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MEMORANDUM FOR  DISTRIBUTION C
MAJCOMs/FLDCOMs/FOAs/DRUs

FROM:  AF/A4
1030 Air Force Pentagon, RM 4E154
Washington, DC 20330-1670

SUBJECT:  Department of the Air Force Reissue of Guidance Memorandum DAFI 36-2646, "Security Forces Training and Standardization Evaluation Programs"

By Order of the Secretary of the Air Force, AFI 36-2646, *Security Forces Training and Standardization Evaluation Programs*, is re-designated as Department of the Air Force Instruction (DAFI) 36-2646, *Security Forces Training and Standardization Evaluation Programs*, and this is a reissue Department of the Air Force Guidance Memorandum (DAFGM). Compliance with this memorandum is mandatory.  To the extent its direction is inconsistent with other DAF publications, the information herein prevails in accordance with DAFMAN 90-161, *Publications and Forms Management*. This guidance is applicable to the entire DAF, including uniformed members the Regular Air Force, the USSF, the Air Force Reserve, the Air National Guard, the Civil Air Patrol, when conducting missions as the official Air Force Auxiliary, all DAF civilian employees, and those with a contractual obligation to abide by the terms of DAF issuances. This memorandum continues to clarify delegable language for Major Commands (MAJCOM)/Field Commands (FLDCOM).

This memorandum specifies the responsibilities of Air Force Security Forces (SF) Weapons and Tactics office(s), SF Weapons and Tactics Instructor(s) (WTI) management, and SF WTI utilization.  Throughout this memorandum, Security Forces Weapons and Tactics Offices (or their equivalents) are referred to as "W&T office(s). Removed Leader-Led training. Removed "Tier Training."

This memorandum becomes void after one year has elapsed from the date of this Memorandum, or upon publishing of an interim change to, or rewrite of DAFI 36-2646, whichever is earlier.

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Current guidance in Department of the Air Force Instruction 36-2646, *Security Forces Training and Standardization Evaluation Programs* remains in effect with the following changes:

1.5.2. **(CHANGED)** Key components of the training program are the master training plan, mission readiness training program, sustainment training, and home station training.

**2.1. (CHANGED) Responsibilities.** Defenders at every level have an inherent responsibility to adequately train and ensure personnel under their command or supervision maintain proficiency in their mission essential task(s). Defenders comply with training responsibilities outlined in Department of the Air Force Instruction (DAFI) 36-2670, *Total Force Development*. The term commander throughout this instruction applies to Security Forces commanders at all levels, civilian leader equivalents, and Munitions Support Squadron commanders. The following identifies additional Security Forces career field specific responsibilities:

2.1.2.6. **(CHANGED)** Chair the Specialty Training Requirements Team and co-chairs Utilization & Training Workshop sessions IAW DAFI 36-2670.

2.1.6.9. **(CHANGED)** Conducts the status of training meeting IAW DAFI 36-2670. Will review the master training plan during the status of training, to include no-shows/missed training for all courses Defenders attend. Document each meeting. (T-1).

2.1.6.28. **(CHANGED)** Ensures all assigned Defenders attend sustainment training every 48 months.

2.1.7.5. **(CHANGED)** Ensures sufficient training facilities and classrooms to support and enhance students' learning environment.

2.1.10.2. **(CHANGED)** Executes unit training program responsibilities IAW DAFI 36-2670.

2.1.10.8. **(CHANGED)** Will prepare the monthly Status of Training report, brief the commander, and document the meeting. (T-3). Status of Training report includes all DAFI 36-2670 requirements and:

2.1.10.9. **(CHANGED)** Develops, publishes, maintains, and implements the commander's master training plan IAW DAFI 36-2670 and Chapter 4 of this instruction.

2.1.11.1. **(CHANGED)** Plan, conduct, and evaluate training. It is vital that all supervisors know their responsibilities outlined in DAFI 36-2670.

2.1.11.3. **(CHANGED)** Conducts and documents flight or work center orientation IAW DAFI 36-2670.

2.1.12.2. **(CHANGED)** Execute trainer responsibilities IAW DAFI 36-2670.

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2.1.13.1. **(CHANGED)** Executes trainee responsibilities IAW DAFI 36-2670.

2.1.15.1 **(CHANGED)** Manage Security Forces Mission Readiness Training courses IAW DAFI 36-2670 and AFI 36-2616.

2.1.4.22. **(DELETED)**

2.1.10.14. **(DELETED)**

2.1.10.18. **(DELETED)**

2.1.12. **(DELETED)**

2.1.12.1. **(DELETED)**

2.1.12.2. **(DELETED)**

2.1.12.3. **(DELETED)**

2.1.12.4. **(DELETED)**

2.1.12.5. **(DELETED)**

2.1.12.6. **(DELETED)**

2.1.12.7. **(DELETED)**

2.1.12.8. **(DELETED)**

2.1.13. **(DELETED)**

2.1.13.1. **(DELETED)**

2.1.13.2. **(DELETED)**

3.3. **(CHANGED)** Prior Service Personnel. Personnel from other services bring diversity and perspective to Security Forces. Prior service personnel entering the Security Forces career field who previously held a Military Occupational Specialty/Navy Enlisted Classification listed as direct convertible skills IAW the AF Enlisted Classification Directory may arrive for direct duty without attending the Security Forces Apprentice Course. Award them a 3-skill level and enter into 5-skill level upgrade training. All prior service personnel will undergo Phase I and Phase II. (T-3). Coordinate training arrangements with supervisors/trainers to identify individual training

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needs. Refer to DAFI 36-2670 and the AF Enlisted Classification Directory for more specific criteria.

3.6.4.2. **(DELETED)**

3.6.4.2.1. **(DELETED)**

3.6.4.2.2. **(DELETED)**

3.7.1.1. **(CHANGED)** Instructors will attend all courses (Sustainment Training, Advanced Deployment Readiness, etc.) as a student to receive their baseline training. Instructors shall have the requisite experience to instruct a course. **(T-1)**.

3.9.1 **(CHANGED)** Home Station Training compliments complements the Career Field Education Training Plan, Mission Readiness Training courses, and Sustainment Training to align the right training at the right time in the Defender's career through the Continuum of Learning (Chapter 3). The first step in determining Home Station Training requirements is utilizing the Training Mission Needs Analysis as described in Chapter 4.

3.9.2. **(CHANGED)** Security Forces earn manpower to complete a minimum of 218 hours for training annually. The commander will use the Training Mission Needs Analysis to prioritize and conduct training. **(T-3)**. Individual mobilization augmentee and non-full time Category A (unit) Air Reserve Component personnel on extended orders "120 calendar days or more" will assume the Active component Home Station Training requirements listed above. (T-1). Air National Guard personnel will follow Home Station Training timelines defined by NGB/A4S. (T-2).

3.10. **(DELETED)**

3.10.1. **(DELETED)**

3.10.2. **(DELETED)**

3.11. **(CHANGED)** Training Section Instructors. Training Section Instructors perform the critical role of executing the unit's training program. The training section should only train Defenders on specialized equipment, courses, and all commander identified topics in the Comprehensive Training Catalog.

3.11.1. **(CHANGED)** The Training Noncommissioned Officer in Charge (NCOIC) must complete the Basic Instructor Course or Principles of Instruction within six months of assuming duties. (T- 1). Defenders who have previously attended a "T" prefix awarding course (Military Trainer Instructor School or Basic Instructor) are exempt from this requirement. The Training NCOIC, or civilian equivalent, is responsible for developing, mentoring, and coaching all training section Instructors.

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**3.11.2. (CHANGED)** The Training section instructors complete a qualification process as outlined below:

**3.11.2.2. (CHANGED)** Training Section Instructors must complete the Basic Instruction Course, Principles of Instruction, or a Career Field Manager approved Instructor Course (posted on SMARTNet) within 12 months prior to assuming the instructor duty position. **(T-1)**. Training section instructors cannot independently teach until one of the above has been met. **(T-1)**. Defenders who have previously attended a "T" prefix awarding course, attended Military Trainer Instructor School, Basic Instruction Course, or have completed the online Principle of Instruction are exempt from this requirement.

**3.11.2.3. (CHANGED)** Upon completion of the requirements in paragraph 3.11.2.1 through 3.11.2.2, Training section instructors must be evaluated by the Training NCOIC or civilian equivalent. (T-2). The training section instructors will receive no-notice evaluations every 12 months from the Training NCOIC or civilian equivalent. (T-1). Document in training records.

**3.13. (CHANGED)** Training Delivery. The Training NCOIC is the primary and preferred delivery method for all Security Forces training. Flight Trainers and supervisors will use evaluate-train-evaluate to ensure each Defender is competent with home station training objectives and Phase II Training. (T-3).

**3.13.1. (CHANGED)** Evaluate-Train-Evaluate Defined. "Evaluate," is the supervisor evaluating the individual or trainee he or she supervise. "Train," is conducting remedial training on weak or incorrect performance and information to meet desired proficiency. The second "Evaluate" is ensuring the trainee meets the objective.

**3.17.3. (CHANGED)** It is essential for flight leadership and supervisors to remain connected during the entire Phase II and perpetual assessment processes.

**4.1.3.9. (CHANGED)** Sustainment Training and Mission Readiness Training allocations.

**4.1.4.2.6. (CHANGED)** Identify training delivery method for training objectives (Combat Arms, training section, etc.).

**4.1.4.2.7. (CHANGED)** Identify training evaluation technique for training objectives. (Standardization evaluation, etc.).

**4.1.5. (CHANGED)** Determine sustainment training allocation fulfillment plan.

**4.1.8. (CHANGED)** Identify upgrade training and other applicable requirements set forth in DAFI 36-2670.

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4.2.2. **(CHANGED)** Authorized Reference Material. Security Forces Training Reference Guides provide single source documents for all trainers to use in preparing, delivering, and completing training requirements outlined in the Specialty Training Standard, Comprehensive Training Catalog, Sustainment Training, and DoDI 5525.15, *Law Enforcement (LE) Standards and Training in the DoD*. Trainers are encouraged to supplement training with imagery and other training aids that enhance the training objective and learning environment.

5.4.3.2. **(CHANGED)** Standardization evaluation will notify the commander and Security Forces manager when a Defender requires a Phase II reassessment, include the remedial actions and recommended courses of action. (T-3). The Flight Chief or Sergeant, certifying official, and/or the supervisor will develop a remedial training plan, coordinate with the officer in charge and superintendent, gain the commander and Security Forces manager's approval, and document plan and training in the Defender's training records. (T-3).

A4.1. **(CHANGED) Training, Scenario, and Evaluation Outlines**. Units develop these tools and the training section, standardization evaluation, supervisors, and flight leadership use them to train and evaluate Defenders collectively.

**(DELETED) Attachment 9**

A10.2. **(CHANGED) Outstanding Airman Award.** Presented at Sustainment Training to the Airman who successfully completes all evaluations on the first attempt and is determined to be the best overall Airman Defender. Class participants nominate a worthy Defender. Cadre verifies the Defender meets academic requirements.

A10.3. **(CHANGED) Outstanding NCO Award.** Presented to the Noncommissioned Officer at training who successfully completes all evaluations on the first attempt and is determined to be the best overall Noncommissioned Officer Defender. Class participants nominate a worthy Defender. Cadre verifies the Defender meets academic requirements.

A10.4. **(CHANGED) Top Gun Award.** Presented to one Defender at training who completes, on the first attempt, and receives the highest scores on the firing portion of the curriculum.

A10.5. **(CHANGED) Military Working Dog Team Award.** Presented to one Military Working Dog Team at training who completes all evaluations on the first attempt and is determined to utilize the canine to the maximum extent possible. Awarded only when the course has four or more Military Working Dog Teams. Cadre nominates and Cadre Leadership selects the winner.

A10.6. **(CHANGED) Leadership Award.** Presented to one Defender at training who exhibits overall outstanding competency in curriculum, leadership, and motivation of fellow Defenders. The Defender receives a "Go" status on all gradable tasks on the first attempt. Cadre nominates and Cadre leadership selects the winner.

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**(ADDED) Chapter 12. SECURITY FORCES WEAPONS AND TACTICS PROGRAM**

**12.1. (ADDED) Security Forces (SF) Weapons and Tactics (W&T) Program.** Will establish W&T offices at all tiers to ensure the development, instruction, and dissemination of tactics, techniques, and procedures (TTPs). Tier 1 offices will function at the operational SF squadron level and are manned in accordance with the Tier structure within the guidance memorandum. Tier 1 W&T offices are the priority for all manning positions and are the key element of the Tactics Development process. Tier 2 offices will function at the Group level where applicable organizational structure exists. Non-typical organizational structure such as Regional Training Center (RTCs) shall establish a Tier 2 office. Tier 3 offices will function at the Major Command (MAJCOM)/Field Command (FLDCOM) and the Numbered Air Force to ensure effective management and implementation of the W&T Program throughout the SF Enterprise. Units must use all applicable manuals, instructions, and directives when establishing W&T offices. W&T offices and Defenders participating in W&T functions, processes, and tactics development at all tiers must adhere to the guidance and policy set forth in this DAFGM, AFMAN 11-415, *Weapons & Tactics Programs,* and DAFMAN 11-260, *Tactics Development Program.* **(T-1).**

**12.2. (ADDED) Overview.**

12.2.1. **(ADDED)** Offices and Defenders participating in W&T functions, processes, and tactics development at all levels shall adhere to the guidance and policy set forth in AFMAN 11-415, *Weapons & Tactics Programs* and DAFMAN 11-260, *Tactics Development Program.* **(T-1).**

12.2.2. **(ADDED)** W&T offices will function as the Office of Primary Responsibility (OPR) or Office of Collateral Responsibility (OCR) and coordinate with their unit Standardization and Evaluations, and Training office for mission training, planning, exercises, and evaluation scenarios. **(T-1).**

12.2.3. **(ADDED)** W&T offices will integrate intelligence personnel into mission planning, training, and exercises to ensure all assigned personnel receive relevant information on the unit mission, projected or anticipated enemy threat, and expected theater conditions affecting mission employment. **(T-1).**

**12.3. (ADDED) Manning Weapons and Tactics Office.** As WTIC graduates become more readily available, the following shall be used as a guideline for positioning these graduates in your units: **(T-1).**

12.3.1. **(ADDED)** Small Squadrons, one (1) WTIC Graduate.

12.3.2. **(ADDED)** Medium Squadrons, two (2) WTIC Graduates.

12.3.3. **(ADDED)** Large Squadrons, three (3) WTIC Graduates.

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12.3.4. **(ADDED)** SFGs, one (1) WTIC Graduate.

12.3.5. **(ADDED)** W&T offices will consist of at least one (1) member of tasked mission sets unless determined not feasible by the unit commander, or equivalent. Not all members assigned to a W&T office need to be graduates of the SF WTIC.

12.3.5.1. **(ADDED)** SF W&T offices will consist of **(T-1)**:

12.3.5.1.1. **(ADDED)** Chief, Weapons and Tactics.

12.3.5.1.1.1. **(ADDED)** Security Forces WTIC graduate (3W8 or 3W9).

12.3.5.1.1.2. **(ADDED)** The senior ranking WTIC graduate will be designated the Chief, Weapons and Tactics.

12.3.5.1.1.3. **(ADDED)** Maintain Instructor Combat Mission Ready (CMR) or equivalent mission certification qualification (appropriate duty position evaluation), unless determined not feasible by the unit commander, or equivalent.

12.3.5.1.1.4. **(ADDED)** Cleared for all mission-required access/clearances and access to SIPRnet (Secret Internet Protocol Router Network) to be ready to fulfill all mission statements wartime taskings.

12.3.5.1.1.5. **(ADDED)** Not be assigned unrelated additional duties (NGB, AFRC).

12.3.5.1.2. **(ADDED)** NCOIC, Weapons and Tactics. If not a WTIC graduate, this position will be the squadron's candidate for the next available WTIC.

12.3.5.1.3. **(ADDED)** Librarian. Serves as Assistant NCOIC, Weapons and Tactics.

12.3.5.1.4. **(ADDED)** Intel Representative.

12.3.5.1.5. **(ADDED)** Any Officer within the office will hold the title of Officer in Charge (OIC) Weapons & Tactics.

12.3.5.1.6. **(ADDED)** At a minimum, one (1) member within the W&T office will maintain the capability to access SIPRnet and SharePoint: https://usaf.dps.mil/teams/TTP/SecFor/SitePages/Home.aspx

12.3.6. **(ADDED)** Guard and Reserve Squadrons should establish W&T offices as manpower and mission requirements allow.

**12.4. (ADDED) Tactics Development Program.**

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12.4.1. **(ADDED)** The W&T office will lead unit involvement in the Tactics Development Program IAW AFMAN 11-260, *Tactics Development Program.* All SF units that do not have an annual MAJCOM/FLDCOM level Tactics Review Board (TRB) to participate in, will forward all proposed Tactic Improvement Proposals (TIPs) to the lead MAJCOM/FLDCOM, AFGSC A3TW. For instructions on how to submit TIPs, reference paragraph 2.4.3. Additional information can be found within AFMAN 11-260, Section 3, Tactics Development & Evaluation (TD&E) procedures.

12.4.1.1. **(ADDED) TD&E Procedures**: The TD&E process occurs in four phases:

12.4.1.2.1. **(ADDED)** Identification of Tactics Deficiencies.

12.4.1.2.2. **(ADDED)** Tasking and Planning.

12.4.1.2.3. **(ADDED)** Execution.

12.4.1.2.4. **(ADDED)** Reporting and Dissemination.

12.4.1.2. **(ADDED)** Commanders and supervisors at all levels have the responsibility to continually review TTPs for tactical deficiencies, report findings, and recommend improvements. The designated unit W&T office is the focal point for this effort. **(T-1).**

12.5. **(ADDED) TRB Timelines.** Annual TRBs will be conducted by squadron W&T offices and will comply with TRB timelines in Table 12-1 and paragraph 2.4.2. All TIPs to be considered during the current year's TRB must be forwarded to MAJCOM/FLDCOM W&T offices by 1 November each year for processing. Prior to conducting TRBs at any level, units should review the current Test Priority List (TPL) and completed TD&Es to avoid redundancy in reporting tactics deficiencies. **(T-2).**

**(ADDED) Table 12-1. TRB Timelines.**

| TRB LEVEL | No Later Than (NLT) |
|---|---|
| Squadron | 15 September |
| Group, Wing/Delta/Garrison, Direct Reporting Units (DRU), Primary Support Units (PSU), and Centers | 1 October |
| MAJCOM/FLDCOM | 1 November |
| MAF and AFSOF | 1 November |
| CAF | 5 January |

12.5.1. **(ADDED)**  The SF W&T tactics development program will follow AFMAN 11-260. **(T-1).**

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12.5.2. **(ADDED)** The purpose of the TRB is to review tactics and suggest changes to correct deficiencies in those tactics. The TRB affords senior leadership an opportunity to decide how and if to dedicate resources toward the development, validation, approval, and implementation of a TIP. Additionally, interaction among TRB participants allows for an exchange of ideas across mission areas yielding additional opportunities to improve current and future operations through tactics development.

12.5.3. **(ADDED) Tactic Improvement Proposal (TIP).** Document tactical improvements addressing identified tactical deficiencies on the AF Form 4326, Attachment 4.  The senior W&T office (e.g., A3) within the MAJCOM/FLDCOM of the originator should review, validate, and annotate TIPs.  Organizations submitting a TIP will make a disposition recommendation on each TIP before it is forwarded to their lead MAJCOM/FLDCOM W&T office.  **(T-1).**  TIPs should not be used to request modification or acquisition of hardware or software, nor for requesting changes in training procedures. The TIP must include a detailed description of the tactical problem or deficiency and a recommended solution or tactical improvement. Objectives must be specific, measurable, attainable, realistic, and time-bound.  Submitter should follow TIP up the review and validation chain and be prepared to brief or educate the tactical deficiency and proposed solution(s) during TRB events.

12.5.4. **(ADDED)** TIPs do not have to wait for the annual TRB conference to be considered or tested. If the TIP is of immediate concern and will affect current operations or testing, the TIP should follow the established routing but at an accelerated pace. This accelerated pace cannot be readily defined and will be dictated by the circumstances requiring tactics development. All TIPs requiring accelerated review and time sensitive testing will be forwarded to lead MAJCOM/FLDCOM W&T office as soon as practical. Alternatively, an Urgent Operational Need (UON) submission may be appropriate.

12.5.5. **(ADDED)** Within 30 days after the SF W&T TRB, AFGSC A3TW will report the disposition of TIPs via the SF W&T SharePoint on Secret Internet Protocol Router Network (SIPRnet) website. Individuals and organizations submitting TIPs may check the status via website or email at AFGSC.A3S.SFWorkflow@us.af.mil or AFSOCA4.A4IS.SFHQStaff@us.af.mil.  Once the SF W&T program manager (PM) has a position, individuals and organizations may email the SF W&T PM to inquire the status of TIP(s). **(T-1).**

12.5.6. **(ADDED)** Squadron TRBs should formulate and forward TIPs in the areas identified by **Paragraph 12.5.3.** If a squadron does not fall under an SFG, the TIPs will be reviewed at the Wing/Delta/Garrison level TRB, for formulation of any additional required TIPs, and forwarding to the lead MAJCOM/FLDCOM W&T offices, while courtesy copying the W&T PM.

12.5.7. **(ADDED)** The MAJCOM/FLDCOM TRB may formulate new TIPs but should focus on reviewing TIPs submitted by subordinate units. TRBs should concur or non-concur with TIPs

and make a recommendation for the disposition of the TIP in the appropriate coordination box on the form. TRBs should ensure that the TIP objectives and description provide the necessary information to create a detailed draft test request.

**12.6. (ADDED) Tactics Reference Library.**

12.6.1. **(ADDED)** A list of required library documents will be published, updated as required, and maintained in the W&T office. MAJCOM/FLDCOM W&T offices will determine the documents necessary for the tactics reference libraries. Libraries can either be on-hand or available through electronic means.

12.6.1.1. **(ADDED)** Air Force Tactics, Techniques, and Procedures (AFTTP) 3-4 and associated documents, should be published locally and made available to all members.

**(ADDED) Chapter 13.  W&T ROLES AND RESPONSIBILITIES**

**13.1. (ADDED) Responsibilities**. This chapter describes the roles and responsibilities of the leads at each level from the Air and/or Space Staff to the Squadron Tactics Office.

**13.2. (ADDED) Tactics Leadership.**

13.2.1. **(ADDED)** Cross Talk. The W&T program requires SF Leadership to promote and encourage each SF W&T representative to possess the capability to provide a rapid crossflow of information vertically and laterally across the SF Enterprise.

**13.3. (ADDED) Weapons and Tactics Action Council (WTAC).**

13.3.1. **(ADDED)** The WTAC fulfills the roles and responsibilities of the W&T PM until established and occupied appropriately. The WTAC should include representatives from each Tier 3 position at the MAJCOM/FLDCOM and fall under the lead MAJCOM/FLDCOM for SF W&T, AFGSC A3TW. Until all Tier 3 positions and the SF W&T PM position is filled, the WTAC will consist of the current OPT members for the SF W&T implementation. **(T-1).**

13.3.2. **(ADDED)** The WTAC will oversee all WTIC graduates management. **(T-1).**

**13.4. (ADDED) AF/A4S Weapons & Tactics Lead**

13.4.1. **(ADDED)** Will provide program and policy oversite and coordination through until full operating capability (FOC). **(T-1).**

13.4.2. **(ADDED)** Synchronizes with lead command, WTAC, and AFSFC W&T Program Manager to ensure funding for Weapons & Tactics Instructor Courses.

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13.4.3. **(ADDED)** Reviews WTIC end-of-course surveys for continuous improvements and funding adjustments.

13.4.4. **(ADDED)** Support assessments as requested.

**13.5. (ADDED) Lead Command AFGSC/A3S**

13.5.1. **(ADDED)** Air Force Global Strike Command (AFGSC) serves as the lead command in developing, documenting and issuing tactics for the career field. As the lead integrator, the AFGSC A3/A3S establishes procedures for reviewing and revising tactics manuals and maintain responsibility to:

13.5.2. **(ADDED)** Conduct and support MAJCOM/FLDCOM-level Tactics Review Boards (TRB) IAW AFMAN 11-260 and this Guidance Memorandum. **(T-1).**

13.5.3 **(ADDED)** Facilitate full development, processing, and tracking of TIPs with all associated TRBs and maintain current status at or on every 45 days to update originator organization of TIP(s). **(T-1).**

13.5.4. **(ADDED)** Conduct Tactics, Intel, Training, Stan/Eval (TITE) meetings. **(T-1).**

13.5.5. **(ADDED)** Provide regular updates to the HAF/A4SO W&T Lead on course developments, TIP status, and any matter concerning funding appropriations and WTIC personnel rotations. **(T-1).**

**13.6. (ADDED) Servicing Major Commands.**

13.6.1. **(ADDED)** Servicing MAJCOM/FLDCOM Security Forces, or their designated representatives are the approval authority and responsible for the conduct of their MAJCOM/FLDCOMs' W&T programs.

13.6.2 **(ADDED)** Will liaise with DAF, lateral commands, and subordinate W&T offices. **(T-1).**

13.6.3. **(ADDED)** Familiarize with current and projected enemy threats within the command's area of responsibility.

13.6.4. **(ADDED)** Support assessments as requested.

13.6.5. **(ADDED)** Recommend priority and action to correct identified deficiencies in tactical employment capability.

13.6.6. **(ADDED)** Coordinate on the review and update of AFTTPs, Technical Orders, tactics manuals, and instructions.

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13.6.7. **(ADDED)** Servicing MAJCOM/FLDCOM W&T Offices provide inputs on training, exercise, and evaluation/assessment scenarios. This may require MAJCOM/FLDCOM W&T Office participation in MAJCOM/FLDCOM/IG scenario development to ensure exercise participation/grading is consistent with current TTPs and mission requirements.

13.6.8. **(ADDED)** Conduct tactics development and dissemination responsibilities IAW applicable Tactics Development Program.

13.6.9. **(ADDED)** Shall conduct/support MAJCOM/FLDCOM level Tactics Review Boards (TRB) IAW AFMAN 11-260 and policy. **(T-1).**

13.6.10. **(ADDED)** MAJCOM/FLDCOM W&T offices will assign a MAJCOM/FLDCOM control number in conjunction with AFGSC A3TW for all TIPs and will be referred to by the MAJCOM/FLDCOM control number until they are approved for test. **(T-1).**

**13.7. (ADDED) SF W&T Program Manager at the AFSFC.** The SF W&T Program Manager will be responsible for the following: **(T-1).**

13.7.1. **(ADDED)** SF W&T program and SF Weapons and Tactics Instructor Course (WTIC) OPR.

