channels, to MAJCOM/joint activity functional managers.
- Use the CFETP as a reference to support training.

### **Trainees' Responsibilities**

- Complete the applicable mandatory training requirements specified within the CFETP and their respective command/joint activity supplement, as provided.
- Periodically review the CFETP to ensure they are receiving the appropriate education/training commensurate with their grade, skill level, and career path.

### **Combat Intelligence Applications Apprentice (1N031) Duties And Responsibilities**

- Performs basic intelligence applications functions to support training/exercise/contingency operations at operational units. Prepares training materials and presents air/mission crew intelligence training. Prepares and maintains intelligence displays. Presents intelligence briefings and drafts intelligence correspondence. Maintains MC&G/Intelligence databases, reference files and materials. Constructs, compiles, and annotates components of mission and routes strips/folders, such as radar predictions, evasion plans of action, route portrayals, etc. Issues and receives mission materials. Performs mensuration functions utilizing precise positioning systems. Operates standard AF combat intelligence system in support of unit mission requirements. Participates in unit training/contingency post-mission assessment, and intelligence debriefing and reporting functions.
- Performs basic intelligence applications functions at intelligence analysis and production activities. Researches, analyzes, evaluates, and interprets all-source intelligence information to satisfy customer requirements. Disseminates intelligence via briefings, estimates, reports, etc., as required to support customer requirements. Drafts intelligence correspondence. Maintains MG&G/Intelligence databases, reference files, and materials. Prepares tailored intelligence products to satisfy customer requirements. Operates standard AF combat intelligence system in support of unit mission requirements. Performs



mensuration functions utilizing precise positioning systems. Participates in theater and force-level combat assessment functions.

### **Combat Intelligence Applications Journeyman (1N051) Duties and Responsibilities**

- Performs and supervises intelligence applications functions to support training/exercise/contingency operations at operational units. Performs and supervises the research, analysis, evaluation, and interpretation of all-source intelligence information to satisfy unit requirements. Conducts and supervises the preparation of training materials and presentation of air/mission crew intelligence training. Supervises and conducts intelligence personnel continuing education and training. Performs and supervises the construction and maintenance of intelligence displays. Drafts and presents intelligence briefings and intelligence correspondence. Performs and supervises the maintenance of MC&G/Intelligence databases, reference files, and materials. Performs and supervises mission and route strip/folder component (e.g., radar predictions, evasion plans of action, route portrayals, etc.) construction, compilation, and annotation. Issues and receives mission materials. Performs and supervises mensuration functions utilizing precise positioning systems. Performs and supervises standard AF combat intelligence system operations in support of unit mission. Supervises and participates in unit training/contingency post-mission assessment, and intelligence debriefing and reporting functions.
- Performs and supervises intelligence applications functions at intelligence analysis and production activities. Performs and supervises the research, analysis, evaluation, and interpretation of all-source intelligence information to satisfy customer requirements. Supervises and conducts intelligence personnel continuing education and training. Performs and supervises the production and maintenance of various intelligence products to satisfy customer requirements. Performs and supervises the dissemination of intelligence via briefings, estimates, reports, and tailored intelligence products, as required to support customer requirements. Drafts intelligence correspondence. Performs and supervises the maintenance of MC&G/Intelligence databases, reference files, and materials. Performs and supervises precise mensuration functions utilizing precise positioning systems. Performs and supervises standard AF combat intelligence system operations in support of unit mission. Participates in, and supervises, theater and force-level combat assessment functions.

### **Combat Intelligence Applications Craftsman (1N071) Duties and Responsibilities**

- Directs, supervises and performs intelligence applications functions to support unit training/exercise/contingency operations at operational units. Analyzes and develops intelligence applications requirements to satisfy unit mission requirements. Supervises, directs, and conducts the preparation of training materials and presentation of air/mission crew intelligence training. Supervises and conducts intelligence personnel continuing education and training. Directs and supervises the construction and maintenance of intelligence displays. Directs and supervises the development and presentation of intelligence briefings and the drafting and editing of intelligence correspondence. Directs, supervises and performs the maintenance of MC&G/Intelligence database, reference file and material maintenance. Directs, supervises, and performs mission and route strip/folder component (e.g., radar predictions, evasion plans of action, route portrayals, etc.) construction, compilation, and annotation. Directs, supervises and performs mensuration functions utilizing precise positioning systems. Directs and supervises operation of standard AF combat intelligence systems in support of unit mission. Directs, supervises, and performs unit training/contingency post-mission assessment, and intelligence debriefing and reporting functions.

- Directs, supervises, and performs intelligence applications functions at intelligence analysis and production activities. Directs, supervises, and performs the compilation, segregation, evaluation, research, interpretation, analysis, and dissemination of all-source intelligence information to satisfy customer requirements. Supervises and conducts intelligence personnel continuing education and training. Supervises, directs, and performs the production and maintenance of various intelligence products to satisfy customer requirements. Directs and supervises the development and presentation of intelligence briefings and the drafting and editing of intelligence correspondence. Directs, supervises and performs maintenance of MC&G/Intelligence database, reference file and material maintenance. Directs and supervises operation of standard AF combat intelligence system in support of unit mission. Supervises, directs, and participates in theater and force-level combat assessment functions.
- Performs quality control of intelligence products, services, and processes. Assesses intelligence products to ensure they respond to customer requirements. Assesses and directs changes in methods and procedures to ensure intelligence processes are effective and efficient.

## SKILL PROGRESSION

Adequate training and timely progression from the apprentice to the superintendent skill level plays an extremely important role in the Air Force's ability to accomplish its mission. Therefore, it is essential that everyone involved with training do their part to plan, develop, conduct, and manage effective and efficient training programs. The following paragraphs summarize the mandatory training requirements for skill-level upgrade in the 1N0X1 specialty. Additionally, mandatory organizational training requirements may also exist. However, these requirements will normally be included within the mandatory period of OJT.

**Apprentice Training (3-level).** Initial skills in the specialty consists of the tasks and knowledge provided in the 3-skill level resident Combat Intelligence Applications Apprentice Course, located at Goodfellow AFB, Texas.

**Journeyman Training (5-level).** To qualify for award of the 5-skill level, airmen must: (1) have 6 months on-the-job experience as a 1N031 before entering upgrade training through OJT, (2) complete a minimum of 12 months in 5-level OJT, (3) complete CDC 1N051, and (4) sew on senior airman. The period of OJT will be used to train and certify personnel on all applicable core tasks, as identified the CFETP and command/joint activity supplements.

**Craftsman Training (7-level).** To qualify for award of the 7-level, airmen must: (1) be staff sergeant or higher, (2) graduate from the Airmen Leadership School (ALS), (3) complete a minimum of 18 months of 7-level OJT, (4) complete CDC 1N071, and (5) graduate from the Combat Intelligence Applications advanced skills course. The period of OJT will be used to train and certify personnel on all applicable core tasks, as identified the CFETP and command/joint activity supplements. **NOTE:** *Requirements for 1-4 above are mandatory prerequisites to attending the 7-level advanced skills course. However, ANG and USAFR personnel may attend without having completed ALS.*

**Superintendent Training (9-level).** To qualify for award of 9-level airmen must: (1) graduate from the Senior NCO Academy in-residence and (2) sew on senior master sergeant. Until all senior master sergeants have the opportunity to attend Senior NCO Academy, the 9-level will be awarded upon promotion to senior master sergeant.

**SPECIALTY TRAINING STANDARD (STS)**

The following Specialty Training Standard (STS):

- Lists the most common tasks, knowledge, and technical references (TRs) necessary for airmen to perform duties at the 3-, 5-, and 7-skill level in the Combat Intelligence Applications specialty. These are based on an analysis of the duties in projected AFMAN 36-2108.
- Serves as the job qualification standard (JQS). Supervisors and trainees are responsible for the accuracy of this portion of the STS. When used as a JQS, the following requirements apply:
  - Circle the appropriate paragraph number or letter in Column 1 to identify the current duty position. Task qualification is documented by annotating the date (month and year) certified with certifier's initials. This document may be automated in whole or in part to reflect duty position requirements and qualifications.
  - Trainees are trained, evaluated, and qualified to the "go" level on the tasks in Column 1. Go means the trainee can perform the task without assistance and meets local demands for accuracy and timeliness. **NOTE:** *Trainers must be Airmen Leadership School graduates (military only), possess a 1N0X1 AFSC (or equivalent experience level if civilian), and be trained and certified. Certifiers must possess at least AFSC 1N071 (or equivalent civilian experience level), be a third party, and be appointed, trained, and certified. Base training managers will manage this process by assessing local 1N0X1 qualifications.*
  - All 1N0X1 personnel must be trained and certified on all core tasks. Organizations that lack the capability to provide training/certification in core tasks, must request training assistance.
- Is a guide for development of promotion tests using the Weighted Airman Promotion System (WAPS). Specialty Knowledge Tests (SKT) are developed at the USAF Occupational Measurement Squadron by senior NCOs with extensive practical experience in their career fields. The tests sample knowledge of STS subject matter areas judged by test development team members to be most appropriate for promotion to higher grades. Questions are based on study references listed in WAPS Catalog published by the ECI. Individual responsibilities are in AFI 36-2605, *Air Force Military Personnel Testing System*.

1NOX1	SPECIALTY TRAINING STANDARD					
BEHAVIORAL STATEMENT AND TECHNICAL REFERENCES	CORE TASK	TRNG START	TRNG COMPL	TRAINEE INITIALS	TRAINER INITIALS	CERTIFIER INITIALS
<b>1. INFORMATION SECURITY</b> <i>TR: AFI 37-126, 37-131, 14-series, 31-series; AFR 200-series, 205-series, 205-1/DoD, 700-7</i>						
a. Explain how to identify US information or material as classified or of possible intelligence value						
d. Explain how to receipt for, transfer, and maintain accountability of classified materials and records						
e. Restate basic facts and terms for release and disclosure procedures for US official and classified information						
f. Specify the use of approved containers and facilities to provide physical security for classified information						
g. Describe how to destroy classified material following approved procedures						
<b>2. CAREER PROGRESSION AND DEVELOPMENT</b>						
a. <i>Specify the duties and responsibilities of Intelligence Applications personnel</i>						
b. Associate the relationship of the general intelligence AFSCs to other intelligence AFSCs.						
<b>3. INTELLIGENCE REFERENCE FILES AND AF UNIT/FORCE LEVEL INTELLIGENCE</b> <i>TR: AFINDs; AFI 37-160V1, 37-126; AFR 4-20, 8-3, 10-6; DIAM 57-7, 57-24, Vols 1&amp;2, 65-2-1, 65-3-1, 65-7-1; DMA Directory</i>						
a. Determine procedures for indexing, filing, maintaining, inventorying, and issuing intelligence reference files, records, publications, and MCG*I materials						
b. Explain how to establish intelligence publications and reference document requirements						
c. Explain the use of forms and procedures to request intelligence publications and reference documents						
d. Explain how to prepare/use Statements of Intelligence Interest						
e. Explain how intelligence research and data retrieval is conducted using current hardcopy materials and intelligence systems/sources						
f. Associate the types, principles, and uses of intelligence data bases (present and future)						
g. Determine procedural functions basic microcomputer operations						
<b>4. INTELLIGENCE MISSION AND ORGANIZATION</b> <i>TR: AFI 14-104; AFR 23-Series, 55-19, 123-3, 200-1, AFM 1-1, DIAM 57-1, 57-24, DoD5240.1R; EQ 12-36</i>						
a. Specify the mission objectives of the US Intelligence Community						

BEHAVIORAL STATEMENT AND TECHNICAL REFERENCES	CORE TASK	TRNG START	TRNG COMPL	TRAINEE INITIALS	TRAINER INITIALS	CERTIFIER INITIALS
<b>b. Compare the functions and responsibilities of organizations with the US intelligence community to include:</b>						
(1) National (i.e., NPIC/NSA/CIA/NFIB)						
(2) DoD (i.e., DIA/NMJIC/Service Components)						
(3) US Air Force and Major Commands						
(4) Unified Commands, JFACs, and CTFs						
(5) Air Reserve Components						
<b>c. Compare the different components of the Intelligence Cycle</b>						
<b>d. Compare the disciplines of intelligence and their impact on collection efforts and requirements</b>						
<b>e. Identify general principles of the Distributed Production Program</b>						
<b>5. MILITARY THEORY AND FORCE EMPLOYMENT DOCTRINE</b> <i>TR: AFR 23-Series; AFM 1-1, 2-1, 2-6, 2-8, 2-Series; AFP 110-31, 110-34; MCM 2-1</i>						
<b>a. Identify principles of the Laws of Armed Conflict (LOAC) as it relates to intelligence activities and reporting</b>						
<b>b. Associate the principles, applications, and interpretability of US and Allied forces engaged in:</b>						
(1) Aerospace operations						
(2) Special operations						
(3) Counterterrorism						
(4) Ground force operations						
(5) Naval force operations						
<b>c. Specify the applications, employment, tactics, and capabilities of operational US aerospace weapons systems</b>						
<b>d. Compare the employment, doctrine, tactics, and capabilities of allied and adversarial forces and weapon systems</b>						
<b>e. Compare cultural and geographical considerations of the USEUCOM, USCENCOM, USPACOM, and USSOUTHCOM AORs</b>						
<b>6. INTELLIGENCE PLANS AND ANNEXES</b> <i>TR: AFR 28-3, 200-1, 205-25</i>						
<b>a. Associate the significance of intelligence plans and annexes to operations plans and orders</b>						
<b>b. Describe the procedures in determining intelligence functions and responsibilities with intelligence plans and intelligence annexes to operations plans and orders</b>						

BEHAVIORAL STATEMENT AND TECHNICAL REFERENCES	CORE TASK	TRNG START	TRNG COMPL	TRAINEE INITIALS	TRAINER INITIALS	CERTIFIER INITIALS
<b>7. THE ROLE OF INTELLIGENCE ORGANIZATIONAL SUPPORT</b> <i>TR: AFM 1-1, 2-Series</i>						
<i>a. Compare how intelligence supports the National Command Authority, Joint Operations Planning, and the Air Component Commander</i>						
<i>b. Explain the principles of unit level mission planning and support</i>						
<b>8. MAPPING, CHARTING, AND GEODESY</b> <i>TR: AFI 14-205; AFM 51-40; DMA Training Manual 80- 001; DAM 8570.1; CHUM; CATM; CATMC</i>						
<i>a. Explain how operations plans and orders are used to determine MC&amp;G requirements</i>						
<i>b. Explain how catalogs and indices are used to identify available types of MC&amp;G products</i>						
<i>c. Explain how forms and procedures are used to acquisition MC&amp;G products</i>						
<i>d. Explain how the Chart Update Manual, bulletins, digests, and available TMs are used to update and maintain maps, charts, and reference materials</i>						
<i>e. Explain how marginal data is used to identify hydrographic, hypsographic, cultural, and aeronautical features</i>						
<i>f. Interpret facts and terms of cartographic principles to include:</i>						
<i>(1) Datums and reference systems</i>						
<i>(2) MC&amp;G product accuracies (i.e., horizontal and vertical)</i>						
<i>g. Explain why and when Universal Transverse Mercator (UTM) and Geographic coordinates should be plotted and extracted</i>						
<i>h. Explain why and when ground elevations should be determined from MC&amp;G products</i>						
<i>i. Explain why and when coordinates should be converted (UTM to geographic and geographic to UTM) using automated and non-automated procedures</i>						
<i>j. Explain why and when datum transformations of coordinates (WGS to Local and Local to WGS) are performed</i>						
<i>k. Explain why and when distance and direction are to be computed using maps and charts</i>						
<i>l. Explain why and when magnetic azimuths and variations are to be computed</i>						
<i>m. Identify general principles of MC&amp;G digital data bases</i>						
<b>9. TARGET MATERIALS AND REFERENCE DOCUMENTS</b> <i>TR: AFI 14-207; AFP 200-17, 200-18; Target Intel Handbook; GIPS; DIAM 57-24, 65-2-1; DIA Point Reference Guidebook; DMA PS4AC/390; DMA Catalog Vol 1, parts 1&amp;4, CATMN Vols 1&amp;2; CHUM, DMA Products Maintenance Manual; Applicable command directives</i>						

BEHAVIORAL STATEMENT AND TECHNICAL REFERENCES	CORE TASK	TRNG START	TRNG COMP	TRAINEE INITIALS	TRAINER INITIALS	CERTIFIER INITIALS
<i>a. Explain the parameters, characteristics, and limitations of infrared, radar, optical, and electro-optical sensor systems</i>						
<i>b. Identify general principles of other multi-spectral sensor systems</i>						
<i>c. Determine procedures and techniques to:</i>						
<i>(1) Orient photo to chart</i>						
<i>(2) Analyze cultural features</i>						
<i>(3) analyze and extract terrain information</i>						
<i>(4) Analyze radar/infrared significance of cultural/topographical features</i>						
<i>(5) Identify target elements and features</i>						
<i>(6) Select OAP/turnpoint from imagery</i>						
<i>(7) Score weapons delivery accuracy/navigation legs</i>						
<i>(8) Perform structural analysis</i>						
<i>d. Identify why and when Photo Scale Reciprocal (PSR) techniques are to be used.</i>						
<i>e. Identify general principles about Secondary Imagery Dissemination Systems (SIDS)</i>						
<b>11. RADAR PREDICTION TECHNIQUES</b> <i>TR: Applicable command directives</i>						
<i>a. Compare radar prediction source materials</i>						
<i>b. Identify why and when target/aimpoint acquisition range and minimum altitude is to be computed using a Radar Shadow Length Computer (RSLC)</i>						
<i>c. Explain how shadow patterns are drawn using RSLC</i>						
<i>d. Specify why and when OAPs for radar deliveries are selected, recommended, and computed</i>						
<i>e. Explain how radar set inherent errors are applied</i>						
<i>f. Specify why and when radar predictions are constructed</i>						
<i>g. Explain why and when radar predictions are updated</i>						
<i>h. Explain why and when rendering techniques of radarscope photography, VTR tape review, and other passive mission imaging systems are refined</i>						
<b>12. MISSION PLANNING</b> <i>TR: AFI 14-207; AFR 28-2, 64-3; AFM 2-1, 2-6, 51-40; AFP 200-17, 200-18; DIA Point Reference Guidebook; MCM 3-1 Vol I, MCR 55-125</i>						
<i>a. Identify general principles of air-to-ground, air-to-air, special operations, and other mission planning processes</i>						

BEHAVIORAL STATEMENT AND TECHNICAL REFERENCES	CORE TASK	TRNG START	TRNG COMP	TRAINEE INITIALS	TRAINER INITIALS	CERTIFIER INITIALS
<i>b. Specify procedures for extracting unit tasking, air space control, and intelligence information from an Air Tasking Order/Message (ATO/ATM)</i>						
<i>c. Explain why and when assistance in aircrew study is provided</i>						
<i>d. Explain why and when situation maps/OB displays are used to interpret intelligence information</i>						
<i>e. Explain the construction and maintenance procedures for mission folders</i>						
<i>f. Identify why and when mission profiles are developed for:</i>						
<i>(1) Route threat and terrain analysis</i>						
<i>(2) Target and aimpoint analysis</i>						
<i>(3) Recommending IP, OAP, and way points</i>						
<i>g. Specify mission profiles based upon weapon delivery tactics</i>						
<i>h. Explain why and when mission flight parameters are computed</i>						
<i>i. Describe why and when strip charts/route books are constructed and annotated with required navigational data</i>						
<i>j. Explain why and when low level routes are annotated with current CHUM information</i>						
<i>k. Identify general principles about automated mission planning systems and Tactical Decision Aids</i>						
<i>l. Determine procedures for mission folder accountability</i>						
<b>13. MENSURATION AND PHOTOGRAMMETRY</b> <i>TR: DMA Training Manual 80-001 and applicable command directives</i>						
<i>a. Explain mensuration techniques using manual and automated methods</i>						
<i>b. Explain ancillary programs for mensuration and photogrammetry</i>						
<b>14. INTELLIGENCE SUPPORT ACTIVITIES</b> <i>TR: AFI 14-103; AFR 64-3; AFM 2-36; AFP 4-19; MCM 3-1; Joint Pub 5.3; DIA 57-125-XXX; Applicable command directives</i>						
<i>a. Explain why and when intelligence briefings are prepared and presented</i>						
<i>b. Explain why and when briefing aids are prepared</i>						
<i>c. Compare visual information systems used in support of intelligence activities</i>						
<i>d. Describe procedures for preparing and conducting aircrew intelligence training in:</i>						
<i>(1) Evasion and recover/Code of Conduct continuation training</i>						
<i>(2) Enemy defense systems/equipment capabilities to include air-to-air, surface-to-air, naval air defense, and integrated air defense systems</i>						



BEHAVIORAL STATEMENT AND TECHNICAL REFERENCES	CORE TASK	TRNG START	TRNG COMP	TRAINEE INITIALS	TRAINER INITIALS	CERTIFIER INITIALS
(3) <i>International terrorist threats</i>						
(4) <i>Intelligence collection and reporting requirements</i>						
(5) <i>General aircraft, naval vessel, and ground equipment recognition</i>						
e. <i>Explain why and when situation maps and order of battle displays are constructed and maintained</i>						
f. <i>Identify general principles concerning analytical methodology</i>						
g. <i>Identify the procedures in applying analytical methodologies to convert information into intelligence using intelligence reports, messages, documents, imagery, and other references</i>						
h. <i>Identify general principles concerning indications and warning systems, indicators, and watch operations</i>						
i. <i>Identify general principles concerning intelligence collection management</i>						
j. <i>Identify general principles concerning electronic combat to include electromagnetic theory, accuracy, and use of ELINT data and suppression of enemy air defenses</i>						
15. <b>OPERATIONAL MISSION SUPPORT ACTIVITIES</b> TR: AFI 14-Series; AFR 2-Series, 200-Series, AFP 102-2, 200-17, 200-18; Applicable command directives						
a. <i>Explain why and when intelligence reports are prepared and submitted</i>						
b. <i>Explain the preparation and conduct of mission briefings and debriefings</i>						
c. <i>Explain the facts and principles of rescue and recovery operations</i>						
d. <i>Identify the procedures for preparing and maintaining ISOPREP cards and issuing E&amp;R kits</i>						
e. <i>Identify the procedures for preparing an evasion plan of action</i>						
16. <b>AIR FORCE TARGETING</b> TR: AFI 14-207, 14-302; AFR 200-16; 200-18, Vols 1&2						
a. <i>Identify general principles and procedures within the targeting cycle with respect to:</i>						
(1) <i>Objectives and force deployment concepts</i>						
(2) <i>Target development</i>						
(3) <i>Conventional/Nuclear effects and application of weaponeering fundamentals</i>						
(4) <i>Force application and execution planning</i>						
(5) <i>Combat damage, mission, and munitions effects assessments</i>						
b. <i>Identify general principles concerning employment, doctrine, tactics, and capabilities of adversarial forces and weapons systems as they apply to targeting</i>						
c. <i>Identify general principles concerning the military, political, and geographic considerations of potential areas of conflict as they relate to collection requirements for targeting</i>						

**CORE TASKS**

The core tasks, identified below, reflect the minimum qualification requirements with the 1N0X1, Combat Intelligence Applications specialty. They are the performance requirements inherent to this AFS that each individual is expected to have the capability to perform.

**Skill Level Core Tasks Apprentice (3-level)**

- (1) Assists in presenting air/mission crew intelligence training.
- (2) Prepares and maintains intelligence displays/databases.
- (3) Prepares intelligence correspondence and presents intelligence briefings.
- (4) Maintains MC&G/Intelligence reference materials.
- (5) Constructs mission folders and route strip/folders.
- (6) Performs mensuration functions.
- (7) Constructs radar predictions.
- (8) Performs force/unit-level intelligence combat assessment activities.
- (9) Compiles, segregates, evaluates, researches, interprets, analyzes, and disseminates all-source information to satisfy customer requirements.

**Skill Level Core Tasks Journeyman (5-level)**

- (1) Conducts and supervises presentation of air/mission crew intelligence training.
- (2) Performs and supervises the maintenance of intelligence displays/databases.
- (3) Prepares and supervises the preparation of intelligence correspondence and intelligence briefings.
- (4) Performs and supervises the maintenance of MC&G/Intelligence reference materials.
- (5) Constructs and supervises the construction of mission folders and route strip/folders.
- (6) Performs and supervises mensuration functions.
- (7) Constructs and supervises the construction of radar predictions.
- (8) Performs and supervises the performance of force/unit-level intelligence combat assessment activities.

- (9) Performs and supervises the compilation, segregation, evaluation, research, interpretation, analysis, and dissemination of all-source intelligence information to satisfy customer requirements.

