



Air Force Doctrine

We Produce the Future



The Role of Doctrine



Develop America's Airmen Today ... for Tomorrow

*At the very heart of warfare lies doctrine. It represents the central beliefs for waging war in order to achieve victory. **Doctrine is of the mind, a network of faith and knowledge reinforced by experience** which lays the pattern for the utilization of men, equipment, and tactics. It is the **building material for strategy**. It is fundamental to sound judgment.*



~ General Curtis Emerson LeMay, 1968

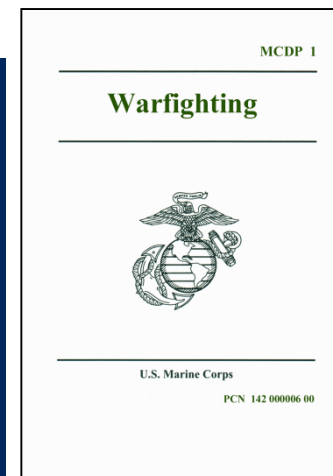
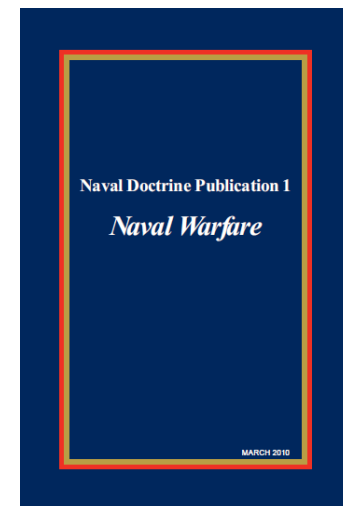
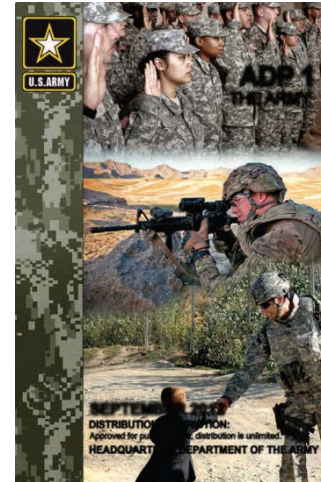
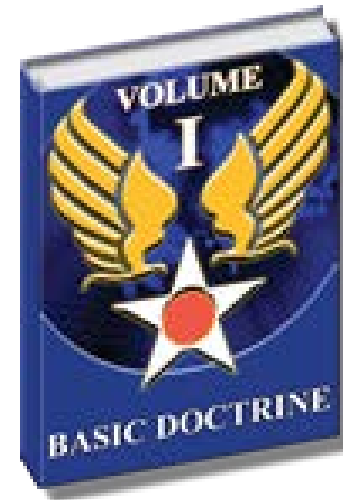


Doctrine is ...



Develop America's Airmen Today ... for Tomorrow

- How you **organize** and **employ**
- The agreed upon, operationally relevant body of best practices and principles
- Supported by:
 - History
 - Debate and analysis
 - Exercises, wargames, contingencies
- **Authoritative, but not directive**





Value of Doctrine



Develop America's Airmen Today ... for Tomorrow

- **Guides how to organize, present, deploy and employ**
 - Organize based on doctrine, not ad hoc arrangements
- **The two key pillars of our doctrine are:**
 - Principle of War: **Unity of Command**
 - Tenet of Airpower: **Centralized Control/Decentralized Execution**
- **Airmen work for Airmen and the senior Airman works for the Joint Force Commander**
- **Normally, doctrine is the best way to proceed**
 - If we must deviate, there should be a clear and compelling operational reason



Why Learn Doctrine?



Develop America's Airmen Today ... for Tomorrow

- Provides **common language** and frame of reference for discussion
 - Essential for communication
- How best to **organize and employ** airpower: operational suitability
- Impacts emerging / future capabilities
- Provides **consistent and “teachable”** approach to warfighting: first step to “think outside the box”



Doctrine is about...



