

MQA-3 BDE: BRIGADE ALO DUTIES (OPERATIONAL)

PREREQUISITES: MQA-2

REQUIRED READING: ALO White Paper; Brigade ALO Roles And Missions

PURPOSE: Familiarize newly assigned ALOs with their primary duties by providing them with an overview of operations requirements.

Introduction - (Slide 2)

There are numerous operational duties for an ALO. In order to have flawless execution on the battlefield and in garrison, the ALO must learn the keys to specific duties. This lesson will cover the following topics:

- ❑ ALO Roles and Responsibilities
- ❑ Liaison Duties with the Army
- ❑ Flight Commander Duties
- ❑ ALO Field Duties
- ❑ Air Force Leadership

ALO Roles and Responsibilities – (Slides 3 - 7)

A Command Memorandum of Agreement (MOA) between Air Combat Command (ACC), Air Mobility Command (AMC), US Army Forces Command, and US Army Training and Doctrine Command, and AFI 13-106 exists which, among other things, provides common guidance for the assignment, duties and support of Tactical Air Control Parties (TACPs). According to the MOA, "the primary purpose of the TACP is to support Army maneuver units as a combat arm of the USAF". How this support is provided, and how the TACP is sustained through both USAF and USA channels is addressed in the MOA. However, this relationship is evolving and, presently it is a product of USAF and USA governing instructions, the above-cited MOA and local interagency support agreements.

From an overarching perspective, it is useful to review some of the more telling directives of the MOA that outline basic responsibilities (USAF and USA), and the specified TACP duties. In turn, these duties will be further expanded.

Both the ALO and the Army must be familiar with some common understandings from the MOA. The Army normally doesn't reference the MOA, so it is important for the ALO to instruct the Army on specific items pertinent to ALO requirements, alignment, and operations (next slide). They are as follows:

Requirements:

- ❑ TACPs and Air Support Operations Centers (ASOCs) are manned with combat essential manpower for specialized 24-hour operation of the Air Force Air Request Net (AFARN). Operating and maintaining the AFARN is considered mission essential to support Army units and TACP/ASOC personnel are not available for duties other than those related to Close Air Support (CAS) / Air Interdiction (AI) planning, control and coordination, unless specifically approved by the Corp or Division ALO (next slide).

Alignment:

- ❑ The ALO aligned with the highest Army headquarters on the installation (Division and below) functions as the ASOS commander and has operational control of all subordinate TACPs. ALOs aligned with echelons above Corp headquarters are directly subordinate to a NAF staff or agency.
- ❑ When deployed with a TACP, AMC Tactical Air Lift Officers (TALOs) remain under AMC's command, but are under the operational control of the ALO aligned with the highest Army maneuver headquarters on the installation or participating in the exercise/contingency.
- ❑ UCMJ authority for all USAF personnel assigned, TDY, or deployed to Air Support Operations Groups (ASOGs), Air Support Operations Squadrons (ASOSs), or Air Support Operations Flights (ASOFs) remains within USAF channels (next slide).

Operations:

- ❑ Advise the ground commander on the capabilities and use of tactical airpower, which includes tactical airlift, tactical air reconnaissance, close air support and interdiction.
- ❑ Provide tactical expertise and focal point required to ensure detailed integration of close air support operations with the fire and movement of ground operations.
- ❑ Assist the ground force commander in planning for tactical air support of ground operations.
- ❑ Be familiar with appropriate Army/unit organizations, missions, tactics and weapon systems.
- ❑ Assure TACP personnel and equipment is manifested for Army movements, exercises and contingencies.
- ❑ Arrange for liaison visits of Army personnel to Air Force bases and units; coordinate visits of Air Force personnel to Army posts.
- ❑ Actively participate in the defense of supported unit command post when under direct assault by opposing forces during contingencies/combat operations.

With the foregoing established, there are other implied duties for which little specific guidance exists. The following discussion attempts to highlight and make recommendations on how to proceed in these areas absent from AFI/MOA directives.