#### **Skill Level Core Tasks Craftsman (7-level)**

- (1) Develops, supervises, and conducts air/mission crew intelligence training.
- (2) Supervises the preparation and maintenance of intelligence displays/databases.
- (3) Prepares, presents, and supervises the preparation and presentation of intelligence correspondence and briefings.
- (4) Performs and supervises the maintenance of MC&G/Intelligence reference libraries.
- (5) Supervises, directs, and performs mission folder and route strip/folder construction.
- (6) Supervises and directs mensuration functions.
- (7) Performs, directs, and supervises the constructs radar predictions.
- (8) Performs, directs, and supervises combat assessment activities.
- (9) Performs, directs, and supervises the compilation, segregation, evaluation, research, interpretation, analysis, and dissemination of all-source intelligence information to satisfy customer requirements.

#### **TRAINING COURSE INDEX**

The purpose of this index is to aid commanders, supervisors, and trainers, by providing a listing of categorical references where specialized training may be obtained. This type of training, which is available through several different organizations, is often required to satisfy command/organizational unique requirements that are not part of initial skills or advanced skills training. Supervisors should refer questions concerning specialized training, not available at the unit, to the respective unit/base OJT manager or to their command/joint activity functional managers. The following is a list of catalogs/points of contact to obtain information on courses offered by various organizations.

**Catalogs/Points of Contact.** The schools listed in this section will not normally accept direct communications from unit level organizations attempting to establish training requirements. Therefore, organizational requirements must be submitted through command channels, to the command/joint activity functional manager. Functional managers will in-turn schedule the necessary training with the appropriate agency.

- a. Air Force Catalog 36-2223, USAF Formal Schools Catalog  
Available through publications distribution offices

- b. USAF Special Operations School Catalog  
HQ AFSOC/DPATT  
Hurlburt Fld FL 32544-5000  
DSN 579-4089
- c. Defense Intelligence Agency/Joint Military Intelligence Training Center Catalog of Intelligence Training Courses  
Joint Military Intelligence Training Center (DIA/DAJ)  
Attn: Enrollments (DAJ-2C)  
Bolling AFB, Bldg 6000  
Washington DC 20340-5100  
DSN 243-8786/2797
- d. Defense Mapping Agency/Defense Mapping Agency School Catalog. Offers courses in analytical skills, e.g., counter-narcotics analysis, etc.  
DMS Education Office  
Attn: DMSO  
Ft Belvoir VA 22060-5828  
DSN 655-2283
- e. Cryptologic Training Systems Course Catalog - Parts 1 and 2. Offers exportable courses for computer languages, computer skills, etc.  
NCS Registrar Staff (E12), National Cryptologic School  
Ft George Meade MD 20755-6000
- f. Catalog of Intelligence Training (US Navy)  
Navy and Marine Corps Intelligence Training Center (NMITC)  
Bldg 420  
Dam Neck, Virginia Beach VA
- g. USAF Air Ground Operations School Catalog  
Commandant  
USAFAGOS  
Hurlburt Fld FL 32544-5000
- h. Defense Intelligence Agency/Training Compendium for General Intelligence Career Development Program (ICDP) Personnel  
Defense Intelligence Agency  
Attn: Career Development Staff (DIA/DAH-CD)  
3100 Clarendon Blvd  
Arlington VA 22201-5322  
DSN: 428- 0093
- i. Defense Intelligence Agency/Joint Military Intelligence College Catalog  
Joint Military Intelligence College (DIA/MC)  
Attn: Admissions (DIA-MCA-2)  
Bolling AFB, Bldg 6000  
Washington DC 20340-5485  
DSN: 243-3319/5292

## **INTERNAL TRAINING PLANNING**

The root of internal training planning is the STS. The STS is an Air Force publication which describes an Air Force specialty in general terms. It outlines task and knowledge requirements that an airman in that specialty may be expected to perform or know on the job. The STS is the primary source of requirements for both duty position/individual qualification and skill level upgrade.

## **DEVELOPING AN INTERNAL TRAINING PROGRAM**

Your first step in developing an internal training program is to find out what you have to do and with whom you have to do it. Second, remember, you must have 100 percent task coverage. This means identifying all tasks performed in your work center and specific individual positions. You must include contingency or wartime tasks, additional duties, and any mandatory requirement listed in AFMAN 36-2108.

## **JOB QUALIFICATION STANDARD (JQS)**

Each officer and enlisted position within the workcenter must have a specific Job Qualification Standard (JQS) which identifies the tasks and expected mastery or knowledge level of each task in order for that job to be properly accomplished. For officer positions, extract all position task and knowledge requirements from the STS and incorporate the information into an officer training folder.

## **TRAINING PRIORITIES**

Once you've determined the training requirement, you must prioritize those requirements. The trainee may need to be qualified on some tasks sooner than others to meet the needs of your mission. Those should be top priority in your training plan.

## **TRAINING METHODS**

After determining what your training needs are, your next step is to decide how to provide the training. Ask yourself, "What is the best method for teaching the task?" Most training is done by a coach-pupil or demonstration performance method; in other words "hands on, over-the-shoulder." The demonstration method of teaching is a planned performance by a trainer. It is a method by which the trainer shows the trainee how to do something. The performance method provides trainees with the opportunity to practice, perform and apply under controlled conditions and close supervision the skills you explain and demonstrate.

## **TRAINING PROCESSES**

The training process starts when you conduct an initial evaluation and orient a newly assigned individual. The new person may be fresh out of technical school or one who is already qualified in many tasks of an Air Force specialty. Therefore, finding out where to start is a key step in saving time and effort.

### **Initial Orientation**

As a minimum, the initial orientation of the trainee should include:

- What the trainee will be doing.
- Time spans and mandatory requirements that the trainee must meet for position qualification and job certification.
- Career development course requirements (for enlisted, if entering upgrade training).
- A review of the Job Qualification Standard (JQS) (for officers, you will have to establish a training folder) considering all tasks that will be performed in the duty position and a comparison of the JQS to overall work center requirements.

### **Initial Evaluation**

Your initial evaluation of the individual's qualifications should, as a minimum, include:

- A review of the individual's past training and experience. Look through the JQS as well as use an interview to get a "feel" for the trainee's background.
- A validation of previously certified tasks. You must ensure that the trainee is qualified on all the tasks that are signed off. If you find the trainee cannot perform a task that one has been certified on, you will need to decertify the task and put it on your "to-do list" for training.
- A matching of duty position requirements to the qualifications of the trainee. Don't forget to consider any special contingency, wartime, recurring, or additional duty training the person may require.
- A determination of exactly what and how much training the individual will need. Before any instruction begins, the trainee's attitude must be consistent with the task. The trainee may be quite skilled in certain parts of the job, so you need to find out what she/he already knows to eliminate any unnecessary waste of time.

### **CONDUCTING TRAINING**

Once training is conducted, evaluation and certification must be accomplished. The way you go about evaluating training depends on what you want to measure.

#### **Examinations**

You should use written examinations to check the trainee's understanding of how to apply facts, principles, and procedures in performing a task.

#### **Practical Exercises**

Practical exercises provide practice sessions throughout the learning process. The purpose is to allow the trainee the opportunity to practice skills without feeling the pressure of being formally tested.

## **Practical Evaluations**

Practical evaluations are formal assessments of the trainee's qualifications to do a task. They are based on an observation of performance against the "Go/No Go" standard. This means that you will watch the trainee do the task to make sure that she/he does it correctly in terms of procedures, timeliness, performance, and so forth, and that the end product meets the end objective.

## **Oral Evaluations**

You can use oral evaluations or verbal questions throughout the training process to supplement other types of evaluation. They are particularly useful to correct misconceptions on the spot and move the learning process in the right direction.

## **CERTIFYING TRAINING**

One of the last things you must do is document and certify that the training is completed. The key element in certification is to use the same training standard used to evaluate task qualification. The standards are simple; the trainee must be able to do the job without assistance, appropriate for skill level, unit and mission. If the training standard is not reached, the trainee needs more training.

## **FORMAL TRAINING**

Based on work center mission requirements, trainee qualifications, and lack of local unit training capability, a trainee may require additional formal training. A number of options are addressed below:

### **AETC FUNDED TRAINING**

Training and education activities that serve the needs of many different types of Air Force units and organizations are AETC funded. These courses are conducted by organizations whose primary mission is training or education (Air Education Training Command (AETC), agencies under AETC contract, Army, Navy, or other government agencies that AETC obtains space and makes allocations to USAF users. Survival Training (water/combat), SCI Control Officers Course, SCI Administrative Course, Constant Source Course, Introduction to Electronic Warfare, Joint Intelligence Analyst Course, and Counterterrorism Analysis Course are some examples. Other funded courses are: Constant Source Course (**Goodfellow funded**), and the Combat Intelligence System (CIS) Administrative Course (**ESC funded**).

### **USER FUNDED TRAINING**

Training and education activities conducted by MAJCOMs and operational units. These courses are incidental to the unit or MAJCOM and are user funded. Courses are conducted by Advanced Airlift Tactics Training Center, USAF Special Operations School (USAFSOS), Air Mobility Warfare Center (AMWC). Practical Intelligence Course (PIC), Latin American Orientation Course (LAOC), Dynamics of International Terrorism (DIT), Middle East Orientation Course (MEOC), Revolutionary Warfare Course (RWC), Introduction to Special Operations Course (ISOC), Air Mobility Course, and Tactics Course (formerly CATS and Tanker Tacticians Course) are some examples.

HQ AMC/INF is the focal point for all formal training requirements. There are a number of ways to identify formal training requirements.

**Annual and Out-of-Cycle Training Requirements**

Always forecast your formal training needs based on the needs of your personnel. New personnel need to be cycled through the same types of courses or new ones depending on your mission. Formal training requirements must be identified to HQ AMC/INF upon request.



*SAMPLE***INTELLIGENCE INTERNAL TRAINING TEST**

As mentioned earlier, written tests are used to check understanding of how to apply facts, principles, and procedures. There are many sources to use when you are developing tests. One of the best sources for good intel test questions is our Career Development Course (CDC). Use your CDCs to develop new tests if needed. Following is a sample test that has been used to test trainees' knowledge.

1. What is the short title for the Air Force publication "The USAF Recognition Training Program?"
2. The title of AMCI 14-102 is? What is this regulation's security classification?
3. What is the long term for the abbreviation "ISOPREP"?
4. What is the security classification of an ISOPREP card that has been completely filled out?
5. What does the abbreviation "MIJI" stand for?
6. During hostile operations, what can you do before a mission, that will help improve the quality of debriefing information you will receive from the crew on their return from the flight?
7. If you debrief a flight that has encountered an en route situation of considerable intelligence interest (such as an intercept, missile firing, extensive observation of enemy activity, etc.), you should debrief all involved aircrew members in mass to extract the maximum information in the minimum time, and you should encourage the team to help each other remember details.  
  
True                      False
8. If a safe contains collateral SECRET information, what is the maximum allowable time between changes of the combination (excluding when a person with access leaves their position in the office)?
9. How often MUST the combination of safes containing NATO classified be changed?

## **AIRCREW INTELLIGENCE TRAINING (AIT)**

One of the most important functions of intelligence during peacetime is the training of aircrews. AIT enhances AMC aircrews understanding of the threat and directly contributes to mission success and aircrew survival. All units are required to establish an aircrew intelligence training program that will provide aircrews the opportunity to attain proficiency. This training should be coordinated with tactics personnel where available.

### **Efficient AIT Program**

An effective training program instills in the aircrew the knowledge required to successfully perform their peacetime and wartime missions, and provides them with the information which will ensure a reasonable chance of survival under combat conditions. It also is the basis for an efficient operation.

### **Establishing An AIT Program**

To establish and provide a sound AIT program, you should acquire and maintain a high degree of knowledge of the subject matter and the capability to communicate your knowledge in a clear and comprehensive manner. To the maximum extent possible, training must be geared to the specific mission and aircraft of the unit. The threat to the aircraft and the crew should be realistically portrayed, dictated by the mission requirements, and based on the planned/anticipated flight route. A well constructed training program employs a combination of formal intelligence presentations and individual studies. Group briefings are efficient, and when done well, will help to enhance the credibility of intelligence.

The limited time available for training calls for ingenuity by the instructor to maintain interest and convey the subject matter to the audience. As a competitor for aircrew time, you should work closely with other ground training personnel to ensure that intel training is systematically scheduled. Take advantage of recurring opportunities, such as operations briefing, flight meetings and scheduled down days. Briefings of 5-10 minutes on various subjects should be kept ready to present at any opportunity. These short briefings can be combined when longer sessions are scheduled. If training sessions are rather lengthy ensure that breaks are scheduled.

Whether training is conducted at the squadron or in your work center, a secure area is required to conduct classified training sessions. However, if possible, this area should be an integral part of the intel section. Special attention should be given to physical security. An ideal facility has reinforced concrete or concrete block walls, limited or single entrance, no windows and lots of floor space. Ensure that the facility is a comfortable environment for both you and the aircrew.

### **Keep AIT Interesting**

AIT is conducted by you on a recurring basis and perhaps in conjunction with other scheduled ground training. It consists of fulfilling requirements outlined in AMCI 14-101. Try and give that extra touch when training the aircrews, be personal yet professional. You will find that the training is more effective and the aircrews are more responsive when it is kept interesting. Try to give the audience a chance to participate and gain some recognition (e.g. "what's my line" or "your aircrews are in jeopardy"). There will be quite a few things you will know and the aircrew won't know and vice-versa. Let it be a learning experience for you as well as the aircrew. **Even the best of teachers learn from their students.** Know your material and project a strong and confident image. Allow constructive feedback and possible related topics or subjects to come up which may enhance the training. Try not to stray off course. If training

sessions are lengthy, it may be a good idea to have more than one instructor available, if possible. Plan ahead and talk to and encourage your unit tactics persons to follow you with a presentation on evasive maneuvers and tactics. You will be right on target if your training includes the following subjects:

- Threat capabilities and recognition
- Debriefing and reporting
- Terrorism
- Theater indoctrination (in relationship to your unit's OPLANS)
- Code of Conduct
- Peacetime detention and hostage survival
- Escape and Recovery (to include EPAs)

## **AIT BRIEFINGS**

AIT briefings are produced by various agencies and come in many different formats and sizes. Whether they are command originated or built from scrap at the unit, briefings are excellent for those training sessions where time is a driving factor. Whether the training package was received from headquarters, an outside agency, or designed for general use, the training must be tailored to your specific unit, mission, tasking, and aircraft.

### **Capabilities Briefings**

There are a few things that will help you successfully brief threat capabilities. First, a good rapport between intel and aircrews is a prime ingredient. Learn what is important and relevant to the aircrews, firmly demonstrate a high degree of expertise in the intel profession and an eagerness to learn what is important to them. Second, become intimately familiar with the unit's airframe/weapons system/mission. This includes capabilities, limitations, employment tactics, and penetration aid systems. Third, try using the dual-instructor approach to threat knowledge training; Intel gives the threat and tactics briefs countermeasures. This adds credibility to your presentation, and helps keep you informed on the latest weapons and tactics information as it is presented to the aircrews.

### **Briefings Outlines**

The following outlines are samples of the kind of information given on threat systems, but should be tailored to your aircrews' specific needs. Intelligence training is most meaningful and beneficial when the instructor shows initiative and is knowledgeable, dynamic, interesting and motivated. With these characteristics, the briefer will attract and hold the audience's attention.

A final thought; no matter how good your training program, it is worthless without accurate intelligence information. **Be sure the information you are presenting is relevant, usable, and timely.**

**AAA BRIEFING-OUTLINE****I. INTRODUCTION**

A. Caliber

B. Category (Mobile/Fixed, Light/Medium/Heavy)

**II. MISSION****III. CHARACTERISTICS**

A. Tactical Range

B. Maximum Effective Range

C. Self-Destruct Range

D. Open-Fire Range

E. Maximum Vertical Range

F. Maximum Horizontal Range

**IV. RATE OF FIRE**

A. Cyclic Rate

B. Practical Rate

**V. FIRING DOCTRINE****VI. FUZING****VII. FIRE CONTROL****VIII. TRAINING****IX. STRENGTHS/WEAKNESSES****X. RECOGNITION FEATURES (OF BOTH THE SYSEM AND AIRBURST PATTERNS)**

## **SAM BRIEFING-OUTLINE**

### **I. INTRODUCTION OF SYSTEM**

- A. Name
- B. Category (Mobile/Fixed, High/Medium/Low Altitude)

### **II. EFFECTIVE RANGE AND ALTITUDE**

- A. Max Range
- B. Min Range
- C. Max Altitude
- D. Min Altitude

### **III. OTHER PERFORMANCE PARAMETERS**

- A. Missile Speed
- B. Missile Maneuverability
- C. Flight time to Max Range
- D. Accuracy at Max Range
- E. Targets per Fire Control Radar
- F. Missiles launched per Target

### **IV. GUIDANCE**

### **V. WARHEAD**

- A. Type
- B. Weight
- C. Lethal Radius
- D. Fuze

### **VI. RADAR**

### **VII. TIME FACTORS**

- A. Rate of fire

B. Reaction time from detection

C. Reload time

#### VIII. OTHER PERTINENT INFORMATION

A. Vehicle speed (if applicable)

B. Amphibious

C. Relocation time

#### IX. STRENGTHS/WEAKNESSES

#### X. RECOGNITION FEATURES

## **AIRCRAFT BRIEFING-OUTLINE**

- I. INTRODUCTION OF SYSTEM
  - A. NATO Designation
  - B. Description
- II. ROLE
- III. ARMAMENT
  - A. AAMs (How many and what mix)
  - B. Guns (caliber/rounds)
- IV. AVIONICS
  - A. Search/Track Range
  - B. Band
  - C. Detailed information
- V. SPEED
- VI. OPERATIONAL COMBAT RADIUS
- VII. TURN VELOCITY/RATE/Gs
- VIII. MISCELLANEOUS INFORMATION
- IX. STRENGTHS/WEAKNESSES
- X. RECOGNITION FEATURES

## **AIT TRAINING AIDS**

**Error! Reference source not found.**Recognition Cards and Playing Cards. Produced by the Department of the Army. These cards are the same size as regular playing cards. The recognition cards have a 3-D picture, designator, mission, and other technical information on the back of the card and a single picture with significant recognition features of the weapon system on the front. The playing cards are regular playing cards with a 3-D picture of the weapon system and key technical information on the front. These cards are produced on armored vehicles, combat vehicles, and aircraft.

### **Recognition Guides, Journals, Books, and Manuals,**

Produced by various agencies, they are an excellent source for background information or pictures of weapon systems. Some source documents are: Jane's All the World Series Books; International Defense Review; British Recognition Journal; Air Review; Aviator's Recognition Manual; and DIAM 57-25. Although all documents listed above will assist you in your training, the DIAM series has been specifically designed to help you and the aircrews identify various weapon systems. These recognition guides contain photos, line drawings, and textual information on the key recognition features associated with each weapon system. Guides are organized by either major weapon category (world aircraft, naval combatants, etc.) or weapon systems for specific countries/areas (Middle East, Cuba, etc.).

### **Military Marking Charts and Uniform Charts**

Produced by DIA, Department of the Army, and the Department of the Air Force. These charts are available to any unit through normal DIA document distribution channels. You should submit your requests through HQ AMC for validation. These charts cover military aircraft markings and uniform insignia charts of countries all over the world (Far East, Africa, Western Europe, Latin America, etc.).

### **Recognition Posters**

Produced by the Departments of the Army and the Air Force. There are literally hundreds of different posters in circulation. There are wall posters that contain photos, line drawings, and textual data on the key recognition features of aircraft, ships, and ground equipment weapon systems. Some of these posters are part of a special series of line drawing posters comparing various CIS equipment. These posters are very large in size and are excellent for the walls in the intelligence facility or the squadron. They could also be framed and placed in the halls adjoining the entrance way of the facility. The posters are even large enough where they can be placed on an easel and used in training.

### **Video Tape Recognition Briefings**

Produced by various agencies, these briefings use videotape medium to present key recognition features associated with various weapon systems. They have a combination of freeze-motion shots of key features with action footage of weapon systems in operation (e.g., MIG-23 in flight) to provide a more realistic training environment for the aircrew and intel personnel. Video tape briefings are available on 3/4 inch format video cassettes, and while most can be ordered through local audiovisual service squadrons, others must be ordered through normal distribution channels. There are many different titles available, such as, CIS fighters, SAMS or bombers, fighter aircraft comparison, helicopter comparison, CIS AAA, and the



CIS ARMY. Providing that your unit has a video cassette player/recorder and a monitor, these tapes can be a valuable tool to your recognition training program. They can also be used by the aircrew or intel personnel for self-study.

### **AIRCREW TESTING**

After you have developed your AIT program using many of the products described above, how do you gage the effectiveness of your program? You test the crews. The best test is the successful return of aircrews involved in combat; however, this can be rather costly in both lives and equipment. So, procedures must be developed by unit level intel personnel to evaluate aircrew intel training. Aircrews may be tested on any portion of training. Results are used to identify subject areas requiring increased instructional emphasis/development. Another way of finding out the effectiveness of training is the use of critique sheets. Remember, it is very important that the aircrews have a say in their training, since they are the ones on the other end of it. Following is a sample of a critique that many intel units use.

***SAMPLE*****AIRCREW INTELLIGENCE TRAINING CRITIQUE**

To help improve AIT, we developed this critique. Please use this form in a constructive manner as your comments will help you and future aircrew members.

**THREAT CAPABILITIES & RECOGNITION:****BRIEFER:****COURSE MATERIAL:****DEBRIEFING AND REPORTING:****BRIEFER:****COURSE MATERIAL:****TERRORISM:****BRIEFER:****COURSE MATERIAL:****THEATER INDOCTRINATION:****BRIEFER:****COURSE MATERIAL:****CODE OF CONDUCT:****BRIEFER:****COURSE MATERIAL:****PEACETIME DETENTION AND HOSTAGE SURVIVAL:****BRIEFER:****COURSE MATERIAL:****MAP PREPARATION AND SYMBOLOGY PROCEDURES:****BRIEFER:**

## **V. MISSION SUPPORT**

### **INTELLIGENCE BRIEFINGS**

Briefings are the most productive means to pass information to a specific audience. Intel is required to give quite a few different briefings to a variety of audiences. Before getting into specific types of briefing, there are a few things to keep in mind:

- By definition, a briefing is short, concise and direct.
- Be organized.
- Ensure your facilities are prepared in advance, if at all possible.
- Use neat, clear, visual aids.
- Know your subject, including any background information if available.
- Anticipate questions and be prepared with the answers.
- Know your audience and the situation (This is a great help in briefing preparation).

Specific types of briefings required are listed in AMCI 14-101, *Intelligence Contingency Funds*. Several briefings will be addressed individually in this chapter and an outline of contents is provided. These are not all inclusive and should be considered a guide rather than a required format. The most effective briefings are tailored to your specific situation, unit mission and/or type of aircraft.

### **PRE-DEPLOYMENT BRIEFING**

The pre-deployment briefing is presented to aircrews and key deployment planning personnel. In some cases you may not have a lot of preparation time, so a master set of pre-made, fill-in-the-blank slides on all major sections of the briefing can really help during crunch time.

### **PRE-MISSION BRIEFING**

This is the final intelligence brief the aircrews receive prior to takeoff. Ensure you have the latest information posted/gathered prior to the briefing. Coordinate in advance for the briefing time and place. Be ready.

### **SHIFT CHANGEOVER BRIEFING**

This is the final yet most important duty responsibility for each shift. Its purpose is to recap all major events occurring since your relief was last on duty, and those expected during your relief's shift. The one thing you want to try to avoid is for the oncoming shift to be caught uninformed or unprepared. Refer to status boards, message traffic, ATO and shift log for information. A significant events board is a good idea. It lists specific events that are important to the execution or threat picture of the situation you are in

(i.e., ORI, relief effort, contingency, etc.). It also aids in the shift changeover briefing to remind you of specific significant events occurring during the shift. Allow at least 20 minutes to deliver the briefing and answer questions. Recommend change-over be accomplished only after relief has read the significant events log. This may help raise questions on items that might be forgotten or need a greater in-depth explanation.

### **CURRENT INTELLIGENCE BRIEFING (CIB)**

It is impossible to provide an accurate outline that will depict how a current intelligence briefing will be. CIBs are as varied as the topics and personnel presenting them. We have, however, provided an example of a current intelligence outline and a few things to consider when setting up a current intelligence program for your unit.

A good current intelligence program demonstrates to the unit commander, battle staff, and aircrew members that the intelligence division is serious about in-garrison support. Additionally, an aggressive current intelligence program produces knowledgeable intelligence personnel who are familiar with current political and military affairs worldwide.

When conducting a current intelligence program, try to ensure the widest dissemination possible. Concentrate on events and topics that may directly or indirectly impact the unit or its mission--think Global Reach. For instance, concentrate on political developments that affect the unit's deployment area. Also emphasize new or existing threats that directly affect the way your unit will operate.

Finally, current intelligence briefings often generate questions from the audience that require research and follow-up. The IN should ensure obtaining answers to these inquiries receives the highest priority. A record should also be maintained of current intelligence briefings, questions, and responses in order to preserve continuity in your briefing program.