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- **Warfighting...not physics**
- **Effects...not weapon systems or platforms**
- **Using domains...not owning domains**
- **How to organize...not organizations**
- **Synergy...not segregation**
- **Integration... not just synchronization**
- **The right force ... not equal shares of the force**



Terminology



Develop America's Airmen Today ... for Tomorrow

- **Military operations are guided by the interplay of**
 - **Policy**
 - **Strategy**
 - **Doctrine**
- **Important to understand their differences**



Policy



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- **Directive** guidance stating what is to be accomplished
- **Sets overall priorities/direction**
 - Defines national interest
 - States political direction/guiding principles
- **Sets political limits**
 - Bounds the response
- **Directive guidance**
 - Determined by senior national and military leadership
 - Mandatory compliance
- **Policy sets the boundaries for doctrine and strategy**
- **Examples:**
 - **Circumstances for use of nuclear weapons**
 - **Address terrorism in a religion-neutral manner**



Strategy



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- **Is about how to **apply available capabilities****
 - To gain desired ends
 - Using approved means
 - Within the existing environment
- **Considers:**
 - Objectives
 - Threat, politics, personalities, public opinion
 - Alliances, PVOs, NGOs, government agencies
 - Current capabilities/doctrine
- **Example:**
 - **Campaign strategy devised to target insurgents with minimum necessary forces and reduce collateral effects; attack insurgents' legitimacy; gain support of population**



Doctrine



Develop America's Airmen Today ... for Tomorrow

- Is about how you **organize and employ**
 - Presentation of forces
 - Command and control
 - Command relationships
- The Air Force's agreed upon, operationally relevant body of best practices and principles supported by:
 - History
 - Debate and analysis
 - Exercises, contingencies
- **Doctrine is not dogma**
- **Example:**
 - Irregular warfare doctrine developed to provide consistent guidance in any region; emphasis on decentralized planning and decision making



Interplay



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- **Policy governs the use of force**
 - Shapes strategy
 - May affect application of doctrine (e.g., ROE)
 - Commanders should advise policy makers on the potential impacts of deviating from doctrine
- **Doctrine provides a knowledge base for making strategy decisions**
 - **How best to apply and organize forces for a given scenario**
- **Success or failure of strategy may affect policy and doctrine**



Doctrine and Concepts



Develop America's Airmen Today ... for Tomorrow

Concepts are:

Used to develop capabilities to meet national strategic goals

Unproven ideas that should be rigorously tested; *not authoritative*

A notion or statement expressing how something might be done

Developed to respond to a range of future challenges

Concepts should propose a clear alternative to existing doctrine

Doctrine is:

Based on ***extant*** capabilities for force employment

Designed to describe operations conducted with ***extant*** capabilities

Subject to policy, treaty, and legal constraints



Doctrine and Concepts



Develop America's Airmen Today ... for Tomorrow

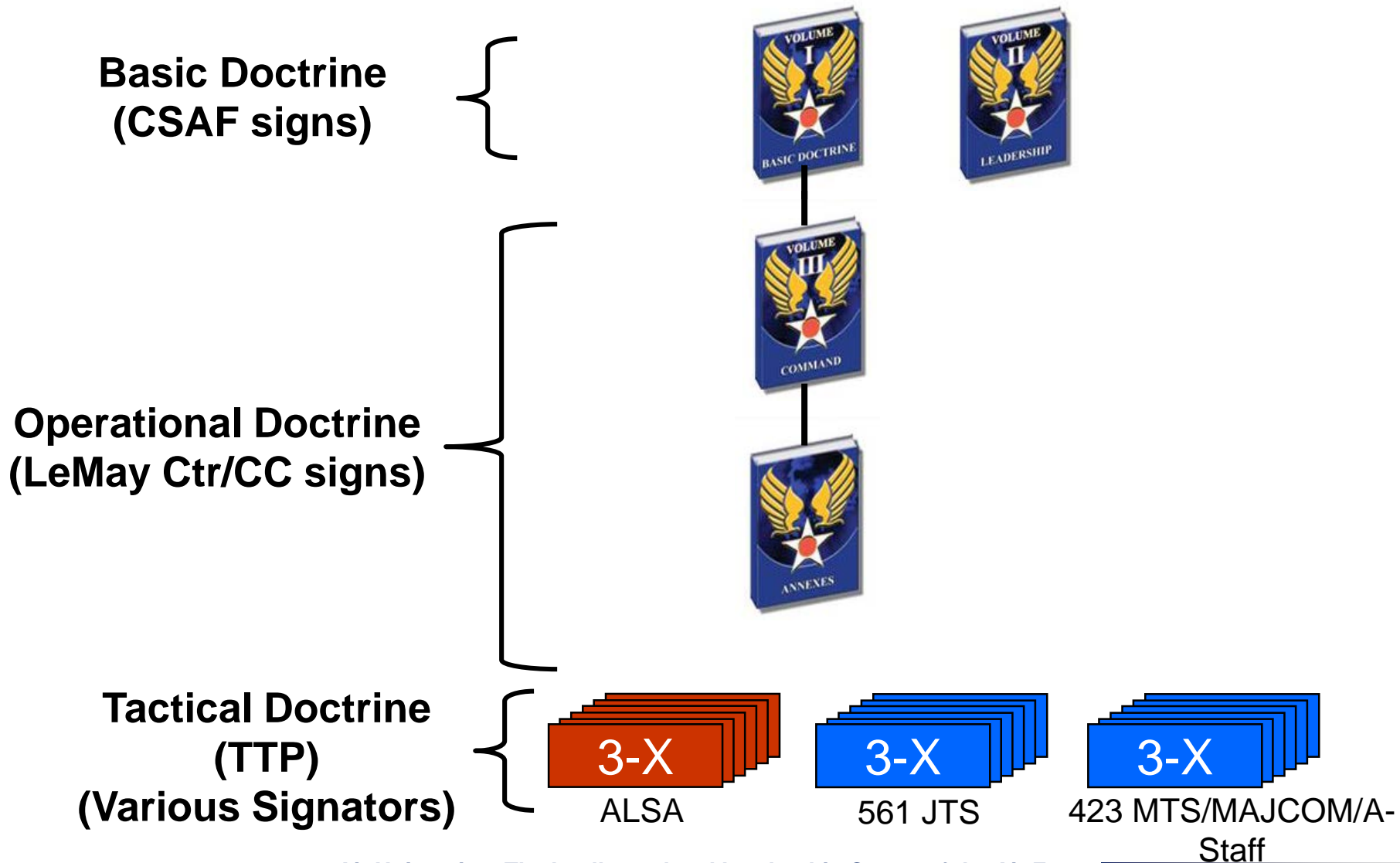
- **Doctrine:** Agreed upon, operationally relevant **best practices**; provides **common, precise terminology** to express ideas
 - **Policy:** directive guidance (AFIs, ROE)
 - **Strategy:** defines operations to accomplish policy objectives
 - **Concepts:** new vision, tactic, or process not yet proven as best practice
- **Doctrine is the foundation for:**
 - Intelligent concept conversation and growth
 - Successful concept integration
 - Use of common language with joint / Service communities
- **LeMay Center is responsible for terminology as part of doctrine**



Levels of Service Doctrine



Develop America's Airmen Today ... for Tomorrow





Basic Doctrine



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- Foundation of airpower doctrine
- Elemental properties of airpower
- Discussion on the nature of war and introduction to the range of military operations
- **Slow to change** compared to other levels



Operational Doctrine



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- **Applies principles of basic doctrine to military action**
- **Guides proper organization and employment in the context of....**
 - **Distinct objectives**
 - **Force capabilities**
 - **Broad functional areas**
 - **Operational environments**
- **Provides focus for mission and task development executed at the tactical level of war**
- **Changes after deliberate internal debate**