Liaison Duties with the Army – (Slides 8-10)

Reference AFI 13-106 paragraph 2.2.2, the TACP advises the supported Army unit commander and staff on the capabilities and use of air power, provides USAF tactical expertise and a focal point for detailed integration of CAS with the fire and maneuver of ground forces, and provides coordination and attack planning for joint suppression of enemy air defenses (JSEAD) operations (among other things). Similarly, the ALO coordinates CAS mission requirements with the Fire Support Element (FSE) and Army Airspace Command and Control (A2C2) element, integrates CAS with the Army scheme of maneuver, coordinates with Army staff agencies for TACP messing, facilities, POL supplies, vehicle maintenance, and seeks opportunities to train army staff with ASOG-supplied lesson plans.

Depending upon the experience of the Army Commander and his staff, CAS may be welcomed as a complementary capability to their direct fire weapons. This understanding is usually the product of having seen CAS used effectively in direct support of the ground scheme of maneuver while not limiting the employment of other direct/indirect fire weapons. Conversely, if faced with an Army Commander and/or staff who have had a negative experience with CAS, one could be placed in the position of having to "sell" them on the merits of CAS. While one does not automatically lead to the other, a unit with poor CAS understanding is likely to have weakly defined CAS integration procedures. This is one of the more compelling reasons to train the supported Army unit to consider CAS among its many ways to focus battle effects and deserving of the same consideration as its other tools.

With a common understanding of the force multiplying effect of CAS, the TACP can set about the task of efficiently integrating CAS requirements into the supported unit's planning and execution processes. A good place to start investigating training opportunities is the supported unit's Standard Operating Procedures (SOP). This document should contain the unit's stated procedures for everything from combat planning to command and control relative to organizational requirements, such as, planning phases and synchronization drills, meetings and required attendance, and briefing content and format. The SOP needs to be amended if it does not treat the full scope of CAS integration issues.

There are many moving parts to an Army unit in the field. Among other things, the principle mandate for the supported unit is to organize and move into its mutual supportive position on the battlefield, set up operations to be ready to receive warning/planning orders. These are turned into operations orders for the unit to execute in concert with other units to form a cohesive battle plan. Integrating CAS into this machine starts prior to deployment. With a newly amended SOP you now have a wedge with which to assert your logistical requirements. For example, if the SOP directs the TACP to support a battalion/squadron in a certain manner (forward with the command track, or in concert with Scout/COLT...) that TACP must be equipped and positioned accordingly. This means that the TACP supporting a lower echelon must be considered in the formative planning stages either by being present for the meetings, *or relying on the Army's understanding of necessary TACP support*. Your ability to arrive at common understanding on CAS integration requirements prior to deployments will pay huge dividends in the field (next slide).

Important points to develop common understanding of the value of CAS and the necessary integration requirements are:

- ❑ Becoming an integral part of the unit's planning cycle, such that, CAS requirements are considered in the Warning Order analysis phase and consequently included in the Operations Order, annex D