13.7.2. **(ADDED)** Manage SF WTIC selection process in coordination with the Weapons and Tactics Action Council.

13.7.3. **(ADDED)** Provide SF WTIC graduate management OPR.

13.7.4. **(ADDED)** Liaise with HQ USAF, lateral commands, and subordinate W&T Organizations to ensure total force integration.

13.7.5. **(ADDED)** Execute SF W&T POAM actions and funding requests.

13.7.6. **(ADDED)** Manage the dissemination of changes and updates of W&T related Air Force Instructions and program directives to support SF units.

13.7.7. **(ADDED)** Analyze, create, and post tactical information reports for subordinate SF W&T organizations.

13.7.8. **(ADDED)** Collect, analyze, report, record, and communicate Tactics Improvement Proposals (TIP).

13.7.9. **(ADDED)** Provide recommendations to lead command on TIP priority and adjudication as well as actions to correct identified deficiencies in tactical employment capability.

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13.7.10. **(ADDED)** Manage Test Priority List (TPL), process and track all TIPs associated with Tactics Review Boards (TRB) and maintain current status to update originator organization of TIP status and regular basis.

13.7.11. **(ADDED)** Liaise with Red Flag/Defender Flag for integration of SF TTP/Desired Learning Objectives into scenario development for training, exercise, and evaluation/assessments of integrated ground based teams.

13.7.12. **(ADDED)** Coordinate/support SF-specific tactical planning events.

13.7.13. **(ADDED)** Manage SF W&T files, libraries, and databases.

13.7.14. **(ADDED)** Review/disseminate lessons-learned from subordinate units and identify areas requiring training.

13.7.15. **(ADDED)** Conduct/support Air Force/MAJCOM/FLDCOM level TRB and Weapons and Tactics Conferences (WEPTAC) IAW AFMAN 11-260 in coordination with A4SO lead.

13.7.16. **(ADDED)** Support assessments as requested.

13.7.17. **(ADDED)** Manage SF tactics development and dissemination responsibilities IAW AFMAN 11-260/applicable Tactics Development Program guidance.

13.7.18. **(ADDED)** Conduct assessments in all aspects of multidisciplinary security of DoD weapon systems, which includes interoperability, risk identification and mitigation, incident response, mission assurance, and exercise mission areas.

13.7.19. **(ADDED)** Coordinate on the review and update of SF AFTTP, Technical Orders, tactics manuals, and instructions.

13.7.20. **(ADDED)** Coordinate/support Blue and Red Team activities; observe, analyze and report mission impacts.

13.7.21. **(ADDED)** Provide in-depth technical and operational knowledge as related to multidisciplinary security of DoD weapon systems and their performance in a contested environment under realistic operational conditions, and contribute to Lessons Learned.

13.7.22. **(ADDED)** Provide staff products/solutions to senior/executive level personnel within the Security Forces Center, Air Force Installation and Mission Support Center, Headquarters Air Force, and other DOD and Government agencies.

13.7.23. **(ADDED)** Interface with Task Management Tool.

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**13.8. (ADDED) Group or Equivalent.**

13.8.1. **(ADDED)** Maintain awareness of potential issues of local, specialty-wide, DAF-wide, and joint/coalition impact.

13.8.2. **(ADDED)** Identify problem areas requiring corrective action above unit level.

13.8.3. **(ADDED)** Liaise with intelligence, maintenance, munitions, operations, other mission support functions, and applicable mission partners.

**13.9. (ADDED) Defense Force Commander (DFC).**

13.9.1. **(ADDED)** Designate unit Weapons and Tactics Instructor (WTI) in writing. WTIs can be either officer or enlisted personnel. These tacticians should be the most knowledgeable or experienced WTI within their designated mission sets.

13.9.2. **(ADDED)** Identify deficiencies in training, equipment, support or tactics, which preclude optimum mission accomplishment.

13.9.3. **(ADDED)** Ensure assigned personnel are familiar with the unit mission/tasking and expected enemy threat.

13.9.4. **(ADDED)** Assess the combat capability of the unit, document training, equipment, support or tactics deficiencies; and report them to the HHQ (and the Wing/Delta/Garrison as applicable).

13.9.5. **(ADDED)** Develop procedures for planning combat/operational missions.

13.9.6. **(ADDED)** Develop procedures for timely dissemination of tactical and intelligence information to applicable Wing/Delta/Garrison/group.

13.9.7. **(ADDED)** Act as OPR for unit weapons and tactics training and mission planning.

13.9.8. **(ADDED)** Act as OPR for SF WTIC nomination packages and waiver requests.

**13.10. (ADDED) Squadron Weapons & Tactics Office. (T-1).**

13.10.1. **(ADDED)** The function of the tactics program is to facilitate tactical training, improve operational tactical employment, and serve as a focal point to DFC/commander for the tactical employment of his or her resources.

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13.10.2. **(ADDED)** Coordinate with intelligence personnel to ensure all unit personnel receive current information on the unit mission, projected enemy threat, and expected combat/theater conditions affecting mission employment.

13.10.3. **(ADDED)** Ensure assigned personnel are familiar with unit mission/tasking and expected enemy threats.

13.10.4. **(ADDED)** Assess unit combat capability, document deficiencies and initiate corrective action or report deficiency and recommend action to the operations officer/commander.

13.10.5. **(ADDED)** Provide inputs to unit training programs to gain and maintain maximum capability to employ available resources in expected combat/operational conditions.

13.10.6. **(ADDED)** Ensure tactics information is disseminated to unit personnel in a timely manner.

13.10.7. **(ADDED)** Provide guidance required for mission planning.

13.10.8. **(ADDED)** Establish applicable working liaisons with intelligence, maintenance, munitions, operations, and other mission support functions and applicable mission partners.

13.10.9. **(ADDED)** Maintain a tactics library as directed by the MAJCOM/FLDCOM, Wing/Delta/Garrison/Group W&T office and AFMAN 11-415.

13.10.10. **(ADDED)** Conduct unit TRB IAW AFMAN 11-260.  Conduct quarterly unit TRBs and participate in MAJCOM/FLDCOM/AF level TRBs as directed.

13.10.11. **(ADDED)** Track unit's SF WTIC candidate application and entry requirements. Liaise with MAJCOM/FLDCOM or Group/Wing/Delta/Garrison OPR to ensure proper waivers are submitted.

13.10.12. **(ADDED)** Ensure unit personnel are educated on mission-relevant TTPs, as well as threat counter-tactics or countermeasures procedures.

13.10.13. **(ADDED)** Establish strong working relationship with unit Training and Stan Eval office.

13.10.14. **(ADDED)** Coordinate with Training and Stan Eval office to plan effective tactics-related training, exercises, and evaluation scenarios.

13.10.15. **(ADDED)** Provide inputs to Stan Eval to increase understanding of locally and broad-based developed TTPs for evaluator and exercise planning purposes. Provide tactics-related inputs to Stan Eval in order to conduct proper local evaluation of TTPs.

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13.10.16. **(ADDED)** Collaborate with Stan Eval to ensure evaluations contain an appropriate emphasis on sound tactical employment and include a sampling of commonly used, most challenging/complex, or recently changed TTPs. A comprehensive trend analysis report shall be accomplished quarterly annotating current gaps and focus areas.

13.10.17. **(ADDED)** Provide inputs to training sections to gain and maintain maximum capability to employ available resources in expected operational conditions. Observe exercise operations/evaluations and provide continuous feedback to personnel.

13.10.18. **(ADDED)** Where applicable, WTIs provide an integrated and outside perspective to other units on their unit-specific tactics.

13.10.19. **(ADDED)** Implement and manage tactics development IAW **paragraph 2.3** of this memorandum and AFMAN 11-260, to include drafting and staffing, submitting, and monitoring TIPs.

13.10.20. **(ADDED)** Serve as the focal point for all unit tactics-related reviews and proposals. Continually validate existing tactics through observation of unit participation in training events, exercises, and contingencies.

13.10.21. **(ADDED)** Forward recommended TIPs and changes regarding tactics-related publications to the MAJCOM/FLDCOM W&T office. Use AF Form 4326, Tactics Improvement Proposal.

13.10.22. **(ADDED)** Provide subject matter experts to support SF tactics working groups or TTP development/rewrite.

13.10.23. **(ADDED)** Continually coordinate with unit personnel, operations, maintenance and support personnel, and any supported units to identify potential tactics impacts.

13.10.24. **(ADDED)** Identify training, equipment, and tactics deficiencies, which preclude optimum mission accomplishment. Deficiency reports should be communicated to MAJCOM/FLDCOM W&T office for appropriate crosstalk.

13.10.25. **(ADDED)** Monitor changes to mission objectives to ensure tactics remain current and relevant.

13.10.26. **(ADDED)** Act as the unit's primary OPR for developing and maintaining exercise and contingency derived L2/AARs. Forward/up-channel information that is relevant for crosstalk or TTP/Handbook consideration.

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13.10.27. **(ADDED)** Distribute information, articles/newsletters, and tactics related publications to unit personnel as needed. Provide MAJCOM/FLDCOM W&T office a courtesy copy of information shared to facilitate crosstalk.

13.10.28. **(ADDED)** Unit WTI should remain proficient and current on their mission specific TTPs. WTI should coordinate with Training section for additional tactics-related training and advanced courses that support the DFC/Commander's guidance and continued tactics development.

13.10.29. **(ADDED)** Establish and maintain liaison with the other SF and Operations W&T offices across the installation.

13.10.30. **(ADDED)** Responsible for squadron level W&T guidance and policy.

13.10.31. **(ADDED)** Each W&T office has direct liaison authorization (DIRLAUTH) to reach out and contact other SF and operations W&T offices at all levels in order to coordinate tactical details needed to optimize mission accomplishment. W&T office personnel will coordinate with superior, equivalent, and/or subordinate units as necessary to maintain awareness of potential issues of local as well as enterprise-wide impact.

13.10.32. **(ADDED)** Chief of the W&T office will (be) the senior ranking patched member. **(T-1).**

**(ADDED) Chapter 14. WEAPONS AND TACTICS INSTRUCTOR COURSE (WTIC)**

**14.1. (ADDED) Purpose.** This chapter identifies the mission of the SF Weapons & Tactics Instructor Course (SF WTIC) and establishes the core competencies required of all SF WTIC graduates. Each WTIC will produce W&T Officers and Noncommissioned Officers (NCOs) to meet Tier 1 and Tier 2 priority manning positions throughout the enterprise.

**14.2. (ADDED) Mission.** The mission of the SF WTIC is to train expert instructors and leaders skilled in the art and science of integrated battle space dominance across all domains. The WTIC provides graduate-level instructor courses delivering the Enterprise's most advanced training, weapons and tactics employment to SF Officers and NCOs.

14.2.1. **(ADDED)** Core Competencies. Each WTIC graduate shall possess the knowledge, technical expertise, leadership ability, communication, and organizational skills to:

14.2.1.1. **(ADDED)** Serve as the unit's chief instructor and mentor.

14.2.1.2. **(ADDED)** Lead W&T functions.

14.2.1.3. **(ADDED)** Act as a commander's primary tactical advisor and problem solver.

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14.2.1.4. **(ADDED)** Execute integrated composite-force operations and Mission Planning Cell (MPC) functions with USAF, Joint, and Coalition forces.

**14.3. (ADDED) WTIC Selection Board Process and Responsibilities.**

14.3.1. **(ADDED)** The Selection Board Chairman will:

14.3.1.1. **(ADDED)** Instruct board members on their duties and ensure the board progresses efficiently.

14.3.1.2. **(ADDED)** Attempt to resolve selection disagreements. If the board chairman is unable to resolve disagreements, AFGSC/A3/6 is the final authority for selection board issues.

**14.4. (ADDED) Nomination Criteria.** After the packages are received, the Senior Patch/Board President will establish selection criteria in conjunction with the Lead Command AFGSC A3S. The Board President will also show the baseline for scoring packages. The Weapons & Tactics Action Council (WTAC) scoring will divide the grading of the candidates into three categories; ability to think critically, member's ability to articulate through written communication, and the whole Defender concept. The intent will be to focus on the candidates' training, tactical aptitude, experience in the enterprise, and, eventually, instructor background. WTIC slots will be prioritized to MAJCOM/FLDCOMs based on current Enterprise needs. The following will be included in the nomination package:

14.4.1. **(ADDED)** Candidate Nomination Data Sheet. Submit a maximum two-page Candidate Nomination Data Sheet for scoring. An example will be sent out with the call for Students approximately 120 days before each class start date.

14.4.2. **(ADDED)** Candidate Staff Study: The candidate will create a Staff Study IAW Tongue and Quill. The intent is to identify a performance gap within the candidate's organization. The target audience will be the candidate's commander. The Staff Study will be used to evaluate the candidate's ability to present clear and concise written communication, his or her ability to address a problem critically, and gauge his or her comprehension of the commander's intent.

14.4.3. **(ADDED)** Candidate Letter of Intent. A signed, one-page letter of intent on official unit letterhead from the candidate addressed to "SF Weapons & Tactics Selection Board." This letter must be written by the candidate explaining in his/her own words what W&T is, why he/she wishes to attend the WTIC, and how he/she plans to use W&T to improve his/her squadron and the Enterprise as a whole.

14.4.4. **(ADDED)** Candidate Commander's Recommendation Letter. A signed, one-page recommendation letter on official unit letterhead from the candidate's immediate commander (or equivalent), addressed to "SF Weapons & Tactics Selection Board." This recommendation letter

must emphasize the candidate's ability to clearly articulate the conduct of a task, critical thinking capabilities, and tactical aptitude. Any additional recommendation letters outside of the direct chain of command will not be accepted.

14.4.5. **(ADDED)** Air Force Fitness Management Report. Fitness report must be retrieved within 30 days of package submission and included within the candidate's package.

14.4.6. **(ADDED)** Performance/Training Reports. Submit the last three (3) signed performance/training reports available, front and back. If three performance/training reports have not been completed, attach as many as are available.

14.4.7. **(ADDED)** Career Data Brief (CDB). CDB must be retrieved within 30 days of package submission and included within the candidate's package for scoring.

14.4.8 **(ADDED)** Official Military Photo. An official military photo must be submitted with the candidate's package. Contact Public Affairs (PA) office for any questions regarding an official military photo.

**14.5. (ADDED) Selection Board.**

14.5.1. **(ADDED)** The SF WTIC selection board is chaired by the WTAC President who is the Senior SF Patch within the WTI community and is held twice a year. The board convenes approximately 120 days prior to each class start date. The primary goal of SF WTIC selection board is to select the most qualified officers and NCOs. These officers and NCOs will provide the expertise and leadership necessary to ensure their units are ready for combat. In an effort to ensure the most qualified personnel are selected every class, the WTAC will consider all applicants.

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**(ADDED) Table 14-1. Selection Board Timelines.**

| Class Start Date (CSD) | ----- |
|---|---|
| Student Selection Email Sent | 45 days from CSD |
| Candidate Interviews Conducted (Virtual / Video) | 50-69 days from CSD |
| Candidate Package Grading | 70-90 days from CSD |
| Candidate Nomination Packages Due | NLT 30 days from Call for Students (will be annotated in "Call for Students" e-mail) |
| Call for Students | 120 days from CSD |

**14.6. (ADDED) WTIC Selection.**

14.6.1. **(ADDED)** Immediately upon selection notification, all primary and alternate selects will review the processing requirements outlined on the WTIC Sharepoint: https://usaf.dps.mil/teams/TTP/SecFor/SitePages/Home.aspx. All selects are required to have a current Secret clearance with access based on a closed and adjudicated Single Scope Background Investigation (SSBI) or SSBI Periodic Reinvestigation (SBPR) with an investigation date within six years of course graduation date, or have an open SBPR. Primary and alternate selects without a current Secret clearance must contact their unit security managers and submit all applicable paperwork immediately. Failure to initiate security clearance actions within the WTIC mandated timeline may result in inadequate security access at class start date. The WTIC Senior Enlisted Leader (SEL) will dis-enroll individuals without the proper security requirements.

14.6.2. **(ADDED)** If an individual is unable to attend due to extenuating circumstances, the select's Gp/CC (or equivalent) must submit a withdrawal or deferment request no later than seven (7) days prior to class start. The WTIC Commandant may dis-enroll individuals reporting to the WTIC who do not meet minimum prerequisites and do not have a waiver. All waivers will be submitted to the WTIC Commandant.

14.6.3 **(ADDED)** The WTIC SEL may request elimination or deferment through the WTIC Commandant if a student self-identifies or is not progressing in syllabus objectives. Students eliminated for failure to satisfactorily progress in the syllabus will not be eligible to compete in future WTIC selection boards. **(T-1).** When the SEL determines the student is progressing in the course to merit return in a subsequent class without re-competing at the WTIC selection board, deferment is recommended. Based on student availability, the Commandant in coordination with the SEL will determine at what point the deferred student may return in the next WTIC class.

**14.7. (ADDED) Waivers.**

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14.7.1 **(ADDED)** Selection Board Waivers. Selection board waivers include rank, total active federal military service date (TAFMSD), and high year tenure. All waiver requests are evaluated on a case-by-case basis. Candidates requiring a waiver to meet the selection board must submit a waiver letter through their Gp/CC to WTIC Commandant, and courtesy copy their respective MAJCOM/FLDCOM W&T Office. Include the following information: the specific reason and supporting justification for the waiver request. Commandant approval allows candidates to compete, but does not guarantee selection at the board. Address waiver requests to HQ AFGSC/A3TW and forward, along with the nomination package, to the SF Weapons & Tactics Selection Board.

14.7.1.1. **(ADDED)** Waiver Considerations. AFGSC/A3/6 will not recommend approval for waivers when there are enough fully qualified applicants available to fill the expected vacancy and alternate positions. AFGSC/A3TW staff elements will discuss all waiver requests with the WTIC Commandant and SEL prior to staffing to the AFGSC/A3/6 for coordination.

**14.8. (ADDED) Graduate Management.** This section provides specific guidance on WTI graduate utilization and establishes Officer SEIs, W8 (WTI Basic) and W9 (WTI Advanced). Enlisted SEIs, 3W8 (WTI Basic) and 3W9 (WTI Advanced), as well as, enlisted SEI manning levels as appropriate. HQ ACC/A3TW, HQ AFGSC/A3TW, AFSOC/A3TW, HQ USAFE/A3TW, HQ PACAF/A3TW, HQ AETC/A3ZF, HQ USSF, NGB, and HQ AMC/A3DT will coordinate with applicable Air Staff, MAJCOM/FLDCOM, and AFPC agencies on all WTI SEI manpower actions. The WTAC along with the SF W&T OPT ensures requirements reflect adequate justification for assignment of the WTI SEI.

**14.9. (ADDED) WTIC Graduate Patch/Badge/Insignia.** WTIC Graduate Patch/Badge/Insignia will be worn as follows: **(T-1).**

14.9.1. **(ADDED)** On the left shoulder of the flight suit and Operational Camouflage Pattern (OCP) under any approved duty identifier as worn IAW DAFI 36-2903, *Dress and Personal Appearance Of United States Air Force and United States Space Force Personnel*

14.9.2. **(ADDED)** By graduates of SF WTIC beginning in 2021 and current or previous WTIC instructor cadre.

14.9.3. **(ADDED)** Enlisted and Officer WTI must maintain the appropriate SEI to wear the graduate patch.

14.9.4. **(ADDED)** Honorary Graduates. Those individuals who have made significant contributions to the SF W&T program and have received written permission from the SF W&T Program Manager are authorized to wear the WTIC Graduate Patch.

**14.10. (ADDED) WTI SEI Requirements and Management.** The creation of WTI SEI was designed to quickly and easily manage key positions and tiered billets within the Enterprise to

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empower and leverage this unique asset. The SEI allows AF/A1 personnel and the SF W&T PM to Permanent Change of Station (PCS), assign, and task members for short notice missions, deployments, and other contingency operations where an SF WTI is deemed necessary by the SF W&T PM. The advanced SEI allows the SF W&T PM and MAJCOM/FLDCOMSs to select certified and qualified personnel to fill Tier 2 and 3 billets within HHQ and other MAJCOM/FLDCOM positions.

14.10.1. **(ADDED)** Enlisted SEI criteria for SF WTI are outlined below:

14.10.2. **(ADDED)** 3W8 – SF Weapons and Tactics Instructor Basic – Award requires graduation from Air Force SF Weapons and Tactics Instructor Course PDS Code 2HY. Authorized use with AFSC: 3P0X1.

14.10.3. **(ADDED)** 3W9 – SF Weapons and Tactics Instructor Advanced – Award requires (1) graduation from Air Force SF Weapons and Tactics Instructor Course PDS Code 2HY, (2) one year experience while in a Tier 1, 2, 3 billet (3) letter of recommendation from member's owning commander to the Air Force SF Weapons and Tactics Program Manager. Authorized use with AFSC: 3P0X1

14.10.4. **(ADDED)** Officer SEI criteria for SF WTI are outlined below:

14.10.5. **(ADDED)** W8 – SF Weapons and Tactics Instructor Basic – Award requires graduation from Air Force SF Weapons and Tactics Instructor Course PDS Code 2HY. Authorize use with AFSC: 31PX.

14.10.6. **(ADDED)** W9 – SF Weapons and Tactics Instructor Advanced – Award requires (1) graduation from Air Force SF Weapons and Tactics Instructor Course PDS Code 2HY, (2) 1 year experience while in a Tier 1, 2, 3 billet (3) letter of recommendation from member's owning commander to the Air Force SF Weapons and Tactics Program Manager. Authorized use with AFSC: 31PX.

**14.11. (ADDED) WTI SEI Utilization.** WTIC Selection Board will convene a WTI SEI Management Conference annually (prior to WTIC XX-A class selection boards). The following are the objectives of the conference: 1) Discuss SF WTI SEI needs and evaluate WTIC production capability and capacity, 2) Validate WTI billets and scrub current WTI SEI billet requirements list, 3) Discuss issues relevant to WTIs and the WTI Program. Conference attendees will include representatives from AFRC, NGB, AFSFC and all MAJCOM/FLDCOMs.

**14.12. (ADDED) WTIC Manning.**

14.12.1. **(ADDED)** Commandant (1). Captain (Advanced SEI/W9) or Major (Advanced SEI/W9 Preferred).

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14.12.2. **(ADDED)** Senior Enlisted Leader (SEL) (1). SMSgt (Advanced SEI/3W9) or MSgt (Advanced SEI/3W9).

14.12.3. **(ADDED)** Course Chief (1). MSgt (Advanced SEI/3W9) or 1Lt (Advanced SEI/W9).

14.12.4. **(ADDED)** Cadre (10). TSgt – MSgt (Advanced SEI/3W9) 2 years retainability at time of assignment selection.

14.12.5. **(ADDED)** Support Personnel (2). TSgt – MSgt (Basic or Advanced SEI/3W8 or 3W9) 2 years retainability at time of assignment selection.

**14.13. (ADDED) Tier System.**

14.13.1 **(ADDED)** Tier System. WTI officer and NCO positions shall be categorized within a three-tier system, to denote desired experience level for each billet. Individual billets shall further be prioritized, independent of Tier level, to optimize use of available WTIs. Separately, a WTI position's priority denotes when a billet should be filled in relation to other billets. Tier 1 billets are the highest level of priority throughout the Enterprise. **(T-1).**

14.13.2 **(ADDED)** MAJCOM/FLDCOM Tier 3 billets will hold a higher priority until occupied. Once MAJCOM/FLDCOM billets have been filled, Tier 1 billets will take priority. **(T-1).**

14.13.3. **(ADDED)** Tier 1. Squadron W&T office will report directly to the Squadron Commander or equivalent. Tier 1 positions are normally filled by first assignment WTI. Tier 1 indicates responsibilities commensurate with a WTI in the first 18-36 months post WTIC graduation. TSgt or 1st Lieutenant will normally reside in an operational squadron. Although Tier 1 assignments denote an experience level of a first assignment WTI, priority positions can be filled by second assignment WTI as required. **(T-1).**

14.13.4. **(ADDED)** Tier 2. The Group W&T office will report directly to the Group Commander (Gp/CC) or Director of Operations (DO) or equivalent. Tier 2 positions indicate responsibilities commensurate with a second assignment of a WTI, Captain or Senior Noncommissioned Officer (SNCO). Although Tier 2 assignments denote an experience level of a second assignment WTI, priority positions may be filled by exception with first assignment WTI. **(T-1).**

14.13.5. **(ADDED)** Tier 3. The HQ AF, MAJCOM/FLDCOM, Numbered Air Forces (NAFs), W&T offices will report directly to the SF W&T PM. Tier 3 positions will be filled by a field grade officer (FGO) or SNCO WTI with an Advanced SEI of either W9 or 3W9, and will reside at the staff level. Tier 3 positions indicate responsibilities commensurate with a third assignment of a WTI. Although Tier 3 assignments denote an experience level of a third assignment WTI, priority positions may be filled by exception with first or second assignment WTI. These exceptions should be approved by the SF W&T PM prior to filling the position. Every effort

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must be made to place an experienced WTI that has fulfilled a Tier 1 or 2 billet, into a Tier 3. This ensures at the highest level, Tier 3, a WTI has the most experience in the position. **(T-1).**

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

*References*

**(ADDED)** DAFI 36-2903, *Dress and Personal Appearance of United States Air Force and United States Space Force Personnel,* 7 February 2020

**(ADDED)** AFMAN 11-260, *Tactics Development Program*, 25 October 2019

**(ADDED)** AFMAN 11-415, *Weapons and Tactics Programs,* 13 September 2019

**(ADDED)** DAFMAN 91-160, *Publishing Processes and Procedures,* 15 April 2022

*Abbreviations and Acronyms*

**(ADDED) AAR –** After Action Report

**(ADDED) AFGSC –** Air Force Global Strike Command

**(ADDED) AFPC** – Air Force Personnel Center

**(ADDED) AFRC –** Air Force Reserve Command

**(ADDED) AFSFC** – Air Force Security Forces Center

**(ADDED) AFTTP –** Air Force Tactics, Techniques, and Procedures

**(ADDED) CAF –** Combat Air Force

**(ADDED) CMR –** Combat Mission Ready

**(ADDED) DAF –** Department of the Air Force

**(ADDED) DFC –** Defense Force Commander

**(ADDED) DIRLAUTH** – Direct Liaison Authority

**(ADDED) DO –** Director of Operations

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**(ADDED) DRU –** Direct Reporting Unit

**(ADDED) FOA** – Field Operating Agency

**(ADDED) Gp/CC –** Group Commander

**(ADDED) HAF –** Headquarters Air Force

**(ADDED) HHQ –** Higher Headquarters

**(ADDED) IAW –** In accordance with

**(ADDED) IG –** Inspector General

**(ADDED) L2 –** Lessons Learned

**(ADDED) MAJCOM/FLDCOM** – Major Command/Field Command

**(ADDED) MPC** – Mission Planning Cell

**(ADDED) NAF** – Numbered Air Force

**(ADDED) NCO** – Noncommissioned Officer

**(ADDED) NGB** – National Guard Bureau

**(ADDED) OCP** – Operational Camouflage Pattern

**(ADDED) OCR –** Office of Collateral Responsibility

**(ADDED) OPR –** Office of Primary Responsibility

**(ADDED) OPT** – Operational Planning Team

**(ADDED) OSS –** Operational Support Squadron

**(ADDED) PCS** – Permanent Change of Station

**(ADDED) PDS** – Proficiency Design Series

**(ADDED) PM** – Program Manager

**(ADDED) PSU** – Primary Support Units

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**(ADDED) SBPR –** Single Scope Background Periodic Reinvestigation

**(ADDED) SEI** – Special Experience Identifier

**(ADDED) SEL** – Senior Enlisted Leader

**(ADDED) SIPR** – Secret Internet Protocol Router

**(ADDED) SF** – Security Forces

**(ADDED) SFG** – Security Forces Group

**(ADDED) SFMQ** – Security Forces Management Qualification

**(ADDED) SNCO** – Senior Noncommissioned Officer

**(ADDED) SSBI** – Single Scope Background Investigation

**(ADDED) TAFMSD** – Total Active Federal Military Service Date

**(ADDED) TD&E –** Tactics Development and Evaluation

**(ADDED) TIP** – Tactic Improvement Proposal

**(ADDED) TPL** – Test Priority List

**(ADDED) TRB** – Tactics Review Board

**(ADDED) TTP** – Tactics, Techniques, and Procedures

**(ADDED) UON –** Urgent Operational Need

**(ADDED) USAF** – United States Air Force

**(ADDED) W&T** – Weapons and Tactics

**(ADDED) WTAC** – Weapons and Tactics Action Council

**(ADDED) WTI –** Weapons and Tactics Instructor

**(ADDED) WTIC –** Weapons and Tactics Instructor Course

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**(ADDED) Attachment 11. TACTICS LIBRARY INDEX**

**(ADDED) A11.1.** Tactics Library Index. The following list is a departure point for establishing unit tactics libraries. Do not maintain publications on this list, which are not necessary to support planning, training, or conducting the unit mission. Add and maintain additional, specific publications.