### **UNIT MISSION BRIEFING**

The Unit Mission Brief is a topical briefing that covers the unit's tasking. It contains an overview of mission routing, concepts, and the general threat scenario crews may encounter. Remember, shorter is always better.

### **CRISIS ACTION TEAM/STAFF BRIEFING**

When the Crisis Action Team (CAT) convenes, intelligence will be called on to provide critical support. Usually a primary CAT, consisting of the Wing/Unit/CC, Ops Group/CC, Logistics Group/CC and the Chiefs of Ops Plans and Maintenance will convene first. The CAT will schedule situation briefings at regular intervals. Additional briefings may be required as the changing situation dictates.

As a member of the CAT you can expect to make significant contributions that will affect mission planning and scheduling. You will review Readiness Action Procedures (RAP) tables and implement actions to prepare your section for each level of increased activity.

Additionally, you should be present during the entire CAT Brief. It is important to understand how each element of the unit interrelates to the effort at hand, also, it will keep you abreast of any schedule changes, base threat updates, weather, support, maintenance or engineering changes which may impact your ability to operate.

Depending upon your level of participation, you may need to establish a 24-hour work schedule for your section. Regardless of whether you are working by yourself or are part of a well manned shop, you should have a checklist to follow that is tailored for your particular situation.

#### **COMBAT CONTROL TEAM PRE-DEPLOYMENT BRIEFING**

Prior to deployment the Combat Control Team (CCT) will require a situation briefing. The CCT will have a different perspective of the situation than the aircrews, with a primary interest in the situation on the ground rather than in the air.

**PRE-DEPLOYMENT BRIEFING OUTLINE**

- I. SUMMARY OF MILITARY/POLITICAL SITUATION GENERATING FORCE DEPLOYMENT ACTION (INCLUDE MAJOR EVENTS LEADING UP TO THE CRISIS AND ANY NATIONAL DECISIONS, IF KNOWN)
- II. ENEMY FORCE DISPOSITION (GROUND, NAVAL AND AIR)
- III. FRIENDLY FORCES DISPOSITION
- IV. AREAS OF MAJOR ENGAGEMENT (IF ANY)
- V. ENEMY TACTICS/EMPLOYMENT STRATEGIES
- VI. POTENTIAL/ANTICIPATED ENEMY REACTIONS TO THE DEPLOYMENT
- VII. POTENTIAL EN ROUTE FLIGHT HAZARDS (AS APPLICABLE)
  - A. ECM/MIJI activity
  - B. Air defense activity (SAM/AAA/Aircraft)
  - C. Naval activity
- VIII. KNOWN THREATS (TERRORIST OR REGULAR MILITARY FORCES) IN THE VICINITY OF BEDDOWN BASE.
- IX. RECOMMENDED E&R PROCEDURES
  - A. Call signs/frequencies of SAR forces
  - B. Hostile, friendly, and neutral areas
  - C. Evasion geography
  - D. Recommended evasion actions (if applicable)
  - E. Theater recovery and authentication procedures
  - F. Sanitization reminder
  - G. Evasion Plan of Action (EPA)
  - H. ISOPREP review
  - I. Specific instructions contained in OPLANs, etc.
- X. EEIs

XI. BRIEFING & REPORTING INSTRUCTIONS

A. CIRVIS

B. INFLTREP

C. MISREP

D. INTREP

E. MIJI

XII. OPSEC/COMSEC REMINDER

**PRE-MISSION BRIEFING OUTLINE****I. AS OF TIME**

TARGET AND DZ/LZ REFUELING TRACK OR ANCHOR

**II. GENERAL BATTLE SITUATION BOTH FRIENDLY AND ENEMY IN MISSION AREA**

- A. Ground forces disposition (include partisan/guerrilla/UW forces)
- B. FLOT/FEBA/FSCL (both current and projected)
- C. Air Order of Battle/Air activity (include friendly activity that may impact mission)
- D. Route threat information (ingress, target area, and egress)
  - 1. Ground-based air defenses (SAM/AAA)
  - 2. EC threat (MIJI/ECM/EW/GCI/AGIs)

**III. OBJECTIVE/TARGET/ORBIT INFORMATION**

- A. Imagery of APOD, LZ, or DZ
- B. Target area defenses
- C. Target area EEIs

**IV. ALTERNATE/DIVERT/ABORT AIRFIELDS**

- A. Imagery and description of each
- B. Area defenses
- C. Local situation/threat
- D. EEIs

**V. E&R INFORMATION**

- A. SAFE areas (location and description)
- B. Theater recovery and authentication procedures
- C. Possibility of CB contaminants
- D. E&R kit distribution
- E. Recommended evasive actions (if applicable)

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F. Sanitization reminder

G. ISOPREP review

VI. DEBRIEFING & REPORTING

A. INFLTREP and MISREP requirement (Include EEIs)

B. Location of Debriefing

C. MIJI reporting requirements

VII. REVIEW SAR DATA ON KNOWN SURVIVORS BELIEVED IN AREA OF ROUTE/OBJECTIVE . INCLUDE LAST KNOWN LOCATION, CALL SIGN, AND CONTACT TIME, IF APPROPRIATE.

VIII. LOCAL AREA SITUATION - ALTERNATE/DIVERT/ABORT AIRFIELDS

**SHIFT CHANGEOVER BRIEFING OUTLINE**

- I. AS OF TIME
- II. SIGNIFICANT MILITARY/POLITICAL EVENTS
- III. GENERAL DISPOSITION OF FORCES (BOTH ENEMY AND FRIENDLY)
  - A. Ground
  - B. Air
  - C. Naval
- IV. AREAS OF MAJOR ENGAGEMENT
  - A. FEBA/FLOT
  - B. FSCL
- V. PROBABLE COURSES OF ENEMY ACTION
- VI. LOCAL AREA SITUATION
  - A. Terrorist
  - B. Sabotage
  - C. Subversion
  - D. Base perimeter probes
- VII. OPEN SARS (INCLUDE SURVIVORS LAST KNOWN POSITION, CONDITION, AND CALL SIGN)
- VIII. MISSIONS IN PROGRESS AND ESTIMATED DEBRIEF TIMES.
- IX. NEXT PRE-MISSION BRIEF OR CAT/BATTLESTAFF/COMMANDERS UPDATE BRIEFING TIMES
- X. ANY MAJOR PROBLEMS ENCOUNTERED DURING THE LAST SHIFT, AND ANY SUGGESTED OR IMPLEMENTED SOLUTIONS
- XI. ANY ACTIONS INITIATED WHICH REQUIRE FOLLOW-UP OR ACTION BY NEXT SHIFT
- XII. MISCELLANEOUS (TO INCLUDE POLICY/PROCEDURE CHANGES)

## **CURRENT INTELLIGENCE BRIEFING OUTLINE**

### **I. INTRODUCTION (YOURSELF, SECURITY CLASSIFICATION, AND ALL BRIEFING TOPICS)**

**NOTE:** It should be readily apparent why a topic is being covered. If it is not apparent, then the briefer must explain up front.

#### **II. ITEM 1.**

- A. A brief background (if appropriate) on the topic
- B. Your main points
- C. Implications

#### **III. ITEM 2.**

- A. A brief background (if appropriate) on the topic
- B. Your main points
- C. Implications

#### **IV. ITEM 3.**

- A. A brief background (if appropriate) on the topic
- B. Your main points
- C. Implications

### **V. CLOSING AND QUESTIONS**

### **VI. REMINDER OF SECURITY CLASSIFICATION**

**UNIT MISSION BRIEFING OUTLINE**

- I. NAVAL THREAT
- II. BOTH ACTIVE AND PASSIVE EW/GCI RADARS
- III. AIR THREATS
- IV. GROUND BASED THREATS
- V. RECENT WEAPONS DEVELOPMENTS, TRENDS AND/OR DEPLOYMENTS

**NOTE:** The key is attention to detail without getting too detailed on any particular threat or weapons system.

**CAT BRIEFING CHECKLIST**

- I. Security Classification
- II. Info "Current as of" time
- III. Significant military and political developments affecting current unit situation
- IV. Enemy forces equipment and disposition
- V. Friendly forces equipment and disposition
- VI. Indications of impending attack (especially at your base or at bases where unit aircraft will operate from)
- VII. Areas of major engagement (include FLOT trace)
- VIII. Local situation
  - A. Terrorist, sabotage, or subversive threats
  - B. Perimeter probes
  - C. Potential chemical threat
- IX. Probable enemy course of action
- X. Security classification

**NOTE:** Be thorough, but brief. Remember that members of the CAT are extremely busy. Focus on relevant information which will impact on mission accomplishment.

**CCT BRIEFING CHECKLIST**

- I. Scenario: Brief overall situation
- II. Identification of Enemy Forces/Equipment
  - A. Identification/Location
  - B. Strength
  - C. Level of Training (Special Forces, Rangers, Elite Guard, Reserves, etc.)
  - D. Mobility of Equipment and Personnel
  - E. Current Direction of Movement
  - F. Anticipated Activity
- III. Friendly Forces/Equipment
  - A. Identification/Location
  - B. Strength
  - C. Equipment
  - D. Mobility
  - E. Mission of Units in operating area
  - F. Partisan Activity
  - G. Support Available (close air/artillery)
- IV. Evasion and Escape
  - A. Locations: Safe Houses and SAFE Areas
  - B. Contacts: Friendly Units/personnel
  - C. Identification: ID Cards, Passwords, Running Passwords
  - D. SAR Procedures
  - E. Partisan/Underground Forces
  - F. Known Danger Areas

V. Debriefing Requirements (**S-A-L-U-T-E**)

- A. Size (of the enemy unit)
- B. Activity (what is the enemy doing, direction)
- C. Location (UTM or key terrain location)
- D. Unit (markings on vehicles, uniforms, head gear, colored tabs on uniforms)
- E. Time (when did sighting occur)
- F. Equipment (type including chemical preparations)

## **INTELLIGENCE DEBRIEFING AND REPORTING**

Intelligence debriefing and reporting at unit level is an important part of the intelligence collection process. It can be a valuable source of timely information that can provide warning to airborne aircraft and it can be applied to mission planning. The importance of comprehensive reports cannot be overemphasized. The influence that crisp, new information from unit aircrews has on the overall planning and tasking process highlights an important combat intelligence support function. The role of unit produced reports may seem minor when compared to specialized intelligence collection efforts, but it produces one-of-a-kind information that your aircrews and those of other units flying in the area of operations desperately need.

- Debriefing and reporting procedures are designed to give commanders and staffs at all levels the answers to the following vital questions:
- Was the mission successful? If not completely successful, to what degree was it a success? If a failure, why?
- What forces do we have available for the conduct of future operations? What were our losses, and why?
- What measures/tactics did the enemy employ in trying to impede the success of the mission?
- What are the latest developments in enemy weapons and tactics?
- What is the present strength and disposition of enemy forces which might affect our future operations?

With the answers to these questions, commanders and their staff are able to plan future operations. If these plans are to be effective, information that answers these questions must be complete, clear, and accurate. Intelligence personnel at all units and intervening levels must do a thorough job of extracting, compiling, tabulating, and summarizing information received from AMC aircrews.

## **AIRCREW DEBRIEFING**

The primary purpose of aircrew debriefing is to obtain information concerning the results of the completed mission. In addition to obtaining mission results, there are a number of secondary purposes.

Debriefing captures information that helps resolve operational problems. This includes recognition and analysis of good and bad procedures in planning and execution. The basic information from which we make post-operation analysis and critiques must come from participating crew members. Furthermore, debriefing furnishes information on problems arising from the characteristics of our own equipment.

Debriefing is an important source of first hand, on-scene intelligence information. Aircrew members may often be the only source of key information, such as new tactics, the appearance of a new aircraft, or new enemy air units in a particular area. Pilots and aircrews are in a position to gather information on enemy defenses and possible new targets in the area covered by the operation. Although it is usually difficult to make precise observations on a mission, contributions from aircrews on these subjects are useful. In this sense, aircrews are visual reconnaissance agents, collecting information as they conduct their missions.



## **PREPARING AIRCREWS FOR DEBRIEFING**

One way we can improve our unit's effectiveness in debriefing is to prepare before our units are actually committed to combat. Your pilots and aircrews should be thoroughly trained in collection and reporting, and aware of their status as intelligence collection resources. They should also be made aware of the importance of the information they collect and how it impacts their safety and success in future operations. They should be made to understand that debriefing is not just another additional task they must endure. It contributes significantly to the success of future missions, and plays a significant role in their own safety on future missions.

The interest and competence of flight personnel in collecting and reporting must be carefully nurtured through training and practice. They must never be allowed to lose their feeling of participation in intelligence collection. Training presentations on various subjects may be used to emphasize the importance of aircrew reporting. For example, weapon systems and tactics training sessions should not only point out the necessity for logging and reporting defenses encountered, but should also teach the correct terminology and identification features. If aircrews are trained to know why information is asked for, what information is needed, and how it is used, they will be more valuable as sources.

### **EEIs**

In preparing aircrews for debriefing let them know what you are interested in! We do this by giving them EEIs during the mission briefing. The EEIs can be developed at the unit level and tailored to the unit's mission and area of responsibility. Enemy engagement tactics, firing ranges, ECM, voice deception, target deception, and successful countermeasures are all examples of common EEIs. Other EEIs may be included in OPODs or designated by higher headquarters. If possible, you should provide the aircrew with reasons why particular information may be of specific interest during the mission. Your debriefing should then focus on those requirements to ensure that the aircrews realize that their efforts were not wasted.

## **DEBRIEFING DIFFICULTIES**

As an intelligence debriefer, you must understand that you face two basic difficulties in your quest for information. One is that aircrews in the stress of sustained operations find it difficult to observe clearly and comprehensively. The other is an inherent human weakness to distort facts for psychological reasons, or to have them swayed or slanted because of prior experience or knowledge. Objectivity is the goal. For example, gunners in bombers of the past were known to have claimed enemy aircraft destroyed which were not justified by the facts. The gunners of the Eighth Air Force in England during World War II claimed to have destroyed enough aircraft to equal the German Luftwaffe several times over. To perform their job well, debriefers must recognize these weaknesses and question all information without appearing unduly suspicious or skeptical.

Another problem frequently encountered by intelligence debriefers is dealing with operational terminology. Like professionals everywhere, aircrews have their own unique language which is sometime difficult to comprehend. You should strive to become familiar with as much "ops" terminology as possible. Knowing the meaning of freqs, SPINS, MOG, etc., will prove invaluable in your debriefings. While the primary purpose of mission debriefs is to gather intelligence information, operational information gathered from debriefs is also critical to planners and commanders. Additionally, being familiar with the aircrew jargon will enhance your credibility.

## DEBRIEFING TECHNIQUES

Despite these difficulties, however, there are techniques you can develop through study and preparation which will help you in obtaining the maximum factual information from the aircrew. The following are some of the techniques which you should try to cultivate.

**Be analytical.** A debriefer should be able to think analytically. It is not enough to run through a list of standard questions and record the answers. The questions asked must be such that they help solve a problem, including a problem which becomes evident as the debriefing progresses.

**Guide the discussion.** A debriefer should be able to guide questions to a desired end. You must control the discussion from straying away from a predetermined objective or from a new objective if conditions warrant a change.

**Be patient.** The debriefer should be able to exercise patience in dealing with aircrews who may be physically tired and mentally exhausted after a mission. Good debriefers are good because they understand the emotional state of the crews and can adjust accordingly.

**Identify items of importance.** A good debriefer should be able to sense items of value, no matter how insignificant they appear. In spite of the fact that a written record will be made of the important items during debriefing, the significance of some things may not be clear at that moment. A good debriefer will remember them and when the observations are subsequently reported, will be able to associate them with previously reported data. At times, these items may aid the debriefer in realizing the significance of information which might otherwise be overlooked.

**Be sympathetic.** A debriefer should be sympathetic, but should not be soft-hearted. A sympathetic attitude is necessary to draw out the most from the person being debriefed, but soft-heartedness will frequently cause acceptance of false information.

**Be inquisitive.** A good debriefer is always inquisitive. The crew member may feel that an observation is not worthy of more than a mention. However, if you are an alert debriefer, you will recognize that there may be more to be said and you will pursue the subject until all necessary facts are uncovered.

**Hunt for facts.** A debriefer must be scrupulously honest and without bias. Aircrew members may sometimes delude themselves with invincibility and exhilaration, a tendency which is probably natural after having returned from a near-death experience. Debriefers, however, should not allow themselves to be subject to such delusions. They must hunt for facts, not fantasy, and must be candid and honest in their search.

**Be familiar with the mission.** One of the best ways for debriefers to make themselves more effective is to become familiar with the unit's aircraft. Familiarity with the aircraft, procedures, and aircrew duties will help you talk to the crews in their own terminology and understand what they are telling you. The debriefer should also gain some knowledge of the limitations of aerial observation. Altitude, speed, and weather conditions are obvious deterrents to accurate observation. Also, some crew positions afford little or no field of view outside the aircraft. The debriefer should know who among the crew is in the best position to observe in any given direction.

**Know the aircrew's priorities.** The debriefer should always remember that the primary function of a flight crew is to fly aircraft and return safely to base. Observing and reporting is incidental to this primary function. Aircrew members cannot be expected to accomplish their complex assignments and devote a great amount of time to observing and recording intelligence information.

## DEBRIEFING PREPARATIONS

The success of getting usable and timely information from the aircrews depends on how well you are prepared before the debriefing. We have already discussed how to prepare the aircrews for your debriefings. You must also accomplish several actions before the debriefing to improve the quality and quantity of the data received. Some of these actions include the following:

- Assemble visual debriefing aids such as charts and photography of the target area. Sometimes the chart carried by the crew may be used for this purpose. Attempt to anticipate the enemy's reaction to the mission.
- Study the OB to know what the aircrews can logically be expected to see.
- Have recognition guides or other visual aids available to help aircrew members identify what they have observed.
- Determine primary lines of questioning to be used with the aircrew.
- Make the debriefing area as comfortable as possible.
- Monitor down times to ensure all debriefs are accomplished.
- If possible, obtain as much information as possible from the inflight report sent out by the aircrew prior to landing.
- Ensure that adequate checklists are available to guide and assist you in the debriefing.

**NOTE:** If your unit conducts quick turns of aircraft, you will not have the luxury of much debriefing materials and preparation time. These debriefings are conducted on the flightline in an abbreviated manner. Quite often the debriefer is also required to give these crews an abbreviated mission briefing for their next mission.

## Develop Debriefing Checklists

A good debriefing checklist can be your most valuable aid for conducting debriefings. There are no standard Air Force debriefing checklists, however, all operational units use a debriefing checklist of some type, usually one devised locally. Depending upon the type of mission, some may be simple one page forms and others can be multiple pages in length. Whatever type of debriefing form you use, it should be designed to aid you in getting the information you will need for reporting the mission results.

## DEBRIEFING PROCEDURES

The first task for the debriefer is to ensure that aircrews are debriefed as soon as possible. This is required for the following reasons:

- Emergency or hot news, such as, downed friendly aircrews or possibilities of imminent attack by the enemy must be reported to the appropriate headquarters or agencies immediately.
- You must obtain all observations while they are still fresh in the minds of the participating aircrew members. The longer the delay, the greater the opportunity that the facts will be forgotten or distorted.
- Crew members returning from a mission are tired and under emotional stress. Everything should be done to expedite and wrap-up details of the mission so they may be provided the opportunity to relax.

## DEBRIEFING GUIDELINES

The first step of the debriefing itself is a general intelligence debriefing. The entire crew should be present. Airlift or tanker crews should be debriefed as a crew. If more than one aircrew is debriefed in the same room, at the same time, it is necessary to seat the personnel so that two pilots, two navigators, engineers or loadmasters are not seated next to one another. Crew position name plates can be used on the table for this purpose. This prevents collusion and comparison of notes. Following this general intelligence debriefing, specialized debriefings for particular aircrew members, pilots, or observers may be conducted to get specific information on observations made.

There are a number of rules which apply to debriefings, regardless of the kind of mission or aircraft involved. If you are tasked to conduct a debriefing, it is important that you follow these rules.

- All unnecessary and unauthorized personnel should be excluded from the debriefing, and distractions should be kept to a minimum. The debriefing should be limited to the aircrew and the debriefer, preferably in a separate room or enclosure away from other aircrews and debriefings.
- All basic reference materials, such as charts, target materials, or photographs used in planning the mission must be readily available at the debriefing table. These items aid greatly in producing definitive and specific information. You should know the background of the mission and details pertaining to other missions which have been flown in the same area. Lack of such knowledge not only hinders the collection of precise information, but fosters an unfavorable impression.
- You must not criticize or contradict the crew, even by implication. Inaccuracies in observation are to be expected. Facts should be used to disprove claims without debriefers injecting their personal evaluations. You must not forget that you have no firsthand knowledge and that what may appear to be an erroneous statement may actually be true and possibly of great significance.
- Debriefings should be accomplished quickly, accurately, and tactfully. You must not take the attitude that any of the material given by the aircrews is old news. To do so will quickly stifle the incentive to report. The information should be precise because only that which can be identified in terms of what, when, where, and how is of any value.
- You can make the debriefing less painful and routine if all possible blanks on the debriefing checklist are filled before the crew is debriefed. For example, data on crew members names and positions,

aircraft call signs, mission numbers, and takeoff times may be obtained from the operations scheduler. These portions of the checklists may be prepared in advance, saving time during the actual debriefing process.

- No matter how elaborate the debriefing checklists, they can serve only as a guide to the debriefer. You need to develop the mental flexibility necessary to recognize information which, while not called for on any form, may be of the highest significance. You should have plenty of supplies and extra materials available to record such observations. The important thing is to get the information on paper while memories are still fresh. Many units require that aircrew members sign their debriefing forms. This serves as a legal precaution against invalid claims and also serves to make the report an official record.
- **You should avoid asking leading questions.** Questions should be phrased in such a manner that the person being questioned cannot infer the sort of answers which may be expected. However, this does not imply you would not ask additional questions or aid the aircrew member to describe something if it required further explanation. This should have been taught to your crews in routine training long before an operation.
- **Each aircrew member should participate.** Often the least talkative aircrew-members may be the best observers, yet they will permit someone else to do the talking. All aircrew members should be brought into the discussion. You must realize that if you only get one individual's opinion you may miss a great deal. You must try to get all the individuals to provide input or at least confirm what others say, and not allow one person to intimidate the others.

Most units issue standard inflight debriefing forms to their aircrews to be filled out in flight. These forms are used to record some of the routine data. Some of this information will be collected at the debriefing upon their return. This allows the aircrew to record this information during the homebound part of their flight when they are not as busy. Such a procedure speeds up the debriefing process and increases overall debriefing effectiveness, since the debriefer can then spend more time on information that is recognized to be of greater value.

It may prove impossible for the intelligence personnel to debrief all aircrews the moment they touch down. Fortunately, at most units, procedures have already been established to debrief all aircrews as quickly as possible. Ideally, a reception room with refreshments should be made available for those waiting their turn. However, during wartime the most likely scenario finds you out on the flightline running from one parking slot to another or going into a bunker or foxhole looking for the aircrews. At some units, there may be a centrally located place where the aircrews turn in their helmets and flight equipment. This would be an ideal location to collect any inflight debriefing forms and begin the debriefing. This would also enable you to pass on any new information from recent debriefings to departing aircrews. If the public affairs officer permits, access of war correspondents to combat personnel returning from missions may be allowed after the aircrews have been debriefed.

## DEBRIEFING TOPICS

The following items are normally considered the minimum topics that you should cover during a debriefing. Of course, if the topics do not pertain to your mission, you would not include them. For example, if you were debriefing a tanker aircraft, there is no need to ask about LZ or DZ information. This listing is not all inclusive and it is not in any specific order of priority:

- Aircraft call sign and aircrew member names and positions;
- Mission number;
- Takeoff and recovery times;
- Refueling Track/DZ/LZ surface/runway conditions;
- LZ/DZ /refueling track area weather;
- Mission result;
- Observations;
- Defenses en route and in the LZ/DZ area including ECM and electronic or voice interference. You need to find out what type, its location, and tactics used and their effectiveness. Concentrate on changes to the defenses briefed prior to the mission and attempt to determine if your information was accurate.
- Specific EEI observations relative to the EEIs presented during the pre-mission briefing and other significant sightings and their locations.

**After the Debriefing.** After the intelligence debriefing, the aircrews may split up and proceed to specialized debriefings which cover technical points related to each of the major crew functions. Ordinarily, these specialized debriefings are used to obtain information which is of value to the unit itself, and which is generally not of intelligence value. Most of these debriefings are on operational matters and maintenance. Reports of equipment malfunctions, weapons difficulties, comments on tactical formations flown, and maneuvering are handled by other agencies.

There may be circumstances which necessitate calling an aircrew back for additional questioning. This should be done only if it is absolutely necessary. Some reasons you may have to ask additional questions might include conflicting claims of sightings and resolving contradictory evidence on the location of enemy forces.