- ❑ Sensitivity for Air Operations Center (AOC) imposed deadline to receive pre-planned CAS requests. Pre-plans must be reviewed by ASOC Director, FDO and G/S-3 Air. The supported Army unit's (Brigade/Regiment) Aviation Liaison Officer is usually the person who passes this information to the AOC via routine courier runs. He must understand that this information must be delivered prior to the deadline if the supported Army unit is to expect the planned CAS effect. Granted, failing attempts to get the information to the AOC in time to be published in the ATO, immediate CAS procedures can be supplanted. However, the critical step of supplying the tasked USAF unit with detailed ATO information is degraded. Voice communications must now fill the gap at the expense of time and situational awareness.
- ❑ The advantage of proper TACP placement in the Tactical Operations Center (TOC). Close coordination is required between the TACP, Fire Support Officer (FSO) and A2C2 while still being able to monitor the progress of the battle. The TACP should be considered an essential part of the commander's battle staff, able to stay up with the pace of the battle and to respond to time-sensitive tasking.
- ❑ The manning concept behind TACP support to the Army. The TACP is manned and organized to support operations in the TOC and at forward positions. Similarly, the TACP is trained to perform specific functions in deference to the Army approach to task accomplishment. The Air Force system prohibits an ETAC from performing duties for which he has not been training. In a deployed environment it is not uncommon for the Army staff (Sergeant major) to request help from the TACP for tasks ranging from guard duty to excrement incineration. The Army must understand that the Air Force imposes certain restrictions on our ability to perform some tasks, and that relegating such additional duties to the USAF degrades our ability to perform the mission (as stated in the MOA) because of the way we are manned.
- ❑ Proper utilization of TACPs by Brigade, Regimental, Battalion, and Squadron commanders. Tactical application of TACPs at various command levels can involve issues such as, observation position locations, dependency upon Army transportation/security forces, TACS/AAGS implications for CAS request approval, and answering the question, "is it CAS or AI"? Should the TACP aligned with a Battalion be co-located and move in concert with the command element, or allowed to be autonomous and react to the flow of the battle.
- ❑ The combat multiplying effect of CAS. Do not think that the Army staff is knowledgeable about different CAS platform's capabilities and limitations. Cruise time from the forward operating locations, fighting formations, airborne Forward Air Controller (FAC) implications, loiter time, to name a few differences among various CAS platforms may be lost on the Army staff unless they are briefed in advance. Capabilities of actual CAS allocations should be treated real-time, but the Army staff should be sensitized for platform-related subtleties. Similarly, weapons effects and "standard CAS loads" should be presented to the staff planners. This is an area where the Army has considerable expertise, but the emphasis should be placed on appropriate doctrinal integration to achieve massed fires to complement the ground forces commander's objectives (next slide).

Many such examples exist. The idea is to educate the principle Army players on CAS and TACP integration requirements. This education could take the form of scheduled TOC/TAC exercises, ad hoc field exercises, formal classes or one-on-one discussions. It is critical that a basic understanding of CAS implications and TACP support requirements be reached with the supported Army unit prior to deploying on any training or contingency basis. It should be understood that this education is a two-way street. One can't expect the Army to roll out the red carpet and say, "Yes sir Air Force, whatever you need". The instructional cross flow that must exist between the TACP and the Army must use existing regulations as a foundation. Explaining concepts to the Army with a firm basis in joint war fighting doctrine will leave little room for misinterpretation. In addition to Joint Publications, the supported unit's SOPs are the equivalent of interservice agreements for how you fit into the overall operation. They are only as useful as your understanding of them.

Flight Commander Duties – (Slides 11-17)

Lead

Any leadership position requires that the leader be knowledgeable of and involved in the organization he leads. One can't lead from behind a desk. Loyalty, respect for the chain of command, meeting the responsibilities of one's office, and taking care of the people in one's charge are examples of things that a leader should demonstrate to his people at every opportunity (next slide).

Upon assuming duty as a flight commander, get a good hand-off from the outgoing flight commander. He should spin you up on personnel issues, ongoing projects, areas that need improvement and commander interest items. Stress the need for documentation. Next, meet with the squadron commander to get this perspective on current operations and identify his high interest items. Then, meet with the flight NCOIC. In this meeting, exchange information on respective experience backgrounds, describe your leadership style and outline your expectations of him. Specifically, your Brigade NCOIC (flight chief) should understand that you expect him to meet administrative suspense for EPRs and award packages, track training and leave requirements and input scheduling data to avoid qualification and currency problems, assess Battalion composition and work group efficiency, and in his spare time to actively present himself as a model and mentor to those less experienced than himself. One of the cardinal mistakes that a new flight commander can make upon first assuming the job is to begin making changes without ascertaining why the unit functions as it does. What are the operational mandates, manning limitations, experience levels, and training status? This is the information you must draw from the NCOIC. Non-existent, badly broken or poorly managed programs will be the topics of future discussions and remedy (next slide).