**(ADDED)** A11.1.1. Applicable AFTTP 3-series publications.

**(ADDED)** A11.1.2. Applicable AFI 10- and 11-series manuals and instructions.

**(ADDED)** A11.1.3. Applicable USAF SF Weapons and Tactics Instructor Course Texts.

**(ADDED)** A11.1.4. Appropriate Joint Munitions Effectiveness Manual (JMEM) publications.

**(ADDED)** A11.1.5. Tactics Analysis Bulletins.

**(ADDED)** A11.1.6. Applicable Electronic Combat Handbooks.

**(ADDED)** A11.1.7. Applicable Foreign Material Exploitation (FME) Reports.

**(ADDED)** A11.1.8. Tactics Development & Evaluation (TD&E) Final Reports.

**(ADDED)** A11.1.9. Exercise and Deployment After Action Reports.

**(ADDED)** A11.1.10. Tactics Analysis Team Reports.

**(ADDED)** A11.1.11. USAF Weapons Reviews (Classified and Unclassified).

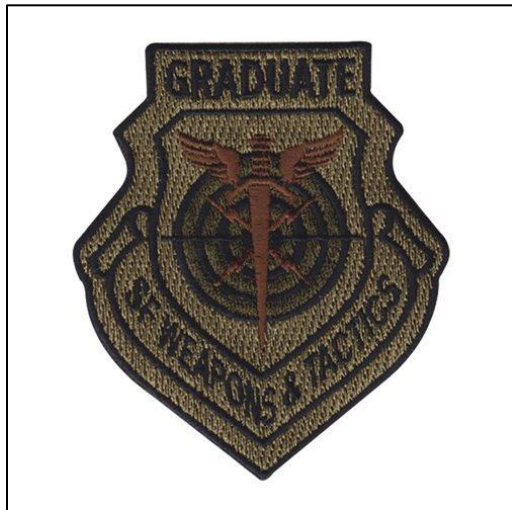**(ADDED)** A11.12. Applicable Wing/Delta/Garrison, Group, Squadron DOC Statements.

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**(ADDED) Attachment 12.  SF WEAPONS & TACTICS PATCH**

**(ADDED) Approved SF Weapons and Tactics Instructor Patch**

**(ADDED) Figure A12.1 Approved SF Weapons and Tactics Instructor Patch**

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**(ADDED) Attachment 13.  AF FORM 4326 INSTRUCTIONS**

**(ADDED) A13.1. Instructions for completion of AF Form 4326.**

**(ADDED) Figure A13.1. Sample AF Form 4326 With Instructions.**

| TACTIC IMPROVEMENT PROPOSAL | | MAJCOM ASSIGNED CONTROL NUMBER CY-XXX (for MAJCOM use) | |
|---|---|---|---|
| TO (MAJCOM Tactics Organization): MAJCOM/A3TW (or equivalent) | FROM (Unit/Organization): Submitter's unit/organization | DATE Day/Month/Year | |
| SYSTEM-MDS Aircraft/Systems, etc. | OTHER AFFECTED SYSTEMS Aircraft/Systems, etc. | | |
| TITLE | | | |
| Provide short, unclassified if possible, title of TIP | | | |
| DESCRIPTION OF TACTIC DEFICIENCY/PROBLEM | | | |
| Provide details on the problem so that the reader can understand/evaluate the validity of the proposed solution. | | | |
| DESCRIPTION OF TACTICAL SOLUTION | | | |
| Provide details on the proposed solution. This paragraph should contain a logical answer to solving the problem/tactical deficiency identified in the previous paragraph. | | | |
| OBJECTIVES | | | |
| Provide specific objectives as it relates to the performance on the proposed solution. Objectives should be measurable and describe the purpose of the test. | | | |
| NAME (Last, First MI. Rank) AND ORGANIZATION | | E-mail Address | Phone |
| SQUADRON INTENT     ☐ CONCUR     ☐ CONCUR w/     ☐ DO NOT CONCUR | | | |
| Mandatory remarks are required if TRB selects "concur w/intent" or "do not concur". | | | |
| REVIEWED BY (Name/Rank) Squadron TRB Chair | | | DATE |
| GROUP RECOMMENDATION     ☐ CONCUR     ☐ CONCUR w/     INTENT     ☐ DO NOT CONCUR | | | |
| Mandatory remarks are required if TRB selects "concur w/intent" or "do not concur". | | | |
| REVIEWED BY (Name/Rank) Group TRB Chair | | | DATE |
| WING RECOMMENDATION     ☐ CONCUR     ☐ CONCUR w/     INTENT     ☐ DO NOT CONCUR | | | |
| Mandatory remarks are required if TRB selects "concur w/intent" or "do not concur". | | | |
| REVIEWED BY (Name/Rank) Wing TRB Chair | | | DATE |

ATTACHMENT

Security Forces Training and Standardization Evaluation Programs

| MAJCOM/NAF RECOMMENDATION ☐ CONCUR ☐ CONCUR w/ INTENT ☐ DO NOT CONCUR<br>Mandatory remarks are required if TRB selects "concur w/intent" or "do not concur". | | |
|---|---|---|
| REVIEWED BY (Name/Rank)<br>MAJCOM/NAF TRB Chair | | DATE |
| AFSOF/MAF RECOMMENDATION ☐ CONCUR ☐ CONCUR w/ INTENT ☐ DO NOT CONCUR ☐ N/A<br>Mandatory remarks are required if TRB selects "concur w/intent" or "do not concur". N/A will be used when a TIP is deemed CAF-related and therefore is not routed through the AFSOF/MAF TRB. | | |
| REVIEWED BY (Name/Rank)<br>AFSOF/MAF Working Group Chair | | DATE |
| CAF TRB ACTION ☐ CONCUR ☐ CONCUR w/ INTENT ☐ DO NOT CONCUR ☐ N/A<br>Mandatory remarks are required if TRB selects "concur w/intent" or "do not concur". N/A will be used when a TIP is deemed AFSOF or MAF-related and is not routed through the CAF TRB. | | |
| REVIEWED BY (Name/Rank)<br>CAF Working Group Chair | | DATE |

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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This instruction implements Air Force Policy Directive (AFPD) 36-26, *Total Force Development and Management*, and establishes requirements and provides guidelines for the Security Forces Training and Standardization Evaluation programs. This instruction applies to all Defenders, which includes uniformed personnel and civilian employees of the Regular Air Force, Air Force Reserve and Air National Guard, and to their contractors and foreign nationals when required by the terms of their applicable contracts or other binding agreements. Refer recommended changes and questions about this publication to the office of primary responsibility using the Air Force Form 847, *Recommendation for Change of Publication*; route AF Forms 847 from the field through the appropriate functional chain of command. This instruction may be supplemented at any level, but all supplements require routing to the Air Staff, Security Forces Directorate, Force Development Division (AF/A4SF) for coordination prior to certification and approval. The authorities to waive wing/unit level requirements in this publication are identified with a Tier ("T-0, T-1, T-2, T-3") number following the compliance statement. See AFI 33-360, *Publications and Forms Management*, for a description of the authorities associated with the Tier numbers. Submit requests for waivers through the chain of command to the appropriate Tier waiver approval authority, or alternately to the requestor's commander for non-tiered compliance items. Send a copy of all approved waivers to AF/A4S within 30 calendar days of approval. Ensure all records created as a result of processes prescribed in this publication are maintained in accordance with (IAW) Air Force Manual (AFMAN) 33-363, *Management of Records*, and disposed of IAW the Air Force Records Disposition Schedule located in the Air Force Records

Information Management System.  The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force.

*SUMMARY OF CHANGES*

This document has been substantially revised and needs to be completely reviewed.  Major changes include the creation of the Comprehensive Training Catalog, updated roles and responsibilities, corrected flow of the instruction, added the Readiness Training Center periodic course review, eliminated the annual duty position evaluation, and redefined the master training plan.

## Chapter 1

## SECURITY FORCES MISSION, VISION, AND CORE COMPETENCIES

**1.1. Security Forces Mission.** Security Forces protect, defend, and fight to enable Air Force (AF), Joint and Coalition missions.

**1.2. Security Forces Vision.** Mission-ready, resilient and air-minded Security Forces organized, trained and equipped to deliver enduring Integrated Defense against threats to the AF, Joint and Coalition missions; recognized and respected for our air-centric expertise.

**1.3. Security Forces Mission Essential Tasks.** Security Forces Mission Essential Tasks form the foundation upon which we train and are the cornerstones of our strength as an organization. The Security Forces Mission Essential Tasks are:

1.3.1. Provide Installation and Asset Protection: Defenders plan for and employ the capabilities of Integrated Defense to mitigate potential risks and defeat adversarial threats to the AF operations within the Base Boundary and Base Security Zone.

1.3.2. Provide Security and Protection for Nuclear Assets: Defenders provide the highest degree of security possible for nuclear munitions in all circumstances (e.g., weapons storage areas, nuclear convoys, and uploaded aircraft) in accordance with (IAW) applicable Department of Defense, AF, and National Security Presidential Directives.

1.3.3. Conduct Law and Order Operations: Defenders directly contribute to installation's integrated defense via law and order operations, which encompasses crime prevention, criminal investigations, traffic enforcement, and corrections. In planning, the specific authorities for law and order operations may depend upon jurisdictional status of the installation.

1.3.4. Provide Training and Maintenance of Small Arms and Light Weapons: Defenders provide weapons qualifications training, forecast for sufficient ammunition in support of training, inspect, and service small arms and light weapons for AF personnel.

1.3.5. Provide Military Working Dog Support: Defenders equip, train, and manage military working dog teams to integrate into defense operations supporting Department of Defense military working dog taskings and the integrated defense plan.

**1.4. Defender Mindset.** The Defender Mindset is shaped by the characteristic spirit of a culture, era, and community as manifested in its beliefs and aspirations. This mindset builds the confidence and commitment necessary to shape defenders to work as a team to accomplish the mission by applying lessons learned from history and various operations. It is developed and sustained over the course of a career through the continuum of learning and associated developmental experiences, including a variety of assignments, focused training, small arms and light weapons competence, exhibiting pride in the wear of the uniform, and physical conditioning.

**1.5. Training Program Objectives.** The security forces training program builds self-assured, lethal, and highly maneuverable defenders able to independently execute mission command at any location regardless of major command. Trained defenders possess enhanced individual and collective skills that ensure delivery of integrated defense desired effects and mission success.

1.5.1. The security forces training program includes program areas described in detail in subsequent chapters of this instruction.  The deliberate execution of all required program areas along the appropriate timelines needed to build, reinforce, and sustain Defender's individual and collective skills.  These skills are necessary to provide enduring integrated defense against threats to AF, Joint and Coalition missions.

1.5.2. Key components of the training program are the master training plan, mission readiness training program, sustainment training (also referred to as tier training), and home station training and leader-led training.

**1.6. Standardization Evaluation Program Objectives.** The standardization evaluation program allows unit commanders to monitor and measure unit effectiveness and functions, providing assessment and analysis of training, operations, mission performance, and program management.

1.6.1. The standardization evaluation section conducts annual inspections of all unit functional areas and conducts all initial and subsequent Phase II Assessments.

1.6.2. The standardization evaluation section is a separate work center and reports directly to the security forces manager.  Air Reserve Component units without standardization evaluation manpower authorizations may consolidate training and standardization evaluation functions under operations.

## Chapter 2

## ROLES AND RESPONSIBILITIES

**2.1. Responsibilities.** Defenders at every level have an inherent responsibility to adequately train and ensure personnel under their command or supervision maintain proficiency in their Mission Essential Task(s). Defenders comply with training responsibilities outlined in Air Force Instruction (AFI) 36-2651, *Air Force Training Program.* The term commander throughout this instruction applies to Security Forces Commanders at all levels, civilian leader equivalents, and Munitions Support Squadron Commanders. The following identifies additional Security Forces Career Field specific responsibilities:

2.1.1. Director of Security Forces (AF/A4S):

2.1.1.1. Establishes and approves training intent, direction, and program guidance.

2.1.1.2. Appoints the Air Force Security Forces Officer, Enlisted, and Civilian Career Field Managers IAW Air Force Policy Directive (AFPD) 36-26 and AFI 36-2640, *Executing Total Force Development*.

2.1.1.3. Chairs the Security Forces Executive Council to provide training standards guidance.

2.1.1.4. Develops and establishes standardization evaluation program direction and guidance.

2.1.1.5. Provides direction and guidance to the Air Force Security Forces Center (AFSFC) on the execution of training intent and objectives.

2.1.1.6. Validates training requirements levied by other AF specialties.

2.1.1.7. Develops Headquarters AF Management Internal Control Toolset Training and Standardization Evaluation Programs Self-Assessment Communicators.

2.1.1.8. Approves Security Forces Training Reference Guides updated by the AFSFC and develops guides jointly as required.

2.1.1.9. Represents the Security Forces Career Field at Inter-Service Training Review Organization and Defense Advisory Group meetings.

2.1.1.10. Provides Security Forces input for revisions to all Inter-Service Training Review Organization courses.

2.1.1.11. Serves as Security Forces Career Field representative to AF Advanced Distributed Learning Services Working Group or AF approved replacement.

2.1.1.12. Manages the Security Forces professional continuing education and advanced academic degree programs.

2.1.1.13. Directly supports the Security Forces Training Working Group, provides guidance updates as necessary.

2.1.1.14. Jointly with the AFSFC, develops Readiness Training Center (RTC) curriculum to ensure the courses meet Security Forces Training Working Group intent.

2.1.1.15. Appoints the RTC periodic course review team, which include, as a minimum, a representative from AF/A4S, 343d Training Squadron, AFSFC, and appropriate Major Commands (MAJCOM).

2.1.1.15.1. Updates periodic course review checklists within 90 calendar days of guidance changes.

2.1.1.15.2. Jointly with the AFSFC, reviews all periodic course review checklists annually.

2.1.1.16. Jointly with AFSFC, develops approved Civilian Defender course(s) curriculum to ensure the courses meet Security Forces Working Group intent.

2.1.2. Security Forces Career Field Managers (Officer, Enlisted, and Civilian unless specifically stated):

2.1.2.1. Are responsible for implementing AF training initiatives throughout the Security Forces Enterprise.

2.1.2.2. Communicate directly with MAJCOM Security Forces and MAJCOM Security Forces Managers or MAJCOM Functional Managers (MFM) to disseminate AF and career field intent, policies, and program requirements.

2.1.2.3. Oversee coordination of Security Forces joint readiness efforts with other military branches and Department of Defense agencies.

2.1.2.4. Approve Headquarters AF Unit Effectiveness Inspection Core Checklist Communicators for the Security Forces training and standardization evaluation programs.

2.1.2.5. Approve the Career Field Education and Training Plans and publishes the Continuum of Learning.

2.1.2.6. Chair the Specialty Training Requirements Team and co-chairs Utilization & Training Workshop sessions IAW AFI 36-2651.

2.1.2.7. Conduct reviews of all Security Forces Special Experience Identifier awarding courses (e.g., Deployed Aircraft Ground Response Element, Ranger, Raven) every 24 months.

2.1.2.8. Establish Security Forces Expeditionary Readiness Training policies and direction.

2.1.2.9. Briefs the outcome to the Executive Council on all Security Forces Training Working Group decisions.

2.1.2.10. The Enlisted Career Field Manager chairs the Security Forces Training Working Group.

2.1.2.10.1. The Enlisted Career Field Manager distributes the agenda and updated slides to the Security Forces Training Working Group.

2.1.2.10.2. The Enlisted Career Field Manager creates plans for development, standardization, and evaluation of all training objectives through the Security Forces Training Working Group.

2.1.2.10.3. The Enlisted Career Field Manager develops, standardize, and evaluate all training objectives through the Security Forces Training Working Group.

2.1.3. Air Force Installation Mission Support Center (AFIMSC)/MFM Branch. When applicable, replace the term AFIMSC/MFM with National Guard Bureau (NGB) and Air Force Reserve Command (AFRC) equivalents. AFIMSC/MFM Branch will:

2.1.3.1. Participates in Specialty Training Requirements Team and Utilization & Training Workshop sessions as the appropriate Career Field Manager determines.

2.1.3.2. Works in unison with unit commanders and unit deployment managers to ensure Defenders tasked to deploy receive all specialized training required by their deployment line remarks and receive required Advanced Deployment Readiness training, as scheduled by AFSFC.

2.1.3.3. Manages Security Forces Mission Readiness Training Program and coordinates, and resolves issues with Career Field Managers, AFIMSC Detachments, and MAJCOM Security Forces Managers.

2.1.3.4. Manages the Mission Readiness Training Program IAW AFI 36-2616, *Technical Training Programs Requirements*.

2.1.3.5. Serves as a liaison between Air Force Personnel Center (AFPC), 341st and 343rd Training Squadron's Course Training Requester Quota Identifier Manager, and Unit Training Managers.

2.1.3.6. Maintains awareness of available training based on each unit's required mission and direction from the Career Field Manager.

2.1.3.7. Based on installation requirements and overall health, monitors current fiscal year training allocations, executes quotas, moves, or releases funding if unable to fill or use quotas. Seeks out funding for quotas (as needed) and utilizes the out-of-cycle program for unexpected training requirements.

2.1.3.8. Will participate in the development of the contract Performance Work Statement for security-related contracts. **(T-2)**. Will assist and support quality assurance personnel IAW the contractor's training plan. **(T-2)**.

2.1.3.9. Coordinates annual Mission Readiness Training fiscal year projections with units. Also, coordinates the next fiscal year training allocations requests no later than 1 April.

2.1.3.10. Establishes Mission Readiness Training requirements bi-annually or as needed for emergent requirements.

2.1.3.11. Approves force gains in Security Forces Mission Readiness Training courses for all active component Defenders.

2.1.3.12. Distributes Mission Readiness Training allocations based on each unit's availability and mission requirements.

2.1.3.13. Designates an Expeditionary Readiness Program office of primary responsibility.

2.1.3.14. Establishes a process to share validated and consolidated after action report and lessons learned with the RTC.

2.1.3.15. Will fund support to the Federal Law Enforcement Training Accreditation re-certification requirements for Security Forces accredited courses as needed. **(T-2)**.

2.1.4. AFSFC:

2.1.4.1. Supports the Career Field Managers to provide training execution for all Defenders.

2.1.4.2. Provides training products (e.g., lesson plans, Task Performance Checklists) to assist in implementing the Security Forces Training Program.

2.1.4.3. Coordinates and resolves training issues with the Career Field Managers and/or MAJCOM(s).

2.1.4.4. Manages automated training records as directed by the Career Field Managers.

2.1.4.5. Manages, develops and updates the Security Forces Training Reference Guides on behalf of AF/A4S and submits all changes to the appropriate AF/A4S OPR for approval.

2.1.4.6. Manages development of Defender-related Advanced Distributed Learning Services course curriculum.

2.1.4.7. Ensures completion of AF/A4S validated training requirements levied by other AF specialties.

2.1.4.8. Works directly with AF/A4S, MAJCOM(s), AFIMSC, and unit training sections for purchase and utilization of authorized equipment.

2.1.4.9. Will develop, update, disseminate, and maintain lesson plans and Task Performance Checklists (**Attachment 4**) on all identified topics in the Comprehensive Training Catalog, RTC, and other AF/A4S identified training topics. **(T-1).**

2.1.4.9.1. Will ensure all training information comes from the Security Forces Training Reference Guides located on the Security Management & Automated Resource Tracking Network (SMARTNet) at **https://cs2.eis.af.mil/sites/10139/SitePages/S3T_SFTRGs.aspx** (T-1).

2.1.4.9.2. Will ensure authors of lesson plans are graduates of Basic Instructor Course and either Instructional System Designer or Analysis, Design, Development, Implementation and Evaluation. **(T-2)**.

2.1.4.10. Assists AF/A4S with the AF Education Review Board and will ensure the courses are available and all costs associated are valid prior to presenting to the AF Education Review Board. **(T-1)**.

2.1.4.11. When required, funds Security Forces professional continuing education and coordinates class schedules with the learning institution to ensure maximum attendance in contracted courses.

2.1.4.12. Receives MAJCOM and AFIMSC/MFM Branch inputs to validate Security Forces professional continuing education and advanced academic degree requirements.

2.1.4.13. Manages the Civilian Defender Training Course schedule.

2.1.4.14. Teams with AF/A4S to monitor training programs and provides updates to the Security Forces Training Working Group based on lessons learned.

2.1.4.15. Assists AF/A4S in publishing, updating, and disseminating Security Forces approved training requirements to commanders.

2.1.4.16. Maintains a web based site as the official source of training requirements and references.

2.1.4.17. Retains the official records of approved changes to the training requirements and frequencies IAW records management standards in Air Force Manual (AFMAN) 33-363, *Management of Records*, and the records disposition schedule for publications management.

2.1.4.18. Assists AF/A4S with information distribution of AF-level guidance and policies to units.

2.1.4.19. Will schedule all Defenders for appropriate level of Sustainment Training at an approved RTC. **(T-1)**.

2.1.4.20. Works in unison with the AFIMSC Expeditionary Support Directorate to schedule Defenders tasked to deploy for specialized training as directed by their deployment line remarks.

2.1.4.21. Drafts Education and Training Course Announcements for all RTCs courses for AF/A4S approval and publishes all approved announcements.

2.1.4.22. Provides AF/A4S with Sustainment and Leader-Led Training Course attendance by the seventh of every month and to the MAJCOMs upon request.

2.1.4.23. Jointly with AF/A4S, develops and distributes approved RTC curriculum to ensure the courses meet Security Forces Working Group intent.

2.1.4.24. Manages a master RTC scheduling system.

2.1.4.25. Schedules all RTC training courses and allocates seats to units and distributes the master RTC student training roster to Unit Deployment Managers.

2.1.4.26. Aligns RTC Advanced Deployment Readiness training with Non-Standard Force Training Requirements and theater training requirements found at Air Expeditionary Forces Online.

2.1.4.27. Supports Defenders tasked with Joint Expeditionary Tasks missions.

2.1.4.28. Oversees the Security Forces deployment after action report and lessons learned programs.

2.1.4.29. Works jointly with MAJCOMs that own an RTC to create an annual class schedule.

2.1.4.30. Manages the Security Forces Expeditionary Readiness Program and provides guidance to RTCs through the MAJCOM that own the RTC.

2.1.4.31. Designates a representative to develop and update changes to RTC curriculum or processes as directed by the Security Forces Training Working Group.

2.1.4.31.1. Develops curriculum IAW Air Force Handbook (AFH) 36-2235 Volume 10, *Information for Designers of Instructional Systems Application to Education*.

2.1.4.31.2. Presents final curriculum to the Security Forces Training Working Group for approval.

2.1.4.32. Analyzes and presents recommendations derived from validated after action report, lessons learned, and MAJCOM cross talks, to improve training and references, to the Security Forces Training Working Group.

2.1.4.33. Notifies the Force Provisional Headquarters of an RTC's inability to meet any approved element of training.

2.1.4.34. Will develop, implement, and maintain an RTCs electronic course critique program. **(T-1)**. Will provide AF/A4S with information concerning student critiques by the seventh of every odd numbered month. **(T-1)**.

2.1.4.34.1. Provides students with means and adequate time to complete critiques at the end of training (specific to course delivery, facilities, support, etc.).

2.1.4.34.2. Distributes the feedback trends and analysis to the Security Forces Training Working Group and AF/A4S bimonthly.

2.1.4.35. Submits Advanced Deployment Readiness training curriculum for review and approval to Air Education and Training Command, Specific Missions Division (AETC/A3Q).

2.1.4.36. Jointly with AF/A4S, develops and distributes approved Civilian Defender course(s) curriculum to ensure the courses meet Security Forces Working Group intent.