## REPORTING

As debriefing forms from each crew are completed, they are collected and work is begun on reporting mission results. Often, worksheets are designed to allow compilation of totals or comparison of reported observations. Special and separate worksheets are normally necessary to compile reported data on AAA or SAM, fighter tactics, or other data. Compile and prepare the information quickly. Send it out in the form of a mission report (MISREP) and pass on any relevant information to the pre-mission briefers to present to departing aircrews. Normally, you will compile the report and transmit the information using a message text formatting reporting system.

Intelligence and mission results are of little value if they are not delivered when and where they are needed. Since most intelligence is time sensitive, it must be reported or disseminated to commanders and others who need it quickly and efficiently.

HQ AMC/IN determines what type of intelligence reports subordinate units are responsible for submitting. These requirements are usually spelled out in AMCI 14-102. Additionally, the intelligence annex of the OPLAN or OPOD directing the air operation contains instructions about the type of intelligence reports required along with information about message addresses and precedence.

## CONTENTS OF MISSION REPORTS

At the unit level, the majority of intelligence reported is generated after aircrew debriefings. These reports can range from a few lines to 50 pages of information, depending on the mission and information to be reported. Most of these messages are sent using an immediate precedence. Time limits for transmitting these reports are often levied by MAJCOMs. You may only have one hour after engine shutdown to get out a mission report. This is not much time to debrief the crew and transmit a multi-page message. Therefore, a unit must be well prepared in advance to transmit these reports. Most units have developed fill-in-the-blank reporting forms to assist in the rapid preparation and dissemination of intelligence reports. Before we get into the specific types of intelligence reports you may be responsible for preparing and transmitting, we will consider briefly the types of data that might be included in these intelligence reports. Keep in mind, however, that the data required varies.

**Operational Data.** This includes such information as the number of aircraft that went on the mission and the number that were lost, damaged, or aborted. Analysts at higher headquarters must also know the reasons for aborts and damage, what equipment the crews used, the takeoff time, the TOT, the landing or down times, and mission numbers and call signs.

**Weather Data.** Weather is a factor which can affect the success of air operations. Consequently, all available information about the effects of weather on past missions should be considered in planning future air operations. To that end, you should include in the mission reports a section describing the weather encountered on the flight. Adverse weather conditions greatly affect the mission results.

**Enemy Air Reaction Data.** All accounts of encounters with enemy aircraft are carefully analyzed and collated. Each report notes the time, altitude, and most important of all, a description of the encounter. On missions over enemy territory where interceptions occur, the extent of air reaction by the enemy indicates their capabilities and strength. A narrative of the tactics, marking of enemy aircraft, aggressiveness, intensity of the attack, and duration of the encounter are essential if we are to evaluate the enemy's air capabilities. If our analysts at higher headquarters have enemy unit identifications, they can also draw inferences about the strength and the disposition of enemy's air units, thereby arriving at a more accurate estimate of the enemy's air capabilities and AOB.

**Anti-aircraft Defense Data.** Anti-aircraft weapons or batteries are usually found near objectives of military importance. Thus, AAA defenses are good indicators of the disposition of enemy forces and the location of important enemy military facilities. But probably of more importance to the aircrews, current and accurate AAA defensive information can save many of them from injury, capture, or death due to the damage or loss of their aircraft. Thus, aircrew members are quite receptive when you ask them to observe and record the following items about AAA, if possible:

- Visibility.
- Intensity of fire (light, moderate, or heavy).
- Location of aircraft when fire was received.

- Accuracy.
- Type of fire (barrage, radar-controlled, tracers).
- Color of airbursts (orange, red, yellow, etc.).
- Type of weapons.
- Fire coordination (sector, multidirectional, etc.).
- Altitude and effective range (tracer burnout).

**AAA reporting is difficult for aircrews.** Because of the small size of the weapons and how easy they are to camouflage, aircrews cannot pinpoint ground positions unless they see muzzle flashes or tracers. Intensity classification is also a problem.

**SAM Data.** SAMs have replaced many of the anti-aircraft guns in modern countries. Because the SAM has the capability to chase an aircraft in flight, aircrew reports on SAM sightings are critical. While some SAMs are fired from readily identifiable sites, many of the newer SAMs are transported and fired from self-propelled vehicles, while some are shoulder-fired. It will be as difficult for the aircrews to pick out these types of SAMs as it will be to pick out AAA Sites. Instruct the aircrews to report the following information about SAM firings if possible:

- Visibility (radar warning receiver (RWR) warnings).
- Accuracy and number.
- Type of missile.
- Ability of missile to maneuver and lock on.
- Size of the missile and type of warhead (if seen to explode).
- Color of smoke trail.
- Characteristics of the missile flight (smooth, erratic, jerky).
- The effect of ECM on the missile.
- Fire coordination.
- Aircraft position, speed, and altitude when missile sighted.

**Sightings Data.** Each aircrew is a potential reconnaissance observation team which can pass on to intelligence personnel vast amounts of information regarding the enemy's activities and tactics. The accuracy of this information is increased by aircrew intelligence training in the observation and recognition of enemy weapons and weapons systems. Typical subjects of intelligence information reported as sightings include the following:



- Troop and equipment movements,
- Rail and highway traffic,
- Airfields, including status of those under construction,
- Sea, harbor, and inland water transportation activity,
- Military training, staging, and storage areas, and
- Any unusual or suspicious situation.

Aircrew sightings are especially valuable in locating targets of opportunity. They can reveal the movement of enemy forces and note changes in their supply routes. Also, they can furnish other data necessary for use in quick reaction to these fluid situations.

**Equipment Data.** We continually strive to maintain superiority in all military equipment. To support this program, all sightings of foreign equipment either in the air or on the ground must be reported. Analysis and interpretation of these sightings by higher headquarters often leads to changes in our tactics, modification of our equipment in the field, or even changes in the design of our equipment at the factories. It is only through continued surveillance and evaluation that superiority can be maintained. Satisfactory combat performance is the measure of true superiority. Technical intelligence collection enables us to avoid technological surprises, and aircrews can contribute towards this collection effort.

This list of the contents of a mission report is brief, but it indicates some of the more pertinent factors which are often included in combat mission intelligence reports. Remember, it is imperative that all possible information be obtained from the aircrews during debriefings before a mission report can be accurately compiled.

## STEPS IN MISSION REPORTING

Debriefing the aircrews is only the first step in fulfilling your post-mission responsibilities. Remember, the debriefing was conducted for the purpose of collecting all intelligence information about the mission. For this information to be of maximum value, it must be reported to higher headquarters. The four basic steps in mission reporting are as follows:

- **Check and Verify Information.** In this step you check for possible errors in your information. You do this by cross checking all items on the debriefing form against the mission plan and other materials associated with the air operation. Look for items that seem inconsistent or contradictory. As you do this, you may have to consult all debriefing personnel or, as a last resort, even call the aircrew back for further questioning. If this bothers you, remember that any debriefer who indiscriminately accepts and reports information without verifying it thoroughly constitutes a threat to the validity of the reporting system. However, once you have checked over all the information gathered, you are ready to draft the report.
- **Draft the Report.** We mentioned earlier that most units prepare required reports in advance so it is a matter of filling in blank spaces. You will often receive information that requires you to expand items and include new and pertinent mission data. Quite often a narrative explanation is required. Therefore,

keep narratives in the style of a newscast. State the who, what, when, where, and how about the mission, recording exact coordinates, times, altitudes, and similar details. If the mission data is incomplete or unavailable, state in the report the reason why the report is not complete. When you have completed the draft, you should make one final check by rereading the entire draft; then submit it for editing.

- **Edit the Report.** The purpose of the edit is to find and remove any discrepancies still in the draft as well as to make sure that the proper security classification is assigned. You check to assure that the appropriate terminology is used and that the report is accurate and complete. Do not hesitate to discuss the report contents with the drafter or to return the report to the drafter for correction or additional data. The person who edits the report is usually someone with past experience in mission reporting. Once the report is properly edited, it is ready to be disseminated.
- **Disseminate the Report.** Before the report is actually disseminated, you need to first check your distribution lists to determine who is authorized to receive the report. Besides your prime user--higher headquarters--you may have lower or lateral units and other organizations that have an interest in or need for the mission results and thus receive copies of the reports. The best place to check for these addressees is the OPORD.

## MESSAGE TEXT FORMAT SYSTEM (MTF)

**Background.** Prior to 1986, MAJCOMs had the responsibility to dictate the content and format of all intelligence messages. This caused many problems for military intelligence units. It led to a lot of misunderstanding between units, and important message traffic was not used because it was not compatible. Also, during the last few decades, the overload of information received from all-source intelligence producers had made it impossible for humans alone to manipulate the material. As computers became more available, we began to use them to handle this increasingly abundant information. However, in order for computers to handle this information, it had to be formatted in a language that they could understand. This led to the inception of the MTF system. The MTF system has the following three basic purposes:

- Provide the same message format for all services within DoD (including the National Security Agency and DIA) to use for exchanging tactical information.
- Provide messages that computers can use to process information.
- Provide messages that humans can read.

The MTF system is an element of the Joint Interoperability of Tactical Command and Control Systems (JINTACCS) program. It was developed to achieve and maintain joint and combined interoperability of tactical command and control systems. You may hear MTF messages referred to as JINTACCS messages; they are both the same. The Joint Chiefs of Staff directed the system's implementation on 1 October 1986 in all joint and combined operations and exercises. The Air Force, on the other hand, has directed that all messages used in day-to-day operations use the new format. In this section, we will examine the general rules for reading and writing all types of MTF messages, with emphasis placed on intelligence messages.

**Joint Users' Handbook (JUH)**

The directive for preparing messages using the MTF system is Air Force Pamphlet 102-2, Vol I, *Joint User Handbook For Message Text Formats*. The handbook gives preparation instructions and interpret rules on how to read and write general or individual messages. The Handbook includes over 130 different types of MTF messages, but in your job you will probably use only a few of them.

There are three different message forms that can be used to transmit an MTF message. The DD Form 173-2 (Red) and the DD Form 173-3 (Blue) are typed using the optical character reader (OCR) format. The DD Form 173-2 is probably used the most for Air Force intelligence reporting. There is also a DD Form 173-4 that is used for handwritten JINTACCS messages. With this form, the telecommunications station will format and type your handwritten message. Unfortunately for us, it's rare that an Air Force communications center will accept this type of message.

As you know a message has a heading, text, and ending. In the MTF system, your main concern is the text of the message. The information for the heading and ending is normally provided in the OPLAN or OPOD and possibly in a command regulation. Review of these documents will usually provide you with answers as to what to include in your heading and ending.

**MESSAGE COMPONENTS**

You are used to reading messages, letters, books, and other documents. The text of these documents is made up of words, sentences, and paragraphs. The text of a MTF message is similar; however, computers must also be able to read these messages. Because of this, the message text is arranged a little differently.

Before you start writing your MTF message, you must know certain terms that are used in building the text of the MTF message.

**Set.** The set is the basic building block of all MTF messages. A set can be compared to a sentence. It contains information about one subject.

**Field.** The field is the basic building block of a set. A field can be compared to a word in a sentence. A set is made up of several fields just like a sentence is made up of several words.

**Linear Set.** Normally the fields in a set are arranged straight across the page in a line as in a normal sentence. This is called a linear set.

**Columnar Set.** Sometimes the fields in a set are arranged in columns. An example would be columns of numbers or coordinates. This is called a columnar set.

**Free -Text Sets.** A free-text set is just what the title implies. You can write the entries for free-text sets in lines, columns, sentences, or paragraphs. You can use whatever way is best to get your idea across. You will use free-text sets to give additional information or details that do not fit into other kinds of sets.

**Set and Field Name.** Sets and fields have names to help you and the computer recognize them. These names are like the subject in a sentence. They tell you what information in the set or field is about. In columnar sets, field names are column headers.

**Authorized Entry or Authorized Entry Codes.** The MTF message system only allows certain authorized entry codes to put information into fields. These entries often appear to be abbreviations.

**Heading.** You will sometimes see sets that are grouped under headings. These headings divide the message into several parts like chapters divide a book. Each part is about one major subject of the message.

*Overall, the text of an MTF message is nothing more than a group of sets that give information about the general subject of the message. You write MTF messages using sets (sentences) made up of fields (words).*

## MTF RULES

To keep the formats of the messages standardized throughout DoD, you must follow some basic rules. These rules will enable the computer to read and store data from your message. The first rule covers allowable characters and symbols that can be used in preparing the message.

**Allowable Characters.** You are able to use all the letters in the alphabet (always use capital letters) and any number when you are writing MTF messages. However, there are certain characters found on normal typewriter keyboards that you are not allowed to use. The more common characters you cannot use in MTF are the following:

- Exclamation point (!)
- Semicolon (;)
- Apostrophe (')
- Quotation or ditto marks (")
- At sign (@)
- Number or pound sign (#)
- Dollar sign (\$)
- And sign (&)
- Asterisk (\*)
- Plus Sign (+)
- Equals Sign (=)
- Percent Sign (%)

Be careful not to use these characters in MTF messages. The computers that read these messages are not able to interpret these characters. Be especially careful when you write free-text sets.

**Special Symbols.** There are three special symbols with which you should also be familiar. These three symbols are as follows:

- Field markers.
- End of set markers.
- No data sign.

**Field Marker.** A single slant (/) shows where a field starts. It goes before the field and must be on the same line as the field. Field markers help computers read the message. When a computer sees a field marker, it knows the next field is starting. You have to be careful with your use of the slant when preparing a message. A common error occurs using the slant when writing about equipment. For example, instead of writing MIG 29/FULCRUM, you must write it MIG 29 FULCRUM. In free-text sets you may use the slant any time you wish, but in linear and columnar sets you may only use the slant as a field marker.

**End of Set Marker.** A double slant (//) shows where a set ends. The double slant is like a period at the end of a sentence. You cannot use the double slant for anything else but the end of a set. Since you are only allowed to use 69 characters on any single line of a message form, you may at times be unable to put the double slant together at the end of a set. If the set ends in space 68 or 69, put both slants on the next line. Do not use the double slant in free-text sets unless you intend to end that set.

**No Data Sign.** The no data sign is a hyphen (-). You use the hyphen when you have to make an entry in a set or field, but you don't have the information to put in it. This will occur when you have to put entries in mandatory sets or fields, which we will explain later. As with any other rule, however, there is an exception. In some cases, instead of entering a hyphen, you may have to use the entry UNK for unknown when you do not have the information. Detailed instructions for the particular message contained in the JUH will let you know where you have to substitute.

### Sets And Fields Usage

All sets and fields have what we call usage categories. These categories tell you if you must include a particular set or field in a message. The category will also tell you if you can use the set or field more than once and if there is more than one type of entry for it. There are four types of usage categories: mandatory, conditional, optional, and repeatable.

**Mandatory.** As the title implies, these are mandatory sets and fields that you must include in certain types of MTF messages. If you do not have the information for the mandatory sets or fields, you must enter the no data sign (-) or possibly UNK in some cases.

**Conditional.** Sets and fields must be used if certain other criteria are met first. An example of this could be that if you are involved in an exercise, you have not met the condition; therefore, the exercise set would not be included.

**Optional.** If you have information you can include in a set or field that is coded as optional, you must include that set or field in your message. If you don't have the information, leave the set or field out of your message.

**Repeatable.** There are some sets that you are allowed to repeat as often as needed to complete the meaning of your message. There are also repeatable fields used for the same reason. On occasion you may leave a group of two or more sets that can be repeated as a group. These are known as repeatable segments. When you repeat a segment, you must repeat the sets in their original order. You may also repeat a group of fields as often as needed to complete the meaning of the set, but you must keep the fields in their original order.

To determine the category of a set or field you might need, follow the guidance given in the category column for each particular message in the JUH. The categories are coded as follows:

- *m* for mandatory
- *c* for conditional
- *o* for optional
- *r* for repeatable

## FORMATTING MTF MESSAGES

Because the MTF messages are read by computers, there are strict guidelines on how these messages are formatted. We will briefly cover these rules for the different sections of the messages.

**Rules for Linear Sets.** The following is an example of a linear set. Notice that the linear set begins with an abbreviation of sorts.

**MSGID/SITREP 314 AW/IN/231307Z/APR/AMP/2**

This abbreviation is known as the set name. The MSGID used in this example stands for message identification. All linear sets start with a set name at the left margin of the message form. Following the set name is a series of fields. Notice that each field starts with a field marker (/). If the linear set contains more than 69 characters, continue the set on the next line. However, never split a field between lines. You must start the second line with a field marker and the next field in the set. Use an end of set marker (//) to signify the end of the set.

**Rules for Fields.** Once you decide to write a set, you must decide which fields to fill in. As we explained earlier, some fields are mandatory, some are conditional and some are optional. Detailed instructions in the JUH will explain into what category the field falls. Careful attention to detail is important when you fill in each field. In most cases, there are a certain amount of spaces and types of characters you are allowed to put in each field. For example, if the field is only authorized four spaces, you cannot input ten numbers. The reverse is also true. If the instructions call for four characters and you need to enter the number 6 you must write it as 0006. In some cases you must identify the field name before you insert the information, when the directions call for it. For example, a field may call for a mission number. In this case you would use the approved abbreviation for mission number--MSNID-- for the field name, followed immediately by a slant. After entering this set identifier, you would enter the actual fields. The linear set of fields would then look like this:

**MSNID/ALS/317 OSS/123/AC9321//**

Again, you would only enter the field in this manner if the directions called for it. Also, you would enter a no data sign if the field was mandatory and you had no information.

**Rules for Columnar Sets.** Another method for reporting information in the MTF format is the use of a columnar set. This format is used when you have information to report that falls under columnar headings. In this case, we use ENUNIT. This is the set name for Enemy Units. We drop down one line from the set name and identify the column headers. These identify what kind of data is in each column. The DE indicates data entry, followed by CY for country, ACTTYP showing the type of activity, unit identifier ENUNIT, UNITLOC or unit location, and TIMPOS for the time of sighting. Each column header has a field marker in front of it. Following the column header line are the information lines. Each of these lines starts with a number to identify each line. The information in these lines is spaced so that it falls under the column headers. You can put in as many of these information lines as you need. The field markers (/) on the information lines must line up under the field markers in the header line. An end of set marker (//) goes on the last line only.

**Justification.** One other rule you must remember when entering data into the information line. This means lining up your entries on either the right or left side of the column. The detailed instructions in the JUH will tell you on which side of the column to justify your entries.

**FREE-TEXT MESSAGE SETS**

Free-text sets are used to report information that doesn't fit into other types of sets or to add details to your message. Except for a few unique rules, the free-text sets are written as you would write any other form of correspondence. You can put your entries in any form, but no more than 69 characters per line. You can use lines, columns, sentences, paragraphs, or phrases and use any allowable characters. The four types of free-text sets are: amplification, narrative, remarks, and general text.

**Amplification.** If a free-text set gives additional information about another set, it is called amplification. You will place it right after the set it talks about. First, enter the set name AMPN on the left margin followed by a field marker (/). After the field marker, enter your additional information. The end of set marker (//) should be the last item of your text.

**Narrative.** If a free-text set talks about two or more sets, it is called a narrative. You should place it after the last set it talks about. Enter the set name NARR on the left margin followed by a field marker. Enter your narrative immediately following the field marker. Again, the end of set marker should be the last item of the set.

**Remarks.** If your free-text set talks about the whole message, it is called remarks. This set should be placed at the end of the whole message. The only thing that follows your remarks set is the declassification set. Write the set name RMKS and follow the procedures for free-text sets.

**General Text.** This set takes the form of a combination linear and free text set. You are authorized to use this set when the instructions in the JUH call for it. A set title is given to you in the specific instructions. You start out this set by first entering the title GENTEXT, indicating general text, followed by a field marker. Then you enter the set title provided. After another field marker, you will enter your details in other free text formats.

## INITIAL SETS FOR MTF MESSAGES

The text of all MTF messages begins with an Initial Set. The Initial Sets are linear sets and the rules for writing them are the same. There are four types of Initial Sets, they are as follows:

- **EXER** (Exercise Name)
- **OPER** (Operation Name)
- **MSGID** (Message identification--gives the title of the message)
- **REF** (Allows you to reference other messages or documents)

Use the EXER set for exercise messages and the OPER set for actual operations. You cannot use both in the same message. If there is no exercise or operation, start your message with the MSGID set.

**Detailed Instructions.** Chapter 3 of the JUH gives you detailed instructions for each message you will be required to submit. The instructions contain message maps, entry lists, direction tables, and examples to aid you in writing and reading MTF messages. By paying careful attention to these aids, you will be able to construct a MTF correct message.

**Message Map.** The message map is your best aid to read incoming messages. There are certain features of the message map to assist you. At the end of each message map there is always a note listing what sets are mandatory for that particular message. Capital letters show set names and column headers. Capital letters will also show field names if they are transmitted as part of the message.

Field names are identified in lower case and the number of fields in each set is indicated. It will show you which sets are columnar sets. The entry lists you will need to complete some of the fields will also be listed.

**Entry Lists.** A section titled Entry Lists is included in the JUH after the message maps. The MTF message is rigidly formatted and often uses abbreviations for entries. Often, certain fields require specific information in an abbreviated format. For this reason, the MTF system uses authorized entry lists. When specific, instructions require you to use an authorized entry, it will tell you what entry list contained in the JUH to reference. There are numerous lists in this document to which you may refer. There are two basic formats to the entry lists.

One kind of entry list has two columns. The left column gives you authorized entries. The right column gives you the authorized entry codes to use in writing messages.

The other type of entry list gives you directions on how to make up the proper entry codes. When the entry list is short enough, it is included in the explanation column.

**Direction Table.** Your best aid in writing an MTF message is your direction table. This table will give you directions on how to write and read each set and field in the message. Included with the tables are examples of a filled in teletype message form.



The MTF system is not that difficult provided that you get some practice with it and you have the JUH readily available. Now that you have the basic idea of how the system works, we will take a look at some of the intelligence reports you will be compiling using this system or in some cases plain text formats format.

## SARAH LITE

To help you construct your messages, be it a MISREP or an RFI, SARAH LITE is the recommended software to use. With SARAH LITE, all your message traffic is delivered to the comm center on a diskette. To fill out the message information, you simply fill in the blanks. In order to do this, configuring SARAH LITE (from the main menu) is a must. This will set up the drafter, releaser, from address, Zulu offset, classification allowed, and precedence. Although this information can be changed when the message is typed, it sets up the normal.

**Utilities.** Under Utilities, in the main menu, the first option is SARAH Disk. Although the diskette is formatted in DOS so the computer can read it, SARAH needs it formatted also in her language. If you don't format your disk in SARAH, it will let you type the message, but when the comm center tries to send it, there will be nothing there.

To write the actual message, under Edit in the Main Menu, it lists DD 173 and Text. To do a message, you will select DD 173. Start with the date-time-group, or you can have SARAH figure it out for you using the clock built in to your computer. Remember the menu of SARAH options is always available at the bottom of the screen. For example, the F4 function key defaults to the time in the computer, using the Zulu offset you told it in configure. For every entry, check the option line at the bottom to see if SARAH will fill it in for you. After filling in the entries, SARAH will want you to save what you have done so far. F2 takes care of this. Some of the entries you will have to make include:

- **Date, Time, Month, Year:** Either fill in or have SARAH default with F4
- **Action Precedence:** F4 gives you the options
- **Info Precedence:** F4 for options, fill in only if there are info addressees
- **LMF:** ASCII
- **From:** F4 to edit, if it's not what is set up in the configure
- **To:** F4 to edit
- **CIC:** leave blank
- **Info:** F4 to edit
- **Account:** leave blank
- **Classification:** F4 for options

- **Text:** F4 to edit. When filling in the text portion of the message, type the "story" just as you would normally, using all capital letters. SARAH will automatically set the spacing and page breaks for you. Provide all the requested information with the requested headers, but otherwise, free or formatted text is allowed.
- **Distribution:** If you want to send this message to someone else on your base, list them here.
- **Special Handling:** Comments to the Comm Center go here.
- **Drafter and Releaser:** Edit if it's not what is set up in the configure.

Once you're finished with the message and are ready for the message to be sent, you need to print a release document. Under the PRINT menu, there are three options (F4), OCR Message, Release Document, and Text. Print the release document for the diskette, annotate which message to send, and sign the bottom. Send this document with your diskette to the comm center. Another method used to forward messages or other data is through data transfers.

## SYSTEM TO SYSTEM DATA TRANSFER

To transfer data from grid to grid, both grids must have comm software loaded.