Tactical Doctrine



Develop America's Airmen Today ... for Tomorrow

ARMY, MARINE CORPS, NAVY, AIR FORCE

AIRFIELD OPENING

MULTI-SERVICE
TACTICS, TECHNIQUES,
AND PROCEDURES FOR
AIRFIELD OPENING

ATP 3-17.2
MCRP 3-21.1B
NTTP 3-02.18

Air Land and Sea Application Center
ALSA

BY ORDER OF THE
SECRETARY OF THE AIR FORCE

AIR FORCE TACTICS, TECHNIQUES,
AND PROCEDURES 3-10.3

22 DECEMBER 2008
Certified Current on, 15 January 2014
Tactical Doctrine

INTEGRATED DEFENSE COUNTERTHREAT
OPERATIONS (CTO)

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PURPOSE: This Air Force Tactics, Techniques and Procedures (TTP) document describes the activities the Air Force Office of Special Investigations (AFOSI) employs in support of Integrated Defense (ID). AFOSI conducts counterintelligence and criminal investigations and operations in order to find, fix, track, and neutralize enemy threats. These activities promote Air Force operations.

APPLICATION: This publication applies to regular Air Force military and civilian personnel and Air Force Reserve Command (AFRC) and Air National Guard (ANG) personnel when published in the AFRCIND 2 and ANGINDD 2. The doctrine in this document is authoritative, but not directive.

SCOPE: This Air Force TTP describes command and organizational relationships, execution using functional capabilities, and training requirements to conduct effective Counterthreat Operations (CTO). While these TTP principles are focused on expeditionary operations in high threat locations, the tactical doctrine principles remain the same for home-station operations.

- Describes proper employment of specific assets
- Considers:
 - Objectives
 - Conditions
- Closely associated with equipment and therefore changes more rapidly



Doctrine Provides...



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- **Describes AF operations across all domains to achieve effects throughout the range of military operations**
 - Informs the **commander of Air Force forces (COMAFFOR) and staff** on the best ways to organize, plan, support, and *fight* with Airpower
 - Must provide guidance from peace through major ops
- **Should express Airman's perspective in terms best suited to Airmen and airpower**
 - Airmen have a different view of operations that complements, but does not replace, other military instruments of national power
 - Should integrate with joint team and sister Services without compromising basic tenets of Airpower

Focusing on the COMAFFOR keeps the discussion at the operational level



Who is Doctrine For?



Develop America's Airmen Today ... for Tomorrow

- Air Force doctrine should be “**COMAFFOR-centric**”
 - Focused at the **operational** level
 - Defines **functions** and **tasks** (common terminology)
 - Defines **COMAFFOR’s roles and responsibilities**
 - Explains roles and responsibilities of the COMAFFOR’s **staff**
 - Explains **command relationships**
 - Provides **organizational templates**
- **Because of this operational-level warfighting focus, not everything the Air Force does will be visible in doctrine**
 - Not written to highlight the relevancy of career fields or specific organizations
 - Not written to justify programmatic
 - Not written to capture buzzwords or catch-phrases of the moment



The Value of Doctrine: Volume 1



Develop America's Airmen Today ... for Tomorrow

“In the current turbulent environment . . . , **doctrine provides an informed starting point** for the many decisions Airmen make. Airmen no longer face the challenge of starting with a blank sheet of paper; **with doctrine, Airmen now have a good outline that helps answer several basic questions:**

- What is my **mission**? How should I **approach** it?
- What should my **organization** look like, and why?
- What are my **lines of authority** within my organization and within the joint force?
- What degrees of **control** do I have over my forces?
- How am I **supported**? Who do I call for more support?
- How should I articulate **what the Air Force provides** to the joint force?”



Sources of Doctrine: Volume 1



Develop America's Airmen Today ... for Tomorrow

“Doctrine should be based in critical analysis and the lessons of operations rather than driven by rapidly changing policies, promising technologies, individual personalities, budget battles, and politically trendy catch-phrases. **Doctrine should not be written to backwards-justify a policy position or codify a uniquely-tailored organization.** As such, doctrine reflects what has worked best with full consideration of what has worked poorly. In those instances in which experience is lacking or difficult to acquire, doctrine may be developed through analysis of exercises, wargames, and experiments. The military experience of other nations and non-defense organizations should also be considered.” [*Bolded in original*]



Questions?

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