2.1.4.37. Will plan and execute Defender Challenge on behalf of AF/A4S every 2-years. **(T-1)**. Will coordinate activities with AF/A4S. **(T-1)**. Refer to **Attachment 7** for additional information.

2.1.5. Security Forces Manager Council:

2.1.5.1. Chaired by the Enlisted Career Field Manager.

2.1.5.2. Reviews emergent requirements and provides training recommendation updates to the Security Forces Executive Council.

2.1.5.3. Executes Security Forces Training Working Group recommendations. Rapidly executes all recommendations and integrates them into emergent tactics, techniques, and procedures and/or the inclusion of new training objectives based upon evolving mission requirements.

2.1.6. Commander as defined in **paragraph 2.1**:

2.1.6.1. Is directly responsible for establishing and sustaining an effective training program.

2.1.6.2.  Will obtain training equipment consistent with approved duty equipment, tasks associated with master training plan, and training aids to use during Phase II Training and Assessments. **(T-3)**.

2.1.6.3.  Determines training requirements to meet mission requirements affecting the unit through a Training Mission Needs Analysis (**Chapter 4**).

2.1.6.4.  Will use the Comprehensive Training Catalog as the foundation to build the unit training schedule. **(T-1)**.

2.1.6.4.1.  Will ensure Defenders complete By-Law requirements. **(T-0)**.

2.1.6.4.2.  Will identify and prioritize 219 training hours every 12 months. **(T-3)**.

2.1.6.4.3.  Will identify which non-lethal weapon the units use and ensures Defenders are trained on selected non-lethal weapon(s) every 12 months. **(T-0)**.

2.1.6.5.  Ensures assigned personnel understand their responsibilities IAW AFI 35-101, *Public Affairs Responsibilities and Management*.

2.1.6.6.  Provides Expeditionary Active Shooter Instructors to train Non-Defenders prior to deploying.

2.1.6.7.  Ensures all personnel complete Mission Readiness Training and Sustainment Training to meet proficiency requirements.

2.1.6.8.  Approves the master training plan.

2.1.6.9.  Conducts the status of training meeting IAW AFI 36-2651.  Will review the master training plan during the status of training, to include no-shows/missed training for all courses Defenders attend.  Document each meeting. **(T-1)**.

2.1.6.10.  Appoints a Unit Laser Safety Officer IAW AFI 48-139, *Laser and Optical Radiation Protection Program*.

2.1.6.11.  Will establish a Unit Learning Center (**Attachment 3**). **(T-1)**.

2.1.6.11.1.  Will ensure the Unit Learning Center has power. **(T-1).**

2.1.6.11.2.  Will ensure the Unit Learning Center has 24-hour access for shift workers. **(T-2).**

2.1.6.12.  Establishes a standardization evaluation program.

2.1.6.13.  Will establish local procedures to secure all forms of testing media used for Phase II Assessments. **(T-3)**.

2.1.6.14.  Will develop simulated weapons control measures. **(T-1)**.

2.1.6.15.  Complies with AFI 90-201, *The Air Force Inspection System*, requirements.

2.1.6.16.  Coordinates and staffs inspection items identified by outside agencies.

2.1.6.17.  Evaluates and monitors the unit's readiness, overall effectiveness, training, and functions by using assessments.

2.1.6.17.1.  As part of the assessments, establishes a program level of compliance and validates compliance and unit effectiveness.

2.1.6.17.2. Prioritizes programs as part of life safety, law/statute, and other mission priorities.

2.1.6.17.3. Focuses on training and leadership development.

2.1.6.18. Ensures scenarios test the unit on threat-based tactics identified during the Integrated Defense Risk Management Process IAW AFI 31-101, *Integrated Defense*.

2.1.6.18.1. Will use plausible scenarios designed to effectively neutralize potential risk(s) from threat actors and resolve emergency situations. **(T-3).**

2.1.6.18.2. Determines rate and frequency of scenarios.

2.1.6.18.3. Ensures scenarios correlate to and validate the master training plan.

2.1.6.19. Validates and endorses all inspection reports.

2.1.6.20. Provides AFIMSC/MFM Branch points of contact for managing the Mission Readiness Training Program.

2.1.6.21. Develops squadron requirements based on operational needs and submits to AFIMSC/MFM Branch.

2.1.6.22. Projects Mission Readiness Training allocations and submits names to AFIMSC/MFM Branch no later than 60 calendar days after initial allocations. The Air National Guard commanders submit to NGB/A4S.

2.1.6.23. Submits name change requests no later than 75 calendar days prior to class start date for sister service and 45 calendar days for AF courses.

2.1.6.24. Notifies the AFIMSC/MFM Branch no later than 30 calendar days prior to class start date if unit is unable to fill allocations. Air National Guard commanders notify National Guard Bureau, Security Forces Directorate (NGB/A4S) if units are unable to fill training allocations.

2.1.6.25. Ensures all personnel complete Mission Readiness training to meet both home station and deployment task proficiency requirements.

2.1.6.26. Prioritizes assigned Mission Readiness Training allocations based on mission shortfalls of established requirements.

2.1.6.27. Ensures waivers for courses are submitted on Defenders that do not meet all prerequisites and requirements for training courses IAW the Education Training and Course Announcement website.

2.1.6.28. Ensures all assigned Defenders attend Sustainment Training every 48 months. **(T-1).** Attempt to send Defenders selected for promotion or promotes into a new tier to their new appropriate tier within the first two years' time in grade, while not exceeding the 48-month window.

2.1.6.29. Will ensure their personnel meet all training reporting instructions. **(T-1)**.

2.1.7. RTC Commander:

2.1.7.1. Implements approved AF/A4S standardized RTC curriculum.

2.1.7.2. Instructs Sustainment Training, Advanced Deployment Readiness, Combatant Commander, and/or MAJCOM-specific training requirements to supplement standardized RTC curriculum.

2.1.7.3. Will route requests for curriculum changes through the AFSFC to the Security Forces Training Working Group. **(T-1)**.

2.1.7.4. Notifies the AF/A4S through the owning MAJCOM of training limiting factors that do not meet the training objectives. AF/A4S and owning MAJCOM collaborates to develop courses of action to mitigate limitations.

2.1.7.5. Ensures sufficient training facilities and classrooms to support and enhance students learning environment. Classrooms will have a maximum of 26 students and a minimum of one instructor. **(T-1)**. Will add instructors, not combine classrooms to meet requirements. **(T-1)**. Will track and report to the AFSFC discrepancies affecting the learning environment. **(T-1)**.

2.1.7.6. Will conduct a standardized safety briefing prior to the initiation of training and before practical scenarios. **(T-1).**

2.1.7.7. Administers the RTC Award Program IAW **Attachment 10** of this Instruction.

2.1.7.8. Notifies the AFSFC and RTC's owning MAJCOM within 72 hours of student(s) arriving with:

  2.1.7.8.1. Missing documentation,

  2.1.7.8.2. Equipment discrepancies, and/or

  2.1.7.8.3. Mental and/or physical limitations that would hinder or prohibit them from successfully completing all training objectives.

2.1.7.9. Ensures the training schedule maximizes student-training time and eliminates idle time. Security Forces Training Working Group approved station training, smaller class sizes, and tracks are designed to accomplish this goal.

2.1.7.10. Provides the standardized student arrival/equipment roster to owning MAJCOM and AFSFC within 72 hours after each class start date for all RTC courses.

2.1.7.11. Must provide the student graduation roster to the AFSFC no later than 72 hours after graduation date using the AFSFC standardized graduation roster. **(T-2)**.

2.1.7.12. Notifies owning MAJCOM and AFSFC within 72 hours of any student that cannot complete training.

2.1.7.13. Will ensure after action reports and critique program processes are established in the unit operating instruction and provides AFSFC with information concerning student after action reports comments, and recommendations to assist with after action reports adjudication. **(T-1)**.

  2.1.7.13.1. Ensures the Operation Superintendent reviews all critiques and provides requested answers to any concerns noted.

  2.1.7.13.2. Distributes the feedback trends and analysis to the AFSFC bimonthly.

2.1.7.14. Will notify the AFSFC and AF/A4S when there is a shortfall or deficiency prohibiting the execution of a training objective. **(T-1)**.

2.1.7.15. Appoints a Ranger Assessment Course Program Manager who:

2.1.7.15.1. Coordinates with AFIMSC/MFM Branch for requesting/filling positions with qualified Defenders.

2.1.7.15.2. Coordinates Ranger Assessment Course planning.

2.1.7.15.3. Ensures correct/timely dissemination of information concerning the program to the field.

2.1.7.15.4. Maintains currency of the Ranger Assessment Course Student Guide.

2.1.8. Security Forces Manager:

2.1.8.1. Oversees the standardization evaluation program.

2.1.8.2. Oversees the unit's Functional Area Inspection Program.

2.1.8.3. Recommends additional unit training and changes to the master training plan.

2.1.8.4. Provides feedback and recommendations to the Commander on readiness, training, mission effectiveness, and operations.

2.1.8.5. Reviews, validates, and endorses all Inspection and Trend Analysis Reports.

2.1.9. Security Forces Standardization Evaluation Section:

2.1.9.1. Executes the standardization evaluation program on behalf of the Commander.

2.1.9.2. Completes all reports in prescribed time.

2.1.9.3. Works directly with the Wing Inspection Team (should be part of the team).

2.1.9.4. Will ensure the unit complies with AFI 90-201, and updates and maintains a supporting Inspection System operating instruction for the unit. **(T-3)**.

2.1.9.5. Oversees and conducts functional area inspections as determined by the Commander. Completes inspections as scheduled and produces reports.

2.1.9.6. Collaborates with the training section in the development of Training, Scenario, and Assessment Outline and Task Performance Checklists (**Attachment 4**) for local training and assessment (not identified in the Comprehensive Training Catalog).

2.1.9.7. Will review Task Performance Checklists annually with training section. **(T-3)**.

2.1.9.8. Executes all Phase II Assessments.

2.1.9.9. Prepares all necessary Phase II Assessment reports and files them appropriately.

2.1.9.10. Accounts for all testing material and equipment used for Phase II Assessments.

2.1.9.11. Provides a quarterly trend analysis and briefs the Commander, Security Forces Manager, Officer in Charge, Superintendents, and training section. Air National Guard commanders may elect to complete an Annual Trend Analysis instead of quarterly.

2.1.9.12.  Will use task certified subject matter experts (e.g., Investigators, Combat Arms, Kennel Master) assist in Phase II Assessments and functional area inspections. **(T-3)**.

2.1.9.13.  Assesses the Commander directed scenarios, testing the unit on threat-based tactics identified during the Integrated Defense Risk Management Process, refer to AFI 31-101.  Will develop plausible scenarios designed to instill effectiveness in neutralizing potential threats and emergencies. **(T-3).**

2.1.10.  Security Forces Training Section (to include Unit Training Manager if assigned to another section):

2.1.10.1.  Maintains instructor certification IAW **Chapter 3**, Continuum of Learning.

2.1.10.2.  Executes unit training program responsibilities IAW AFI 36-2651.

2.1.10.3.  Transfers departing Defender's electronic training records to the gaining unit during final out-processing.

2.1.10.4.  Schedules, tracks, coordinates, and monitors all training requirements and appointments with work center supervisors.

2.1.10.5.  Maintains training records for permanently assigned unit individual mobilization augmentees with the coordination of the unit reserve coordinator.

2.1.10.6.  Uses Education and Training Course Announcement to ensure Defenders meet prerequisites and requirements for all training courses.

2.1.10.7.  Submits waivers, as outlined in the Education and Training Course Announcement, for personnel who do not meet eligibility requirements.  Use waivers as a last resort when there are no eligible personnel assigned to the unit.

2.1.10.8.  Will prepare the monthly Status of Training report, brief the Commander, and document the meeting. **(T-3)**.  Status of Training report includes all AFI 36-2651 requirements and:

2.1.10.8.1.  Weapons training requirements and status of qualified/unqualified personnel.

2.1.10.8.2.  Scheduled training missed/not conducted during previous month, to include circumstances and make up plan.

2.1.10.8.3.  Training required/scheduled for upcoming month.

2.1.10.8.4.  Sustainment Training attendance.

2.1.10.9.  Develops, publishes, maintains, and implements the Commander's master training plan IAW AFI 36-2651 and **Chapter 4** of this instruction.

2.1.10.10.  When the requirement exists, coordinates training for Security Forces Augmentees with respective units on base.

2.1.10.11.  Conducts Phase I on newly assigned Defenders and documents in training records.

2.1.10.12.  Will administer the Use of Force and weapon handling training in conjunction with practical scenarios that include Arming and Use of Force Shoot/No-Shoot/Non-Lethal scenarios. **(T-1)**.

2.1.10.13. Assists work center supervisors in the development of Master Task Lists.

2.1.10.14. Develops/acquires training aids and makes them accessible to Leader-Led Trainers and supervisors to use during training events.

2.1.10.15. Collaborates with standardization evaluation section in the development of Training, Scenario, and Assessment Outline and Task Performance Checklists (**Attachment 4**) for local training and assessment.

2.1.10.16. Gains approval of locally developed Task Performance Checklists line items with Operations Officer and/or Superintendent.

2.1.10.17. Will review locally developed or added items on the Task Performance Checklists annually with standardization evaluation section. **(T-3)**.

2.1.10.18. Oversees and manages the Commander's Leader-Led Training Program.

2.1.10.19. Must maintain current versions of all Security Forces Training Reference Guides and makes them available to all Defenders. **(T-3)**.

2.1.10.20. Provides the information to fill Mission Readiness Training allocations based on unit's operational mission requirements and forwards to the Commander for approval before forwarding to AFIMSC/MFM Branch. Air National Guard units submit Mission Readiness Training requirements to NGB/A4S.

2.1.10.21. Responds to AF/A4S, MAJCOM, AFIMSC, and AFSFC training requests. Shares all information collected with AF/A4S, MAJCOM, AFIMSC, and AFSFC to alleviate the unit from accomplishing multiple responses.

2.1.10.22. Identifies and requests training course requirements based on operational needs and forwards to the Commander for approval before forwarding to AFIMSC/MFM Branch.

2.1.10.23. Monitors current training allocations for the unit. Uses the current fiscal Quota Allocation spreadsheet posted on the Mission Readiness Training SharePoint$^{TM}$ to track allocations' status. The spreadsheet shows assigned training line numbers, available seats (open or past use or lose dates), and potential course dates to swap with other units.

2.1.10.24. Manages assigned quotas, request funding for quotas, and submits an out-of-cycle request for emergent training requirements.

2.1.10.25. Notifies the Commander and in coordination with AFIMSC/MFM Branch as soon as possible, but no later than the course use or lose date, when the unit cannot fill assigned allocation(s).

2.1.10.26. Ensures all deploying Defenders meet the appropriate Expeditionary Readiness Program training requirements.

2.1.11. Supervisors, Workcenter Supervisors, and Flight Chiefs. Supervisors are the key to trainee and mission success. They share their experiences and expertise by providing a quality training program that ensures subordinates attain and maintain proficiency in required

tasks.  (For Flight Chief, if there is no Senior Noncommissioned Officer assigned to the flight, responsibilities revert to the Operations Superintendent).  Supervisors:

2.1.11.1.  Plan, conduct, and evaluate training.  It is vital that all supervisors know their responsibilities outlined in AFI 36-2651.

2.1.11.2.  Maintains individual training records for personnel under their supervision.

2.1.11.3.  Conducts and documents flight or workcenter orientation IAW in AFI 36-2651.

2.1.11.4.  Uses the Security Forces Training Reference Guides as training resources.

2.1.11.5.  Will use and personalize the Security Forces lesson plans on the SMARTNet. **(T-3)**.

2.1.11.6.  Stays up-to-date on AF tactics, techniques, and procedures (one valid source is the Air Force Combat Support Tactics, Techniques, and Procedures Repository at **https://cs2.eis.af.mil/sites/10070/default.aspx**).

2.1.11.7.  Will notify standardization evaluation within 3 duty days of Phase II Training completion. **(T-1)**.

2.1.11.8.  Flight Chief is responsible for the perpetual assessment process (**Chapter 5**).

2.1.12.  Leader-Led Trainers (assigned to flight):

2.1.12.1.  Will be a graduate of the Leader-Led Trainers Course (LLTC) at an RTC or an AF/A4S approved mobile training team (**Attachment 9**). **(T-1)**.

2.1.12.2.  Execute trainer responsibilities IAW AFI 36-2651.

2.1.12.3.  Are responsible to the Flight Chief for executing the flight training plan but does not replace the supervisor's role.

2.1.12.4.  Utilize the Security Forces Training Reference Guides as supporting training resources.

2.1.12.5.  Will utilize and personalize the Security Forces lesson plans on the SMARTNet. **(T-3)**.

2.1.12.6.  Stay up-to-date on AF tactics, techniques, and procedures (one valid source is the AF Combat Support Tactics, Techniques, and Procedures Repository at **https://cs2.eis.af.mil/sites/10070/default.aspx**).

2.1.12.7.  Assist supervisors with Phase II Training.

2.1.12.8.  Can complete flight personnel's Home Station Training on flight as directed by the Commander.

2.1.13.  Trainee:

2.1.13.1.  Executes trainee responsibilities IAW AFI 36-2651.

2.1.13.2.  Completes required training as directed from supervisor, Leader-Led Trainer, Flight Sergeant, Flight Chief, and higher authority.  The training task is complete once both the trainer and trainee sign off records together.

2.1.14.  Unit Deployment Manager:

2.1.14.1. Manages Security Forces Expeditionary Readiness Training and ensures required training is complete for all deployable personnel.

2.1.14.2. Performs unit type code development, management, and maintenance activities IAW AFI 10-401, *Air Force Operations Planning and Executions*, and AFI 10-403, *Deployment Planning and Execution*.

2.1.14.3. Ensures Defenders have attended sustainment and deployment line remarks training IAW reporting instructions. Properly equip each Defender IAW AFI 10-401 to ensure a successful training event.

2.1.15. 341st and 343rd Training Squadrons (TRS):

2.1.15.1. Manage Security Forces Mission Readiness Training courses IAW AFI 36-2651 and AFI 36-2616.

2.1.15.2. Coordinate with the Career Field Managers and AFIMSC/MFM Branch of any course date changes and cancellations.

2.1.15.3. Coordinate with AFIMSC/MFM Branch prior to executing force gains for active component Defenders.

2.1.15.4. Notify the Career Field Managers and AFIMSC/MFM Branch of any "No Shows" involving active component Defenders and Civilian Defenders.

2.1.15.5. Will gain the Career Field Manager's approval on all Education and Training Course Announcements. **(T-1)**.

## Chapter 3

## CONTINUUM OF LEARNING

**3.1.  Career Field Education and Training Plan.**

3.1.1. The Career Field Education and Training Plans (31PX, 3P0X1/A/B/ST, and 0083/0085) are the primary documents used to identify life-cycle education and training requirements.  They serve as a road map for Defender career progression and outline requirements that require completion at appropriate points throughout the career path.

3.1.2. Career Field Education and Training Plans also specify the mandatory task qualification requirements for award and maintenance of an AF Specialty.

3.1.3. Supervisors use the appropriate Career Field Education and Training Plans to plan, prioritize, manage, and execute training.

3.1.4. Career Field Education and Training Plans identify and certify all past and current qualifications.

3.1.5. Career Field Education and Training Plans show progression and opportunities in a Defender's career and is the foundation for the Continuum of Learning (refer to each Career Field Education and Training Plans for visual graphic).

**3.2.  Continuum of Learning Overview.**

3.2.1. Focuses on how Defenders capture training, education, and job experience in ways to allow them to learn anytime, anywhere throughout their careers.  Each course taken by the Defender enhances their experience and the unit, section, and flight capabilities.

3.2.2.  Different types of learning throughout the Continuum of Learning:

3.2.2.1.  Blended Learning.  A combination of learning modes:

3.2.2.1.1.  Self-paced;

3.2.2.1.2.  Individual learning;

3.2.2.1.3.  Facilitated and un-facilitated online learning;

3.2.2.1.4. Different educational technologies to include simulations, games, and interactive applications, collaborative learning with other learners and traditional face-to-face experiences.

3.2.2.2. Modular Learning.  Learning in small packets and can choose individual modules based on their needs.

3.2.2.3. Competency Based Learning.  An outcomes-based approach that gives credit to Defenders in the form of a certification or badge for the skills and knowledge they have demonstrated in performance.

3.2.2.4. Command and Demand.  On command is AF-required learning to achieve a level of expertise.  On-demand is self-initiated learning Airmen seek out to achieve personal and professional goals.

3.2.3. Airman's Learning Record (AETC initiative). A comprehensive and complete record of all learning Defenders achieve during the course of their career. The Airman's Learning Record provides a "one-stop shop" for all learning, whether it occurs in a specialized training/education program, on the job, or off duty.

3.2.4. Course Announcements. All Security Forces training venues will use the Education and Training Course Announcement as the authoritative guidance for approved training. **(T-1)**.

**3.3. Prior Service Personnel.** Personnel from other services bring diversity and perspective to Security Forces. Prior service personnel entering the Security Forces Career Field who previously held a Military Occupational Specialty/Navy Enlisted Classification listed as direct convertible skills IAW the AF Enlisted Classification Directory may arrive for direct duty without attending the Security Forces Apprentice Course. Award them a 3-skill level and enter into 5-skill level upgrade training. All prior service personnel will undergo Phase I and Phase II. **(T-3)**. Coordinate training arrangements with supervisors/trainers to identify individual training needs. Refer to AFI 36-2651 and the AF Enlisted Classification Directory for more specific criteria.

**3.4. Air Force Expeditionary Readiness Training.** As outlined in AFI 10-401, AF Expeditionary Readiness Training includes Basic Airman Readiness; Basic Deployment Readiness; and, when necessary, Advanced Deployment Readiness training. Basic Airman Readiness and Basic Deployment Readiness are home station requirements not fulfilled by attending an RTC. Complete Advanced Deployment Readiness training according to tasking line remarks.

**3.5. Security Forces Expeditionary Readiness Program.**

3.5.1. AF Expeditionary Skills are the knowledge, skills, and abilities required of a deployment-ready Defender essential to survive, operate, and succeed in a deployed environment, while reinforcing a strong warrior ethos. Defenders obtain AF Expeditionary Skills through the Continuum of Learning.

3.5.2. Basic Airman Readiness. Delivered through accessions, initial occupational training, and sustained through developmental education. Defenders gain skills through Basic Military Training, Officer Accession venues, and 3-skill level initial training. Completion of this training alone does not produce a deployable Defender.

3.5.3. Basic Deployment Readiness. Delivered at the wing level in alignment with assigned deployment bands. Ensures every Defender maintains proficiency and sustains readiness currency for deployment so the Commander has maximum flexibility to efficiently execute Basic Deployment Readiness training. Categories, requirements, frequencies and a current list of Basic Deployment Readiness training is available through the AF Portal website.

3.5.3.1. Defenders maintain Expeditionary Skills proficiency by completing Basic Deployment Readiness training as they prepare for their postured deployment vulnerability period (reference AFPD 10-4, *Operations Planning: Air and Space Expeditionary Forces (AEF) and Global Force Management*). Defenders will accomplish these training requirements in preparation for their assigned deployment

vulnerability period and are fulfilled by completing the computer-based training via Advanced Distributed Learning Services or AF Learning Services Ecosystem. **(T-1)**.

3.5.3.2.  Commanders provide training to those Defenders tasked to deploy or to maintain mission-ready status to support major combat operations.  Home station pre-deployment training is a combination of Advanced Distributed Learning Services/Air Force Services Learning Ecosystem instruction.  This training also serves as the prerequisite training for Defenders to attend Advanced Deployment Readiness training.  If directed response times in Mission Capability or Designed Operational Capability statements preclude units from completing training requirements on a "just in time" basis, the owning MAJCOM may direct training completion on a recurring basis.

3.5.4.  Advanced Deployment Readiness (Mission Specific).  Determined by factors including: deployment location, threat assessment, specific mission, duty assignment, role, operation, or special requirements.  Focused on pre-deployment training that supports both traditional taskings and non-traditional AF missions that support other Combatant Commanders' taskings or for programs unique to the MAJCOM(s).  Completion of this advanced training prepares a Defender for a specific deployment tasking.

3.5.5.  AETC/A3Q certifies the Advanced Deployment Readiness curriculum and the 820th Base Defense Group training plans.

3.5.6.  Defenders will attend Sustainment Training prior to and remain current throughout a tasked deployment (**Exception:** Defenders who have never attended Sustainment Training but have attended Security Forces Intermediate or Advanced Course within the last 12 months are not required to attend Sustainment Training prior to deployment). **(T-1).**

**3.6.  Readiness Training Center.**  RTCs prepare all Defenders to execute operations as an air-minded Defender, enhance their warrior ethos, and make them adaptive and innovative in delivering Integrated Defense effects.  Defenders attending Sustainment Training:

3.6.1.  Must attended an AF/A4S approved RTC. **(T-1)**.  Defenders may be required to attend additional mission specific training (e.g., Provincial Reconstruction Teams, Air Advisory).

3.6.2.  Every Defender will attend Sustainment Training at least once every 48 months. **(T-1)**.  Air National Guard Defenders, as a minimum, will attend Sustainment Training when tasked to deploy. **(T-1)**.  Commanders will accurately reflect training completion and deficiencies in the Defenders electronic training records. **(T-1)**.

3.6.3.  Will follow reporting instructions on the Education and Training Course Announcement. **(T-1)**.

3.6.4.  Courses available at RTC include, but are not limited to:

3.6.4.1.  Advanced Designated Marksman Course.

3.6.4.2.  Leader-Led Training Course.

3.6.4.2.1.  Will request Leader-Led Training Course Mobile Training Teams using memorandum (**Attachment 9**) signed by the requesting unit commander. **(T-1)**.  Must route the memorandum through the MAJCOM and the AFSFC to AF/A4S for approval. **(T-1)**.

3.6.4.2.2. The AFSFC is responsible for Defenders line of accounting when attending and supporting the Mobile Training Team Cadre.

3.6.4.3. Common Remote Operated Weapons Systems course.

3.6.4.4. M-2 Qualification Course.

3.6.4.5. Mk-19 Qualification Course.

3.6.4.6. Small Unmanned Aircraft System Initial Qualification Training.

3.6.4.7. Small Unmanned Aircraft System Mission Qualification Training.

3.6.4.8. Advanced Deployment Readiness Training Course.

3.6.4.9. Tactical Vehicle Operators Course.

3.6.4.10. Command and Control Course.

3.6.4.11. Sustainment Training.

**3.7. Readiness Training Center Instructor Qualifications.**

3.7.1. Instructors will be task qualified on all tasks they instruct. **(T-1)**. Task qualifications are:

3.7.1.1. Instructors will attend all courses (Sustainment Training, Leader-Led Training, Advanced Deployment Readiness, etc.) as a student to receive their baseline training. **(T-1)**. Instructors should have the requisite experience to instruct a course (e.g., Tier 4 instructed by an MSgt or Lt, Tier 3 instructed by a TSgt).