- Load comm software
- Set the following properties:

Modem	Hayes Smartmodem 2400/2400b
Terminal type	VT102
Comm port	COM2
Baud rate	2400
Parity	none
Databits	8
Stop bits	1
Duplex	Full
Protocol	Kermit

- Check settings, double check

## Uploading (sending) files

- Turn on the system
- Start the comm software for the terminal mode screen.
- Ensure the comm settings are: VT102, FDX, 2400 N81
- Call the office you want to transfer data to
- Establish with the operator on the other line that you want to do a data transfer

- Go secure data with STU-III-iii set for 2400 baud, full duplex synchronous operation
- Start upload
- Select protocol = Kermit
- Enter the filename (including path, i.e., c:\dos\misrep.doc)
- The comm software will now send your file

**Downloading (receiving) file**

- Turn on the comm software
- Ensure the settings are: VT102, FDX, 2400 N81
- Go secure data with STU-III, set for 2400 baud, full duplex , synchronous operation
- Choose download
- Protocol = Kermit
- The comm software does the rest.
- The file name will be displayed on the download screen and is saved to the download directory.
- The file can be viewed and printed from any word processor.

**FORMATS OF INTELLIGENCE REPORTS**

The following information contains formats of reports and other intelligence materials which aircrews should be familiar with while flying in a hostile environment. It is extremely important that aircrews communicate with their intelligence and operations sections at all times. Use the established reporting systems listed below to report significant sightings and MIJI incidents associated with your combat mission. It can be a matter of life or death that aircrews be accurate and timely with the information they give to intelligence. The information derived from these reports will help the mission planners formulate their next plan of action.

**INTELLIGENCE REPORT (INTREP)**

This is a report used by intelligence personnel to report significant information that was not reported in the MISREP; information gathered from other sources other than aircrews, or information based on personal observation or experience. An exception to the non-aircrew source rule, an INFLTREP may generate an INTREP depending on circumstances and if you were the receiving agency.

**INTELLIGENCE REPORT (INTREP) FORMAT****1. Heading:**

- a. Precedence.
- b. Originating Agency.
- c. Action Addressees. (During normal ops submit to AIG 7110 and any other addressees as directed by higher headquarters. During contingencies/exercises submit to theater addressees IAW applicable OPLAN/OPORD. During ORI, submit to AMC/IG)
- d. Information Addressees. (AIG 7110 and others listed in the applicable OPLAN/OPORD or as directed by higher headquarters.)
- e. Security Classification.

**2. Text: (installations/events/sightings)**

- a. Reference/Response. Refer to previous reports and indicate request number, if applicable.
- b. Source. Give source of information being reported and evaluation of information and reliability of source.
- c. Nature of Installation/Event/Sighting:
  - (1) When reporting installation intelligence, refer to specific tactical essential elements of information (EEI), if available.
  - (2) When reporting a significant event or sighting information, give a concise narrative description.
- d. Location of the Installation/Event/Sighting. The location may be expressed in a pinpoint position, area boundary, linear segment, basic encyclopedia (BE) number, or target number (if available).
- e. Date-Time-Group. Report the date and time of the information in GMT unless otherwise directed, e.g., 210625Z.
- f. Quantity/Size. State the number of items sighted and/or the size of the area involved in the item being reported accurately as possible, e.g., 40 heavy tanks located along a two-mile stretch of road.
- g. Speed/Direction/Status. Report the last known direction of travel for fleeting type targets and the estimated speed. For fixed installations, report the observed status.
- h. Remarks. Write all information known about the installation, event, or sighting not covered by the above formatted items in narrative form in this section of the report.

**MISSION REPORT (MISREP)**

A Mission Report (MISREP) is the mission report from a tasked mission. The information is taken from the aircrew debriefing in accordance with AMCI 14-102. The MISREP is used during combat, simulated combat, and other periods required by higher headquarters as a concise report of flight operations and aircrew observations which have intelligence significance. This report includes such information as the final results, objectives and name, time, location, enemy reactions, sightings, EEI, significant events, call sign and weather. Also, include the aircraft commander's and debriefer's names and ranks, and the debriefer's telephone number.

**MISSION REPORT (MISREP) FORMAT****1. Heading:**

- a. Precedence. (Priority, Immediate)
- b. Originating agency.
- c. Action addressees. (HQ AMC/INO/INF and other appropriate addressees as required.)
- d. Information addressees. (USCINCTRANS/J2-J2-O, AIG 7110 and other appropriate addressees as required)
- e. Security Classification. (IAW AMCI 14-102)

**2. Text:**

EXER//exercise name// or OPER// operation name// or directive causing initiation of mission//

MSGID/MISREP// originator/ msg serial number (numbered sequentially starting over each day)/month//year//

REF//use to reference other messages and documents//

MSNID//msn number/msn type (airlift, air refueling, air rescue)//

UNID/ unit of aircrew/name of aircraft commander or mission commander//

FLTDTAID/ acft call sign/ departure station (ICAO code)/ number of acft/ acft type/ arrival station (ICAO code)/ geocoords/ arrival date and time (GMT)/ departure date and time (GMT)//

RMKS// free text (i.e. include mission results, any hostile reactions, type of system; location and time of incident; significant sightings, events, and weather; debriefer's name, rank, phone number)//

DECL OADR//

**MEACONING, INTRUSION, JAMMING, INTERFERENCE (MIJI) REPORT**

This report pertains to electronic and laser warfare and the effect it had on your mission. This report must be submitted within 24 hours after landing. Operations must assist the aircrews when filing this report. Intelligence may assist efforts in determining the source.

**MIJI REPORT FORMAT**

## 1. Heading:

- a. Precedence.
- b. Originating agency
- c. Action addressees (HQ AMC/INO and other appropriate addressees as required)
- d. Information Addressees (as directed by higher headquarters).
- e. Security Classification.

## 2. Format:

EXER/exercise name// or OPER/operation name//

MSGID/MIJIFEEDER/originator/message serial number (DTG)/month/

REF/use to reference messages and documents//

RPTUNIT/(unit name)/call sign/aircraft type TAILNR: tail number/heading/speed/altitude//

MIJITYP/ecm type/time on/MIJI began/time off/MIJI ended/MIJI most effective/ (operator position) or (equipment affected)//

MIJIEFF/interference type/ecm effect/eccm action/percent effective/enemy reaction//

MIJIPRM/victim frequency/MIJI bearing or location (enter angle of bearing in degrees of use Lat/Lon//

WEADATA/atmospheric conditions//

MIJIOPR/(enter name of person knowledgeable of MIJI incident/(primary phone number//

GENTEXT/OPERATOR DESCRIPTION OF MIJI/free text//

DECL: OADR

**IN-FLIGHT REPORT (INFLTREP)**

INFLTREPs are reported by aircrew to the nearest friendly command post, AME, WOC, or TALCE. Aircrews will report mission results or any other information of such importance and urgency that the delay in waiting for normal debriefing would negate the usefulness of the information. INFLTREP will be UNCLASSIFIED.

**IN-FLIGHT REPORT (INFLTREP) FORMAT**

- A. Aircraft mission call sign.
- B. Location.
- C. Time (ZULU).
- D. Description of sighting.

**NOTE:** Unit intelligence personnel should be alert for INFLTREP which may have been transmitted to other command posts.

**REQUESTS FOR INFORMATION (RFI)**

An RFI is used to request additional information, either new or to supplement information already known. This information can be imagery or text. An example of usage for an imagery request would be for photos of a divert base, drop zone, landing zone, run-in, etc. Text information would include current threats or situations beyond items included in standard documents. Information may be requested via telephone in an emergency, but always followed up by a written message. As a minimum an RFI should contain:

**RFI (WRITTEN OR VERBAL)**

From: Unit requesting information  
TO: AMC INTEL CEN SCOTT AFB IL//INO//

INFO: Intermediate Headquarters

AMC INTEL CEN SCOTT AFB IL//INF//  
Classification

1. (CLAS) Include country code, name, BE# and coordinates, specific description of data required, brief justification and suspense date.
2. (U) POC and phone number.

DECL (as required)

**RFI for IMAGERY**

FROM: Unit requesting information  
TO: AMC INTEL CEN SCOTT AFB IL//INO//

INFO: Intermediate Headquarters  
AMC INTEL CEN SCOTT AFB IL//INF//

Classification

1. REQUEST PHOTOGRAPHY/DUPE POS BE ACCOMPLISHED ON THE FOLLOWING LOCATIONS:

- A. NAME: (airfield/DZ/LZ, or other facility name, country and code)
  - B. BE#: (if known/applicable)
  - C. COORDINATES: (geographic or UTM)
  - D. CHART REFERENCE:
  - E. DZ/LZ SIZE: (length/width)
  - F. CORNER COORDINATES: (geographic or UTM (see note 2))
  - G. IMPACT POINT(S): (if more than one on a DZ list them)
  - H. ANNOTATIONS REQUESTED: name/BE#/coordinates/date, north arrow, scale other items if required)
  - I. PRINT REQUIREMENTS: (quantity and size)
  - J. DUPE POS: (quantity and size)
  - K. OTHER REQUIREMENTS: (scale best available, or justify specific requirement)
  - L. SUSPENSE DATE: (latest time the information can be received)
2. JUSTIFICATION: (be specific, purpose for imagery? intel or operational problem? relationship between imagery and problem? how will info be used? what impact if info not supplied?)
3. UNIT POC: (include telephone number)

DECL (if required)

NOTE 1: Include AMC/INF and intermediate headquarters as info addressees on all requests.

NOTE 2: For DZs, complete UTM coordinates are required, including Grid Zone, and 100,000 meter square identification. Example: 19PGM29055625. Carry the coordinates out to the nearest 10 meters (8 digits).



**PLAIN TEXT MESSAGES**

MTF format was not used in DESERT STORM or RESTORE HOPE because the messages were shared with coalition forces, and therefore required unambiguous text. As future US air operations are conducted as part of UN or coalition forces, plain text messages may again be necessary. Following are the formats for two plain text messages that were used in recent contingencies.

**PLAIN TEXT MISREP**

TO: USTRANSCOM INTEL CEN SCOTT AFB IL//TCJ2-O//  
AMC INTEL CEN SCOTT AFB IL//IN/INF//  
USCENTCOM MACDILL AFB FL//CCJ2//  
\*(ALL TALCE/EN-ROUTE LOCATIONS)  
INFO 436 OSS DOVER AFB DE//IN//  
438 OSS MCGUIRE AFB//IN//  
22 OSS MARCH AFB CA//IN//  
416 OSS GRIFFISS AFB NY//OSN//  
CLASSIFICATION  
SUBJECT: CREW DEBRIEF; MSN NUMBR AND DATE: (E.G. AVUM00381348)  
1. IDENTIFICATION INFORMATION  
A. AFLD NAME:  
B. ICAO:  
C. LAT/LONG:  
D. TYPE ACFT:  
E. ACFT CMDR:  
2. SURFACE/RUNWAY CONDITIONS:  
A. RUNWAY  
B. TAXIWAY:  
C. LIGHTING:  
D. NAVAIDS/ATC:  
E. TRANSPORT SUPPORT (ACCESS TO ROADS, OTHER LOC'S)  
F. FUEL:  
3. SIGNIFICANT SIGHTINGS:  
4. ADDITIONAL REMARKS:  
NOTE: ENSURE MSN NUMBER IS COMPLETE AS SHOWN ABOVE!

**DAILY STATUS REPORT**

Submit a daily status report by file transfer, if possible, or AUTODIN/AFSATCOM in plain text using following format.

- Personnel Status:
- (# ASGN'D/# PRESENT/# ADDITIONAL AUGMENTEES Req'd/Remarks .. should include reason for personnel not present and/or reason for additional augmentees.)
- Means of Contact: (List telephone #'s, STU-III #, FAX #, SATCOM address, autodin address, etc.)

- Equipment Status:
- (List equipment/OPR or INOP/reason for INOP/replacement req'd/other equipment req'd e.g., cables, battery charger, transformer, etc.)
- Supplies:
- (What do you need and how much?)
- Daily Intel Ops:
- (#Sorties briefed/#sorties debriefed/#MISREPS sent)
- Imagery Status:
- (What you have/when received/additional requirements)
- Other Information:

**NOTE:** Send full status report within first 72 hours after arrival. Subsequent reports submitted daily should be brief and only address changes to original status (i.e., personnel changes, new methods of contact, equipment status changes, supply status changes, new imagery requirements or receipt, etc.) and a brief daily intel summary.

## **ORDERS OF BATTLE RESEARCH**

**Ground Order of Battle (GOB):** Particular attention should be given to GOB air defense assets, however, plot the entire GOB out as extensively as possible.

**Naval Order of Battle (NOB):** Research NOB as extensively as possible in regard to:

- Bases of operation.
- Current vessel deployment and locations.
- Vessel capabilities to detect aircraft (detectors range).
- Vessel capabilities to destroy aircraft (type of weapons and range).

**Coastal Defense Forces:** Research as extensively as possible in regard to:

- Coastal surface-search radars; placement and coverage. Also identify aircraft detection weaknesses (PRF range limit, speed gate, power output, etc.)
- Manned coastal outposts. Check for night vision devices.

**Air Defense:** The majority of the air intel research will center on this area. Its subsections include:

- Command, Control, and Communication

- Air Defense Control Centers and Zones.
- Communications nets.
- Reporting chain of command.
- Method of communication.
- Comm node vulnerability to ESM/ECM.
- Electronic Detection Systems
- All radars, to include EW, GCI, ATC, GCA, AWACS/AEW, etc.
- Operational schedule of ground radars and AWACS/AEW aircraft.
- Passive Detection (PD) capability (dedicated & REC inherent).
- Radar and PD air defense net interface (comm nodes, weaknesses, etc.).
- Intercept and Attack Aircraft (Both Rotary and Fixed)
- Types and armament.
- Base locations (watch for alt. beddowns, particularly with helos).
- Alert status and estimated launch time.
- Dependency on GCI.
- Look-Down/Shoot-Down capability.
- Night and low-level intercept proficiency.
- Night vision use (e.g., NVGs).
- SAM/AAA Systems
- Type and Location.
- Alert status and interface mode into air defense net.
- Operational schedule of sites.
- Low-level detection, track, and destroy capability.
- Night optics capability (light intensifying and thermal).
- Estimated crew proficiency.

## **POSTING OB**

AMC regulations require that order of battle be posted. It's up to you to decide how you want to post it. This flexible system allows you to adapt the military symbols to fit your own particular requirement. Remember, it is essential to have graphic aids which accurately identify items of operational interest. Simplicity and clarity are paramount in a successful OB presentation.

There are two procedures already available for posting orders of battle. One is the use of STANAG 2019 and the other is use of stick-on symbols (CHARTPAK). If you use CHARTPAK, we recommend you use the center point at the bottom of each symbol to represent the actual coordinates. If you have multiple symbols that plot in the vicinity or on top of one another, we recommend you put the reference numbers under one another in the same order that the symbols are stacked.

### **Legends, Classification, Clarity**

However you choose to depict your orders of battle, their meaning should be explained in an accompanying legend. The legend should have all order of battle symbols used and what they mean. The charts should have appropriate classifications and "Current as of time" on it. Keep in mind that symbols lose their value if they become complicated or cluttered with unnecessary detail. You should depict only essential information.

## **POSTING AIR ORDER OF BATTLE (AOB)**

There are three accepted methods of posting AOB:

- Write the data directly on the chart adjacent to the specified airfield. This data should include aircraft type, model, and number at this location.
- Place a number from a reference book that corresponds to the airfield OB next to the airfield preprinted on the chart.
- Place a number or letter next to the airfield preprinted on the chart that corresponds to a selected list posted with the display board. The threat aircraft symbol may be placed with the nose of the aircraft touching the bottom of the aeronautical chart airfield symbol.

## **POSTING MISSILE ORDER OF BATTLE (MOB)**

There are two recommended methods of posting MOB: Use Stanag 2019 MOB symbology. The basic launch site symbol is used to indicate the location of the site. The exact location is shown at the base of the vertical leg of the symbol with the launch site symbol facing the opposing forces.

- SURFACE-TO-AIR MISSILES (SAMs): The type of SAM is written to the side of the vertical leg of the symbol.
- SURFACE-TO-SURFACE MISSILES (SSM): The type of SSM is written to the side of the vertical launch leg on the launch site symbol.
- Use CHARTPAK. CHARTPAK comes in a variety of colors and sizes.

- If using a single color: Put the designator to the side.
- If using multiple colors: Use various colors to represent different SAMs. This eliminates having to write designators to the side and makes the chart more legible and cleaner.

### **POSTING ANTI-AIRCRAFT ARTILLERY ORDER OF BATTLE (AAAOB)**

There are two recommended methods of posting AAA OB:

- Use STANAG 2019 Symbolology. AAA will be depicted by using the basic "gun in air defense role" symbol. The caliber of the gun will be written to the right of the symbol. If there is more than one gun in the position, the number of guns will be written in brackets to the left of the symbol. If the gun is self-propelled (i.e., ZSU-23-4) the self-propelled symbol is placed at the base of the basic symbol.
- Use CHARTPAK. As with missile order of battle you can use either a single color with designator to the side or multiple colors to depict various AAA.

### **POSTING GROUND ORDER OF BATTLE (GOB)**

STANAG 2019 Symbolology works best for GOB or you can hand write in the symbols.

### **POSTING ELECTRONIC ORDER OF BATTLE (EOB)**

- Your EOB may include MOB due to the radars associated with the missile system. You may choose to use either STANAG 2019 symbolology or CHARTPAK.
- If using CHARTPAK there are two methods:
  - Using different colors to represent different EW Systems. A key is required for this method; For example: Yellow = EW, Red =GCI, Black =ATC.
  - Using a single color you must write what it is to the side.

### **POSTING NAVAL ORDER OF BATTLE (NOB)**

Since NOB is usually plotted in water areas, it allows for more room on the chart to write details because the water is one solid color. We recommend the use of chartpak with a listing out to the side. You may want to itemize by ship's name if available.

### **THE SIOP**

The Single Integrated Operational Plan (SIOP) is the "blueprint" for the implementation of the Emergency War Order to conduct long range strikes against designated targets. The role of the tankers is crucial to obtain "GLOBAL REACH/GLOBAL POWER."

## **SIOP PREPARATION**

As with any mission, preparation is the key. Putting the SIOP together takes months of planning and coordination with virtually the entire operational community. Intel is responsible for a majority of the construction, maintenance, and control of many products in the SIOP world.

### **SIOP Planning**

The Joint Chiefs of Staff Jet Navigation Chart (JCS-JNC) series are designated to satisfy US Strategic Command and Air Mobility Command requirements for Combat Mission Folder construction, target study, and operational staff planning in support of the SIOP forces. These charts are standard JNCs and scale which are overprinted with special navigation and defensive order of battle information which is vital to aircrews in the execution of the mission. The JCS Chart Guide Booklet lets you know everything that intel has to do from ordering the charts to OB symbology.

### **COMBAT MISSION FOLDERS (CMFs)**

Daredevils fly by the seat of their pants--SIOP crews fly by their CMFs. The CMF is an all encompassing product comprised of many parts that gives direction and purpose for the flyers. Before a CMF is put on the shelf for "use," it must go through a five step validation that includes the staff and aircrews, along with the many accompanying forms that have to be signed.

## **EWO PREPARATION**

The EWO preparation program is designed to enable AMC crews (after certification) to successfully execute any sortie in the unit's EWO tasking. Therefore the crews must go through a certification process that involves hours of study as well as staff briefings. This program is usually where intel meets the aircrew member for the first time in a formal setting (i.e., a briefing). Intel plays a major part in this process.

### **EWO Tasks**

- Prepare and maintain required predictions,
- Prepare and maintain imagery file folders,
- Issue Facelift books to crews supporting deploying teams,
- Requisition and maintain all target materials and documents,
- Provide intelligence information and relevant threat data, and
- Issue, store, and control of CMF materials.

### **UNIT MISSION BRIEF (UMB) AND INITIAL SORTIE STUDY (ISS)**

The UMB is a topical briefing of the unit's EWO taskings. It contains information common to all sorties. It presents an overview of mission routing, concepts, and general threat scenario that crews may encounter. The threats should be those only applicable to that unit.

Things to remember:

- First impressions are everything, so pay attention to detail without getting too detailed in the presentation.
- This is a familiarization brief not a training session.
- Include the active and passive EW/GCI systems.
- Use briefer notes for threat information so you have it if asked, but your briefing is just not a bunch of data.
- Mention future weapon developments for these may have an impact later.

The ISS is designed to familiarize aircrew members with sortie procedures and the contents of their CMFs. Intel puts together a booklet for each individual sortie (where applicable by route) that can be checked out for aircrew study. This booklet should be a review of potential threat and enemy defense capabilities to include air, ground, and naval threats. Don't forget to include a list of additional documents for aircrew use.

## **EVASION PLAN OF ACTION (EPAs) AND INTEL**

An EPA is a plan that an aircrew devises prior to their departure. An EPA contains information on what each crew member intends to do in the unlikely event they should be downed.

### **EPA DEVELOPMENT**

The aircraft/mission commander is ultimately responsible for validation of the EPA. This may be designated to another crew member, as the primary EPA coordinator.

Intelligence assists the crew with developing the EPAs and maintains the EPA for each crew. Intel is responsible for making the information in the EPA available to the respective theater Joint Rescue Coordination Center (JRCC) or Rescue Coordination Center (RCC).

Following are EPA and ISOPREP worksheets.

**EPA INFORMATION WORKSHEET**

This worksheet incorporates the minimum amount of information required. Remember, this is just the minimum. You may add other items for your particular mission/aircraft type.

**1. IDENTIFICATION**

a. Name: \_\_\_\_\_ Rank: \_\_\_\_\_ SSAN: \_\_\_\_\_  
DOB: \_\_\_\_\_

b. Mission #: \_\_\_\_\_ Crew/team position: \_\_\_\_\_

Aircraft/team call sign/identifier: \_\_\_\_\_

Type aircraft: \_\_\_\_\_ Call sign suffix: \_\_\_\_\_

**2. PLANNED ROUTE OF FLIGHT/TRAVEL/DELTA POINTS**

a. If not on file through OPS it must be described in the EPA for both ingress and egress.

b. Describe inflight emergency plans for each leg of the mission.

**3. IMMEDIATE EVASION ACTIONS/INTENTIONS FOR FIRST 48 HOURS (UNINJURED)**

a. Hide near aircraft/parachute landing site or area of separation from team (distance and heading).

b. Evade alone/linkup with crew/team (rally points).

c. Travel plans (distance, duration/time, speed, etc.).

d. Intended actions/length of stay at initial hiding location.

**4. IMMEDIATE EVASION ACTIONS/INTENTIONS (INJURED)**

a. Hide near aircraft/parachute landing site or area of separation from team (distance and heading).

b. Evade alone/linkup with crew/team (rally points).

c. Travel plans (distance, duration/time, speed, etc.).

d. Intended actions/length of stay at initial hiding location.

**5. EXTENDED EVASION ACTIONS/INTENTIONS AFTER 48 HOURS**

a. Destination (SAFE, mountain range, coast, border, FEBA, etc.).

b. Travel routes/plans/techniques (either written and/or sketched).



- c. Actions/intentions at potential contact/recovery locations.
- d. Recovery/contact points signals, signs, and or procedures (written out and/or sketched).
- e. Backup plans, if any, for the above.

#### 6. COMMUNICATIONS/AUTHENTICATION

a. Color/letter of the day/month/quarter, base time, base heading, base altitude, base number, code word, or other.

b. Available communications/signaling devices

- (1) Type/quantity of radios
- (2) Quantity of batteries
- (3) Type/quantity of flares
- (4) Beacons
- (5) Mirrors
- (6) Strobe lights
- (7) Other

c. Primary communication schedule, procedures and/or frequencies (first 48 hours/after 48 hours).

d. Backup communication schedule, procedures, and/or frequencies.

#### 7. ADDITIONAL INFORMATION YOU MAY WANT TO INCLUDE

Weapons and ammunition carried, personal evasion kit items, listing of issue survival/evasion kit items, signature of reviewing official.

#### 8. REMARKS/ADDITIONAL DETAIL:

**ISOLATED PERSONNEL REPORT (ISOPREP) WORKSHEET**

You will need a pen and pencil.

When blocks 14, 20 and 23 are filled in, the form (DD FORM 1833) becomes classified  
**CONFIDENTIAL REL NATO.**

**BLOCKS**

1. In ink, print your last name, first name and middle initial.
2. In ink, your social security number.
3. In pencil, your rank/grade.
4. In ink, write USAF.
5. In ink, write USA.
6. In ink, write your birth date, using year, month and day (921105).
7. In ink, describe any obvious marks, scars, moles that you may have. Be sure to state where they are and how long or big they are (2" scar, upper right arm).
8. In ink, write your blood group (O positive).
9. In ink, write your height in inches (69").
10. In ink, write the color of your eyes.
11. In ink, write the color of your hair (be honest if your hair is gray).
12. In ink, write the year, month and day you're filling out this form.
13. In ink, draw a horizontal line across the middle of the box. On top of the line, in pencil write today's date using year, month, day. Underneath the line, in pencil, write the unit you're assigned to and office symbol.
14. In pencil, write a four digit number that you can remember easily. It should not be your birth date or last four of your SSAN. Do not use 6969 or 1234. It is not recommended to use four digits of the same kind like 4444.
15. In ink, sign your name.
- 16-19. N/A at this time.