A similar meeting with the battalion NCOs is useful. You should expect them to echo your concerns and priorities to their Airmen, but take the time to personally deliver this message to them via a meeting with all personnel. During this meeting, do not assume that even the basic responsibilities are understood. Assume that if you did not brief them on something as simple as the mandate to show up to work on time you will have a chronic tardy problem. Likewise, the NCOs and Airmen that comprise the Battalion support should understand your expectations of them. In particular, they are to mirror Air Force conduct and appearance standards, respect the authority of those appointed over them, be diligent about pursuing the highest level of competency appropriate for their level of training (CDCs, WAPS...), adapt, improvise and overcome, ask questions, and to take responsibility where little was implied.

In return, after you have specified what you expect, you owe them a description of what you will do for them. Then follow through. Nothing defiles a good plan faster than inconsistency in application and apathy. You will be a reliable conduit between themselves and the commander expressing their concerns and echoing those of the boss. You will work with the command support staff to ensure that suspense's are planned for and met. You will take every opportunity to positively highlight their performance to the commander by enforcing EPR and award quality, recommending them for advanced schools and operational TDYs. Most importantly, you should lead by example. Live the standards that you have set for them, be consistent and fair and demand that they reciprocate (next slide).

Manage

Flight commander management duties generally focus on personnel (personal and professional) and administrative issues. Among the various personnel issues to manage are leaves, TDYs, schools, assignments and training. Not that any one of the above is more important than another, but the burden of management requires that a certain priority be established. In reality, you will come to deal with these issues as they occur (reactive) unless you have a plan of attack. For example, one of your main functions is to manage the training of your NCOs and Airmen, such that, they are qualified to meet their combat responsibilities. Integrating training requirements with leaves, TDYs and schools require a proactive scheduling program. If a viable program does not exist, create one. A regular monthly scheduling meeting attended by all of the operations players (at a minimum) and looking forward at least 3 months will allow major events to be accommodated and lessen the need for reactive management. Additionally, it will become your template for change, in that, as mission requirements or personal issues force change, the published schedule is your starting point for referencing personnel availability and mission priorities.

Many variations are possible in organizing an effective scheduling process, but in general terms, pre-meeting sessions should be held between flight commanders and their NCOICs (Ops, Weather, Logistics and Maintenance), and between the current operations divisions (training, stan/eval, scheduling). The purpose for the pre-meeting is to establish scheduling priorities and inclusiveness prior to a formal scheduling meeting. Items to coordinate are projected leaves, TDYs, schools, supported Army unit training events, ASOS training events and CAS requirements for currency and proficiency. Approximately 5 days before the end of the current month, the scheduling officer convenes a formal scheduling meeting. Attendees should be: flight commanders; flight chiefs; lead NCOs for stan/eval, training, scheduling; Operations Superintendent; and others at your discretion. Detailed emphasis should be placed on the coming month with a separate look at the next quarter. The scheduling officer leads the meeting covering one week at a time by soliciting know and planned events. Where scheduling requirements overlap, events are prioritized relative to its mission essential value. Each ASOS should derive from the scheduling meeting as many products as required. Possible

combinations include: schedules covering the coming month (operations detail only), the next quarter (operations only, or combined Ops and leave), a six month look covering projected leaves, TDYs, schools, and major training events. The products that are created should be circulated through the flight commanders for final review, returned to the scheduling officer for needed corrections, and then presented to the Ops Sup and DO, in turn, for certification. Certified versions should be distributed via email to flight commanders and flight chiefs, and posted on squadron common areas. The scheduling officer should introduce inevitable changes that occur almost daily with approval from one of the certifying officials. The changes should be posted of the version located in squadron common areas.

Paperwork (Evaluations, awards, decorations, disciplinary, etc.)

It is useful to consider a flight commander's paperwork-load as a function of the unit's personnel cycle. That is, a predictable level of paperwork is generated by a new arrival, his eventual mission qualification (or lack thereof), good and bad deeds done while part of the unit, and an individual's permanent change or station or retirement. Several key management buzzwords focus attention on those things that make managing paperwork less painful. They are (in no particular order): organization, planning, common understanding among those who generate/process paper, and execution.