3.7.1.2. Instructors will complete Basic Instructor Course, Principles of Instructions, or AF/A4S approved Instructor Course within 120 calendar days of assuming the instructor duty position. **(T-1)**. Individuals who have previously attended a "T" prefix awarding course, attended Military Trainer Instructor School, Basic Instructor Course, or have completed the online Principles of Instruction Systems Development Course are exempt from completing the Basic Instructor Course or Principles of Instruction.

3.7.1.3. Instructors must maintain currency on all blocks of instruction they are qualified to teach, and must be evaluated annually to maintain instructor certification. **(T-2)**.

3.7.2. Task qualifications will be IAW the unit's Master Task List, which must contain all instructor duty position tasks. **(T-2)**. Task qualification must occur before instructors conduct training classes independently. **(T-1)**. Document task qualifications in training records.

3.7.3. Upon completion of the requirements in **paragraph 3.7.1.1, 3.7.1.2,** and **3.7.1.3**, instructors must complete at least two iterations of instruction on any topic, with the oversight of a fully qualified instructor. **(T-2)**. Instructors will conduct iterations of instruction at the first available opportunity. **(T-2)**. RTC staffs must use the AETC Form 281, *Instructor Evaluation Checklist*, for all instructor evaluations. **(T-3)**. Complete these iterations as follows:

3.7.3.1. Must be taught per instructional block or lesson plan. **(T-2)**.

3.7.3.2.  The first iteration of instruction includes a minimum of two qualified instructors, including the instructor's supervisor and an instructor qualified on the block of evaluated instruction.  Conduct this evaluation without the presence of students.  The Instructor Supervisor may task certify the instructor and use the second iteration as the Instructor Evaluation.

3.7.3.3.  Conduct the second iteration/Instructor Evaluation of instruction in front of students with a qualified instructor present throughout the entire course of instruction.

3.7.3.4.  The RTC commander determines if this second iteration constitutes full instructor qualification for that block of instruction, based on the comments and ranking on the AETC Form 281.

3.7.4.  The Instructor Supervisor must evaluate instructors annually to maintain currency on all blocks of instruction they are qualified to teach using the AETC Form 281. **(T-2)**.  The Instructor Supervisor completes any necessary reevaluation using the AETC Form 281.

3.7.5.  After completion, place the AETC Form 281 in the Instructor's training records.

3.7.6.  The Instructor Supervisor must conduct quarterly "No-Notice" reevaluations on any block of instruction an instructor has been fully qualified to instruct. **(T-2)**.

3.7.7.  In addition to the qualification requirement, Instructors must also have a qualified instructor review their lesson plans to ensure proper personalization and execution. **(T-2)**.

3.7.8.  Each RTC annotates the following items in the Instructor's training records:

3.7.8.1.  Orientation training.

3.7.8.2.  Training certificate or credentials.

3.7.8.3.  Completed Instructor Evaluations.

3.7.8.4.  Additional relevant training documentation and certifications.

3.7.9.  The Instructor Supervisor must document all instructors training in the instructor's training records. **(T-1)**.

3.7.10.  Instructor Techniques.

3.7.10.1.  Personalization should include professional experiences and every lesson plan will have at least two supporting instructional aids (e.g., imagery, equipment). **(T-2)**.

3.7.10.2.  Instructors will observe and evaluate each student's performance and knowledge level for each task using a "Go/No-Go" standard using a Training, Scenario, and Assess Outline and/or Task Performance Checklist (**Attachment 4**). **(T-1)**.

3.7.10.3.  Instructors provide additional training when a student does not achieve a "Go" during the assessment prior to reassessment.

**3.8.  Master Training Plan.**  (Refer to **Chapter 4** for master training plan cycle)  Developed to prepare Defenders to perform duties associated and aligned with the Security Forces Mission Essential Tasks.  The master training plan establishes a standard baseline of training, which assures the AF a global delivery of a standardized, tactically proficient, and more lethal Defender, regardless of MAJCOM, mission, or location.

**3.9.  Home Station Training.**

3.9.1.  Home Station Training compliments the Career Field Education Training Plan, Mission Readiness Training courses, and Sustainment (Tier) Training to align the right training at the right time in the Defender's career through the Continuum of Learning (**Chapter 3**).  The first step in determining Home Station Training requirements is utilizing the Training Mission Needs Analysis as described in **Chapter 4**.

3.9.2.  Security Forces earns manpower to complete a minimum of 218 hours for training annually.  The Commander will use the Training Mission Needs Analysis to prioritize and conduct training on post utilizing the Leader-Led Training program to the greatest extent possible. **(T-3)**.  Individual mobilization augmentee and non-full time Category A (unit) Air Reserve Component personnel on extended orders "120 calendar days or more" will assume the Active component Home Station Training requirements listed above. **(T-1)**.  Air National Guard personnel will follow Home Station Training timelines defined by NGB/A4S. **(T-2)**.

3.9.3.  Comprehensive Training Catalog Methodology:

3.9.3.1.  Aligns training priorities with units Mission Essentials Tasks and unit type code obligations;

3.9.3.2.  Codifies By-Law requirements for all Defenders;

3.9.3.3.  Provides flexibility to commanders, identifying training priorities and risk acceptance;

3.9.3.4.  Allows Defenders to earn credit for guardmount training, Phase II Training, Sustainment Training attendance, Security Forces Mission Readiness Training attendance, etc.

**3.10.  Leader-Led Training Objectives.**  Small unit and group training and leader development is the basis of everything Defenders do.

3.10.1.  Leaders develop subordinates to be competent, confident, agile, and adaptive leaders and stewards.  Leaders need to master individual and collective skills to execute the unit's mission.  Leaders will pass skill mastery to subordinates as they progress through the Continuum of Learning. **(T-3)**.  Relying solely on the training section for training is ineffective, teaches to the lowest common denominator, and is not aligned with Security Forces Training philosophy.

3.10.2.  Leaders train subordinates starting with foundational and fundamental skills first.  Supervisors then build on foundational skills to increase adaptability and to sustain acquired knowledge and skills.  Additionally, leaders will train Defenders to react as they would in a real-world scenario (within reason). **(T-3)**.  Training incorporates realistic operational aspects to the maximum extent allowable

**3.11.  Training Section Instructors and Leader-Led Trainers.** Training Section Instructors and Leader-Led Trainers perform the critical role of executing the unit's training program.  The training section should only train Defenders on specialized equipment, courses, and all commander identified topics on the Comprehensive Training Catalog.

3.11.1. The Training Noncommissioned Officer in Charge (NCOIC) must completed the Basic Instructor Course or Principles of Instruction within six months of assuming duties. **(T-1)**.  Defenders who have previously attended a "T" prefix awarding course (Military Trainer Instructor School or Basic Instructor) are exempt from this requirement.  The Training NCOIC, or civilian equivalent, is responsible to develop, mentor, and coach all training section Instructors and Leader-Led Trainers.

3.11.2. The Training section instructors and Leader-Led Trainers complete a qualification process as outlined below:

3.11.2.1.  Will be task qualified on all tasks they instruct. **(T-3)**.  Task qualifications are IAW the Master Task List, which contains all duty position tasks.  Task qualification must occur before instructors conduct training classes independently. **(T-3)**.

3.11.2.2.  Training Section Instructors and Leader-Led Trainers must complete the Basic Instruction Course, Principles of Instruction, or a Career Field Manager approved Instructor Course (posted on SMARTNet) within 12 months or Leader-Led Training Course held at an RTC within six months of assuming the instructor duty position. **(T-1)**.  Training section instructors and Leader-Led Trainers cannot independently teach until one of the above have been met. **(T-1)**.  Defenders who have previously attended a "T" prefix awarding course, attended Military Trainer Instructor School, Basic Instructor Course, or have completed the online Principle of Instruction are exempt from this requirement.

3.11.2.3.  Upon completion of the requirements in **paragraph 3.11.2.1** through **3.11.2.2**, Training section instructors and Leader-Led Trainers must be evaluated by the Training NCOIC or civilian equivalent. **(T-2)**.  Reevaluate the training section instructors every 12 months and Leader-Led Trainers will receive no notice evaluations every 12 months from the Training NCOIC or civilian equivalent. **(T-1)**.  Document in training records.

**3.12. Specialized Training.** Intra-service and joint training venues not designated as Professional Military Education or skill level awarding venues counts towards the Defender's annual training obligation (e.g., Small Unmanned Aircraft Systems Operator, Military Police Investigator, Security Forces Advanced Course). If required for Mission Essential Tasks, commanders can use local training venues to complete training requirements that count towards the Defender's annual training obligation.

**3.13. Training Delivery.** Leader-led training is the primary and preferred delivery method for all Security Forces training.  Flight Leader-Led Trainers and supervisors will use evaluate-train-evaluate to ensure each Defender is competent with home station training objectives and Phase II Training. **(T-3)**.

3.13.1. Evaluate-Train-Evaluate Defined.  Evaluate is the supervisor and or Leader-Led Trainer evaluating the Defender.  Train is conducting remedial training on weak or incorrect performance and information to meet desired proficiency.  Evaluate is ensuring the trainee meets the objective.

3.13.2. Under evaluate-train-evaluate; individuals, teams, and flights do not require additional training if they meet the required performance standard in an area identified in the Training Mission Needs Analysis, and codified in the 12 month training schedule.  This method further ensures units are not over training, misusing training resources, effectively

using real world scenarios, and executing training effectively focusing on areas requiring greater level of time and resources.

3.13.3. Leaders train a task to the appropriate skill-level and to the qualified level as identified below. Do not use the "cookie cutter" approach to train Defenders in mass, i.e., training all 5, 7, and 9-skill level with the same lesson plan and material.

3.13.4. Trainers have several options to deliver training; some of the basic deliver methods include (refer to **Attachment 3** for data sheets):

3.13.4.1. Vehicle Simulator. Vehicle simulators enhance vehicle driver safety, emergency vehicle operations, and reduce accidents. If used, units must tie space requirements for simulators to the vehicle(s) system(s) needed to support the vehicle fleet and specific mission requirements. **(T-2)**. This asset may be accessible to other base units that have a similar training need. Data Sheet is located in **Attachment 3**.

3.13.4.2. Weapons Simulator. A training device that permits development and practice of the necessary skills for accomplishing operational tasks, to a prescribed standard of competency, in a specific prime mission system and duty position. Weapons training simulators are required to create use of force engagement scenarios that allows Defenders to train to defend the installation from all levels of threat. The simulator allows all Airmen to improve tactical weapons employment with all the weapons that are assigned to the unit's mission. Furthermore, all Airmen that conduct marksmanship training can use this tool to enhance their ability to be successful on the live fire range. The weapons simulator is a great refresher tool that improves muscle memory for Airmen that fire less frequently. The space needed is dependent on the system and weapons employed for the designated mission requirement. Data Sheet is located in **Attachment 3**.

3.13.4.3. Combatives, Less Than Lethal, Defender Performance Optimization. Combatives are a set of physical skills that are required for Defenders and other Airmen designated by their mission set. These skills are taught on a padded surface with sufficient safety space and free of hazards so that trainees are not injured during the employment of these skills. This space can also serve as the less than lethal training area. Baton and Conductive Electric Weapon training may be effectively taught and employed in this environment. Data Sheet is located in **Attachment 3**.

3.13.4.4. Dye Marking Cartridge Shoothouse (IAW AFI 36-2654, *Combat Arms Program*). Dye Marking Cartridge systems provide Airmen with the most realistic force-on-force tactical training. There are specific safety standards and standoff distances for outdoor venues; however, Defenders require urban training venues in order to replicate evolving scenarios (active shooter, hostage taker, etc.). The space required for a shoothouse needs to be assessed at the unit level and is mission dependent. This may include purchasing pre-built facilities that can be placed on the installation. This training venue is available to all Airmen that have a need to be lethal and ready. Data Sheet is located in **Attachment 3**.

3.13.4.5. Unit Learning Center. The Unit Learning Center is an area within the unit that is easily accessible to all Defenders granting access to training and study resources and working computer. Commanders will ensure the Unit Learning Center with computers

and network connection. **(T-3)**. Commanders will adapt the Unit Learning Center to meet the unit's size, mission, and space. **(T-3)**.

**3.14. Documentation.** All Defenders must have training records to document all required training. **(T-0)**. Required training, whether initial or follow-on, not otherwise documented in an approved Air Force database such as Advance Distributed Learning Service or Air Force Services Learning Ecosystem must be documented in the Defenders training records. **(T-1)**. As a minimum, the following must be captured in Defenders training records:

3.14.1. Use of Force training. **(T-1)**.

3.14.2. Weapons handling testing. **(T-1)**.

3.14.3. Training course attendance. **(T-1)**.

3.14.4. Training certifications. **(T-1)**.

3.14.5. Task qualifications. **(T-1)**.

3.14.6. Any task failure, retraining, and revalidation. **(T-1)**.

3.14.7. Any testing failure and retesting. **(T-1)**.

3.14.8. All Phase II Training and Assessment start, delay, withdraw, and completion. **(T-1)**.

3.14.9. Instructor scheduled and no notice evaluations. **(T-1)**.

**3.15. Training Validation.** Units will use the Training, Scenario, and Evaluation Outline and Task Performance Checklists (**Attachment 4**) to evaluate Defenders on a Go/No-Go performance standard. **(T-3)**. "Go" means the individual can perform the task without assistance and meets local demands for accuracy, timeliness, and correct use of procedures. Supervisors must add date of task completion ("Go") to the Defenders training records. **(T-1)**. The Commander determines the exact verbiage and requirement to demonstrate performance. Instructors will use all checklists to evaluate a specific task or potential situation and should not be used to encompass an entire duty position. The Commander documents any topics waived or exempted from the master training plan. **(T-3)**.

**3.16. Phase I.**

3.16.1. Phase I consists of the following:

3.16.1.1. Unit and installation orientation,

3.16.1.2. AF mandated requirements,

3.16.1.3. MAJCOM specific topics,

3.16.1.4. Current intel brief,

3.16.1.5. Local driving conditions and requirements,

3.16.1.6. Weapons safety, Use of Force, Personal Reliability Assurance Program, weapons qualification (as needed), weapons handling and employment fundamentals, non-lethal weapons certification (as needed),

3.16.1.7. By-Law required training via the Comprehensive Training Catalog, and

3.16.1.8. Any additional requirements directed by the Commander.

3.16.2.  Once Phase I is complete, the training section will place the Defender into Phase II Training and release them to their assigned flight or section. **(T-3)**.  The first day assigned to flight is considered the first day Phase II Training.

3.16.3.  Personnel tasked to deploy will reenter into Deployment Phase I. **(T-0)**.  Deployment related Phase I allows the Defender to complete all remaining By-Law requirements on the 12 month training schedule prior to deploying.  If the deployment ends during a new 12 month training schedule, the returning Defender, during reconstitution, must reenter into Phase I and shall make up all missed By-Law requirements the unit conducted during the deployment, prior to being release to flight or section.

**3.17. Phase II Process.** (Refer to **Chapter 5** for Phase II process)  A two-part (training and assessment) process consisting of on-the-job training designed to certify Defenders in a specific duty position.  Phase II assesses Defenders on their ability to perform within a given duty position and provide feedback for the Commander on the effectiveness of the training provided.

3.17.1.  Phase II Training consists of specific duty position tasks in the master training plan.

3.17.2.  Training begins the day the Defender reports to flight, work center, and/or is deemed ready for a higher-level duty position.

3.17.3.  It is essential for Flight leadership, supervisors, and Leader-Led Trainers to remain connected during the entire Phase II and perpetual assessment processes.

**3.18. Mission Readiness Training Program.**  The Security Forces Mission Readiness Training Program (previously Formal Training) continues to build on Security Forces capabilities.  Mission Readiness Training provides Defenders enhanced individual and collective skills to ensure each individual is prepared to meet mission requirements.  This training builds and reinforces skills that sustain Security Forces units and integrates all elements of a unit's capabilities.

**3.19. Additional Security Forces Training Requirements.**  Through all training events, units should consider the Continuous Process Improvement (**Attachment 5**).  Security Forces conducts various training events to meet mission requirements.  Specialized training detailed in this instruction are Fly Away Security Training (**Chapter 9**), Waterborne Operations (**Chapter 10**), Ranger Assessment Course (**Chapter 11**), Defender Challenge (**Attachment 7**), and the Security Forces Augmentee and Unit Marshal Training (**Attachment 8**).

## Chapter 4

## MASTER TRAINING PLAN

**4.1. Master Training Plan Life Cycle.**

4.1.1. Units will complete a master training plan every 12 months. **(T-1)**. As the Commander adds training requirements throughout the year, they must reprioritize training to meet balance and requirements. **(T-3)**. See **Figure 4.2** for a visual representation.

4.1.2. The Commander designates the planning team, usually led by the Training NCOIC or civilian equivalent, with advisement from the Operations Officer, Operations Superintendent, and identified subject matter experts (section or specialized section leads (e.g., Plans, Logistics, Investigator, standardization evaluation, Raven)).

4.1.3. The planning team lead gathers required documentation to analyze training needs:

4.1.3.1. Mission Essential Tasks.

4.1.3.2. Most recent Integrated Defense Risk Management Process report.

4.1.3.3. Unit Type Code obligations (DW Coded Positions).

4.1.3.4. Designed Operational Capability statement.

4.1.3.5. Comprehensive Training Catalog.

4.1.3.6. Post Priority Chart.

4.1.3.7. Duty Position Qualifications.

4.1.3.8. Sustainment (Tier) Training and Mission Readiness Training allocations.

4.1.3.9. Any specialized training (Response Force, Radar or Lidar, Special Reaction Team, etc.).

4.1.4. Planning team will conduct Training Mission Needs Analysis. **(T-1)**.

4.1.4.1. The purpose of a Training Mission Needs Analysis is to identify the performance requirements or training needs within the unit. This tool also enables the Commander to prioritize and direct resources at the training objectives that require the greatest need based on the unit's mission. Base the analysis on applicable Mission Essential Tasks and Unit Type Code obligations; establishing the foundation of the unit's master training plan. It also provides transparency for commanders training intent and risk acceptance within the unit. Analysis identifies training method for each training objectives within the unit, effectively using time, manpower, and resources.

4.1.4.2. The following steps outline the process for commanders to ensure a comprehensive analysis that captures the training requirements. **Figure 4.1** is a visual representation.

4.1.4.2.1. Identify unit's Mission Essential Tasks both in garrison and deployed (e.g., Nuclear Security, Law and Order).

4.1.4.2.2. Outline the Commander's intent and risk acceptance from a training perspective.

4.1.4.2.3. Review the Comprehensive Training Catalog to identify Home Station Training objectives.

4.1.4.2.4. Identify necessary Home Station Training objectives in the By-Law and Home Station Training Items section of the Comprehensive Training Catalog as well as any identified local training and certification requirements. Must use the Task Performance Checklists that accompany the lesson plans on the SMARTNet. (**T-1**). Units may add to the Task Performance Checklists as needed.

4.1.4.2.5. Prioritize training from most critical to least critical grounded on operational relevance, frequency of the task, difficulty of task and task criticality, e.g., weapons qualification-critical and assume post-low. Document on the Comprehensive Training Catalog.

4.1.4.2.6. Identify training delivery method for training objectives (Leader-Led Trainer, Combat Arms, training section, etc.).

4.1.4.2.7. Identify training evaluation technique for training objectives. (Standardization evaluation, Leader-Led Trainer, etc.).

4.1.4.2.8. Document prioritized list, delivery method and evaluation technique for each training objective in the unit's master training plan.

4.1.4.2.9. Create a 12-month training schedule based on the Commander's approved topics.

**Figure 4.1. Training Mission Needs Analysis.**



4.1.5. Determine Sustainment (Tier) Training allocation fulfillment plan.

4.1.6. Identify Phase II requirements.

4.1.7. Develop Master Task List for each duty position and/or work center.

4.1.8.  Identify upgrade training and other applicable requirements set forth in AFI 36-2651.

**Figure 4.2.  Master Training Plan Life Cycle.**



**4.2.  Home Station Training Methodology.**

4.2.1.  The Comprehensive Training Catalog is the foundation of the units training schedule. Download the catalog from the SMARTNet SharePoint™.

4.2.1.1. All Defenders must complete By-Law requirements identified in the Comprehensive Training Catalog. **(T-1)**.  Commanders will identify and prioritize 218 hours of training on the Comprehensive Training Catalog. **(T-3)**.  Headquarters, center, and technical training staffs will complete By-Law and additional training as determined by their director or commander. **(T-1)**.

4.2.1.2. Arming Use of Force.  The training section will conduct Arming Use of Force training IAW AFI 31-117, *Arming and Use of Force by Air Force Personnel*. **(T-1)**.

4.2.1.2.1. The training section will administer Arming Use of Force training, Shoot/No-Shoot/Non-Lethal practical scenario, and weapons handling training during a single training iteration every 12 months. **(T-1)**.

4.2.1.2.2. The training section will use the SMARTNet lesson plans and Security Forces Training Reference Guides to assist with training and practical scenarios. **(T-1)**.

4.2.1.3. Weapons Handling. Is accomplished using the dry-fire initiative IAW AFMAN 31-129.

4.2.1.4. Reliability.  Defenders will complete reliability training every 12 months IAW AFI 31-117 using resources identified in the Comprehensive Training Catalog. **(T-1)**.

4.2.1.5.  Conduct Shoot, Move, and Communicate Course Training and Evaluation IAW Air Force Manual (AFMAN) 36-2655, *USAF Small Arms and Light Weapons Qualification Programs*.

4.2.2.  Authorized Reference Material.  Security Forces Training Reference Guides provide single source documents for all trainers to use in preparing, delivering and completing training requirements outlined in the Specialty Training Standard, Comprehensive Training Catalog, Sustainment (Tier) Training, and DoDI 5525.15, *Law Enforcement (LE) Standards and Training in the DoD*.  Trainers are encouraged to supplement training with imagery and other training aids that enhance the training objective and learning environment.

4.2.3.  The training section will identify equipment needed for each Home Station Training Task (e.g., Night vision devices for task 2.1.63. Use Night Vision Equipment; installations topographical map for task 3.15. Use Topographical Map, etc.). **(T-3)**.

### 4.3.  Phase II and Additional Duty Position Guidelines.

4.3.1.  All Installation Access Controllers must be certified on the use of all local physical access control equipment to include, but not limited to, the use of and employment of barrier systems and enterprise physical access control systems. **(T-1)**.

4.3.2.  Visitor Center Personnel:

4.3.2.1.  Must be trained on the inspection and use of identity proofing documents and the registration and issuance of access credentials. **(T-2)**.

4.3.2.2.  Will meet all federal, state, or system-specific training and certification requirements for accessing authoritative government databases (e.g., National Criminal Information Center, State Criminal Information Center). **(T-0)**.

4.3.2.3.  Must be trained and certified on the protection of personally identifiable information as it relates to the collection, storage, transmission, sharing, and use of biographic and biometric information. **(T-1)**.

4.3.3. Vehicle Searches.  Must train and certify all Defenders conducting searches on vehicles with technologies employed and IAW Security Forces tactics, techniques, and procedures and Security Forces Training Reference Guide which was derived from AFH 10-2401, *Vehicle Bomb Mitigation Guide (VBMG).* **(T-2)**.

4.3.4. Electronic Security System.  Electronic Security System NCOIC assists standardization evaluation in developing certification standards for system operators. Defenders use these standards to evaluate unit proficiency and identify areas needing more training and emphasis.

4.3.4.1.  Initial Certification.  Conduct assessments after an individual completes local training and prior to performing duties as alarm monitor.

4.3.4.2.  Quarterly Assessments (quarterly is defined as January-March, April-June, July-September, and October-December).  Alarm Monitors (Controller if combined as an Alarm Monitor) take a quarterly no-notice assessment.  The no-notice assessment evaluates actions when confronted with a sensor activation message on the annunciator caused by an attempted intrusion and actions taken by the Alarm Monitor.  Test failure

results in immediate decertification. **(T-1)**.    Standardization evaluation Defenders conduct these assessments and coordinate them with appropriate supervisors.

**Chapter 5**

**PHASE II**

**5.1. Phase II Training.** Supervisors and trainers will conduct this training and ensure Defenders can complete the performance aspects of a duty position identified in the Master Task List before receiving a Phase II Assessment. **(T-3)**.

    5.1.1. Supervisors ensure subordinate Defenders complete applicable Phase II Training as outlined in the timelines below:

        5.1.1.1. Defenders will complete initial (first ever in the military or hired) Phase II Training for Defenders within 60 calendar days. **(T-3).**

        5.1.1.2. Defenders in Missile Security operations will complete Phase II Training within 60 calendar days. **(T-3)**.

        5.1.1.3. Defenders will complete initial Phase II Training at new duty locations and higher-level duty positions (e.g., Patrol to Base Defense Operations Center Controller) within 45 calendar days. **(T-3)**. This includes assigned individual mobilization augmentees and Air Reserve Component Defenders on active duty orders for 120 calendar days or more. Air Reserve Technicians will maintain the same Phase II timelines as active component. **(T-1)**.

    5.1.2. NGB/A4S will outline Phase II Training timelines for Drill Status Guard and traditional reserve Defenders who perform an installation security mission. **(T-1)**.

    5.1.3. After completion of Phase II Training, the supervisor electronically notifies the standardization evaluation section within 3 duty days to schedule Phase II Assessment.

    5.1.4. Very rarely, trainees may require an extension in Phase II Training. If Defenders require an extension in Phase II Training, supervisors request an extension from the Operations Officer or Superintendent in writing and identify the circumstances, dates, and the reason(s) for the delay and document in training records. The Operations Officer or Superintendent notifies the Commander.

**5.2. Phase II Assessment Components.** The Phase II Assessment contains the following:

    5.2.1. Verbal Assessment. The verbal assessment consists of a question-and-answer period. These verbal questions are subject-knowledge and task-knowledge based. Formulate questions using training references associated with the duty position under consideration identified on the work center Master Task List. Avoid questions that elicit a one-word response. Commanders must assign point values to questions in advance of the verbal evaluation with a minimum of 25-questions. **(T-2)**.