**ISOPREP STATEMENTS**

In pencil, write a sentence (in each block) that contains at least four facts. For example: I got my first dog from Aunt Bessie on Christmas day when we lived in Ohio. Do not use:

- Info that is in your military records.
- Well known facts such as, "I like baseball, football, Corvettes and apple pie." Most Americans do.
- Favorites--They change.

You do not have to remember the information in any given order. You just have to be able to draw four questions from your sentence for it to be good.

**Example:** Who gave you your first dog?

My aunt.

Which aunt?

Aunt Bessie

When did you get it?

On Christmas day.

Where were you living then?

In Ohio.

## **VI. MOBILITY**

This chapter provides information on the diversity of situations encountered in managing and supporting air mobility forces assigned to or operating within a combined or unified command theater or joint operations area.

### **THEATER FORCE MANAGEMENT**

Within a theater of operations, the Joint Forces Commander (JFC) is responsible for directing and coordinating all assigned and attached resources. The JFC commits the resources under his operational control to the respective component commanders in accordance with operational plans reflecting overall theater strategy.

The management of theater-assigned, and attached air forces is the responsibility of the Air Force Component Commander (AFCC) and Air Operations Center (AOC) director. However, Commander, Air Mobility Command (COMAMC) and Commander, Air Combat Command (COMACC) retain administrative command as appropriate.

The AOC director plans and executes air mobility activities through the Air Mobility Element (AME) according to the requirements and complexity of the mission.

To assist with the management of theater airlift forces the 621st Air Mobility Operations Squadron (AMOS) and 615 AMOS maintain a cadre of personnel to form the nucleus of an AOC/AME. In garrison, these squadrons are available to assist headquarters and theater staffs in planning the management of air mobility forces for exercises/contingencies and coordinating with other agencies to meet operational objectives.

The AOC is the principle agency where the planning, coordination, and execution of the theater air operations are accomplished. The AOC is divided into various functional divisions, one of which may be an AME. Responsibilities of the AME with respect to command, operations, logistics, transportation and intelligence are closely related to those of other AOC divisions.

### **DIRECTOR OF MOBILITY FORCES (DIRMOBFOR)**

The DIRMOBFOR is designated by, and works for, the supported CINC. The DIRMOBFOR serves as the theater CINC's agent for all theater air mobility issues related to a specific joint or combined operation or exercise.

### **AME**

The AFCC exercises operational control responsibilities through the AOC/AME. The number, level, and size of subordinate units required to accomplish the mission may dictate the need for a number of regional AOCs in a given theater.

The AME receives validated theater airlift requests and schedules the appropriate missions for them. The AME assigns missions and the necessary air mobility resources to subordinate agencies. The AME must:

- Manage, coordinate, and direct theater-assigned and attached airlift, operational support, to accomplish all air mobility requirements.
- Establish the appropriate theater mobility management organization (recommend AFCC establish provisional units, etc., as required).
- Ensure air mobility related intelligence is collected, analyzed and disseminated.
- The AOC/AME consists of all the functional areas required to manage air mobility resources within a theater of operations and must maintain the flexibility to enable tailoring to a multitude of environments.

**Combat Control Team (CCT).** CCTs assist the AME and units by establishing assault zones (drop zones, extraction zones, landing zones), provides air traffic control, command and control communications, install and operate necessary navigational aids and communications equipment, and make weather observations in an airland area. The AOC/AME will control CCT operations through the CCT Operations Center (COC).

**Tactical Airlift Liaison Officers (TALOS).** TALOs also assist the AME and units. These individual rated officers have extensive experience in tactical airlift and airdrop operations. They are assigned to selected Army units with high priority short notice airborne and air mobility missions. They work with the supported commander's G-3/G-4 staff to provide advice and assistance on air mobility matters. They also assist in requesting tactical airlift and also survey and approve tactical drop zones and control certain airdrop operations.

**NOTE:** Each theater's air mobility organization is unique. Augmentation forces must be prepared to operate within any theater air mobility organization.

Being tasked for an air mobility operation, comes with many responsibilities, including doing a lot of preparation work prior to deployment and while deployed.

Units, upon receipt of planning orders, build a Manpower and Material (M&M) package. It is while preparing this package that most units call HQ for information and help. Because most unit intelligence shops are not overflowing with people, economy of force is key. It is also important to remember that air mobility units deploy using organic lift, thus, consideration should be given to take only the required equipment.

After the M&M is complete it is sent to HQ for review. The M&M will list the UTCs required to complete the tasked mission as well as sourcing. Sometimes the unit cannot fill the UTC requirement organically; in those cases headquarters will source from other units. From the M&M the functional managers build a Deployment Manning Document (DMD) and task accordingly. Tasking is usually a two-pronged system. Operationally task via an Air Mobility Tasking (AMT) message. This message should go out five days a week to every command post and wing plans shop. Tasking should also be accomplished through the personnel system COMPES. Units will cut orders upon receipt and prior to receiving an official levy flow. HQ DP and XP should also receive a copy of AMT and initiate the levy flow and update DMD, respectively. This same information is also used to update the plan in JOPES.

Once units receive tasking, they usually call to verify receipt and ask any final questions.

## **PRIOR TO DEPLOYMENT**

One of the your most important responsibilities is having your mobility documents, equipment, and supplies prepared for deployment.

### **Documents**

- Go through the Standard Intelligence Document List (SIDL) and make sure all the necessary documents are on hand.
- Some units use colored tape, others use a big "M" on the side of the binder. No matter how documents are stored, they should be easily retrieved for short-notice tasking.
- Upon notification to mobilize, appropriate documents are pulled according to OPLAN tasking. Multiple plans may require multiple colors.
- Some units choose to put their documents in a safe, yet others choose to have them boxed or put in a footlocker. The boxes are a lot easier to move and eventually may end up in a mobility bin or on a pallet.
- Packed documents are sealed in cardboard boxes to ease movement. Classified boxes contain an inventory of the contents and are clearly marked with the highest classification. An exemption notice from inspection is placed on the exterior of all classified boxes. Don't forget courier letters.

### **Maps and Charts**

Just like your documents, charts should also be identified for mobility.

### **Supplies**

In addition to what intelligence needs, it seems there are always aircrew members who believe intel is also the supply section. Supplies have a way of disappearing.

Once all of the documents, maps/charts, and supplies have been gathered, the boxes need to be marked. Each box is number-coded to speed unpacking and shop set-up at the Forward Operating Location/Base (FOL/FOB).

## **LOADING THE PALLETS OR BINS**

To begin with, heavier boxes are always placed on the bottom. The classified is placed towards the front, in an easily accessible location in case of an emergency. If packing a bin, use the available cube to the fullest extent to prevent slipping and settling during movement. Large tubes of acetate must be packed securely to prevent bending.

**Weight And Cube.** Once everything is packed, the containers need to be marked with weight and cube. Mobility bins are cubed and weighed prior to turnover to the LG people. The information may be added by writing it on masking tape. Lock the bin with a GSA approved padlock to permit transportation of

classified. The bin must be marked for "exemption from examination" and must be escorted by classified guards and or couriers at all times, until it is opened at the FOL and the contents moved to a secure storage location.

## **OPERATING AT DEPLOYED LOCATION**

Upon arrival at the deployed location there are numerous things that have to be done. They include: setting up the Intel and Tactics shop, establishing schedules, finding out when and where the next missions go, etc.

### **Intelligence And Tactics**

Most of the intelligence support provided to air mobility forces is conducted at the WOC. Support is provided in conjunction with the unit's tactic shop in the form of briefings, debriefings, or reports.

As a member of the intelligence community, unit intel shops should establish a good working relationship with the unit's tactics shop. When it comes to giving your aircrews the best available information on threats and countertactics, intelligence and tactics need to work hand-in-hand; establishing a rapport with tactics will prove to be an invaluable asset.

Tactics designs combat employment techniques. They act as overall mission planners, looking at the "big picture" of the contingency/exercise area. Intel can assist tactics by providing information on threats. Tacticians assist intel by explaining airframe systems, performance capabilities and limitations. They enhance intel's credibility with the aircrews by providing us with an operator's perspective. During combat operations, the tactics section provides intel with specific route information and operational concerns.

Work closely with tactics when planning missions. Make tactics aware of threats that would force crews to employ countermeasures. The tacticians are very knowledgeable about the aircraft they fly, and countertactics to employ against enemy threat systems.

**Setting-Up Shop.** Below is a list of functions and responsibilities that intel should accomplish at deployed locations.

- Maintain **Intelligence Journal of Events/Pass-On Log**. Summarize the following:
  - Coordination with tactics and/or other DO staff
  - Visits by Wing/CC, DO, other colonels or general officers
  - Problems, and what intel did to solve them
  - Coordination with "higher headquarters"
- **Mission Planning activities**
  - Make sure that intel plots all planned mission flight routes on the situation map. Use an overlay for each planned mission.

- Plot the location of all known drop zones/landing zones on the situation map.
  - Make sure intel and tactics know when the next briefing will be
  - DO NOT count on Squadron Ops to routinely inform intel.
  - Coordinate with Targets, Tactics, and Squadron Ops often to keep up with last minute changes.
  - **Make sure intel brief each threat in relation to the flight route.**
- 
- **Receipt of Input** -- message, debriefing, other
    - Read the information
    - Plot appropriate events and locations on the situation map
    - Update "as of" time
    - Evaluate the information received
    - Will it affect the next mission?
    - Will it affect a mission that is now being flown?
    - Will it affect some future planned mission?
    - Prepare to brief tactics and present your evaluation
    - Friendly/hostile weapons systems
    - Recommendations for fighter escort, defense suppression (wild weasel), AWACS support, etc.
    - Present new intelligence to tactics
  - **Briefing Preparation**
    - Security is important
    - Use briefing outlines
    - Use Vu-Graphs to depict route threat



- **AFTER THE BRIEFING**, without delay:
  - Fill out as much of the debriefing forms and MISREP formats as possible on the mission just briefed
  - Plan for debriefing
  - Prepare for the next briefing
- **Debriefing**
  - Use as many debriefing aids as possible
  - Use imagery if available
  - Be sure you have a map with the route on it
  - Submit a MISREP on each aircrew you debrief
  - Cross-reference other debriefings forms and MISREPs
- **Daily Status Report**
  - Upon arrival, but after set up (not more than 3 days past arrival), submit a status report to JTF-AME/IN.
  - Provide your personnel status (who's there, {full name, rank, SSAN and home unit} shift they're working, etc.). Also, if you require additional personnel, state how many and why.
  - List means of contacting the intel office (e.g. telephone #s, STU-III #, FAX #, SATCOM address, autodin address etc.).
  - Equipment Status: equipment on hand and spares, operational status, replacement or additional equipment required (e.g., cables, battery charger, transformer, etc.).
  - Supply Status: assess how long what supplies will last.
  - Daily Intel Operations: # sorties briefed, # sorties debriefed, # MISREPs sent.
  - Imagery Status: current status of imagery, when received, what is needed.
  - Other information: as necessary.

**NOTE:** Send full status report within first 72 hours after arrival. Subsequent reports, submitted daily, should be brief and only address changes to original status (i.e., personnel changes, new methods of contact, equipment status changes, supply status changes, new imagery requirements or receipt, etc.). Include a brief daily Intel Ops summary.

**MAINTAINING LOGS**

We highly encourage the use of logs or journals to document taskings and events. There are two types of logs that should be maintained. One is a daily events log and the other is an incoming/outgoing message log. The events log is extremely useful because it can be used to brief a new shift during changeover. It can also be used to leave messages, incoming calls, unsolved problems, aircrew questions, urgent items, etc. An additional feature is being able to go back through the log if you forgot something. It is also an excellent summary of events for after action reports.

The message log should be kept to account for all incoming and outgoing messages.

Following are mobility checklists and a sample mobility OI that may be useful in your mobility planning.

**INTEL's "WHAT & WHEN" MOBILITY CHECKLIST****WHAT TO DO WHEN AND WHEN TO DO WHAT CHECK LIST (FOL/FOB)**

X = Arrival of first intelligence person at FOB

ACTUAL TIME	SCHEDULED TIME	TASK
_____	ASAP	A. DEBRIEF FIRST AIRCRAFT
_____		B. COMPLETE MISREP AND SUBMIT
_____		C. DEBRIEF SECOND AIRCRAFT
_____		D. COMPLETE MISREP AND SUBMIT
_____		E. CONTINUE DEBRIEFS AND REPORTS
_____		F. ARRANGE FOR TRANSPORTATION
_____		G. LOCATE WORKING/OFFICE FACILITIES OR SITE LOCATION
_____		H. ARRANGE FOR PALLET DELIVERY TO OFFICE WORK AREA.

**NOTE:** PALLET AND NEXT INTELLIGENCE PERSON SHOULD ARRIVE ON THE THIRD OR FOURTH AIRCRAFT. IT IS PLANNED FOR THE THIRD AIRCRAFT TO DEPLOY SECOND PERSON AND FOURTH TO BRING PALLET

_____	X + 3	A. PALLET SHOULD BE AT OFFICE
_____		B. BUILD AND POST MAPS
_____	X + 4	A. MAPS ARE BUILT AND POSTED
_____		B. OFFICE SET UP COMPLETE
_____		C. CHECKLIST COMPLETE
_____	X + 6	A. ARRANGEMENTS FOR BILLETING COMPLETE
_____		B. ARRANGEMENTS FOR MESSING COMPLETE

\_\_\_\_\_

C. THIRD INTEL REP SHOULD BE  
INPLACE

\_\_\_\_\_

D. ESTABLISH SHIFTS

\_\_\_\_\_

E. SEND OUT ON STATION REPORT

\_\_\_\_\_

F. LETTER TO COMM CTR FOR MSG  
RECEIPT

\_\_\_\_\_

G. FIRST SHIFT HOME FOR REST

NOTE: THIS SCHEDULE IS ONLY TO BE USED AS A GUIDE, TO TRY AND PACE THE WORK,  
AND MAY BE ADJUSTED AS REQUIRED.

**INITIAL DEPLOYMENT SITE CHECKLIST****1. ARRIVAL****a. Have arrangements been made for office/work area?**

- (1) Is it large enough for maps to be displayed?
- (2) Does it have sufficient briefing/mission planning space?
- (3) Is it close to/or collocated with DOXT/DOXTI?
- (4) Has space been set aside or designated for debriefings?
- (5) Is the area securable?
- (6) Is access limited into area?

**b. Have arrangements been made to store classified until field safe arrives?****c. Communication Arrangements****(1) Have arrangements been made for voice communications?**

- (a) Secure?
- (b) Unsecure?

**(2) Have arrangements been made for message communications:**

- (a) Location of Comm Center?
- (b) Pick up of message?
- (c) Delivery of messages?

(3) Has letter been delivered to deployment site Comm ctr, authorizing Intel personnel to deliver/receipt for messages?

**d. Have arrangements been made to have pallet picked up and delivered?****e. Have arrangements been make for transportation requirements:**

- (1) For pick-up of newly arrived personnel?
- (2) Daily work/message delivery/debriefs, etc.?

**2. LIVING ACCOMMODATIONS:**

- a. Have quarters been arranged for Intel personnel?
- b. Have arrangements been made to meet incoming Intel personnel and get them to work/housing location?
- c. Have dining arrangements been make for Intel personnel?

**3. WORK-SCHEDULE:**

- a. Have work shifts been established? (non-essential personnel sent to quarters to rest)

**4. WORK-AREA SET UP:**

- a. Have supplies/equipment been unloaded from pallet?
- b. Has mission tracking been started?
- c. Has events log been started?
- d. Have charts been assembled (TPCs)? And, have they been mounted?
- e. Are charts posted?
  - (1) With situation?
  - (2) Latest OB's?
- f. Are supplies/equipment ready for use?
- g. Are forms/documents ready for use?
- h. Is time known for next briefing?

**5. MISSION PLANNING ACTIVITIES:**

- a. Have targets and tactics been coordinated with on scheduled mission?
- b. Has mission route been plotted on situation map? (use plastic overlay)
- c. Have locations of mission zones been plotted on situation map?
- d. Is time known for next pre-mission briefing?
  - (1) Have there been any changes to time?
  - (2) Have there been any changes to route?

- e. Have threats to mission and route been determined?
- f. Has traffic been analyzed for latest information?
- g. Has briefing been prepared? (see Section IV)

#### 6. MESSAGE TRAFFIC

- a. Is all message traffic arriving in a timely manner?
- b. Has a message log checklist been established?
- c. Is message log checklist being followed?
  - (1) Is message being initialed after reading/posting?
  - (2) Is message log number being posted to message?

#### 7. MAPS AND CHARTS

- a. Have required maps been assembled for use?
- b. Have maps been covered with acetate?
- c. Has the latest OB/situation been posted?
- d. Are proper classification markings posted?
- e. Has a legend been clearly posted with chart?
  - (1) Does it have an "as of" time line?
  - (2) Does it contain a symbol for everything posted?
- f. Have sufficient charts been built?
  - (1) One for situation?
  - (2) One for order of battle?
  - (3) One for mission support (pre-mission briefs)?

#### 8. ANALYSIS, INTERPRETATION, AND EVALUATION

- a. Has incoming information been checked to see if:
  - (1) Who should be informed?

(2) How it affects the mission?

(3) How it affects the aircrews?

(4) How it affects the base?

(5) How it affects others?

b. Has information been prepared so as to brief:

(1) Tactics?

(2) Targets?

(3) CCT?

(4) ALCE?

(5) DO?

(6) Wing/CC?

(7) Others, as required?

c. Has information been interpreted as to:

(1) Enemy actions?

(2) Friendly actions?

(3) Recommendations?

(a) Escorts?

(b) Defense suppression?

(c) AWACS?

(d) Base security?

(e) Tactics?

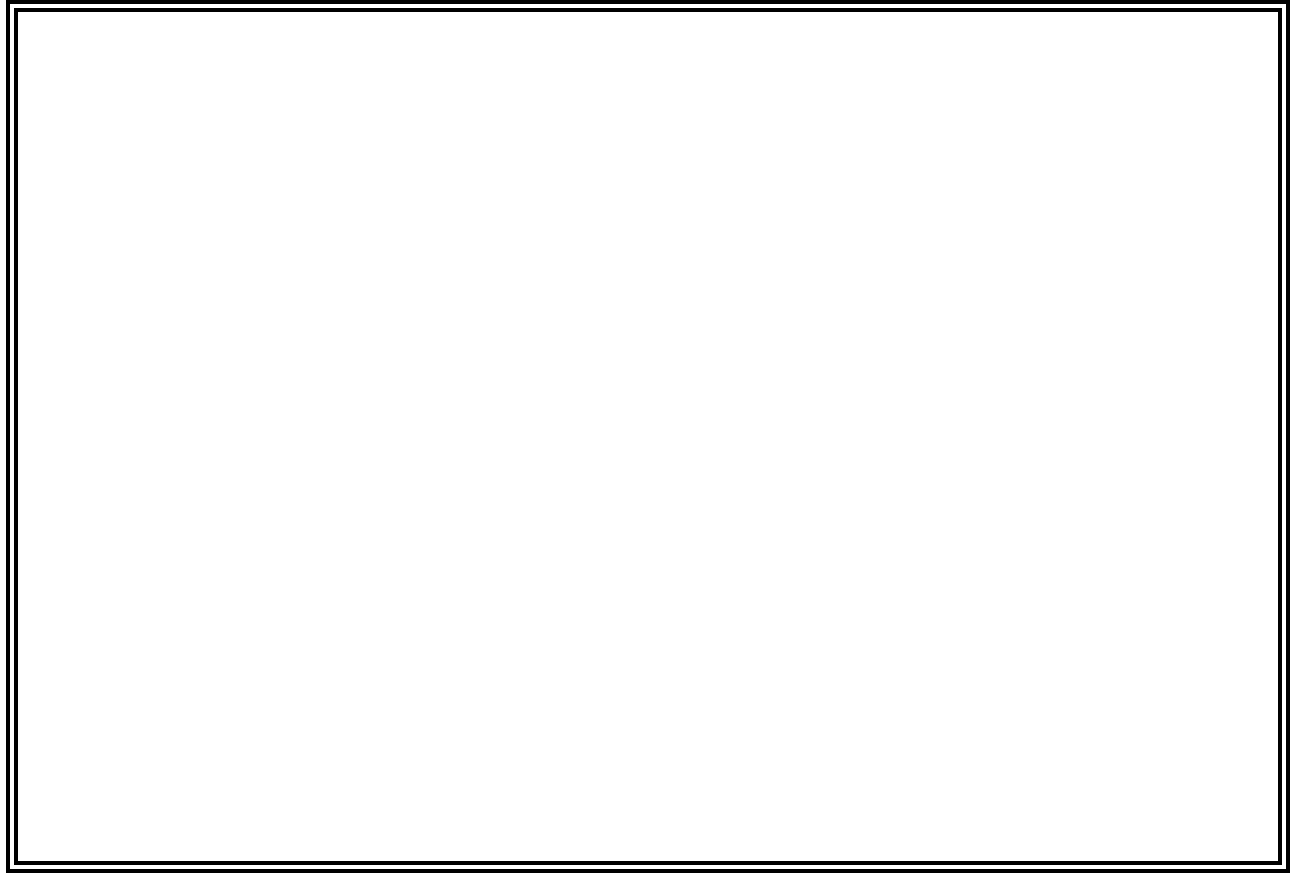
(f) Other uses?

9. BRIEFINGS

10. DEBRIEFINGS

11. DOWNED AIRCRAFT





**FORWARD OPERATING BASE (FOB) CHECKLIST**

1. Establish work area... close to Tactics
2. Find out frequencies for passing intel to aircrews and inflight reports.
3. Keep Tactics informed, and make sure they keep you informed of briefing times and mission objectives.
4. Get work schedule to WOC Commander.
5. Send required reports:
  - a. Activation message - home station/FOB work centers
  - b. Aircrew message - aircrews briefed, debriefed, positive MISREPs forward.
  - c. INTREPS - as needed
  - d. MISREPS - every mission.
  - e. Downed crew member reports - as needed.
  - f. MIJI - within 24 hours.
6. Find out phone numbers for key personnel.
7. Keep situation maps and viewgraphs up to date.
8. Keep checking the current "as of" time on ALL maps, viewgraphs, etc.
9. Check security clearances of any and all persons you don't know.
10. Log significant events and all secure comm transmissions.
11. Brief, debrief crews and flight-follow those that are airborne.
12. Advise CCT in the field of any significant developments that could impact their mission.
13. Request any information that could impact mission planning and recommend fighter support, MIGCAP, fire suppression to tactics planners.
14. Before all briefings, ensure room is secure:
  - a. Windows, doors covered
  - b. Doors locked, guard posted
  - c. "Classified briefing in progress" sign posted.

- d. Clearances verified
  - e. Room checked for hidden bombs.
15. Coordinate with WOC for staff briefing times.
16. BE PREPARED.

**SAMPLE MOBILITY OI**

**BY ORDER OF THE COMMANDER**  
**777th Airlift Group (AMC)**  
**Tall AFB CA 12345-6789**

**SSI Operating Instruction XX-1**

**1 April 1995**

**War Planning**

**INTELLIGENCE MOBILITY INSTRUCTIONS**

This Operating Instruction identifies responsibilities and establishes procedures for the preparation and deployment of section assigned equipment, supplies, publications, and contingency maps.

**1. Reference:** AFI XX-XXX

**2. Responsibilities:** The Chief of Intelligence is responsible for the overall provisions of this OI. Each assigned individual is responsible for being familiar with this OI and for identifying deficiencies, errors, or omissions from the OI.

**3. General Procedures:**

3.1. The Chief of Intelligence will insure that necessary equipment, supplies, maps, and publications required to support the mission during exercises or actual deployments are maintained and kept in serviceable condition.

3.2. When notified of a recall, all section personnel will report to their duty section in accordance with alerting instructions.

**4. Equipment Procedures:**

4.1. The section equipment identified for deployment and the location of the items is listed at attachment 1 of this OI.

4.2. The Chief of Intelligence may assign the duty of assembling this equipment to anyone in the section.

**5. Supplies Procedures:**

5.1. All mobility supplies should already be prepacked into mobility boxes, however, a final check of the boxes should be made to ensure all the major items are included.

---

Supersedes SSI OI XX-1, 1 April 1993

OPR:

Certified by:

Distribution:

FOR OFFICIAL USE ONLY

5.2. A final determination should also be made at this time to include any other supply items not already identified for mobility.

## **6. Publications Procedures:**

6.1. All mobility publications and documents are currently marked with a bright red dot either on its folder or on the document itself to aid in their identification.

6.2. Attachments 2 and 3 are lists of both classified and unclassified documents and supplies to be deployed and their location.

6.3. All unclassified documents are to be placed in mobility box #2.

6.4. All classified documents are to be placed in the vinyl coated locking containers so they can be easily hand-carried by the classified couriers. The containers will be marked "Official United States Air Force Communications, Exempt From Examination," followed by the official signature of the officer who signed the courier letters. A listing of the classified documents for each container will be given to the mobilizing intelligence officer as well as placed in the respective containers.