If many of the documents for which flight commander is responsible to the commander are predictable, then one could plan for their eventuality in two very important ways; managing due dates, content and common understanding. Using the Enlisted Performance Reports (EPR) as an example, first, Information management flight can generate a list of people that you supervise and their corresponding EPR closeout dates. You and your flight NCOIC should agree to suspense dates that allow you time to produce a quality product. Next, you and your NCOs should manage task assignments so as to spread the wealth when it comes to EPR material and training. One might consider making "EPR data" files a mandatory supervisory tool for all rater personnel, and then periodically call for a review of these files. More specifically, everyone within your flight that supervises people must have a good foundation in their basic responsibility. To that end, a flight commander should consider holding professional development meetings emphasizing evaluation / award / decoration writing and timely submission through the organization's chain of command (next slide).

Mobility Requirements (Yours and TACP's)

Equip

This section is not meant to replace the many supply and mobility instructions that guide both Air Force and Army programs. Rather, it will highlight the particular niche that an ASOS fills somewhere in the twilight between the two systems. First, although an ASOS is typically located on the Army installation with the unit(s) it supports, it is still a USAF organization dependent upon a parent USAF Wing for administrative, supply, and legal support. Additionally, there are specific supply and equipment needs driven by the supported Army unit's mission, such that, it is in the Army's best interest to provide. Indeed, the supported Army unit's required level of support of an ASOS is identified in local interagency support agreements. The local agreements, among other things, outline ASOS-specific equipment requirements. For example, the Army should provide chemical warfare mask ensembles because as we are deployed with them, we depend upon their organic capability to supply replacement parts. TACPs are issued field gear with the same rationale (next slide).

Personal Readiness

ASOS's have a worldwide deployable mission. As such, it is crucial that all mobility capable members have current immunizations, and have prepared wills and family consideration plans. Squadron ancillary training programs should include these areas of emphasis on an equal basis with M9/M-16 qualification, chemical warfare training, etc. Personal gear required for mobility capable members should be identified in squadron recall documents. Beyond this, the flight commander/ALO should take every opportunity to exercise the recall process and inspect each member's mobility equipment and personal gear. It should be understood that a proactive and compliant mobility program is at the heart of an ASOS's ability to deploy efficiently, be sustained properly and act as insurance for the protection of family members (next slide).

Maintain

Vehicle and equipment maintenance while in garrison is an ongoing process to ensure that these items are serviceable when called into duty. Another of the Army's support requirements is vehicle repair and servicing. Local MOAs direct the Army's level of support. Typically, vehicle maintenance is organized so that the motor pool of the aligned unit that the TACP supports (BN) is the responsible agency. It is not uncommon for the leadership of various motor pools to be unaware of existing support requirements. For example, the Army may treat USAF personnel in the same manner as Army troops who bring their vehicles in for repair by expecting USAF personnel to pitch in and help turning wrenches, cleaning up after repairs and staying with the vehicle through the course of repair. Additionally, Army motor pools may not understand that a TACP HMMWV has the same repair priority as a Bradley Fighting vehicle, and therefore takes priority over lesser non-weapon systems. All of the details are explained in local MOAs. Changes in Army personnel and local empires are examples of how the intended level of support can be subverted. Generally, this can be mollified through a good working relationship between the ASOS vehicle NCOIC and the various motor pools. Failing this, it may become necessary for the flight commander to intervene by raising the issue to the Brigade/Regiment Executive Officer/Commander. The key thing to consider with regard to vehicle readiness is that the TACP HMMWVs are considered weapon systems and are SORTS reportable. Below a certain percentage of readiness, a unit could be considered combat ineffective; something the Army leadership will understand.

ALO Field Duties (Slides 18 - 20)

While MQA-8 and MQA-11 detail more precise elements of the Army staff and TOC realities, the purpose of the section is to describe ALO field duties from load-out and deployment through reconstitution.