    5.2.2. Performance Assessment. This assessment measures the Defender's ability to successfully perform the duties for the specific duty position being evaluated using Task Performance Checklists (**Attachment 4**) or locally developed product.

5.2.2.1. Conduct performance assessments during the normal duty schedule and while the Defender is on post or in their work center. Evaluating Defenders during real world events is acceptable, if it meets standardization evaluation intent for performance.

5.2.2.2. Assess team positions while the Defender is performing duties as part of the team.

5.2.2.3. Assessing multiple Defenders during one scenario or event is acceptable. Assessors must be physically capable of observing each individual's actions. **(T-1)**.

5.2.2.4. Simulated Weapons. The Commander develops control measures. At a minimum, control measures will include the development of a local method to uniquely identify each simulated firearm and accountability procedures to record when each simulated firearm is signed in/out by unit personnel. **(T-1)**. Simulated firearms will be of a color that is immediately distinguishable from real weapons. **(T-1)**.

5.2.2.5. Assessed Defender's duty weapons, when armed, will be treated the same as a flight level scenario with emphasis on weapons safety. **(T-1)**. Do not remove weapons and/or non-lethal weapons from their approved holster. **(T-1)**. Evaluators must ensure a weapon safety announcement is communicate to all participating personnel. **(T-1)**.

5.2.3. Arming and Use of Force Performance Assessment. The key to Defender's success is the development of scenarios, which test critical thinking skills with application of established standards. This assessment measures the Defender's ability to apply the appropriate use of force in a scenario based event. This scenario will be Shoot/No-Shoot/Non-Lethal, evaluated using the Go/No-Go and using Task Performance Checklists. **(T-1)**. Immediately following the assessment, standardization evaluation provides feedback to the individual and/or team.

5.2.4. Duty Position Categories. Duty positions are either critical or non-critical in the master training plan.

5.2.4.1. Critical Positions. A critical position is one that requires precise accomplishment of assigned duties crucial to mission accomplishment. Defenders will not perform critical duty positions independently until successfully completing Phase II Assessment. **(T-2)**. Defenders must be under continuous supervision from a Defender certified in that position. **(T-2)**. The critical duty positions are:

5.2.4.1.1. Key positions in direct support of nuclear resources.

5.2.4.1.2. Armory.

5.2.4.1.3. Flight Commander or Sergeant. **Note:** Flight Chief is not a duty position, Flight Chief is a duty title for a Senior Noncommissioned Officer or civilian equivalent who oversees flight operations. Units will not use Flight Chief as a Phase II Assessment. **(T-1)**. Flight Chiefs should complete Flight Sergeant Phase II Assessments.

5.2.4.1.4. Convoy Commander. Any on and off-base movement protecting AF resources not designated for escort responsibilities.

5.2.4.1.5. Confinement and Detention positions (refer to AFMAN 31-115 Volume 1, *Air Force Corrections System*, for the minimum confinement requirements prior to Phase II Assessment).

5.2.4.1.6. Alarm monitors (regardless of type of electronic security system or resource monitored).

5.2.4.1.7. Command and Control positions (Desk Sergeant, Base Defense Operations Center Controller, Emergency Communications Center Controller, etc.).

5.2.4.1.8. Any duty positions designated critical by the MAJCOM or commander.

5.2.4.2. Non-critical positions. Non-critical positions are those positions whose exacting accomplishment of assigned duties is less crucial to accomplish the mission. At the discretion of the Commander, Defenders may work non-critical duty positions independently prior to the Phase II Assessment, as long as they are task certified on all tasks associated with that duty position.

**5.3. Phase II Cycle.** Phase II Training starts when a Defender completes Phase I and when starting a duty position not currently certified on. Operations (flight) or workcenter notifies standardization evaluation of a Defender's completion of Phase II Training. Within 15 calendar days of being notified, standardization evaluation completes the Phase II Assessment for Defenders assigned to active component units (includes Air Reserve Component Defenders while assigned to an active component unit or as an Air Reserve Technician).

5.3.1. Phase II Assessment requirements are as follows:

5.3.1.1. All qualifications for Defenders **not** assigned to flight operations will be valid for a period of 12 months. **(T-1)**.

5.3.1.2. Perpetual Assessment Process. Operational (flight) Defenders that have successfully completed Phase II Assessment enter a perpetual assessment process. Flight Chiefs will continuously assess and revalidate duty position tasks through actual events, spot checks, and flight scenarios or higher level exercise(s). **(T-3)**. When assessing a duty task, Flight Chiefs will use the Task Performance Checklist or locally produced form (this may take place post actual event). (**T-3)**. During these events, if a Defender is deficient on any associated duty task, the Flight Chief will follow decertification procedures outlined in **paragraph 5.4.4** **(T-3)**. Standardization evaluation conduct no notice assessments as determined by the Commander.

5.3.1.3. Air Reserve Component Defenders on orders or activated for 120 calendar days or more must complete a Phase II Assessment then enter the perpetual assessment process. **(T-2)**. NGB/A4S outlines Phase II timelines for Drill Status Guard who perform an installation security mission.

5.3.1.4. The Flight Chief will assess Defenders following an extended absence from Operations (flight) more than 75 calendar days. **(T-3)**. The Flight Chief determines if any duty tasks need reassessment or if the Defender needs to complete a full Phase II Assessment. The Flight Chief must notify standardization evaluation on all decisions and document in training records. **(T-3)**.

5.3.2. Contracted Personnel.  Assess contract personnel as identified in the statement of work or performance work statement.  Make assessment results available to Quality Assurance Evaluators.

5.3.3. A Defender may complete a single Phase II Assessment for multiple duty positions with similar tasks (e.g., Base Defense Operations Center Controller, Alarm Monitor).  The assessor must ensure combined assessments capture all the duties and critical tasks associated with each duty position. **(T-1)**.

5.3.4. The Commander may exempt certain Defenders from Phase II Assessments.  If approved, these Defenders remain certified in the duty positions they hold.  Standardization evaluation files the Commander's approval of an exemption.  Exemptions are as follows:

5.3.4.1. Defenders having fewer than 90 calendar days remaining until discharge, retirement, retraining, or are within 90 calendar days of permanent change of station.

5.3.4.2. Individual mobilization augmentees and Air Reserve Component Defenders with less than 180 calendar days remaining until discharge, retirement or retraining.

5.3.4.3. Air National Guard Defenders with less than six Regularly Scheduled Drills or 180 calendar days remaining (whichever is less).

5.3.5. Phase II Assessment Report.  Standardization evaluation produces a final report for the Flight Chief.  The report contains the verbal score, practical score, a synopsis of the scenario, Arming and Use of Force results, and Defenders strengths and weaknesses.  Standardization evaluation sends this report to the Defender's supervisor, workcenter supervisor, Flight Chief, Superintendent, Officer in Charge, Security Forces Manager, and commander as a minimum.  Standardization evaluation maintains documentation IAW AF Records Disposition Schedule.

**5.4.  Evaluation and Rating System.**

5.4.1. Defenders must receive at least an 80% to pass the verbal portion of the Phase II Assessment. **(T-2)**.

5.4.2. Individuals must also earn a "Go" on the performance portions of their Phase II Assessment. **(T-3)**.  The Commander will determine the percentage of required tasks Defenders need to successfully accomplish (non-critical) while completing all critical tasks. **(T-3)**.

5.4.2.1. The Commander determines if performance requires the individual to physically demonstrate the task or explain the material.  A "Go" means the individual can perform the duties without assistance and meets local demands for accuracy, timeliness, and correct use of procedures.  This does not necessarily translate to requiring an error free performance evaluation to receive a "Go," but does mandate individuals successfully perform all critical tasks during the performance portion of Phase II Assessments.

5.4.2.2. The Commander will identify critical tasks for every flight duty position and reflect each on the Master Task List and correlating Task Performance Checklist. **(T-2)**.  For example, the Task Performance Checklist used by standardization evaluation to evaluate a duty position during an alarm response contains 35 specific tasks; the unit has designated 28 of these tasks as being critical for the Phase II Assessment of alarm

monitor.  Due to the complexity of each scenario, there is no requirement to evaluate all non-critical tasks on the Task Performance Checklist used.

5.4.3.  Phase II Assessment Reevaluation Procedures.

5.4.3.1.  For failed verbal or performance portions of a Phase II Assessment, commanders must allot the trainee no more than 15 calendar days of supervisor and/or trainer-administered review training prior to rescheduling a reevaluation. **(T-2)**.  If a Defender fails the Use of Force performance, the Defender will not arm with a weapon until they successfully meet the Go standard. **(T-1)**.  NGB/A4S outlines Phase II Assessment review training timeline requirements for Drill Status Guard Defenders who perform an installation security mission.  Active Guard and Reserve will maintain the same timelines as active component. **(T-2)**.

5.4.3.2. Standardization evaluation will notify the Commander and Security Forces Manager when a Defender requires a Phase II Reassessment, include the remedial actions and recommended courses of action. **(T-3)**.  The Flight Chief or Sergeant, certifying official, Leader-Led Trainer, and/or the supervisor will develop a remedial training plan, coordinate with the Officer in Charge and Superintendent, gain the Commander and Security Forces Manager's approval, and document plan and training in the Defender's training records. **(T-3)**.

5.4.3.3. Critical Phase II Assessment Failures.  Defenders will not work in that duty position without direct supervision from a certified Defender until successfully completing a reassessment on the failed portion. **(T-1)**.

5.4.4. Decertification.  This process is reserved for any instance where a Defender's proficiency in or suitability for a task in a duty position has been called into question. Supervisors and above in the chain of command can decertify a subordinate on a task(s) not meeting standards.  The supervisor notifies standardization evaluation and documents decertification in the Defender's training records.

5.4.4.1. The Defender's supervisor and/or trainer will conduct remedial training, within 30 calendar days, on the deficient task(s) and annotates the Defender's training records. **(T-3)**.  The Operations Officer, Superintendent, or Flight Chief validates task(s) competence(s) and determine if a full Phase II Assessment needs to be completed.  If full reassessment is determined, the Operations Officer, Superintendent, or Flight Chief notifies standardization evaluation.

5.4.4.2. Standardization evaluation will schedule and complete Phase II Assessment no later than 15 calendar days from notification. **(T-2)**.  NGB/A4S outlines reassessment timelines for Drill Status Guard Defenders who perform an installation security mission.

**5.5.  Trend Analysis Report.**

5.5.1. Standardization evaluation provides a quarterly trend analysis and briefing to the Commander, Security Force Manager, Operations Officer, Superintendent, and training section.  Air National Guard units conduct the trend analysis on a 12-month basis.  This analysis compiles the Security Forces Duty Officer program reports, Phase II Assessments, and inspections.  The analysis looks at the unit as a whole, identifies challenges and

constructive areas, and trends in training, operations, effectiveness, and readiness for the Commander to focus efforts.  Standardization evaluation identify shortfalls and/or gaps in order for the Commander to develop a strategy (course of action) to mitigate or correct these gaps and/or shortfalls.

5.5.2. Leaders within the unit should take the Commander's intent and execute corrective actions to mitigate or correct gaps and shortfalls identified in the trend analysis within their flight or section.

**Chapter 6**

**MISSION READINESS TRAINING**

**6.1. Mission Readiness Training Process.**

6.1.1. AFIMSC receives Security Forces specific quotas for the fiscal year from AETC through the Mission Readiness Training Program validation and allocation process.

6.1.2. Mission Readiness Training Requirements. Mission Readiness Training falls under the scope of AETC courses. Non-Mission Readiness Training falls under the scope of MAJCOM specific courses (e.g., Air Combat Command Antiterrorism Level II, AF Global Strike Command Nuclear Convoy Course).

6.1.2.1. AFIMSC/MFM Branch, NGB/A4S and the Career Field Manager creates a plan to allocate training requirements based on AF/A4S intent.

6.1.2.1.1. The AFIMSC/MFM Branch conducts an annual unit request to project the next fiscal year training requirements based on the strategy developed with the Career Field Manager. The rule is to program for the actual unit mission sustainment and available training allocations.

6.1.2.1.2. AFIMSC/MFM Branch, in coordination with AFIMSC Security Forces Budget Execution Branch, assists in validating units fiscal year Budget Execution Plan for all Installation and Mission Support Security Forces units. This process identifies and validates funds for Installation and Mission Support Security Forces units to use specifically for Security Forces Mission Readiness Training courses.

6.1.2.2. Annually, AFPC initiates the Mission Readiness Training Program validation through the AFIMSC. The validation consists of a 3-year outlook at training needs. AFIMSC revalidates fiscal year requirements previously projected for the next 2 fiscal years as well as projects requirements for the third year, normally completed in the second quarter of the fiscal year.

6.1.2.3. AFIMSC/MFMs validate and consolidate unit's requirements and submit to their respective Training Requester Quota Identifier Manager IAW AFI 36-2616.

6.1.3. Mission Readiness Training Allocations.

6.1.3.1. Upon AFPC allocation release, AFIMSC/MFM Branch exports the data and creates a Security Forces Mission Readiness Training Schedule. AFIMSC/MFMs determine how to allocate quotas to units based upon the units request, total quotas received, unit's historical execution rate, mission requirements, and as outlined in **paragraph 6.1.2.1**

6.1.3.2. AFIMSC/MFMs will update allocations in the AFIMSC's SharePoint$^{TM}$ site by 1 July. **(T-3)**.

6.1.3.3. AFIMSC/MFMs process Security Forces Mission Readiness Training and Non-Mission Readiness Training allocations through AFPC, to assign training line numbers. AFPC will have 10 duty days upon receipt to process all request types. **(T-3)**.

**6.2. Scheduling.**

6.2.1. Mission Readiness Training and Non-Mission Readiness Training Initial Schedule requests are scheduled by the assigned unit prior to the use or lose date. Units not filling assigned allocations prior to the use or lose date lose the allocation to other units and/or agencies. NGB/A4S manages Mission Readiness Training scheduling for Air National Guard units.

6.2.1.1. All Sister Service courses that begin in October should have an Initial Schedule Request submitted prior to the use or lose date of 20 July.

6.2.1.2. All first quarter (1 October – 31 December) allocations should have an Initial Schedule Request submitted prior to the use or lose date of 1 September.

6.2.1.3. The remainder of the fiscal year's AETC centrally funded allocations have an Initial Schedule Request submitted prior to the use or lose date of 1 November.

6.2.1.4. For unfunded Sister Service-type course allocations (i.e., course numbers beginning with L5, L8 or LA), the use or lose date is 75 calendar days prior to the class start date.

6.2.1.5. For unfunded AF course allocations (i.e., course numbers beginning with L3 or X3), the use or lose date is 45 calendar days prior to the class start date. The use or lose dates are established to ensure proper and timely utilization of Security Forces allocations.

6.2.2. Units submit an Initial Request for assigned Mission Readiness Training and Non-Mission Readiness Training allocations. AFIMSC/MFMs process initial schedule requests prior to the use or lose date. Process initial request for unassigned or open allocations past the use or lose date within 5 calendar days of receipt. AFIMSC will not process requests within 15 calendar days of the class start date. **(T-3)**.

6.2.3. Units may seek additional quotas by acquiring allocations past the use or lose date by submitting an Initial Request with justification to gain the allocation. For multiple requests for a single available allocation, AFIMSC/MFMs prioritize requests and process accordingly to their standard operating procedure.

6.2.4. Submit an out of cycle request when there are no allocations available and the unit has an emergent training requirement. AFIMSC/MFMs coordinate out of cycle requests with the course owner(s) for available seats. If seats are available, AFSIMC/MFM Branch may process the request and coordinate with AFPC to assign a training line number. Process out of cycle requests after the use or lose date or within 5 calendar days upon receipt. Sister Service Type Course (i.e., course numbers beginning with L5, L8 or LA) use or lose date is 75 calendar days prior to the class start date. AF Course (i.e., course numbers beginning with L3 or X3) use or lose date is 45 calendar days prior to the class start date. AETC centrally funded quotas are not guaranteed.

6.2.5. Units may submit a Quota Movement request to change the quota type. A quota type is a two-character code within Military Personal Data System, Oracle Training Administration, used to indicate the student's active component status (i.e., enlisted, officer, or civilian) and the travel funding status (i.e., AETC centrally funded, unfunded, or non-temporary duty) as outlined in AFI 36-2616, Table 7.1. Process Quota Movement request

prior to the use or lose date or within 5 calendar days upon receipt. Examples of quota movement requests are as follows, but not limited to:

6.2.5.1. Changing active component status between officer (O), enlisted (A), and civilian (C).

6.2.5.2. Changing travel funding status between AETC centrally funded (T) and unfunded (P).

6.2.6. Units submitting a request with multiple actions (i.e., initial request including a waiver or a replacement request requiring a quota movement) may require additional time for processing, therefore they should be submitted prior to the use or lose date. AFIMSC recommends adding 5-10 calendar days for each additional action included in a scheduling request (i.e., waivers or quota movements).

6.2.7. Students not attending scheduled training are marked as a no-show. Commanders must provide written justification (i.e., memorandum for record) for the no-show to the AFIMSC/MFM Branch, and the appropriate Career Field Manager. **(T-1)**. Student(s) will only be rescheduled with the Career Field Manager approval. **(T-2).**

6.2.8. Units may coordinate with other units to exchange assigned allocations for course start dates that best meet their respective needs. AFIMSC/MFMs post a Security Forces Unit Training Manager list in the AFIMSC's SharePoint$^{TM}$ to facilitate interaction between the units.

**6.3. Course Replacements, Cancellations, and Swaps.**

6.3.1. Units submit replacement, cancellation or swap requests at the earliest possible date, but no later than 15 calendar days prior to the class start date. Requests submitted within 15 calendar days of the class start date include a memorandum for record from the unit Security Forces Manager with justification for the request and the impact to their mission if the request is not processed.

6.3.1.1. Replacement and swap requests submitted within 15 calendar days of the class start date may result in a No-Show due to AFIMSC, AFPC, and Second Air Force processing times.

6.3.1.2. Cancellation requests submitted within 15 calendar days of the class start date results in a No-Show if AFIMSC/MFMs cannot source a replacement.

6.3.2. Failure to submit replacements, cancellations or swaps as outlined above may result in loss of future year training allocations that may adversely affect Security Forces enterprise capabilities.

**6.4. Security Forces Mission Readiness Training Resources.**

6.4.1. The primary tool the AFIMSC/MFM Branch uses is the AFIMSC SharePoint$^{TM}$ site: **https://org2.eis.af.mil/sites/13942/sitepages/home.aspx**. It provides Defenders a portal for access to various Mission Readiness Training resources and tools (i.e., email request templates, Security Forces fiscal year allocations, Security Forces Mission Readiness Training slides, and waiver template).

6.4.2.  AF Officer Classification Directory and AF Enlisted Classification Directory.  These separate directories contain the official specialty descriptions for all military classification codes and identifies each AF job and the minimum mandatory qualifications of personnel to fill these jobs.  These standards assist in the development of career programs for initial skills training, skill level upgrade training, and supplemental training.  Special Experience Identifiers are also located in these directories and on the AFPC website.

6.4.3.  Education and Training Course Announcement is the authoritative guidance for all AF approved training.  Education and Training Course Announcement contains courses conducted or administered by the AF and reserve forces and serves as a reference for the Department of Defense, AF, other military services, government agencies, and security assistance programs.  Additionally, it contains specific MAJCOM procedures, fund cite instructions, reporting instructions, and listings for those courses conducted or managed by the MAJCOM(s) or forward operating agencies.  Education and Training Course Announcement provides (not all-inclusive) course requirements, exceptions, prerequisites, waivers, and other course information.

## Chapter 7

## SECURITY FORCES EXPEDITIONARY TRAINING PROGRAM

**7.1. Security Forces Expeditionary Training Program Concept.** The Security Forces Expeditionary Training Program aligns with the Expeditionary Readiness Training IAW AFI 10-405, *Expeditionary Readiness Training Program*. Home station, RTCs, and other Advanced Deployment Readiness or approved Department of Defense training venues can administer Expeditionary Readiness Training for Defenders.

**7.2. Security Forces Readiness Training.**

7.2.1. Security Forces Readiness Training is a combination of individual and collective skills. It provides every Defender with the capability to shoot, move, communicate, mission plan, and exercise command and control. The analysis and viable master training plan provides the foundation upon which every Defender's mission preparation begins and directly contributes to combat readiness.

7.2.2. Defenders will attend an RTC training or approved venue when tasked with an Advanced Deployment Readiness deployment. **(T-1)**.

7.2.3. Defenders tasked to deploy must be proficient and up-to-date on the skill level, unit's master training plan, and any Advanced Deployment Readiness training requirements. **(T-1)**.

**7.3. Security Forces Specialized Training Requirement.**

7.3.1. Defenders requiring specialized training due to emerging operational requirements outlined in Theater Reporting Instructions (Advanced Deployment Readiness) or Line Remarks attend approved Advanced Deployment Readiness training at an RTC or other approved training site. AFSFC will schedule this training. **(T-1)**.

7.3.2. Defenders selected to replace other Defenders previously identified to deploy must receive the same mission specific training as identified in the original deployment line remarks; unless an Expeditionary Readiness Training exemption is approved IAW AFI 10-405. **(T-1)**.

7.3.3. The AFSFC will schedule this training to coincide with the deploying Defender's current assigned deployment preperation window as outlined in AFI 10-401. **(T-1)**.

7.3.4. Non-Defenders assigned to Security Forces units who are postured and/or tasked to deploy will complete Expeditionary Readiness Training requirements as outlined in AFI 10-405. **(T-2)**.

**7.4. Training Exemptions.** Units will follow AFI 10-405 for training exemptions requests, submit in memorandum format, and provide justification through the MAJCOM to the AFIMSC (XZT, XZR, or AFSFC) for approval. **(T-1)**.

**Chapter 8**

**SECURITY FORCES READINESS TRAINING CENTER MANAGEMENT**

**8.1. Readiness Training Centers.** RTCs are Security Forces units with a mission to deliver relevant, focused and up-to-date training for the individual Defender or team.  Training includes timely updates on the latest enemy tactics, techniques, and procedures, use of ranges for field training, specialized technology and equipment, small team leadership opportunities, and mission planning.

**8.2.  Readiness Training Center Curriculum.**

8.2.1.  RTC curriculum and evaluation criteria are standardized and certified throughout the enterprise.  Standardized criteria enables all Defenders to receive the same training regardless of training location.

8.2.2.  The AFSFC manages all standardized training curriculum (lesson plans and Task Performance Checklists).

**8.3.  Emerging Needs Requirements.**

8.3.1.  When commanders identify emerging needs or lessons learned, they take the following actions:

8.3.1.1.  The Security Forces functional representative to the Commander, AF Forces, requests adjustment of curriculum or required training based upon emerging enemy tactics, techniques, or procedures, through the Force Provisional Headquarters Security Forces function. The request includes the required training, reason for the training, who requires the training, and proof of validation.

8.3.1.2.  The Force Provisional Headquarters validates the requirement and forwards the request to the AF/A4S.  Once the AF/A4S receives the emerging requirement it identifies a solution with the Security Forces Training Working Group (**Attachment 2**).

**8.4.  Readiness Training Center Student Scheduling Process.**

8.4.1. Sustainment Training.  The Commander's designee works directly with AFSFC schedulers using the scheduling email organization box **AFSFC.FGCR.RTCscheduling@us.af.mil**.

8.4.2.  Pre-Deployment (Advanced Deployment Readiness) Training.

8.4.2.1.  Defenders identified for certain deployments will attend an approved RTC to receive training tailored to that specific deployment. **(T-1)**.  These deployments include those to an uncertain environment or where the Combatant Commander directs specific training.

8.4.2.2.  In coordination with Air Force Personnel Center, Security Airmen Career Management Section (AFPC/DP2LSS), AFSFC matches unit line numbers to specific RTCs and publishes the master schedule a minimum of 6 months in advance.  AFSFC will provide a master RTC student-training roster and schedule to AF/A4S, all MAJCOMs, and or AFIMSC Detachments. **(T-1)**.

8.4.2.3. Scheduling is based upon the deployment mission, available to load date, and latest arrival date aggregation of airflow.

8.4.2.4. The training end date is prior to the available to load date and latest arrival date.

8.4.2.5. Special scheduling considerations for available to load date and latest arrival date shifts may be necessary to meet emerging theater requirements.

8.4.2.6. AFSFC coordinates with unit deployment managers to ensure all personnel receive required pre-deployment (line item specific) training.

**8.5. Readiness Training Center Operations.**

8.5.1. RTC Operations support and execute a standardized curriculum that supports home station training. RTC curriculum contains topics and equipment not typically available to Defenders at home station. The curriculum is derived from the Security Forces Training Reference Guides and the approved and latest enemy tactics, techniques, and procedures, use of ranges for training scenarios, specialized equipment, and small team leadership opportunities.

8.5.2. Each RTC develops an approved operating instruction or standard operating procedure identifying and detailing local procedures and processes. At a minimum, the operating instruction or standard operating procedure must address and include the following:

8.5.2.1. Weapons handling, storage, and maintenance procedures. **(T-1)**.

8.5.2.2. Cadre and Student standards, to include student and cadre relationships. **(T-1)**.

8.5.2.3. Standardized localized safety procedures (briefings). **(T-1)**.

8.5.2.4. Standardized localized medical procedures (training areas and student care). **(T-1)**.

8.5.2.5. Forecasting required or needed resources. **(T-1)**.

8.5.3. RTC Reporting Instructions and Amendments. RTC Reporting Instructions are a critical tool in preparing Defenders to attend the RTC. All personnel attending the RTC must review the reporting instructions and complete all tasks given. **(T-1)**.

8.5.4. RTC Student Dismissal or Removal from Training. RTC Cadre remove students from training for medical, disciplinary, and/or failure to progress.

8.5.4.1. Disciplinary Dismissal.

8.5.4.1.1. The RTC commander exercises administrative authority over the students assigned to their RTC. Responsibility begins once the student makes contact with the RTC cadre and ends once student arrives at home station or deployed location.

8.5.4.1.2. RTCs will report any disciplinary actions to the student's commander and the AFSFC (for administrative scheduling purposes). **(T-1)**.

8.5.4.2. Medical Dismissal.

8.5.4.2.1. All deploying Defenders must be worldwide qualified. **(T-1)**. Defenders with AF Form 469, *Duty Limiting Condition Report*, that prohibit them from completing any aspect of RTC training may not attend an RTC.