6.5. An AF Form 12 "Accountable Container Receipt" for the containers will be prepared prior to each deployment. The AF Form 12 will be retained by the classified couriers to be used as a receipt, should it become necessary to store classified at a base other than the final destination.

6.6. Classified couriers will be responsible for the safe-guarding of the classified material until it reaches its destination. Their orders will designate them as couriers for classified materials.

6.7. Prior to departure, the classified couriers will review AFR 205-1 Section 3, "Restrictions, Procedures, and Authorization Concerning Escort or Hand-Carrying of Classified Information".

## **7. Map Procedures:**

7.1. There are nine containers of maps--eight go to the aircraft and the ninth one is for use by intelligence/planners and will be transported to the final destination by intelligence personnel in mobility box #2.

7.2. The first eight boxes of maps will be turned over to the aircraft commanders of the deploying aircraft in coordination with the Director of Operations. It will be the aircrews' responsibility to ensure their maps are delivered to the respective aircraft.

7.3. Attachment 2 is an inventory listing of the maps in each container, and states the present location of the containers.

## **8. Pallet Configuration:**

8.1. The Chief of Intelligence may designate anyone in the section to consolidate all deployment items and pack them on the intelligence pallet. Normally this will be accomplished by at least two people.

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8.2. The section War Readiness Material Monitor (WRM Monitor) will have the responsibility of ensuring the pallet is properly prepared and the accompanying paperwork is correct.

**9. Personnel:**

9.1. Attachment 3 is a letter for release from the Air Passenger Terminal (APT), for anyone that may need to leave the terminal to perform intelligence functions.

XXXXXX X. XXXXX, 1st Lt, USAF  
Chief of Intelligence

Attachments

1. Sample Equipment Listing
2. Sample Inventory Listing (Mobility Box 51-0001-01)
3. Sample Inventory Listing (Mobility Box 51-0001-02)
3. Sample APT Release

**SAMPLE EQUIPMENT LISTING**

CONTAINER No.	ITEM DESCRIPTION	LOCATION
1	Admin supplies box	Intel section
2	Intel Officer's case	Intel section
3	2 Dwr mobility safe	On pallet
4	Field table	On pallet
5	Field table	On pallet
6	Chairs (in wooden box)	On pallet
7	Field desk	On pallet
8	Field desk	On pallet
9	Portable screen	On pallet
10	Electric typewriter	On pallet
11	Shredder	Intel section
	Container #11	On pallet
12	Overhead viewer	On pallet
13	Slide Projector	Intel section
	Container #13	On pallet
14	Computer drive & keyboard	Intel section
	Container #14	On pallet
15	Letter quality printer	Intel section
	Container #15	On pallet
16	Monochrome monitor	Intel section
	Container #16	On pallet
17	Hand cart	
18	Manual typewriter	On pallet
19	Secondary Imagery Dissemination System	Intel section
20	SENTINEL BYTE (CIS)	Intel section
21	STU III	Intel section
22	Constant Source	Intel section

The two side nets are stored in box #11 between deployments.

All respective containers are pre-fit with packing materials.

**SAMPLE INVENTORY****MOBILITY BOX 51-0001-01**

- A2.1. Unclassified threat ACFI
- A2.2. Unclassified threat ground
- A2.3. 10 blank binders assorted colors
- A2.4. Events Log (ATOs)
- A2.5. 3 legal pads (14")
- A2.6. 6 writing pads lined (11 1/2")
- A2.7. Typing paper (1 ctn 500 sheets)
- A2.8. 2 ctns (50 sheets) of clear plastic sheets
- A2.9 blank view graph slides
- A2.10. Classified cover sheets (22)
- A2.11. Order of battle symbols (assorted)
- A2.12. 20 Plastic page protectors
- A2.13. AF Form 302 (Room or area security inspection records) (4)
- A2.14. Optional Form 62 (Safe or cabinet security record) (1)
- A2.15. Vu graph world area maps assorted (11)
- A2.16. 2 Boxes of Xerox unused, blank transparencies
- A2.17. Classified briefing in progress sign (1)
- A2.18. Rack distributor desk (1)
- A2.19. AMC Form 195 (AMC Intelligence Debriefing) (24)
- A2.20. AF Form 12 (Accountable Container Receipt) (6)
- A2.21. AF Form 146 (Certificate of Destruction of Material)
- A2.22. DD Form 172/3 (Joint Message Form) (100)
- A2.23. AF Form 310 (Document Record and Receipt)
- A2.24. Aircrew evasion plan of action forms (50)
- A2.25. Misc briefing transparencies
- A2.26. 8 1/2 x 11 envelopes (12)
- A2.27. AMC Form 423 (MIJI Incident Report Work Sheet)
- A2.28. Training poster-application of allied air power versus Soviet offensive ops
- A2.29. Soviet Front Fire Support (DDB 1130-8-82)
- A2.30. Field Manual/Military Symbols FM 21-30 May 1970
- A2.31. The Soviet Army FM 100-2-2 (Specialized warfare and Area Support)
- A2.32. The Soviet Army FM 100-2-3 (Troops, Organization and Equip) 2 Copies
- A2.33. The Soviet Army FM 100-2.1 (Operations and Tactics)
- A2.34. Survival, Evasion, Resistance and Escape (SERE) Student Text TS-1-114
- A2.35. Radar and The Air Defense Business June 19XX, AFAITC-1003, Tech Tng Handout
- A2.36. Fundamentals of Intel AFAITC-0958, Maps and Charts Sept 19XX Handout
- A2.37. Intelligence Applications Officer AFAITC-0339, Air Defense, Radar and Electronic Warfare Acronyms & Abbreviations, Oct 1984
- A2.38. Intelligence Applications Officer AFAITC-0342, Glossary for Electronic Warfare, Oct 19XX
- A2.39. Technical Training, All Basic Courses, Glossary of Flying Terminology, AFAITC-0008, May 19XX
- A2.40. Sino-Soviet Lexicon



- A2.41. Chemical Warfare Capabilities AST-1620S-104-79
- A2.42. Military Aircraft Markings (6 pages Assorted)
- A2.43. Location Indicators (DOC 7910/48) 48th Edition
- A2.44. The World Fact Book, 19XX, CR WF 86-001
- A2.45. Assorted DIAM Recognition Handbooks
- A2.46. Pallet paperwork
- A2.47. Blank report forms assorted
- A2.48. Unclassified computer ROM equipment info
- A2.49. Russian language name pronunciation guide
- A2.50. Coordinate scale and protractor
- A2.51. 3 hole binder for filing Event log, Incoming msgs, Outgoing msgs
- A2.52. AF Form 614 (Charge Out Record)
- A2.53. Avery labels
- A2.54. 2 Rolls of green cloth (2 in)
- A2.55. 2 Rolls of 2" masking tape
- A2.56. Phillips head screw driver
- A2.57. Mock E and E kits
- A2.58. 1 Box of Assorted templates
- A2.59. 1 Screw driver
- A2.60. 2 Boxes of tissues
- A2.61. 1 Pack of 3" x 6" cards
- A2.62. 1 Computer Printer Ink Roll
- A2.63. 1 Desk book holder
- A2.64. 6 Plastic trash bags (clear)

**SAMPLE INVENTORY****MOBILITY BOX 51-0001-02**

## A3.1. Literature/forms

Country flags, customs and courtesies

Debriefing guide

Reports guide

Air Tasking Order (cover)

Checklists

## A3.2. Thumb tacks (2 boxes)

## A3.3. Ruler, 12" (2)

## A3.4. Ruler, 18" (2)

## A3.5. Green dots

## A3.6. Red dots

## A3.7. Cellophane tape (5 rolls)

## A3.8. Seals (2)

## A3.9. Paper clips (600)

## A3.10. Dividers (4)

## A3.11. Stapler

## A3.12. Rubber bands (1000)

## A3.13. Mechanical Pencils (9)

## A3.14. Plastic (blue slide container)

## A3.15. Cutter (1)

## A3.16. Screw driver (2)

## A3.17. Pliers (2)

## A3.18. Rubber cement (1)

## A3.19. Wing plotters (4)

## A3.20. Nylon twine

## A3.21. Cellophane tape dispenser (1)

## A3.22. Masking tape (1 roll)

## A3.23. Magic mending tape

## A3.24. Keys for field desk (4)

## A3.25. Assorted colors and sizes of chart pak (21)

## A3.26. Chart pak (black and red circles dispensers {2})

## A3.27. Chart pak (black and red gun dispensers {2})

## A3.28. Chart pak (red fighter dispensers {2})

## A3.29. Hammer

## A3.30. Pry bar

## A3.31. Dividers large

## A3.32. Safety razor blade

## A3.33. No. 52 knife

## A3.34. Lead holders (12)

## A3.35. Asst grease pencils (24)

## A3.36. #2 pencils (6)

- A3.37. Asst erasers & markers
- A3.38. Overhead projection markers
- A3.39. Stapler (plier type)
- A3.40. Staples (2 boxes)
- A3.41. Bulbs (2 - 35mm projector, FMX)
- A3.42. Flashlight batteries (12)
- A3.43. Plotter protractor (air navigator {2})
- A3.44. Ames letter guide
- A3.45. Ballpoint ink pens (39)
- A3.46. Paper fasteners (50)
- A3.47. Envelopes (legal size {40})
- A3.48. Envelopes (small)
- A3.49. Secret stamp
- A3.50. Paper hole reinforcements (100)
- A3.51. 2" masking tape (3)
- A3.52. Nylon reinforced tape (2)
- A3.53. 1" masking tape
- A3.54. Asst markers (asst color and sizes {48})

**SAMPLE**

MEMORANDUM FOR WHOM IT MAY CONCERN

XX Sep XX

FROM: SSI

SUBJECT: Release from Air Passenger Terminal (APT)

This letter authorizes intelligence personnel to leave the APT after mobility processing to return to duty. They have been advised to check in with the troop commander for their chalk and return to the APT at such time as he/she specifies. In the event of any changes, these individuals may be reached at ext 6-6060, or room 182, Bldg 1600.

TALL T. TALL, A1C, USAF

## **VII. AUTOMATED SUPPORT TO MISSION PLANNING**

Currently, the Operations and Intelligence communities are working together to automate the mission planning function. That effort involves several systems:

### **AIR FORCE MISSION SUPPORT SYSTEM (AFMSS)**

AFMSS is the first attempt to develop an Air Force-wide mission planner (previously, both Tactical Air Command and Strategic Air Command pursued separate initiatives.). AFMSS actually consists of a Mission Planning System (MPS) to be deployed at wing/squadron level and a Data Preparation Subsystem (DPS) to be located at headquarters.

The MPS will contain:

- Common Mapping Standard (CMS) software which will allow the system to store, access, annotate, and manipulate digitized Defense Mapping Agency (DMA) products (including maps and charts, digitized terrain data, and SPOT/LANDSAT imagery).
- An interface with Combat Intelligence System (CIS) to ensure near-real-time threat data and imagery can be accessed by mission planners.
- An interface with the Command and Control Information Processing System (C2IPS) which will allow planners access to scheduling data (i.e., Air Tasking Order).
- An interface with the Automated Weather Dissemination System (AWDS) to allow planners access to the latest weather forecasts.
- Initially, interfaces will be accomplished via disk; however, eventually all systems will be on a classified Local Area Network (LAN) which will allow them to exchange information electronically.

The DPS will act as the data source for the wing MPS.

Each wing/squadron MPS will have an established "profile" defining what areas of interest (by country) will be maintained and updated routinely; however, in the event of a contingency tasking, the unit will query the headquarters DPS facility for additional data. Information will be communicated to the requesting unit via electro-optical disks (EODs).

### **COMBAT INTELLIGENCE SYSTEM (SENTINEL BYTE)**

The Combat Intelligence System (CIS) will be used to automate mission planning functions, such as threat awareness, situation assessment, and briefing support. Additionally, several useful products will be provided through the CIS. Users will be able to obtain current intelligence and threat data from the theater intelligence center, as well as a Constant Source feed. SENTINEL BYTE will also be used as a secure

communications link between intelligence centers. Finally, SENTINEL BYTE will be used to support the Multiple Sensor Tactical System (MSTS), an onboard tactical intelligence system to be used by the aircrew during operations.

Currently each active AMC wing is scheduled to receive a Combat Intelligence System (CIS). Eventually Mobile Training Teams (MTTs) from HQ AMC will be providing training on the system at each unit. When Combat Intelligence System (CIS) is fully functional, it will dramatically improve intelligence support to the aircrews.

### **INTELLIGENCE CORRELATION MODULE (ICM)**

As Combat Intelligence System (CIS) is the standard unit-level system, ICM is the standard force level intelligence system. It would generate updates to unit Combat Intelligence System (CIS) within a wartime theater.

Unlike Combat Intelligence System (CIS), ICM will handle more than collateral level information and will handle far more data (including imagery) than could the unit-level system.

The Command's OPR for ICM is HQ AMC/INY.

ICM is currently under development at ESC/ICD.

### **JOINT DEPLOYABLE INTELLIGENCE SUPPORT SYSTEM (JDISS)**

JDISS is the "joint" level deployable intelligence system currently being developed by DIA. Its capabilities will exceed ICM's, and it will have the capability to not only update ICM, but to readily access the majority of national intelligence data bases.

### **CONSTANT SOURCE**

Like Combat Intelligence System (CIS), the software is hosted on a SunSPARC 2 work station.

This Tactical Receiver-Processor system will provide units with near-real-time electronic intelligence data transmitted directly from the acquiring platform.

Current interface with Combat Intelligence System (CIS) via file transfer, but projected capability would allow CONSTANT SOURCE software to be hosted on Combat Intelligence System (CIS).

### **IMAGERY COMMUNICATIONS AND OPERATIONS NODE (ICON)**

With extremely limited imagery storage capability on current Combat Intelligence System (CIS), the AMC Secondary Imagery Dissemination System (SIDS) of choice is ICON (and its portable counterpart, PICON).

Currently, ICON/PICON allows imagery to be transmitted via STU-III.

Imagery stored on ICON/PICON can be annotated, manipulated, displayed, or printed; it can also be passed to Combat Intelligence System (CIS) or AFMSS.

When the Combat Intelligence System (CIS) imagery receipt, storage, and manipulation capability improves, it will replace the ICON/PICON as the command's SIDS.

### **GRIDCASE/AST LAPTOPS**

To be used where Combat Intelligence System (CIS) is too large or not supportable.

These come equipped with standard word processing and graphics software, and allows secure access via DSN and STU-III dial-up.

### **CURRENT SYSTEMS USE**

To facilitate the processing of intelligence information, HQ AMC/IN fielded the Combat Intelligence System (CIS) (formerly Sentinel Byte) to active duty units. One of the primary purposes of the CIS is to automate, and consequently improve the quality and timeliness of strategic and tactical mission planning. In addition to the CIS, HQ AMC/IN also acquired Constant Source (CS) suites. CS provides units with near-real-time (NRT) Signals Intelligence (SIGINT). CS, in conjunction with CIS, provides units with NRT, automated, all source Intelligence for mission support. Unit intelligence personnel must use their automated systems, when available, to provide timely intelligence inputs for mission planning.

At a minimum units should be able to:

- Use CIS and CS to manage intelligence databases.
- Analyze CIS and CS database information.
- Tailor available CIS and CS data to unit requirements.
- Identify gaps in CIS and CS databases.
- Post situation displays.
- Provide route threat assessments to applicable mission planning.
- Prepare CIS and CS equipment for deployment, when appropriate.
- Operate and maintain CIS Integrated Data Base (IDB).
- Define an Area Of Interest (AOI).
- Select desired database(s).
- Perform simple queries.
- Determine relationships (i.e., equipment to units to facility, etc.).
- Output MOB or EOB data to Improved Many On Many (IMOM).
- Add text and graphics to screen.
- Create a color slide.
- Zoom and dezoom the map and determine distance/azimuth between points.
- Operate the Improved Many On Many (IMOM) system. To include:
  - Define a map that will accurately overlay onto a chart (TPG, JNC, etc.).

- Enter and delete maps from the library.
- Convert files produced by CIS/IDB or constant source.
- Transfer data from Constant Source via a serial cable.
- Overlay EOB data on the map.
- Filter EOB data by either function (Target Tracker (TT), Fire Control (FC), Early Warning (EW), Height Finder (HF), etc.) or Elint Notation (ELNOT).
- Save filtered EOB files as a new file.
- Draw grids on map.
- Define routes.
- Perform a route analysis to determine vulnerability.
- Review/print the route summary file.
- Perform a route line of site.
- Perform the rings and detection line function.
- Produce a map overlay of threats/routes on either the Bruning plotter or Paintjet printer to scale.
- Understand how to change the colors of threats, routes, map, etc.
- Operate the Electronic Light Table (ELT).
  - Send/receive imagery from a secondary imagery dissemination system (SIDS).
  - Zoom and pan.
  - Perform simple annotations.
  - Print on the Raytheon TDU-850 imagery printer.
  - Perform simple image enhancements.
- Provide appropriate intelligence data to assist unit aircrews meet mission taskings.
- Provide tailored route specific employment/pre-mission briefing to aircrews.
- Troubleshoot minor system failure, and resume operations.



## **VIII. INTELLIGENCE REFERENCE FILES**

### **DIA DISSEMINATION**

DIA and DoD production agencies may send documents directly to your unit if you have an account number. DIA coordinates all distribution of intelligence documents with the USTRANSCOM Dissemination Programs Manager (DPM). There will be no direct unit and DoD contact. You must submit a detailed mission and function statement to USTRANSCOM requesting a DIA account number be established for your unit.

### **MISSION STATEMENT**

Purpose: To provide the DPM with sufficient working knowledge of your organization to service your intelligence requirement. A valid requirement must meet three criteria: (1) Need-to-know (not just nice to have), (2) Proper facilities to secure the information, and (3) Personnel with the proper clearances to have access to the information.

### **Mission And Function Information**

To provide a thorough description of your organization's mission and functions, include the following (as applicable):

DIA account number; organization name and any abbreviated names; official mailing address (provide actual geographic location also); GENSER and compartmented message addresses.

State if the organizational mission is operational (if so, specify type of operation), planning, administrative, or educational, etc.

- Provide as much detail as required to accurately reflect your unit mission and classify accordingly. The information provided will be used by the DPM and DIA Account Manager to determine your need-to-know, when requesting materials in the future.
- List OPLANS/CONPLANS for which the organization is responsible, particularly any joint or combined operational responsibilities. Give a very brief description of these plans. DIA Account Managers do not hold operational taskings for reference purposes.
- Unique intelligence requirement to support OPLAN/CONPLAN responsibilities.
- Intelligence support responsibilities to subordinate and other commands such as a tenant organization (identify any indications and warnings responsibilities).
- Intelligence production responsibilities (include not only in-house originated production but delegated production--distinguish and list in-house products and delegated products).
- Special projects and/or analytical requirements.

- Indicate if you support contractors with intelligence or if contractors might have access to intelligence provided to you.
- Indicate if you are in a joint location with foreign personnel having access or possible access to intelligence.

**Administrative Concerns**

Microfiche read capability.

CD-ROM capability.

Operational line and block chart for the organization (not just the intelligence office) if available.

Point of contact - name, position, phone: comm/DSN/secure.

Identify organizations level of accreditation receipt and storage of material (to include subcompartments).

**NOTE:** Write your mission statement in sufficient detail to inform higher echelons of your operation. Anticipate that personnel higher up may not know or understand everything about your mission. Provide enough information so that your need-to-know for intelligence materials can be validated properly.

**DOCUMENT DISSEMINATION REQUEST- DD Form 1142**

Instructions for completing the DD Form 1142 are as follows:

- Stamp classification (top and bottom) of request. If request is classified, this block must reflect the classification
- TO section: Leave blank.
- FROM section: Enter complete agency name, DIA account number; and complete mailing address. Also include a POC and DSN.
- DATE OF REQUEST section: Enter the date the request was initiated.
- SOURCE/AUTHOR section: Enter who produces requested material. **NOTE:** Not all documents in RIP are produced by DIA. The producer is listed under the document title in the RIP.
- TITLE/SUBJECT section: Enter title of document. Identify "microfiche" in this section if you prefer your material in microfiche format.
- DOCUMENT NUMBER section: List number exactly as it appears in the RIP.
- PUBLICATION DATE section: List the date the document was produced.
- CLASSIFICATION section: List the classification of the document.

- REFERENCE/REMARKS section: List any additional justification for document, number of copies requested, the urgency of the request, or special shipping instructions.

**Recurring Distribution.** Units desiring recurring distribution for a specific document must annotate the DD Form 1142 just above the DOCUMENT NUMBER, type in the 5 digit Current Recurring Document List (CRDL) number. A document's CRDL number can be located in the RIP two lines below the document number. If there is not a CRDL number, the document is not a recurring publication.

### **Multiple Documents**

If ordering more than one document use DD Form 1142-1, Inter-Agency Multiple Document Request. This form is filled out in the same fashion as the DD Form 1142. Requesters must be careful to avoid mixing different producers on the same form (e.g., DIA and FTD). DIA will not accept a form with more than one producer listed.

Forward your DD Forms 1142 to USTRANSCOM/TCJ2-JS, Attn: DPM.

## **INTELLIGENCE LIBRARY**

Your library doesn't have to consist of just numbers and facts. Not all of your intelligence has to come from manuals and official publications. There are several sources from which you can get current and interesting materials to enhance aircrew training and visibility at your unit. These include videos, magazines and even pre-made briefings .

### **Master Video Listing**

Tired of briefing with the same old slides? Move into the 90's with automation. Did you know that the Air Force has funds set aside for one time distribution of videos. There is no membership fee. However, you do have to visit your base Visual Information Library. Your base library has a master book which lists all videos available for your viewing pleasure. You can also use AFP 700-34, *Air Force Catalog of Visual Information Productions*, to see what's hot and what's not. You can also use the DAVIS, Defense Audio Visual Information System (computer listing of available products including a brief synopsis of content). This will enable you to screen and order videos quickly without a reservation. For more information contact your base Visual Information Library.

### **Briefing Aids**

There are many briefing aids available to assist you in presenting intelligence information to your customers. Some of the better known sources are:

- DIA Briefing Aid Catalog
- Index of Recognition Material, Products, and Procedures
- Catalog of CIA Maps
- 36 AIS Consolidated Recognition Materials Index
- Naval Intelligence Products Register
- US Army Intelligence Briefing Catalog
- IAC Intelligence Briefings
- Your base Audiovisual Center for making viewgraphs, and

- Computer programs (Harvard Graphics, PC Globe, etc.).

### **Unclassified Source Materials**

Not all information provided to aircrews and staff has to be classified. Your base library has periodical index guides which list all types of magazines, periodicals and publications. These include AF Publications as well as Time, Newsweek, etc. Just choose what you need and complete a letter of justification for the library. This is a great way to start a successful library that air crew members will regularly visit.

### **PURGING/REVIEWING YOUR LIBRARY**

Arranging and setting up your library was the easy step; it's the continual updating and maintenance that can be time consuming. It doesn't have to be that bad as long as several things are done:

- Establish and follow sign in/out procedures for everyone using the library.
- Have only your people replace the documents after they have been returned.
- Keep a monthly acquisition list handy for quick reference on the latest materials available.
- Develop procedures and guidelines for annual destructions of revised and outdated material that is not being used for "reference material only."

### **MAPS AND CHARTS**

An Air Force airlift wing, refueling squadron or an analysis section at Headquarters AMC uses a tremendous number of maps and charts each month. They are needed for briefings, mission planning, in-flight navigation, debriefings, analysis, and just about every other task we perform in intelligence. Usually there is a central depository within an operational unit where all chart files are maintained. On many occasions this may be the intelligence library. A central file minimizes stockpile duplication and contributes to efficiency by providing a single point where maps are maintained, issued, inventoried, and ordered. However, maintaining adequate stock levels is only part of the job. Maps and charts must also be kept current, either through change notices or new editions. If you are put in charge of your unit's or section's map files, it is your responsibility to ensure that all users have the most current product available for mission planning, briefing, SITMAPs, etc. It may seem like a minor detail to be concerned with, but the effect of not updating a chart with a new vertical obstruction, for instance, could be fatal.

You must be able to ensure that the proper maps and charts are available when needed. To fulfill this important responsibility, you must have some basic knowledge of how to order the unit's maps and charts.

### **REQUISITIONING MAPS AND CHARTS**

**Map and Chart Requirements.** We have commented several times that intelligence personnel use maps and charts in the performance of many of their daily activities. Briefings, SITMAPs, routes studies, mission planning, and numerous other intelligence functions require a variety of types and forms of maps and charts. Some intelligence functions require the use of large-scale topographical maps. However, most intelligence units use a variety of aeronautical navigation charts more than any other type. Their extensive

use is due to their availability. But there is a more important reason, they are designed especially to meet the requirements peculiar to air intelligence and air operations.