If most of the moving parts have been synchronized and you have instructed your supported unit well, deploying, setting up and conducting combat operations should be simple, right? In fact, yours and the hard work of others applied toward propositioning the unit to be able to deploy and conduct operations should be viewed as only a framework, a roadmap so to speak, from getting from one point in the process to another. The variables that impact good organizational plans are personnel changes and just plain friction.

The Army staff turns over much more frequently than does the AF. This means that well coordinated plans between previous regimes are lost on new appointees. Good handoffs between the incoming and outgoing mitigate this effect somewhat, but does not provide the same benefit as taking the time to properly instruct the Army staff. Additionally, coordinating interoperability between diverse units always involves meeting unforeseen challenges which equates to friction. Ideally, the basic framework will serve as a platform from which to deal with the unexpected.

Whether the TACP is billeted with the Army when deployed plays a part in determining how difficult pre-H hour coordination will be. During the staging phase, the Army conducts routine status meeting that the ALO must attend. These meeting set up the movement timetable and must be translated into impact on the TACP. The senior NCO (typically the BCT TOC NCOIC) should accompany the ALO to these meetings. He will direct the AF contingent's task accomplishment to meet the Army timelines (next slide).

After movement from the staging area to the forward operating location, the BCT NCOIC will be responsible for the activities of the BCT airmen/NCOs just as the BN NCOICs are responsible for their airmen. The supported Army unit's SOP will indicate the TOC layout in terms of where the TACP vehicles are marshaled (access and perimeter defense), however the ALO/BCT NCOIC should coordinate with the BCT Sgt Major prior to setting up the TACPO compound. BCT/CC update meeting will commence immediately after TOC setup. During these meeting billeting details will be briefed covering such aspects as: required personal defense ensembles, messing schedules, latrine details, guard duties, COMSEC... to name but a few. The ALO should keep the BCT NCOIC informed of this information to allow him to arrange work schedules for the airmen.

As subsequent chapters will indicate, ALO duties in the field with regard to coordinating and executing CAS requirements follows a predictable matrix set up by the Army staff. Operationally, the TACP is organized to support the Brigade and Battalion TOCs. Since the BCT and BN TOCs are not collocated, command and control is accomplished via routine communication checks and collective mission planning meeting that are designed to coordinate movement times, communication requirements, OP locations, contingencies, transportation, emergency evacuation and sustainment. Even though BN TACPs support an autonomous echelon of the BCT, the ALO is still responsible for ensuring their proper employment and support of BCT objectives. Remedies for poor employment (lack

of mutual support, inadequate transportation to and from OPs...) include coordinating through the BCT S3/CC to pulling BN TACP back to the BCT to operate from a centralized location (next slide).

Work groups and schedules should be setup in advance of deploying to the field, adjusted as required to support Army schedules. With the BCT TOC in operation, the ALO falls into the planning/execution cycle according to the flow of the contingency. As each battle is planned and CAS requirements are known, the task of forwarding CAS requests is paramount. The pre-planned CAS request is most common, in that, CAS availability is matched against the planned maneuver and laid out in the operations order. With the planning complete, the pre-planned request is drafted and forwarded to the AOC via the Army's Aviation Liaison Officer. This player is charged with routine movement of such requests to the next level of command. The ALO should identify this individual early, and coordinate his understanding of required timelines and persons to whom he must pass the request. During scheduled communication with the AOC via the AFRAN, the ALO should check to ensure receipt of the pre-planned request and be prepared to pass the information again, or in the form of an ad hoc request. Any discrepancy between planned CAS and actual should be immediately coordinated with the S3/FSO/Exec/CC. Executing CAS, while not the topic of this chapter, should begin with early communication with the CAS aircraft and confirmation of ETA, TOTs. Again, this information should be shared with S2/FSO/Exec/CC and ADA.