8.5.4.2.2. RTC commanders will send home Defenders who report for Advanced Deployment Readiness training and are not worldwide qualified (i.e., the Defender has an AF Form 469 with duty limiting factors). **(T-1)**. The Defender's owning unit will be responsible for associated return expenses. **(T-3)**.

8.5.4.2.3. Unit commanders should personally review the AF Form 469 of any Defender who has a duty limiting condition to ensure they are worldwide qualified (for Advanced Deployment Readiness training) and that any limiting factors do not interfere with their ability to complete training objectives.

8.5.4.2.4. RTCs will report any medical dismissal actions to the student's home station and the AFSFC (for administrative scheduling purposes). **(T-2)**. Base medical dismissals upon a documented medical evaluation from an authorized professional of the medical community.

**8.6. Readiness Training Center Periodic Course Review.**

8.6.1. RTCs are responsible to deliver relevant, focused and up-to-date training to Defenders. Each RTC should have a periodic course review conducted at least once every 12 months and a validation at least once every 24 months to ensure they are providing combatant commanders and unit commanders with Defenders capable of delivering enduring Integrated Defense against threats to the AF, Joint, and Coalition missions.

8.6.2. As designed, the periodic course review ensures each RTC is effectively delivering the AF standardized RTC curriculum. This review ensures the RTC meets the Director of Security Forces intent and training requirements.

8.6.2.1. MAJCOMs are highly encouraged to conduct annual self-inspections. These inspections ensure unit functional areas are in compliance with higher headquarters directives, policies, and if applicable, Advanced Deployment Readiness.

8.6.2.2. The periodic course review is the proper delivery of the standardized and certified curriculum and the performance of duties in support of the RTC mission.

8.6.3. Owning MAJCOMs coordinate proposed periodic course review dates with their MAJCOM Gatekeepers.

8.6.4. MAJCOM Gatekeeper de-conflicts inspections, evaluations and audits to minimize impact to units.

8.6.5. AF/A4S will schedule each RTC periodic course review through the owning MAJCOM not to exceed 12 months. **(T-1)**.

8.6.6. After the MAJCOM Gatekeeper approves the proposed RTC periodic course review dates, AF/A4S coordinates and assembles the periodic course review team. When feasible, the course review team should be assembled at least 90 calendar days prior to the RTC periodic course review visit.

8.6.7. Schedule of Events.

8.6.7.1. First Day (In Brief). RTC leadership will receive the following information from the periodic course review team lead: team composition, scope of visit, periodic course review criteria, schedule, process, out brief format and report and deliverables. **(T-1)**.

8.6.7.2. Last Day (Out Brief). The periodic course review team will provide a comprehensive out brief to the RTC commander and staff. **(T-1)**.

8.6.8. Periodic Course Review Checklists.

8.6.8.1. The RTC periodic course review checklist assists the Commander in preparing for the AF/A4S review, but is not the only source for the review.

8.6.8.2. Checklist Currency. Each RTC ensures they have the most current checklist approved by AF/A4S.

8.6.8.3. MAJCOMs use the RTC periodic course review checklists to ensure RTCs meet minimum requirements.

8.6.9. Periodic course reviews ensure delivery of the RTC curriculum meets the assigned training objectives. Areas of periodic course review:

8.6.9.1. RTC Course Management and Support.

8.6.9.2. Instructor Certification.

8.6.9.3. Operations.

8.6.9.4. Utilization of standardized RTC curriculum.

8.6.9.5. Student Documentation.

8.6.9.6. Student Critiques.

8.6.10. Regional Training Centers can correct non-compliant objectives on the RTC during the periodic course review and are not grounds for an immediate decertification.

8.6.11. Validated objectives use the Meets, Meets with Comments, and Does Not Meet scale.

8.6.12. Decertification.

8.6.12.1. If the RTC periodic course review team determines the RTC is not meeting their training mission and ineffectively delivering the Security Forces standardized curriculum, the RTC validation team will make a recommendation to the AF/A4S to decertify operations at the affected RTC. **(T-1)**.

8.6.12.2. Recommendation for decertification is based upon:

8.6.12.2.1. Failure to meet any critical item and not rectify issue prior to RTC periodic course review team's departure.

8.6.12.2.2. Failure to meet 50% of non-critical items.

8.6.12.3. AF/A4S will immediately notify the RTC wing commander or equivalent of decertification. **(T-1)**.

8.6.12.4. The AFSFC will no longer schedule classes at the decertified location. **(T-1)**. It is the AFSFC's responsibility to determine scheduling courses of action for existing and future classes.

8.6.12.5. AF/A4S, AFSFC, and RTC collaborate and establish a recertification timeline based upon the observations within 14 calendar days of decertification.

8.6.13. Contracted Functions Validation.

8.6.13.1. Validation Areas.  Assess and rate contracted functions against Performance Work Statements or Statement of Work.  Assess the Performance Work Statements or Statement of Work for adequacy to ensure it meets mission requirements.

8.6.13.2. Rating and Reporting.  Sampling of contracted activity is coordinated through the Quality Assurance Evaluator.  Provide contractors with applicable portions of the report IAW DoDM 5400.07_AFMAN 33-302, *Freedom of Information Act Program*, as applicable.

8.6.13.3. Validation.  Validate observations related to contractor functions with the Quality Assurance Evaluator and appropriate unit personnel.  Only the Contracting Officer can take formal action against the contractor for noncompliance.

8.6.14. Validation Report.

8.6.14.1. The Validation Team will complete a formal report within 30 calendar days of the validation visit and forward a copy to the owning MAJCOM Security Forces and RTC Commander. **(T-1)**.

8.6.14.2. The Validation report contains observations and suggested corrections for items that do not meeting prescribed objectives.  Items identified as not meeting identified training objectives have major influence on the RTC's ability to perform their training mission.  Each item identified as "Does Not Meet" requires a justification in the "Comments" block and include recommendations to fix the deficiency with expected completion dates and an office of primary responsibility.

## Chapter 9

## FLY AWAY SECURITY TRAINING

**9.1. Fly Away Security Training Objectives and Standards.**

9.1.1. Fly Away Security provides security that ensures protection for AF aircraft transiting airfields where security is unknown or deemed inadequate to counter local threats. This security can be associated with an air show, tasked and/or deployed Fly Away Security missions, other aircraft security missions, etc.

9.1.2. Minimum Training Standards. Minimum Training Standards are approved IAW **Chapter 2** of this instruction. Once approved, AF/A4SF places standards in the appropriate Security Forces Training Reference Guide. The following are the foundational training objectives:

9.1.2.1. Mission Planning. During mission planning, the mission commander determines the required uniform, weapons (lethal and non-lethal), communication, tactics, techniques, and procedures used throughout the mission as applicable. Mission analysis dictates level of visibility, security, and/or show of force posture.

9.1.2.2. Detect. Discover attempts to access or damage AF aircraft.

9.1.2.3. Protect. Defend AF assets and personnel from threats (e.g., environmental, threat based, criminal).

9.1.2.4. Inform. Provide Integrated Defense advice to aircraft commanders concerning individual protective measures when traveling in high threat areas as applicable.

**9.2. Fly Away Security Training.**

9.2.1. The Commander with Fly Away Security requirements will train and certify Defenders through Home Station Training, Sustainment Training, and as required IAW Combatant Command and MAJCOM directives. **(T-2)**.

9.2.2. Fly Away Security Training Cycle. Fly Away Security training is a continuum of learning approach for Defenders to meet Fly Away Security requirements. Security Forces Apprentice and Officer Course teaches tasks such as Use Night Vision Equipment, Perform Community Relations (Interpersonal Skills, Communication, and Counter Insurgency), Access Control, Individual and Team Tactics, Operate Communications Systems, Non-Lethal Weapons, etc. Defenders receive additional training on above tasks in the Journeyman and Craftsman upgrade training. Additionally, unit Home Station Training and Phase II Training and Assessments continue the learning objectives. Lastly, Defenders receive advanced training on these tasks at Sustainment Training, Security Forces Intermediate Course, and/or Security Forces Advanced Course.

## Chapter 10

## WATERBORNE OPERATIONS

**10.1. Training, Documentation, and Assessment.** Waterborne patrol craft operators receive their initial task qualification and certification by completing the National Association of State Boating Law Administrators Boat Crew Member Course, which established a "National Training Standard" for first responders in a maritime environment, recognized by the Department of Homeland Security, U.S. Coast Guard, and Federal Emergency Management Agency. **(T-2)**. Defenders may complete additional courses through National Association of State Boating Law Administrators, as determined by the Commander based on mission requirements and needs for each installation. The MAJCOM or local level will fund this course. **(T-2)**. In addition, waterborne patrol craft operators must adhere to any local or state training or license requirements. **(T-0)**.

**10.2. Training Standards.** Boat operator instructors will be task-qualified IAW National Association of State Boating Law Administrators National Instructor Credentialing Program standards. **(T-3)**.

10.2.1. Weapons Training. Units will work with the Security Forces Training Working Group for specialized weapons training solutions when employing weapons on watercraft. **(T-1)**.

10.2.2. Swim Assessment and Tread Water Test. All waterborne patrol craft Defenders will pass a swim assessment and tread water test prior to performing waterborne patrol craft operations and annually thereafter. **(T-3)**. The test is IAW Commander, Navy Installation Command Instruction (CNICINST) 5530.5, *CNIC Harbor Patrol Unit Operator Procedures* and/or Naval Education and Training Command (NETC) P1552/16, *Navy Swimming and Water Survival Instructor's Manual*, Second Class Swimmer Assessment (as updated by the Navy). Refer to the Security Forces Reference Training Guide for performance standards and Qualification Form.

10.2.3. Swim assessment and tread water test will consist of three parts:

10.2.3.1. **Part 1**: Deep Water Jump. Swimmers will jump from a minimum height of five feet. **(T-3)**. The water depth underneath the platform must be a minimum of eight feet to display the ability to swim to the surface unassisted. **(T-3)**. The body positions are taught to the standards described below and is graded.

10.2.3.2. **Part 2**: 100-yard Swim Test. The swimmer will complete a 100-yard swim demonstrating 25 yards each of the crawl stroke, breaststroke, sidestroke, and elementary backstroke. **(T-3)**. Swimmers will not hold onto or rest on the sides of the pool for any time longer than is needed to perform a turn. **(T-3)**. Walking on the bottom or stopping to float or rest will constitute a failure. **(T-3)**.

10.2.3.3. **Part 3**: Five-Minute Float. Swimmers will prone float for 5 minutes and transition to a back float before exiting the water. **(T-3)**. Prone and Back Float. Swimmers will not hold onto the edge of the pool, if done, it will constitute a failure of the test. **(T-3)**.

10.2.3.4. Participants may be afforded a 5-minute rest period between each part of the test.

## Chapter 11

### RANGER ASSESSMENT COURSE

**11.1. Ranger Assessment Course Tasks.** The Desert Defender RTC is the office of primary responsibility, Program Manager for executing the Ranger Assessment Course. At a minimum, the program manager completes (or has completed) Basic Instructor Course or Principles of Instruction. Defenders are allowed to attend an Army approved Ranger Assessment Course in lieu of the AF Ranger Assessment Course. Graduates notify the program manager of course completion for Army Ranger Course allocation consideration.

**11.2. Ranger Assessment Course Program Manager.** The program manager has the following responsibilities:

11.2.1. Will gain and maintain course certification with the Army Ranger Training Brigade at Fort Benning, Georgia. **(T-1).**

11.2.2. Organize the Ranger Assessment Course and coordinate the Plan of Instruction through the AF/A4S.

11.2.3. Must inform the AF/A4S immediately with any needed changes to the course. **(T-1)**. AF/A4S will forward to the Security Forces Training Working Group.

11.2.4. Will assign Ranger Assessment Course Instructors and the Lead Instructor. **(T-1)**. Ranger Assessment Course Instructors are graduates of the Army Ranger Course and should be graduates of the Basic Instructor Course or Principles of Instruction (or Army equivalent). **(T-1).**

11.2.5. Prepare and release applicable reporting instructions supporting the training evolution.

11.2.6. Certify potential candidates and finalize Ranger Assessment Course attendance and graduation rosters.

11.2.7. Will execute the course at least twice a calendar year based on Ranger school allocations and coordinate scheduling with the AFSFC Scheduling Working Group who will inform the Security Forces Training Working Group and post to the Education and Training Course Announcement site. **(T-1).** Coordinate location deviations with AF/A4S for approval.

11.2.8. Solicit and secure funding for Ranger Instructors, administrative support, and student attendance.

**11.3. Ranger Assessment Course Standards.** Refer to **Attachment 6**.

WARREN D. BERRY
Lieutenant General, USAF
DCS/Logistics, Engineering & Force Protection

**Attachment 1**

**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION**

***References***

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AFH 36-2235 V10*, Information for Designers of Instructional Systems Application to Education*, 1 November 2002

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FC 4-179-03F, *Air Force Indoor Small Arms Firing Range*, 1 April 2015

NETC P1552/16, *Navy Swimming and Water Survival Instructor's Manual*, 15 August 2017

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TC 3-21.76, *Ranger Handbook*, 26 April 2017

*Prescribed Forms*

None

*Adopted Forms*

AETC Form 281, *Instructor Evaluation Checklist*

AF Form 469, *Duty Limiting Condition Report*

AF Form 847, *Recommendation for Change of Publication*

*Abbreviations and Acronyms*

**AETC**—Air Education and Training Command

**AF**—Air Force

**AFH**—Air Force Handbook

**AFI**—Air Force Instruction

**AFIMSC**—Air Force Installation Mission Support Center

**AFMAN**—Air Force Manual

**AFPC**—Air Force Personnel Center

**AFPD**—Air Force Policy Directive

**AFRC**—Air Force Reserve Command

**AFSFC**—Air Force Security Forces Center

**FC**—Facility Criteria

**IAW**—In accordance with

**LLTC**—Leader-Led Training Course

**MAJCOM**—Major Command

**MFM**—Major Command Functional Manager

**MTT**—Mobile Training Team

**NCOIC**—Noncommissioned Officer in Charge

**NETC**—Naval Education and Training Command

**NGB**—National Guard Bureau

**RTC**—Readiness Training Center

**SMARTNet**—Security Management & Automated Resource Tracking Network

**STP**—Soldier Training Publication

**TC**—Training Circular

**TRS**—Training Squadron

*Terms*

**Decertification**—Withdrawing or revoking a previously signed off training task. Defenders would have to regain certification on the training task before working on a post associated with that task.

Defender—Includes uniformed personnel and civilian employees of the Regular Air Force, Air Force Reserve and Air National Guard, and to their contractors and foreign nationals when required by the terms of their applicable contracts or other binding agreements.

Gatekeeper—A person who controls access to an installation for official visits.
Go/No-Go—A pass or fail ungraded score.
Perpetual Assessment Process—Process where Flight Chiefs continuously assess and revalidate Defenders on specific duty position tasks through actual events, spot checks, and flight scenarios or higher level exercise(s).
Phase II Assessment—An evaluation used to determine if a Defender is trained and certified on a specific duty position.
Readiness Training Center—A Security Forces training center designed to deliver specific Sustainment Training or Advance Deployment Readiness skills.
Shoot/No-Shoot/Non-Lethal—A practical scenario designed to evaluate a Defender on their ability to determine if they should use deadly force and/or a non-lethal weapon (e.g., voice, physical, baton, etc.).

**Attachment 2**

**SECURITY FORCES TRAINING WORKING GROUP**

**A2.1.  Security Forces Training Working Group**

A2.1.1.  The Security Forces Training Working Group is a standing body of all MAJCOM Security Forces Managers and AFIMSC Functional Managers that represents MAJCOM needs.  The purpose of the Security Forces Training Working Group is to deliberately determine where, when and how training should be conducted from an enterprise perspective. The Security Forces Training Working Group identifies and prioritizes Security Forces training emerging from the Effects Working Group effects gaps and emerging training requirements presented by the career field.  The Security Forces Training Working Group identifies solutions and/or mitigation Courses of Action to ensure the right training for the right people in the right time and place.  The Security Forces Training Working Group develops courses of action, presents them to the Security Working Group, and the Security Forces Executive Council.

A2.1.2.  The Security Forces Training Working Group convenes in-person semi-annually and via teleconference once a month (as necessary).  The semi-annual face-to-face meetings are to precede and follow the semiannual meetings of the Security Forces Manager Council.

A2.1.2.1.  The Enlisted Career Field Manager will establish dates for the in-person semi-annual meetings. **(T-1)**.  The Enlisted Career Field Manager also sets the location and sends out the agenda a minimum of 30 calendar days before the meeting to allow representatives adequate meeting preparation time.

A2.1.2.2.  During the teleconference the Security Forces Training Working Group can make recommendations and present the Security Forces Executive Council courses of action electronically.  Do not delay training solutions for face-to-face meetings.

**A2.2. The Enlisted Career Field Manager.** Serves as chair of the Security Forces Training Working Group.

A2.2.1. The Security Forces Training Working Group chair maintains Security Forces Training Working Group processes (refer to **Figure A2.1** for infographic); evaluates feedback from the membership; oversees appropriate follow on actions; and facilitates decision-making processes.

A2.2.2. The Security Forces Training Working Group chair retains authority over all Security Forces Training Working Group permanent voting membership changes.  The Security Forces Training Working Group chair may also request the participation of non-associate advisors to provide expertise, guidance and to assist in identifying and assessing the impacts or risks of potential decisions.

**A2.3. The Associates of the Security Forces Training Working Group.** The associates are the MAJCOM Security Forces Managers, AFIMSC Functional Managers, and/or other Functional Managers.  There is no limit on non-voting advisory associates, but usually include RTC advisors and personnel from the A4S, AFSFC, and 343/341 TRS.  The Security Forces Training Working Group calls upon specialist advisors and subject matter experts as required to supporting decision-making.  Security Forces Training Working Group associates assess

Security Forces training implementation and execution and resolves enterprise-level issues and/or recommends a course of action for discussion to the Security Forces Executive Council.

**A2.4. The Security Forces Training Working Group.** The Security Forces Training Working Group will:

A2.4.1. Identify and prioritize training based on emerging training requirements derived from policy, effects gaps, or direction from the AF/A4S. **(T-1)**.

A2.4.2. Identify alternative courses of action that offer training locations and outline the enterprise need for training at the appropriate skill-level and frequency that most appropriately addresses each training gap or need to the Security Forces Executive Council. **(T-1)**.

A2.4.3. Track monthly progress towards training challenge and/or gap resolution and any other task directed by the Security Board, Security Forces Executive Council, or Security Working Group. **(T-1)**.

A2.4.4. Identify training issues requiring urgent decisions on training that require AF/A4S, Security Board, Security Forces Executive Council, Security Working Group, or AFIMSC resolution. **(T-1)**.

A2.4.5. Identify, discuss, and reach a Security Forces enterprise position on strategic training issues and make appropriate recommendations to the Security Forces Effects Working Group. **(T-1)**.

A2.4.6. The Security Forces Training Working Group membership will review the Security Forces Effects Working Group charter annually but can propose changes as necessary. **(T-1)**.

**Figure A2.1. Security Forces Training Working Group Solution Process.**

**Attachment 3**

**SECURITY FORCES TRAINING SPACE ALLOCATION REQUIREMENTS.**

**A3.1. Overview.** Security Forces training is ever evolving and continually adjusting to new tactics, techniques and procedures designed to counter our adversaries.  Units need to have dedicated and appropriate training spaces designed to maintain and increase lethality, readiness, and the capability to fulfill the unit's Mission Essential Tasks while enhancing capabilities of all installation personnel.

**A3.2. Mandatory Training Spaces.** Units must have the following spaces with the minimum requirements. **(T-1)**.

A3.2.1.  Weapons Simulator (**Paragraph A3.6**).

A3.2.2.  Combatives and Defender Performance Optimization Room designated area (**Figure A3.3**).

A3.2.3.  Unit Learning Center (**Figure A3.1**).

A3.2.4.  Classroom:  For mission planning, training, readiness, etc. (**Figure A3.2**).

A3.2.5.  Dye Marking Cartridge area designated for Close Combat Mission Capability Training IAW AFI 36-2654.

**A3.3.  Suggested Training Spaces.**

A3.3.1.  Vehicle Simulator (**Figure A3.4**).

A3.3.2.  Dye Marking Cartridge Shoothouse (to include inflatable configurations) for Close Combat Mission Capability Training IAW AFI 36-2654 (**Figure A3.5**).

A3.3.3.  Any facilities and simulators deemed necessary to support Mission Essential Tasks.

**A3.4.  Facility Planning.**

A3.4.1.  Several factors determine the most appropriate and cost-effective location for a facility.  The availability and capacity of current installation facilities and the mass and scale of the facility relative to adjacent structures and potential noise abatement.

A3.4.2.  Place emphasis on operation, function, and safety when siting the existing or new facility.  Work with the installation facility board for all space allocation.

A3.4.3.  If unable to get a new and existing real property, units should leverage buildings scheduled for demolition or non-real property facilities.  The facility needs to have power.  If no running water, the Commander ensures Defenders have water and restroom facilities.

A3.4.4.  The ideal facility has the capability to house all training tools.

A3.4.5.  Provide 24-hour access for shift workers.

**A3.5.  Building Configuration.**

A3.5.1.  The building should be configured for future expansion or reconfiguration.

A3.5.2.  Base the general size of the building on the number, type, and/or size of the primary training tools required to complete effective training.

**A3.6. Training Space Data Sheets.** Use the following data sheets for specified training spaces. For weapons simulator data sheet, refer to Facility Criteria (FC)4-179-03F, *Air Force Indoor Small Arms Firing Range*, Figure 3-16, using CATCODE: 172423, Simulation Center.

**Figure A3.1. Unit Learning Center Data Sheet.**

| Unit Learning Center CATCODE: 171721, Organizational Classroom | | |
|---|---|---|
| Description and Usage | | Room to access online learning resources, eLearning Course, etc. |
| Ceiling Height | | 9'-0" minimum |
| Room Dimensions | | Adapted to meet the unit's size, mission, and space |
| Doors | Type | 3'x7' – Standard Door |
| | Security | Keyed lockset.  Cypher lockset suggested. |
| Plumbing | | N/A |
| HVAC | | Per UFC 3-410-01 |
| Fire Protection and Life Safety | | Per UFC 3-600-01 |
| Power | | Per UFC 3-520-01 |
| Lighting | | Per UFC 3-530-01 |
| Communication | Telephone | One minimum |
| | Data | NIPR |
| | Cable | As determined by the Commander |
| Acoustical | | Per UFC 3-450-01 for noise control |
| Furnishings / Equipment / Casework | | Adapted to meet the unit's size, mission, and space.  Enough working computers to support at least 5% of the unit.  (400 Defender unit x 5% = 20 computers) |
| Special Requirements | | Locally determined |

**Figure A3.2. Classroom Data Sheet.**

| Classroom CATCODE: 171721, Organizational Classroom | | |
|---|---|---|
| Description and Usage | | Used to train Defenders, Augmentees, conduct mission planning, comply with readiness requirements, etc. |
| Ceiling Height | | 9'-0" minimum |
| Room Dimensions | | Adapted to meet the unit's size, mission, and space. Should hold no less than one flight of Defenders. |
| Doors | Type | 3'x7' – Standard Door |
| | Security | Keyed lockset.  Cypher lockset suggested. |

| | | |
|---|---|---|
| | Hardware | |
| Plumbing | | N/A |
| HVAC | | Per UFC 3-410-01 |
| Fire Protection and Life Safety | | Per UFC 3-600-01 |
| Power | | Per UFC 3-520-01 |
| Lighting | | Per UFC 3-530-01 |
| Plumbing | | N/A |
| Communication | Telephone | One minimum |
| | Data | NIPR |
| Audio and Visual | | Computer with audio visual capabilities and internet access |
| Acoustical | | Per UFC 3-450-01 for noise control |
| Furnishings / Equipment / Casework | | Adapted to meet the unit's size, mission, and space. Enough space for one flight of Defenders. |
| Special Requirements | | Determined locally |

**Figure A3.3.  Combatives and Defender Performance Optimization Data Sheet.**

| | | |
|---|---|---|
| **Combatives and Defender Performance Optimization** CATCODE: 172424, Battle Laboratory | | |
| Description and Usage | | Train Security Forces Combatives and Defender Performance Optimization – The art of hand-to-hand combat and Defender performance.  Bridges the gap between physical and mental training and tactics. |
| Ceiling Height | | 9'-0" minimum |
| Room Dimensions | | 8-square-feet per Defender minimum |
| Doors | Type | 3'x7' – Standard Door |
| | Security Hardware | Keyed lockset.  Cypher lockset suggested. |
| Plumbing | | N/A |
| Walls | | Padded |
| HVAC | | Per UFC 3-410-01 |
| Fire Protection and Life Safety | | Per UFC 3-600-01 |
| Power | | Per UFC 3-520-01 |
| Lighting | | Per UFC 3-530-01 |
| Communication | Telephone | One minimum |

| | Data | NIPR |
|---|---|---|
| Audio and Visual | | Computer with internet access (training references and materials) |
| Acoustical | | Per UFC 3-450-01 for noise control |
| Furnishings / Equipment / Casework | | Mats meeting ASTM F1081-09 standard |
| Special Requirements | | Determined locally |

**Figure A3.4.  Vehicle Simulator Data Sheet.**

| Vehicle Simulator<br>CATCODE: 172424, Battle Laboratory | | |
|---|---|---|
| Description and Usage | | Room to train Defenders on unit associated vehicles, e.g., tactical vehicles, vehicle dynamics and accident avoidance |
| Ceiling Height | | 9'-0" minimum or as determined by simulator |
| Room Dimensions | | As determined by simulator and associated equipment |
| Doors | Type | 3'x7' – Standard Door |
| | Security Hardware | Keyed lockset.  Cypher lockset suggested. |
| Plumbing | | N/A |
| HVAC | | Per UFC 3-410-01 |
| Fire Protection and Life Safety | | Per UFC 3-600-01 |
| Power | | Per UFC 3-520-01 |
| Lighting | | Per UFC 3-530-01 |
| Communication | Telephone | One minimum |
| | Data | NIPR |
| Audio and Visual | | Projectors as determined by machine and recording of training to conduct debriefs and lessons learned |
| Acoustical | | Per UFC 3-450-01 for noise control |
| Furnishings / Equipment / Casework | | As determined by simulator and associated equipment |
| Special Requirements | | Locally determined |

**Figure A3.5.  Dye Marking Cartridge Shoothouse Data Sheet.**

| Dye Marking Cartridge Shoothouse<br>CATCODE: 177622, Live Fire Shoothouse |
|---|

| Description and Usage | | Facility designed up to 360 degree firing, tactical movement, breaching, target engagement, target discrimination, and real-time feedback. |
|---|---|---|
| Ceiling Height | | 9'-0" minimum |
| Walls | | 6"-9" thick walls |
| Room Dimensions | | Multiple rooms with 16-square-feet minimum for each room.  Room configuration should be adjustable (prevents training scars) |
| Doors | Type | 3'x7' – Standard Door with a 3'x7' or as determined by manufacturer |
| | Security Hardware | Keyed lockset.  Cypher lockset suggested. |
| Plumbing | | N/A |
| HVAC | | Per UFC 3-410-01 |
| Fire Protection and Life Safety | | Per UFC 3-600-01 |
| Power | | Per UFC 3-520-01 |
| Lighting | | Per UFC 3-530-01 |
| Communication | Telephone | One minimum |
| | Data | NIPR |
| Audio and Visual | | Recording and playback capabilities to conduct debriefs and lessons learned |
| Acoustical | | Per UFC 3-450-01 for noise control |
| Furnishings / Equipment / Casework | | Adapted to meet the unit's size, mission, and space |
| Special Requirements | | Locally determined |

**Attachment 4**

**SECURITY FORCES ASSESSMENT TOOLS**

**A4.1. Training, Scenario, and Evaluation Outlines.** Units develop these tools and the training section, standardization evaluation, supervisors, flight leadership, and Leader-Led Trainers use them to train and evaluate Defenders collectively.