Different charts are designed to meet specific operational requirements. As previously stated, the primary consideration in producing charts are scale and format. For example, small-scale charts are required to show the relationship of several adjacent areas. Flight plans for long-range and over water missions are shown best when made on small-scale navigation charts. But, when expanded detail is a requirement, large-scale charts must be used. A good example of this is when an individual landmark, such as a bridge, a road intersection, or an island in a river, is to be used for a navigational checkpoint.

### **Chart Requirements**

**Unit Mission.** The map and chart requirements of an intelligence unit are based on its mission. Before you can order the correct types and quantities of maps and charts for your unit, you must know something about your unit's mission.

**Mandatory Map and Chart Requirements.** You must also know your unit's mandatory map and chart requirements. A good place to start is OPLANs or Operation Orders (OPORD) that pertain to your unit. Within the OPLAN or OPORD is an annex that deals with map and chart requirements. This annex which is titled Annex M, Mapping, Charting, and Geodesy, outlines the MC&G products and services required to support the OPLAN. More specifically, it states the types and quantities of MC&G products required. It also states what MC&G forces or units are assigned to the command and the mission and role of assigned forces. Any administrative or logistical procedures required for the MC&G products would also be included. Five specific instructions included in the Annex M requirements list in which you must pay particular attention to include:

**Required Items.** In this section a generalized description of the products that are needed are listed. For example, map series or scale could be included. The different products that are needed to support the OPLAN or OPORD could include aerospace products, topographic products, or special products.

**Cover Required.** This section describes the area for which the MC&G products are needed. The area could be described by geographical coordinates, political boundaries, or recognizable geographic areas.

**Coverage Available.** This section lists how much of the area is covered by MC&G products. For instance, topographic products that are produced might only cover 80 percent of the anticipated OPLAN or OPORD mission area.

**Adequacy.** This section lists the percent of coverage considered adequate according to DMA for any particular type of product.

**Quantity.** This section lists the number of copies of each sheet, chart, or item that you are required to maintain. This includes war reserve stock and also those required for issue for implementation of the basic plan.

**AMC Publications.** Another source reference document which may instruct you on map and chart requirements could be AMC regulations and manuals. These documents may dictate the quantities and types of maps and charts your unit is responsible for maintaining. These documents tell you which maps and charts to maintain for both peacetime and wartime missions.



## **REQUISITIONING PROCEDURES**

After you have determined which maps and charts your unit is required to maintain, you are now ready to order those that your unit may lack. The majority of our MC&G products come directly from DMA.

### **DMA Catalog Of Charts, And Related Products**

The primary source document that we in intelligence use for ordering our maps and charts is the DMA Catalog of Maps, Charts, and Related Products. The purpose of this catalog is to provide DoD users with a comprehensive reference to those DMA products which have a broad application to all types of military operations. The catalog itself is organized into the following seven parts:

**Part 1** - Aerospace Products.

**Part 2** - Hydrographic Products.

**Part 3** - Topographic Products.

**Part 4** - Air Target Materials Products.

**Part 5** - Submarine Navigational Products.

**Part 6** - General Purpose Products.

**Part 7** - Digital Data Products.

Depending on your unit mission, you may need only one part of the catalog or perhaps several. The primary part that most intelligence units will use for ordering maps and charts is Part 1 Aerospace Products. This part is actually produced in two volumes: volume I includes aeronautical charts and FLIPS and volume II contains weather plotting charts. Of course, we in intelligence are concerned with volume I.

**Part 1, VOLUME I of DMA Catalog.** This document provides to authorized users the availability status of published aeronautical charts, special purpose charts, FLIPS, and related products. It includes product descriptions, chart indexes, ordering procedures, and information on Automatic Initial Distribution (AID) and it is published semiannually. It is divided up into the following ten sections:

**Section 1** - General Information and Aerospace Products Information.

**Section 2**- Ordering Procedures and Crisis Support.

**Section 3** - Automatic Initial Distribution.

**Section 4** - Flight Information Publications (FLIPS).

**Section 5** - Miscellaneous Flight Information Products.

**Section 6** - Navigation/Planning Charts.

**Section 7** - Navigational Filmstrips.

**Section 8** - Special Purpose Products.

**Section 9** - DMA Catalog and Related Publications.

**Section 10** - Automated Products.

## **DMA QUARTERLY BULLETIN**

DMA Aerospace Products Quarterly Bulletin. This publication is used to keep consumers that use the DMA catalog up to date, on what is actually available. It contains the following four listings used by consumers:

- **Special notices.**
- Current editions of charts and publications.
- Charts and publications being depleted.
- Canceled charts and publications.

**Note:** The Quarterly Bulletin accumulates all changes and corrections that have occurred since the most recent issue of the catalog. This product should be filed in the front of Part 1 Volume I , Aerospace Products, for ease in confirming information regarding chart and publication holdings.

Armed with your units requirement and a DMA catalog, you should be able to requisition the map and charts you need. However, if you need additional assistance, give HQ AMC a call.



**FILES DISPOSITION**

To help you manage your Intelligence References and other office files, you will need a file plan. Following is a sample file plan to help you get started:

**SAMPLE FILE PLAN****FILES MAINTENANCE AND DISPOSITION PLAN****(HEADING)**

OFFICE: (YOUR OFFICE SYMBOL)

UNIT: (YOUR UNIT)

GOVERNING DIRECTIVE(S)

OFFICE TITLE:

CHIEF OF OFFICE: OIC

PREPARED BY: NCOIC, ADMIN

DATE PREPARED: XX/XX/XX

APPROVED BY: IM/DAPR

DATE APPROVED: XX/XX/XX

**(BODY)**

ITEM	TITLE	LOCATION	DISPOSITION
1	FILES MAINT/DISP PLAN	(FRONT OF FILES)	T 12-01, R2
2	TRANSITORY		T 10-01, R4
3	GENERAL TRAINING RPTS	(TNG MGR'S DESK)	T 50-01, R19
4	RAW INTELLIGENCE DATA		T200-02, R3
5	COLLECTION OPS RECORDS		T200-03, R5
6	INTELLIGENCE RECORD		T200-01, R5

**SAMPLE FILE FOLDER LABEL**

1. FILES MAINTENANCE AND DISPOSITION PLAN,  
CTRL RECORD LABEL AND RELATED RCRD  
T 12-01 R02.00 N1-AFU-90-3  
Cut-off: MO CY FY N/A  
Office: HQ AMC/XX  
Disposition Instructions: DESTROY WHEN SUPERSEDED,  
OBSOLETE, OR NO LONGER NEEDED
2. TRANSITORY MATERIAL  
T10-01 R04.00 N1-AFU-90-3  
Cut-off: MO CY FY N/A  
Office: HQ AMC/XX  
Disposition Instructions: DESTROY 3 MONTHS  
AFTER MONTHLY CUTOFF OR WHEN NO LONGER  
NEEDED

**DIA REFERENCE SYSTEM**

Although AMCI 14-101 does not require that your library be set up using the DIA Reference System, it is recommended. The reference system is based on DIA IPSP Codes and Titles. The system is set up like an organization hierarchy. For example, the general code of 1000 is used for Missile Systems General. There are six sections under 1000, 1010 (ICBM) , 1020 (SLBM) , 1030, etc. A good way to start organizing your library is using the hierarchy codes Missiles (1000), Ground Forces (1100), etc. A IPSP code list is provided at the back of this section.

**IPSP CODES**

<b>IPSP CODE</b>	<b>IPSP TITLE</b>
1000	MISSILE SYSTEMS AND GENERAL
1010	ICBM
1020	SLBM
1030	MRBM/IRBM
1040	SRBM
1050	ABM
1060	SAM
1065	ATM
1070	MISSILE SYSTEMS SUPPORT
1080	MISSILE SYSTEMS C3
1100	GROUND FORCES GENERAL
1110	INFANTRY
1220	COMBAT VEHICLE
1130	ARTILLERY G ROCKETS
1140	AAA
1150	GROUND FORCES SUPPORT
1160	GROUND ORDNANCE
1170	GROUND FORCES C3
1200	NAVAL FORCES GENERAL
1216	SURFACE SHIPS
1211	ANTI-SHIP WARFARE
1212	PRINCIPAL SURFACE COMBATANTS
1213	PATROL CRAFT COMBATANTS
1214	AMPHIBIOUS WARFARE SHIPS/CRAFT
1215	MINE WARFARE SHIPS/CRAFT
1220	SUBMARINES
1221	BALLISTIC MISSILE SUBMARINES
1222	CRUISE MISSILE SUBMARINES
1223	TORPEDO ATTACK SUBMARINES
1225	NAVAL INFANTRY
1230	NAVAL WARFARE
1231	STRIKE-WARFARE
1232	AA WARFARE/ANTI-SHIP MSL DEF
1233	MINE WARFARE
1234	AMPHIBIOUS WARFARE
1235	ANTISUBMARINE WARFARE
1240	COASTAL DEFENSE
1250	NAVAL FORCES SUPPORT
1266	NAVAL ORDNANCE
1270	NAVAL FORCES C3
1280	OCEAN SURVEILLANCE
1300	AIR FORCES GENERAL
1310	BOMBER
1311	BOMBER, STRATEGIC
1312	BOMBER, TACTICAL
1320	FIGHTER

<b>IPSP CODE</b>	<b>IPSP TITLE</b>
1322	FIGHTER, INTERCEPTOR
1322	FIGHTER, TACTICAL
1330	AERODYNAMIC MISSILES
1340	HELICOPTERS
1350	AIR FORCES SUPPORT
1351	AIR TRANSPORT
1360	AIR ORDNANCE
1370	AIR FORCES C3
1400	SPACE FORCES GENERAL
1410	OFFENSIVE SPACE FORCES
1420	DEFENSE SPACE FORCES
1430	SPACE FORCES SUPPORT
1440	SPACE FORCES (SGT)
1450	SPACE FORCES C3
1500	NUCLEAR GENERAL
1510	NUCLEAR WEAPONS
1520	NUCLEAR POWER
1530	NUCLEAR MATERIALS
1540	NUCLEAR PROLIFERATION
1600	CBR WARFARE GENERAL
1610	BIOLOGICAL WARFARE
1620	CHEMICAL WARFARE
1630	RADIOLOGICAL WARFARE
1640	CBR PROTECTIVE EQUIPMENT
1700	ELECTRONICS GENERAL
1710	RADAR
1720	TELECOMMUNICATIONS
1730	ELECTRONICS WARFARE
1731	ELECTRONICS WARFARE SUPPORT
1732	ELECTRONICS CM
1733	ELECTRONICS CCM
1740	LASERS/ELECTRO OPTICS
1741	ELECTRO OPTICAL
1742	SONAR
1750	COMPUTERS/ELECTRONICS S&T
1800	SGT GENERAL
1810	LIFE SCIENCES
1820	PHYSICAL/ENVIRONMENT SCIENCES
1830	TECHNICAL BASE
1840	MATERIALS/STRUCT/MANUF TECH
1850	PROPULSION/EXPLOSIVE TECH
1851	EXPLOSIVE ORDNANCE DISPOSAL
1860	ENERGY CONVERSION
1870	TECHNOLOGY TRANSFER W-E
1875	TECHNOLOGY TRANSFER W-W
1900	MILITARY ECONOMICS GENERAL
1910	MILITARY EXPENDITURES

<b>IPSP CODE</b>	<b>IPSP TITLE</b>
1920	MIL MATERIEL PROD/PROCUREMENT
1921	GROUND FORCES MATERIAL
1922	NAVAL FORCES MATERIAL
1923	AIR FORCES MATERIAL
1926	CBR WARFARE MATERIAL
1930	BASIC RESOURCES
1931	MILITARY ECONOMICS FUELS & LUB
1932	ELECTRIC POWER
1933	CONSTRUCTION MATERIALS
1934	STRATEGIC MATERIALS
1940	MILITARY ASSISTANCE/SALES
190L	MIL ASSIST/SALES RECIPIENTS
1950	ESSENTIAL INDUSTRIAL/PROD, FAC
1940	DEFENSE INDUSTRIAL PRODUCTION
2000	TRANSPORTATION GENERAL
2010	HIGHWAYS
2020	RAILWAYS
2030	INLAND WATERWAYS
2040	PORTS
2050	MERCHANT MARINE
2060	CIVIL AVIATION
2070	LOGISTICS FORCES
2100	PHYSICAL ENVIRONMENT GENERAL
2110	TERRAIN
2120	OCEANOGRAPHY
2130	COASTS/LANDING BEACHES
2140	METEOROLTY
2150	URBAN AREAS
2200	MILITARY POLITICAL GENERAL
2210	ARMS LIMIT/FORCE REDUCTION
2220	MUTUAL MILITARY DEFENSE
2230	ARMS CTL AGREEMENT COMPLIANCE
2240	MILITARY FORCES DEPLOYMENT
2250	MILITARY-NATIONAL AFFAIRS
2260	GOVERNMENT CONTROL
2300	INSURGENCY
2310	ACTIVE INSURGENCY
2320	PREACTIVE INSURGENCY
2400	INTELLIGENCE AND SECURITY
2410	CIVIL DEFENSE
2420	SECURITY FORCES
2430	POW/MIA
2440	POSITIVE INTEL OPERATIONS
2450	COUNTERINTELLIGENCE SERVICES
2460	CAMO/CONCEALMENT/DECEPTION
2500	MILITARY SOCIOLOGICALLY & GENERAL
2510	BIOGRAPHICS
2520	MEDICAL SITUATION

<b>IPSP CODE</b>	<b>IPSP TITLE</b>
2521	AIDS-EPIDEMIOLOGICAL ASPECTS
2522	AIDS-SOCIOLOGICAL IMPACTS
2530	DEMOGRAPHY
2540	VULNERABILITIES TO PSYCH OPNS
2541	FOREIGN INFLUENCE EFFORTS
2550	NARCOTICS/DRUG RELATED ACTY
2600	MILITARY GENERAL
2610	MIL C3, CONCEPTS, DOCTRINE
2611	COUNTER-C3
2612	NUCLEAR ATTACK ASSESSMENT SYS
2613	JOINT DOCTRINE/TACTICS
2620	HOSTILITIES INDICATIONS
2621	NUCLEAR ATTACK INDICATIONS
2622	NON-NUCLEAR ATTACK INDICATIONS
2623	ATTACK ON US RECON FAC/SYS
2624	INTERNATIONAL HOSTILITIES
2630	INTERNATIONAL TERRORIST ACTY
2640	INTERNATIONAL HOSTILITIES
2650	MILITARY EVASION/ESCAPE
2660	MILITARY INTEGRATED INTEL
2670	MILITARY MAPPING/CHARTING
2680	MILITARY ARMED FORCES GENERAL
2681	RECONNAISSANCE SYSTEMS
2690	ARMED FORCES, MOBILIZATION
2700	DIRECTED ENERGY WEAPONS
2800	PHYSICAL VULNERABILITIES
2900	TARGET INTERRELATIONSHIPS
3000	INDUSTRIAL/ECONOMIC BASE
3010	INDUS THAT SUSTAIN WAR
3020	ENERGY INDUSTRIES
3030	MIL LOG PREVENT IMMEDIATE SPT

## IX. GLOSSARY OF TERMS AND ACRONYMS

### MOBILITY TERMS

**Air Force Component Commander (AFCC).** The commander of assigned Air Force component within a unified or subordinate command.

**Air Mobility Element (AME).** An element of AOC forces provided to assist the Air Force Component Commander in conducting air mobility operations. Normally, the AME will become a functional part of the AOC responsible for controlling theater air mobility operations in the AOR for the TACS. When USTRANSCOM is the supported CINC or in certain cases when only air mobility operations are required, the AME may function separately.

**Air Mobility Forces.** All airlift (including tactical airlift) and tanker forces assigned or attached to a geographic area outside the CONUS, or for a designated operation within an AFCC's area of responsibility (AOR).

**Air Operations Center (AOC).** The principal air operations installation (land or ship based) from which all aircraft and warning functions of tactical air operations are controlled. The AOC is connected by communications to operations, logistics, intelligence centers, appropriate staff elements of higher and lateral headquarters, other intelligence agencies, subordinate elements of the TACS.

**C-DAY.** The unnamed day on which deployment operation commences or is to commence. The deployment may be movement of troops, cargo, weapon systems or a combination of the three using any type of transportation. The "C" letter will be the only one used to denote the above.

**Commander, Air Force Forces (COMAFFOR).** The senior US Air Force Commander assigned to Joint Task Force.

**D-DAY.** The unnamed day on which a particular operation (i.e., land assault, air strike, naval bombardment, etc.) commences or is to commence.

**Director Of Mobility Forces (DIRMOBFOR).** A senior officer with an extensive background in air mobility operations who is responsible for managing theater-assigned air mobility forces within a geographic area outside the CONUS, or for a designated operation within the AFCC's area of responsibility (AOR). He serves as director of the AME of the AOC and is responsible for all air mobility operations affecting the theater.

**Global Assets List (GAL).** A single source unclassified database that captures a unit's deployable capability expressed in UTCs.

**Joint Forces Commander (JFC).** A general term applied to a commander authorized to exercise Combatant Command (command authority) or operational control over a joint force.

**M-DAY.** The term used to designate the day on which mobilization (activation of the ARC forces) commences or is due to commence.

**N-DAY.** In deliberate planning, N-day signifies a negative number of days preceding C-day. In time-sensitive planning, N-day signifies the day the unit is notified for deployment or redeployment.

**Theater Air Control System (TACS).** An Air Force TACS provides the AFCC with elements through which to centrally plan, direct, and control tactical air operations of other service components (joint operations).

**Wing/Unit Operation Center (WOC).** The WOC is the operations center for theater flying units through which the commander exercises C2 responsibilities. The WOC is the focal point at the flying unit for interface with other elements of the Theater Air Control System, including the AME.

## TRAINING TERMS

**Air Force Career Field Manager (AFCFM).** An individual on the HQ USAF staff who is responsible for managing specific career fields and their respective career development programs, in coordination with command functional managers, technical training center personnel, and Air Force personnel resource managers. This includes identifying the task requirements and training for an Air Force Specialty or Occupational Series.

**Air Force Specialty (AFS).** A group of duty positions that require common qualifications identified by a title and code.

**Air Force Specialty Code (AFSC).** A combination of alpha-numeric characters which are used to identify a specific career field and qualification level for Air Force officers and enlisted personnel.

**Career Field Educational and Training Plan (CFETP).** A comprehensive, multipurpose document encapsulating the entire spectrum of education and training for a career field. It outlines a logical growth path, including training resources, and is designed to eliminate duplication while making training identifiable and budget defensible.

**Continuation Training.** Additional training that exceeds the basic requirements of an AFSC with emphasis on present or future duty assignments.

**Core Task.** A task Air Force Field Managers (AFCFM) identify as a minimum qualification requirement within an AFS or duty position.

**Course Objective List (COL).** A product that identifies the minimum task and knowledge requirements that students must satisfy prior to graduating from a specific in-resident course. The COL is developed by the training center staff and is to be used by supervisors to conduct graduate evaluations in accordance with AFI 36-2201, *Developing, Managing, and Conducting Training*.

**Enlisted Specialty Training.** A mix of formal training (technical school) and informal training (on-the-job) to qualify and upgrade airmen in each skill-level of a specialty.

**Functional Manager.** An individual at the MAJCOM/joint activity command level who is responsible for identifying task and training requirements for an AFS or Occupational Series.



**Instructional Systems Development.** A deliberate and orderly process for planning, developing, implementing, and managing instructional programs that ensure personnel are taught the knowledge and skills essential for successful duty performance.

**Life Cycle.** The period of time spent within a specific AFS. For AFSC 1N0X1, it begins when an individual enters initial skills training at Goodfellow AFB and ends upon retraining out of the career field, separation, or retirement.

**On-the-Job Training (OJT).** A method of training used to certify personnel in both upgrade (skill level award) and qualification (duty position certification) training. It is hands-on, over-the-shoulder training conducted at the duty location.

**Qualification Training (QT).** Actual hands-on task performance-based training designed to qualify an airman in a specific duty position. This training program occurs both during and after the upgrade training process. It is designed to provide the performance skills/knowledge necessary for duty performance.

**Qualification Training Package.** An instructional package designed to support unit level OJT. It is used by supervisors to facilitate the training of personnel in task performance areas. It may be printed, computer based, or in other audiovisual media.

**Resource Constraints.** Resource deficiencies, such as money, facilities, time, manpower, and equipment that preclude desired training from being delivered.

**Skills Training.** A formal in-residence course that results in the award of a specified skill level within an AFS (i.e., initial skills and advanced skills).

**Specialty Training Standard (STS).** An Air Force product that describes an AFS in general terms of tasks and knowledge. This description also reflects what tasks/knowledge airmen may be expected to perform/possess on the job. It further serves as a contract between Air Education and Training Command (AETC) and the functional users to show which of the overall training requirements for an AFSC are taught in formal schools and correspondence courses.

**Standard.** A fixed quantity, quality, or level of performance an individual is expected to demonstrate.

**Task Performance.** A duty related requirement that entails some form of physical activity. To become qualified in a task performance item, individuals must perform a specific task at a specific level of physical proficiency, as specified by the STS/supervisor/trainer.

**Upgrade Training.** Training that leads to the award of a higher skill-level within a specific career field.

## ACRONYMS

AAA	Anti-Aircraft Artillery
AEELS	Automatic ELINT Emitter Location System

AEN	Arbitrary ELINT Notation
AI	Air Intercept
AIDS	Arbitrary Intercept Designation System
AMDT	AEELS Mobile Downlink Terminal
AOI	Area of Interest
AFSATCOM	Air Force Satellite Communication
AMPS	Automatic Mission Planning System
ASARS	Advanced Synthetic Aperture Radar System
ASART	Analyst Support and Reporting Terminal
ASCII	American Standard Computer Information Interchange
ATC	Air Traffic Control
BE Number	Basic Encyclopedia Number
BITE	Built In Test Equipment
CIS	Combat Intelligence System
CISF	Category of Identified Signals File
COMSEC	Communications Security
CPU	Central Processing Unit
CSOT	CONSTANT SOURCE Operator's Terminal
CSRS	CONSTANT SOURCE Receiver Suite
CW	Continuous Wave
DOC	Designed Operational Capability
DPG	Data Processor Group
DT&E	Development, Test and Evaluation
ELINT	Electronic Intelligence

ELNOT	ELINT Notation
EOB	Electronic Order of Battle
EPL	ELINT Parameters Limits List
ESCE	Enemy Situation Correlation Element
EW	Early Warning: Electronic Warfare
FC	Fire Control
FLTSATCOM	Fleet Satellite Communications
FRPF	Filter Reference Point File
GCI	Ground Controlled Intercept
GLF	Geographic Location File
GRT	Global Reach Team
HSP	High Speed Printer
HZ	Hertz
ICM	Intelligence Correlation Module
IMOM	Improved Many-On-Many
I&W	Indications and Warning
JDISS	Joint Deployable Intelligence Support System
JINTACCS	Joint Interoperability of Tactical Command and Control Systems
JWICS	Joint Worldwide Intelligence Communications System
KBP	Key Board Printer
KGR	KGR-96/TSEC Decryptor
LNA	Low Noise Amplifier
LOCE	Linked Operational Intelligence Capability Europe
MCM 3-1	Multi-Command Manual 3-1 (Volume II, "Threat Reference Guide")
MHz	Mega Hertz

MPS	Mission Planning System
MSG	Message
MSS	Mission Support System
NM	Nautical Miles
NRT	Near Real Time
OB	Order of Battle
OPELINT	Operational Electronic Intelligence
OTH-T GOLD	Over-the-Horizon Targeting message text format
OPINTEL	Operational Intelligence
PD	Pulse Duration
PICON	Portable Image Communication Operations Node
PIN	Position Identification Number
PPU	Protocol Processing Unit
PRF	Pulse Repetition Frequency
PRI	Pulse Repetition Interval
RADAR	Radio Detection and Ranging
RRC	Regional Reporting Center
SAM	Surface to Air Missile
SIOP	Single Integrated Operational Plan
SOI	Signals of Interest
SPM	Signal Parameters Manager
SSM	System Security Manager
TA	Target Acquisition
TACELINT	Tactical ELINT

TADIXS B	Tactical Data Information Exchange System Broadcast
TALCE	Tanker Airlift Control Element
TDI Code	Target Data Indicator Code
TDP	Tactical Data Processor
TEL	Transporter-Erector-Launcher
TELAR	Transporter-Erector-Launcher-and-Radar
TEREC	Tactical Electronic Reconnaissance
TIBS	Tactical Information Broadcast Service
TLAR	Transporter-Launcher-and-Radar (vehicle)
TOI	Time of Intercept
TOPS	Tactical Operations Support
TRE	Tactical Receive Equipment
TRAP	Tactical Related Applications
TT	Target Tracking
UHF	Ultra High Frequency
UNIX/C	Data operating system; programming language
UPS	Uninterruptible Power Supply
USERID	User Identification
USPF	Unidentified Signals Parameters File
UTC	Unit Type Codes
5D	Demand Driven Direct Digital Dissemination