Air Force Leadership – (Slides 22 – 25)

Remain Current in Terminal Attack Control (TAC)

Reference AFI 13-102 paragraph 4.2, after initial mission ready qualification, ALOs must meet the recurring training requirements in tables 3.1 and 4.1. Additionally, they must perform at least one terminal attack control (IP to target) per quarter to remain current. Failure to perform this quarterly requirement will result in decertification if the task is not performed within 90 days of the training due date (next slide).

Instruct the Squadron in Area of Expertise – As applicable

Annual training requirements for all MQ/MR/TAC personnel include instructional unit presentation of aircraft capabilities, defensive systems and weapons effects. As a former aircrew member, the ALO may be the best qualified to conduct this training. The unit should have an active academics program incorporating this material. If you find it lacking, there are several resources to consider. These range from applicable 3-1 series (CLAS) CD-ROM (or SIPERNET) distributed through ACC channels to current reference material you may have from previous assignments. Networking with other ASOS's could yield valuable information as well (next slide).

Ensure Training Requirements are Met (Yours and TACP's)

The Flight Commander is ultimately responsible for certifying to the unit commander that those in his charge have met their training requirements. Functionally, NCOs are responsible for ensuring that their Airmen execute a coherent training program that has been organized and is tracked by the flight NCOIC, unit-training manager, and SELNCO. At the heart of identifying the training required, and by whom, and then matching this training requirement to projected training opportunities is a well-executed scheduling program. Where a training opportunity does not exist with which to satisfy a recurring/currency requirement, one must then be generated by coordinating the appropriate activity either with the supported Army unit, internal to the ASOS, or TDY-facilitated (next slide).

Maintain adequate fitness levels – Army and Air Force standards

The TACP job is physically demanding. As such, all ASOSs have implemented a mandatory physical training (PT) program. Generally, they mirror the Army's morning PT program. Enlisted TACP must pass the Army's annual PT test in addition to the Air Force ergonometric test. The morning PT formation should be considered a mandatory formation, followed by a standard "in uniform" time while in garrison. Many variations are possible for the conditioning format. For example, Monday, Wednesday and Friday are mass calisthenics days and Tuesdays are individual workout days, with Thursdays off.

Conclusion (Slide 26)

The foregoing treatment of ALO/Flight Commander duties is not to be considered complete assessment of the job(s). Like most positions of responsibility, experience (holding the position and working through issues) is the best teacher. That said, a guide that identifies common pitfalls and speeds up the learning process is useful.

A comment about the culture, history and traditions of the TACP community is appropriate, in that, these things play a part in the make-up of the troops you lead. In one form or another, the function of spotting the enemy position and coordinating offensive firepower has been recognized as a critical component of any military force. Much has been written about the successful generalship of Ghangis Khan, Alexander the Great, and Napoleon and their common belief in the value of ascertaining the position and strength of adversaries before engagement and more recently to accomplish this task while having the facility to direct firepower against it. In modern times, this task has fallen to organic elements of fighting units only to evolve as a doctrinal competency of the US Air Force. The ROMAD can therefore trace his heritage to the beginning as organized warfare.

TACP traditions are a modern contrivance built upon the same type of pride and accomplishment as those of any operational career field. To a point, they play an important part maintaining honor and esprit décor. While the ALO/Flight Commander represents the officer leadership of the TACP, he must remember that he is also a caretaker of their many traditions. This is not to say that one must oblige TACP traditions in deference to maintaining good order and discipline. For example, to a man, TACP members pride themselves on being "good in the field", as if that were the sole measure of their performance as NCOs and airmen. In reality, they must be just as good in garrison in order to maintain the efficiency of the unit. The lesson here is to equate meeting suspenses, writing quality EPRs, and being mentors and role models with expert performance in the field.

Lastly, while it is within the purview of the ALO/Flight Commander to evaluate current operations and make changes as required, it is a good policy to take the time to observe an existing operation before making wholesale changes. This approach will not only endear you to the troops, but may save you from defiling a process about which you may have limited expertise. As a knowledgeable colleague once remarked, "Always keep an NCO between you and any issue". Not a bad policy when you consider that he may have a decade or more of experience in the business to which you were only recently assigned.