A4.1.1. Training, Scenario, and Evaluation Outlines should be broad-based and capture the aspects of the collective skills.

A4.1.2. Develop Training, Scenario, and Evaluation Outlines from the master training plan and Comprehensive Training Catalog. Write them to the collective level. For example, "Did responding forces establish final denial to protect the resource?" or "Did the flight properly respond to a barricaded subject?" **Figure A4.1** is a sample Training, Scenario, and Evaluation Outline.

**A4.2. Task Performance Checklist.** (Example at **Figure A4.2**) Task Performance Checklist can augment Training, Scenario, and Evaluation Outline(s) if evaluation of individual task(s) is necessary.

**A4.3. Operations Officer or Superintendent.** Will validate the Task Performance Checklist(s). **(T-3)**. The Operations Officer or Superintendent must identify all critical tasks on the Master Task Listing and Task Performance Checklists. **(T-3)**.

**Figure A4.1. Example Training, Scenario, and Evaluation Outline Template**

UNIT: (Type of unit engaged in scenario evaluation, e.g., Response Force, Fire Team).

MISSION: (Provide a brief description of the mission, e.g., Convoy Operations).

TASK(S): (List the task(s) evaluated).

CONDITION: (The condition associated with the evaluated task).

STANDARD: (The standard associated with the evaluated task).

Evaluator and Unit: (Self-explanatory).

Date: (Self-Explanatory).

1. GENERAL CONDITIONS: (Provide a brief description of the scenario).

2. PRIMARY SCENARIO TRAINING AND EVALUATION STANDARDS: (Provide an explanation of the standards to meet, in order to achieve a passing grade or rating, and how the standards are measured. Training, Scenario, and Evaluation Outline developers may also provide an explanation of intangible items that may contribute to successful accomplishment of the task or tasks, for example, command and control, communication, tactics, etc.).

3. TRAINING SCENARIO AND ASSESSMENT RESULTS: (Provide instructions for trainers, evaluators, and scenario controllers on how to document assessment results in the space provided on the following pages of this outline to indicate the unit's performance on each task. Trainers, evaluators, and scenario controllers should record other important

information).

4. SUGGESTED SUPPORT REQUIREMENTS:

a. Administration. (Outline instructions for trainers, evaluators, scenario controllers on any administrative functions needed to carry out the scenario and assessment. Some things to consider are safety and coordination with affected units such as providing scenario start cards and copies of Training, Scenario, and Assessment Outline to the Base Defense Control Center).

b. Minimum evaluators. (Provide a description of the composition of the scenario and assessment team. The size, makeup and positioning of the team should be adequate to cover all aspects of the scenario and assessment).

c. Opposing forces. (Provide the details for opposing forces. Among things to consider are team composition, equipment, position, and tactics, techniques, and procedures used).

d. Support personnel. (List any support personnel needed and the duties they perform).

e. Scenario area. (Provide a description of the used area. The area should be of sufficient size to allow the unit to carry out the task(s) and should resemble the environment where the team performs its mission(s) as much as possible).

f. Firing area. None.

g. Training aids, devices, and special equipment. (List any items needed to support the scenario and assessment.) Some examples:

(1) If available, use approved dye marking cartridges or Multiple Integrated Laser Engagement

System (simulator) or similar system for both the Response Force and opposing forces.

(2) If available, use light attenuating devices for training in limited visibility situations.

(3) In actual night scenarios, both response forces and opposing forces personnel should wear night vision devices, if available.

(4) Ammunition. Issue the following to both forces:

(a) 5.56mm, blank, 60 rounds per M4/M4A1 series weapon (M4/M4A1).

(b) 5.56mm, blank, 200 rounds per M249 or M240B machine gun.

(5) Smoke canister (if appropriate).

(6) If using simulator, follow the locally established rules.

(7) Marking cartridges.

(8) Any equipment identified during the master training plan and Training Mission Needs Analysis.

(9) Key references. AFH's, Security Forces Training Reference Guides, etc.

5. CONSIDERATIONS: (List any considerations that contribute to a safe but successful scenario and assessment.) Some examples:

a. If simulator is not available, one trainer or evaluator should be with opposing forces to allow the trainer or evaluator to see how well the response force uses available cover and concealment, as well as proper fire and maneuver techniques.

b. The use of marking cartridges enhances training events. Marking cartridges can add a high degree of realism, but can create a safety risk. If used, strictly comply with the established guidance and safety procedures. Safety is critical and is considered and built into every phase of training. Stop scenarios immediately if any safety violation occurs.

c. Trainers, evaluators, and scenario directors do not interfere with the scenario, or by their position, alert either side of the opponent's movements.

d. In training, players serve as controllers or evaluators. Being a player in one scenario and an evaluator in another reinforces tactical training principles.

e. Brief safety procedures before every scenario starts. The briefing should include:

(1) Weapons safety-Never play with any weapon, or perform any gestures with any weapon that would cause a safety concern or issue. The safe use of blanks and marking cartridges, if used. Briefing should include safe engagement distance and proper use and installation of blank firing adapters, any prohibited engagement areas, the use of protective equipment, and do's and don'ts.

(2) Use of Force.

(3) Vehicle safety to include speed limits, local driving hazards, vehicle limitations and handling characteristics, and driving in and around the flight line and aircraft parking areas.

(4) Ground Safety.

(5) Any locally unique hazards, state or host nation restrictions.

(6) Evaluators and controllers immediately stop scenarios in progress for safety violations.

**Figure A4.2. Task Performance Checklist.**

| TASK PERFORMANCE CHECKLIST | | | | | |
|---|---|---|---|---|---|
| NAME | RANK | SECTION | ASSESSMENT DATE | ASSESSMENT STATUS | TRAINEE INITIALS |
| | | | | SATISFACTORY | |
| | | | | UNSATISFACTORY | |
| EVALUATOR RANK/NAME: | | | | | |
| SCORING INSTRUCTIONS<br>*Indicate task performance by placing an "X" in the "Go" or "No Go" column. Explain all "No Go" ratings in the "REMARKS" column and schedule Review Training followed by re-assess. Individuals must receive a "Go" on ALL items identified in the Task Item pane with no more than* Insert # you think is needed *instructor assists per task. Sub-tasks identified as "Critical" tasks must receive a "Go" without an instructor assist. Failure to receive a "GO" on a critical task will result in an overall failure.* | | | | | |
| SUBJECT<br><br>#.#. Task Title | | ASSESSMENT OBJECTIVE<br><br>Placed in a training environment, insert task required to complete IAW Task Performance Checklist #.#. | | | |
| TASK ITEM | GO | NO-GO | REMARKS | | |
| 1. **Subject of task**, did the Defender: | | | | | |
| a. What do you want them to accomplish in a question format? | | | | | |

| | | | |
|---|---|---|---|
| - Steps required to complete the task<br><br>- Steps required to complete the task<br><br>- Steps required to complete the task | | | |
| **2.  Subject of task , did the Defender:** | | | |
| a. What do you want them to accomplish in a question format?<br><br>  - Steps required to complete the task<br><br>  - Steps required to complete the task<br><br>  - Steps required to complete the task | | | |
| **3.  Subject of task , did the Defender:** | | | |
| a. What do you want them to accomplish in a question format?<br><br>  - Steps required to complete the task<br><br>  - Steps required to complete the task<br><br>  - Steps required to complete the task | | | |
| ADDITIONAL REMARKS:<br><br>(This space should be as long as necessary to complete the page) | | | |

**Attachment 5**

**CONTINUOUS PROCESS IMPROVEMENT**

**Figure A5.1.  Process Improvement Diagram.**
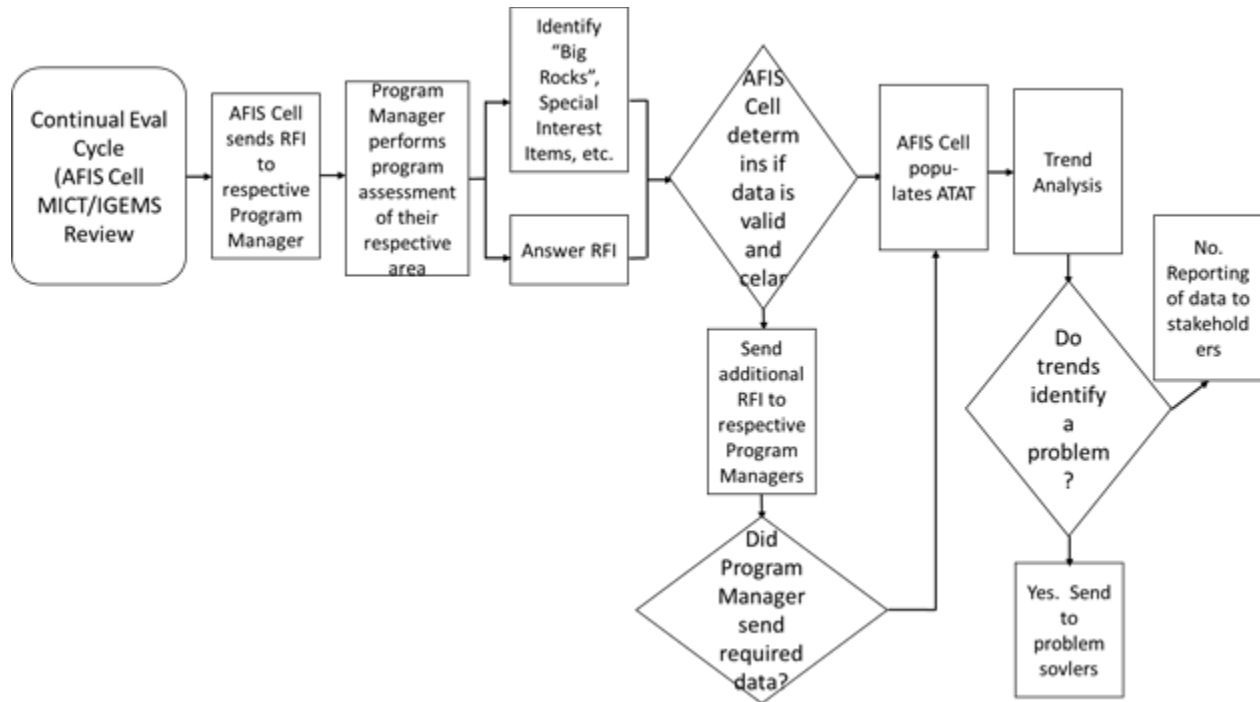
**Attachment 6**

**RANGER ASSESSMENT COURSE STANDARDS**

**A6.1. Standards.**

A6.1.1. Concept of Execution. The Ranger Assessment Course uses the most current battlefield infantry skills IAW the US Army doctrine and Ranger School requirements, with an emphasis placed on development, planning, and execution associated with dismounted squad operations.

A6.1.2. It is recommended that students report on Day of Training Zero exceeding standards identified in **paragraph A6.2** to ensure they have adequate stamina to account for the cumulative effect of the course.

A6.1.3. Execute physical standards for Ranger Assessment Course per Airborne and Ranger Training Brigade as outlined in **paragraph A6.2.1**

A6.1.4. Skill Based Standards. Base skills on the Soldier Training Publication (STP) 21-1-SMCT, *Soldier's Manual of Common Tasks Warrior Skills Level 1*, (also known as the Ranger Training Tasks) and Training Circular (TC) 3-21.76, *Ranger Handbook*.

A6.1.5. The Ranger Assessment Course is a stress-oriented battle school for developing students to lead and command under mental, emotional, and physical strain, improving Airman's resiliency and coping mechanisms. Base all events within the Plan of Instruction on objective standards.

**A6.2. Assessment System.** Skills Assessments: Each individual passes the standards to receive a "GO" in the listed event:

A6.2.1. Ranger Physical Fitness Test.

A6.2.1.1. 5 mile run: Completed in 40:00 or less.

A6.2.1.2. Push-Ups: 49 push-ups (to the US Army Standard) or more in 2 minutes.

A6.2.1.3. Sit-Ups: 59 sit-ups (to the US Army Standard) or more in 2 minutes.

A6.2.1.4. Chin-Ups: Six chin-ups with palms facing towards the student (no time limit). No lower body movement allowed. Students raise their chins above the bar and fully descend.

A6.2.2. Combat Water Survival Assessment.

A6.2.2.1. Equipment removal. Enter the water from poolside, submerge to the depth of four meters, discard weapon and load bearing vest, surface, and complete the next phase.

A6.2.2.2. 15 Meter Swim. Swim at least 15 meters after completing the equipment removal station. Use any form, except the backstroke, and complete the next phase.

A6.2.2.3. Three-Meter Drop. Enter the water off a 3-meter platform, maintain weapon and equipment, show no signs of fear and panic, surface, and complete assessment.

A6.2.3. Land Navigation. Each individual successfully negotiates 4 out of 5 points within the 5-hour time limit using a map and compass, during both night and day light conditions.

A6.2.4. Road March.  Students complete a 12-mile road march within the prescribed 3-hour time limit.  The weight requirement is 35 pounds dry, with an additional 8 quarts of water.

A6.2.5. Ranger Training Tasks.  Students pass all specific Ranger Training Tasks identified on the Army Ranger Training Brigade Ranger School Student Information website, standards are IAW the Soldier's Manual for Common Tasks.

A6.2.6. Peer Assessments.  Peers evaluate each student on their overall performance during the course and assign an overall class ranking.  For Ranger School consideration, each student receives 60% on positive peer assessments.

A6.2.7. Patrol Evaluations.  Each individual passes at least 50% of their graded patrol positions; squad leader, alpha fire team leader, and bravo fire team leader.

A6.2.8. Spot Reports.  Established to provide an additional means of evaluating performance primarily in a non-graded position.  It may reflect good (e.g., exceptional score on the Ranger Physical Fitness Test) or bad performance (for example, fails to bring the authorized uniform or equipment) and serves as a disciplinary tool.

A6.2.9. Mid boards.  Students who fail to meet the standards outlined in **paragraph A6.2.1** through **A6.2.5** and **A6.2.8** meet a board of instructors midway through the course.  The board considers students' overall performance, removes students due to attitudinal issues or inability to complete physical tasks that would otherwise impact other students' development, and otherwise retains the individual for further development.

A6.2.10.  Failure of any of these tasks may not result in elimination from the course.

A6.2.11. Final boards.  All students meet a final board of Ranger Instructors who verify passing of the standards identified in **paragraphs A6.2.1** through **A6.2.7**, and conduct a debrief on their abilities as a small unit leader throughout the course.  The board makes the final determination for a Go/No-Go based on the individualized debrief.

**Attachment 7**

**DEFENDER CHALLENGE**

**A7.1. Background.** Defender Challenge is a part of Security Forces legacy and culture. It is a training competition designed to test the physical endurance and core operational skills of Defender's capability, lethality, and readiness. This event serves as a venue to identify gaps and seams in Defender training and validate corrective improvements to training programs. The event bolsters Defender ethos, strengthens esprit-de-corps, and reinforces the competitive nature within all participants.

**A7.2. Concept of Execution.** Unless otherwise identified in a supporting tasking order from AF/A4S, Defender Challenge is a four training event competition, scenario based between AF, MAJCOM Security Forces, and those of select allied and partner base defense teams. The four events consist of the following major areas: marksmanship, operations, physical agility and endurance, and Military Working Dog Teams. Events may include day and night elements. Each MAJCOM and participating allied and partner AF fields and competes one team. Competition frequency is every two-years.

**A7.3. Standards.** Base competition standards on the Security Forces Training Reference Guides found on the SMARTNet.

**A7.4. Training Objectives.**

A7.4.1. Marksmanship and Practical Shooting (Weapons Challenge): Evaluates weapons employment and training; measures effectiveness of marksmanship, target identification, and engagement in near, middle, and far distance scenario-based events.

A7.4.2. Combat Endurance (Dismounted Operations): Evaluates ability to plan and execute a dismounted patrol, including incorporation of a Military Working Dog Team. Competitors encounter multiple training objectives throughout the patrol that test their grit and measure the team's cohesion and resiliency (e.g., medical aid, fire and maneuver, land navigation). Teams without Military Working Dog Team capability may participate.

A7.4.3. Combat Agility: Scenario designed to test physical fitness and critical thinking under stress utilizing a field-based evaluation.

A7.4.4. Military Working Dog Team: Integrated into events to evaluate the team leader's ability to utilize the Military Working Dog Team effectively. Evaluate the Military Working Dog Team on patrol and detection skills during a series of field training problems. The Military Working Dog Team should prepare to execute a variation of the Combat Agility event with their canine. Teams without Military Working Dog Team capability can participate in all other events without affecting overall standing.

**A7.5. AF/A4S:**

A7.5.1. Provides guidance and direction to the AFSFC.

A7.5.2. Appoints a liaison.

A7.5.3. Establishes the process by which allied and partner nations participate in Defender Challenge. Serves as the point of contact with MAJCOM(s) for coordination efforts. Provides approval notification to the AFSFC Competition Director.

A7.5.4. Executes an after-action review, jointly with the AFSFC, immediately following the closing event, in two parts; **Part 1** focuses on identifying training, materiel, and/or tactics, techniques, and procedures deficiencies for action by the Security Forces Training Working Group; **Part 2** focuses on improving future competition planning.

**A7.6. AFSFC:**

A7.6.1. Plans and executes the Defender Challenge.

A7.6.2. Provides updates as required and requested to AF/A4S.

A7.6.3. Provides a warning order, operations order, fragmentary order(s), and the competition rulebook jointly with AF/A4S liaison.

**A7.7. AFIMSC and supporting Detachments:**

A7.7.1. Issue line of accounting to planning, logistics, and support arrangements.

A7.7.2. Provide financial advice and guidance during the planning process and execution phases as needed.

**A7.8. MAJCOMs:**

A7.8.1. Provide information to units as released from AF/A4S.

A7.8.2. In support of combatant commanders building partner capacity plans, each MAJCOM may invite and sponsor one allied and partner base defense nation to Defender Challenge (e.g., United States AFs in Europe-AFs Africa can invite one each from Europe and Africa, and Pacific AFs can invite one from United States Indo-Pacific Command).

A7.8.2.1. Royal Air Force, Royal Air Force, Luftwaffe (German Air Force), Royal Canadian Air Force, Royal Australian Air Force, and Royal New Zealand Air Force are permanent members and do not count towards MAJCOM sponsorships identified in **paragraph A7.8.2**

A7.8.2.2. Either MAJCOM or invited allied and partner funds all training, travel, and events.

A7.8.2.3. Ensure invited allied and partner sends an observer to the MAJCOM team selection process to understand procedures and performance standards.

A7.8.2.4. Ensures invited allied and partner participates in the MAJCOM event for compliance with performance standards and gain MAJCOM Security Forces Director approval before participating in Defender Challenge.

**Attachment 8**

**SECURITY FORCES AUGMENTEE AND UNIT MARSHAL TRAINING**

**A8.1. Augmentee Program.** Air Force Pamphlet (AFPAM) 10-243, *Augmentation Duty,* outlines a more flexible, commander-directed program.  The contents of AFPAM 10-243 are recommendations only, use in part or entirety.

A8.1.1. Installation commanders or equivalent geographically separated commanders determine if an installation augmentation program is required.

A8.1.2. If it is determined that a program is needed, it is implemented and managed locally to support Integrated Defense requirements as outlined in AFI 31-101 and Integrated Defense Plan.

A8.1.3.  The Commander appoints a Security Forces Augmentee Coordinator.

A8.1.4. Security Forces Augmentee Coordinator coordinates Augmentee training with tasked units and agencies and maintain training records for each Augmentee.

A8.1.5. If utilized, personnel identified specifically as Security Forces Augmentee are trained on the below tasks.  Integrated Defense Forces, such as armed owner and user protection personnel, unarmed owner and user protection personnel and unarmed Integrated Defense Force contributors can use the below list as potential training items.

A8.1.6. Security Forces Augmentee Tasks.  When required, active component and Air Reserve Component units train Security Forces Augmentee on the following tasks (commander determines additional requirements):

**Figure A8.1.  Security Forces Augmentee Tasks.**

| Tasks | Average Training Hours |
|---|---|
| 1.   Security Forces 'By Law' Training | See Note |
| 2.   Security Forces Mission Essential Tasks | .5 |
| 3.   Chairman Joint Chief of Staff Standing Rules of Engagement (Outside Continental United States) | .5 |
| 4.   Communications and Devices Used by Local Unit | 1 |
| 5.   Reports (Situation Reports; Size, Activity Location, Uniform, Time, and Equipment; etc.) | 1.5 |
| 6.   Individual Team Tactics | 4 |
| 7.   Handcuffing | 1 |
| 8.   Individual Search | 2 |
| 9.   Area Search | 1 |
| 10. Vehicle Search | 1 |
| 11. Challenging (Foot and Vehicle) | 1 |
| **Note:**  IAW the Comprehensive Training Catalog | |

**A8.2.  Unit Marshal Program Training.**

A8.2.1.  Training.  Unit marshal candidates complete a localized training course and meet the requirements identified in Department of Defense Directive (DoDD 5210.56), *Arming and The Use of Force*, AFI 31-117, and this instruction.

A8.2.2. Security Forces teach the initial indoctrination course and sustainment training on the anniversary month. Security Forces Commanders may add additional training based on local laws, threats or other requirements. The minimum training requirements are:

**Figure A8.2. Unit Marshal Program Training.**

| Tasks | Average Training Hours |
|---|---|
| 1. Active Shooter Tactical Response | 2 |
| 2. Use of Force (lethal and non-lethal) | 4.5 |
| 3. Legal Authorities and Restrictions | 2 |
| 4. Weapons Handling and Safety | 2 |
| 5. Communication | 2 |
| 6. Coordination with Control Center (locally developed) | .5 |
| 7. Actions upon Security Forces Response | .5 |
| 8. Pistol Qualification (AFI 36-2654) | 4 |
| 9. Scenario Based Use of Force: Shoot/No-Shoot/Non-Lethal (AFI-31-117) | 2 |
| 10. Self-Aid and Buddy Care and Tactical Combat Casualty Care | 4 |

**Attachment 9**

**LEADER-LED TRAINING COURSE MOBILE TRAINING TEAM REQUEST MEMORANDUM**

**Figure A9.1.  Leader-Led Training Course Mobile Training Team Request Template.**

MEMORANDUM FOR  AF/A4SF

FROM:  Unit/CC

SUBJECT:  Request for Leader Led Training Course (LLTC) Mobile Training Team (MTT)

1.  I am requesting a LLTC MTT at (BASE) during the month of (XXX).

2.  I understand the MTT will last 13-days and requires 16 students.

3.  I acknowledge my unit must provide the following:

    a.  2-3 Red Man Suits
    b.  Baton (actual/training)
    c.  Mouth piece's (fitted, each student)
    d.  Conducted Energy Weapon (if authorized)(live cartridge 6 per person)
    e.  2 Combative Instructors
    f.  Strike pads for each trainee
    g.  Dedicated Combative Area w/Mats (inside & outside/last 6 uninterrupted days)
    h.  Classroom (w/AV; computer access for 16 Students & 2 LLTC instructors)
    i.  Protective eye wear (Conducted Energy Weapon)
    j.  Conducted Energy Weapon, 4 conduct targets (optional)

3.  Any questions my point of contact is xxx, at xxx-xxx, email.


                                Name, Rank
                                Commander

**Attachment 10**

## SECURITY FORCES READINESS TRAINING CENTERS RECOGNITION PROGRAM.

**A10.1. Standard.** As a minimum, RTCs will utilize the following awards to recognize Defenders who perform above their peers or exhibit outstanding leadership. **(T-2).** These awards create an enduring tradition to honor those exceeding performance expectations.

**A10.2. Outstanding Airman Award.** Presented at Tier 1 to the Airman who successfully completes all evaluations on the first attempt and is determined to be the best overall Airman Defender. Class participants nominate a worthy Defender. Cadre verifies the Defender meets academic requirements.

**A10.3. Outstanding NCO Award.** Presented at Tier 2 to the Noncommissioned Officer who successfully completes all evaluations on the first attempt and is determined to be the best overall Noncommissioned Officer Defender. Class participants nominate a worthy Defender. Cadre verifies the Defender meets academic requirements.

**A10.4. Top Gun Award.** Presented to one Defender at Tier 1, 2 and 3 who completes, on the first attempt, and receives the highest scores on the firing portion of the curriculum.

**A10.5. Military Working Dog Team Award.** Presented to one Military Working Dog Team at Tier 1, 2, and 3 who completes all evaluations on the first attempt and is determined to utilize the canine to the maximum extent possible. Awarded only when the Tier course has four or more Military Working Dog Teams. Cadre nominates the team.

**A10.6. Leadership Award.** Presented to one Defender at Tier 1, 2, 3, and 4 who exhibits overall outstanding competency in curriculum, leadership, and motivation of fellow Defenders. The Defender receives a "Go" status on all gradable tasks on the first attempt. Cadre nominates and Cadre Leadership selects the winner.

**A10.7. Top Team Award.** Awarded to the Top Performing Team during the course. The team has a first time "Go" status on all evaluations and presents the highest level of teamwork over all other teams. Cadre nominates and Cadre Leadership selects the winner.