SQ/CC
BATTLE BOOK

Version 4.1 (23 Mar 20)

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AFRC Mission/ Vision/ Strategic Plan

1. COMMANDER'S TOOLS

Quick Reference Numbers

Agency	Phone Number
Command Section	
Command Post	
Chaplain	
EO	
IG	
JA	
Medical	
SAPR	
Family Advocacy	
DPH	
DoD Safe Helpline	877-995-5247
Law Enforcement Desk	
OSI	
Safety	
Military Onesource	800-342-9647
AFRC Battle Watch	478-327-1234

Commander's Monthly Checklist

- Minimum required to review every month
- Mission Status (deployments, exercises, training, AFSC-readiness)
- Any health/welfare issues of members
- Deployed member update/contact
- SIGN:
  * ASIMS
  * SDP
  * Promotion Roster
  * Upgrade Training Review (UTM/CC Review, TRP/SEB, CDC progress)
  * Family Care Plans
  * ALMT
  * ART/SORTS/DRRS
  * OPR/EPRs
- REVIEW:
  * AFIS/MICT status/engagement (WIT replacement, IGEMS-CAP status/closure)
  * IMR
  * TAP/VOW
  * GOO/UOO
  * Mission Critical List (GTC status)
  * ODTA Process/Progression
  * Manning (ETS Roster [retention], hiring [TR & ART, RPA status], newcomers)
  * Discipline (unexcused absences, overdue F2F, GTC, performance/behavior, etc.)
  * Taskers
  * Budget Issues (spend plan progress/submission)
  * Fit to Fight (F2F)
  * Security Clearances
- Specific Training:
  * CEI
  * Cyber
  * Gas Mask/Filters
  * SAPR, Suicide Prevention
  * TFAT
- Strategic Planning (next UTA, 12-month plan, goals, holidays, deployments, ceremonies, etc)
- Recognition
- Safety
- Force Development (leadership positions, RSSB, RDEDB, REDB, R-O/EDP, RCSB, NCO/SNCOLDC, Deserving Airmen, Strat Matrix)
- Group/Wing/NAF Support (request for info, projects, status, AFSO21, STARNOMs, etc.)
- 'Personal' Professional Development

CFM/ MFM/ FAM Listing

CFM/MFM/FM Listing:

https://afrc.eim.us.af.mil/sites/A1/PDC/pdvirtreference/SitePages/Home.aspx

CFM Listing (CAO Nov 19)

Functional	AFS	CFM	ORG	DSN	EMAIL
CAF (Combat)	11B/F/H/R/S/U; 12B/F/K/R/S/U; 13B/D/L/M; 18A/E/G/R/S	Col Michael R. Cabral	HQ AFRC/A3	497-1122	Michael.cabral@us.af.mil;
MAF (Mobility)	11K/M, 12H/M	Col Lewis M (Mike) Ballard	HQ AFRC/A3M	497-0307	lewis.ballard@us.af.mil;
Space	13S/N	Col Darren Buck	HQ AFRC/DA3	472-6004	Darren.buck@us.af.mil;
Intel	14N	Col Brian Mueller	HQ AFRC/A2	497-0853	Brian.mueller@us.af.mil;
Weather	15W	Col Kathleen Quarnaccio (P) Maj Christopher Dyke (A)	HQ AFRC/A3O	497-0602 / 472-6106	kathleen.quarnaccio@us.af.mil; christopher.dyke.1@us.af.mil;
RAS	16F	Col Mark Cumbee	HQ AFRC/A3	497-1123	mark.k.cumbee.mail@mail.mil; mark.cumbee@us.af.mil;
Pos-Mil	16P	Col Mark Cumbee	HQ AFRC/A3	497-1123	mark.k.cumbee.mail@mail.mil; mark.cumbee@us.af.mil;
Cyber Ops/Info Ops	17D, 14F	Col Jerald Narum (P) Maj Melissa Milas (A)	HQ AFRC/A6	497-1776/ 497-2480	jerald.narum@us.af.mil; Melissa.milas.1@us.af.mil;
Aircraft MXS	21A/M	Col Michael B Wood	HQ AFRC/A4	497-1602	michael.wood@us.af.mil;
Log Readiness	21R	Col Gretchen Wiltse (P) Col Heather McCue (A)	HQ AFRC/A4R	497-1737/ 497-1818	heather.mccue@us.af.mil; Gretchen.wiltse.1@us.af.mil;

CFM Listing (CAO Nov 19)

Functional	AFS	CFM	ORG	DSN	EMAIL
SF	31P	Col Jeff Prindle	HQ AFRC/A4S	497-2165	jeff.prindle@us.af.mil;
CE	32E	Col Cheryl Deloughery	HQ AFRC/A4	497-1080	cheryl.deloughery.1@us.af.mil;
PA	35P	Col Chad Gibson	HQ AFRC/PA	497-1750	Chad.gibson@us.af.mil;
FSS, Exec, Gp CC	38F	Col Lisa Craig (P) Col Jeanette Clark	HQ AFRC/A1	497-1218 /497-0524	lisa.craig.3@us.af.mil; jeannette.clark@us.af.mil;
Health Services	41X	Col Kristin Hillery	HQ AFRC/SG	497-1897	kristin.hillery@us.af.mil;
Biomedical Sciences	43X	Lt Col Jessica Dees	HQ AFRC/SGOM	497-2398	jessica.dees.1@us.af.mil;
Physician	44X, 45X, 48X	Col Keith Schlechte	HQ AFRC/SGOM	497-0605	Keith.schlechte.1@us.af.mil;
Nurse	46X	Col Sherry Hemby	HQ AFRC/SGN	497-0992	Sherry.hemby@us.af.mil;
Dental	47X	Col William Dunlap	HQ AFRC/SGD	497-2041	william.dunlap@us.af.mil;
Judge Advocate	51J	Col Paula McCarron	HAF/JAR	240-612-4841	paula.mccarron.1@us.af.mil;
Chaplain	52R	(Col) Chaplain Randy Marshall	HQ AFRC/HC	497-1471	Randy.marshall@us.af.mil;

CFM Listing (CAO Nov 19)

Functional	AFS	CFM	ORG	DSN	EMAIL
Ops Research Analyst	61A	Col Anne Johnson	HAF SAF/IEN	719-333-2147	anne.johnson.1@us.af.mil;
Sci, Eng, Acq	61C/D, 62E, 63A	Col Robert Mantz Lt Col Connie Clay (A)	HAF SAF/AQX AFRL/RWF	260-1900 872-5346	robert.mantz@us.af.mil; connie.clay.1@us.af.mil;connie.l.clay4 .mil@mail.mil
Contracting	64P	Col Andrew J. Leone	HAF SAF/AQC	571-256-2396	Andrew.leone@us.af.mil;
Financial Mgmt	65X	Col Kathryn (Kathy) Mercer	AFMC/RMFA	969-8517	kathryn.mercer.2@us.af.mil; kathryn.mercer@navy.mil
OSI	71S	Col Michael Mentavlos; Col Adrienne Pederson	AFOSI/HQ	240-8891	Michael.mentavlos@us.af.mil; adrienne.pederson@us.af.mil;
Historians	84H	Mr. Kevin Burge	AFRC/HO	497-0131	kevin.burge@us.af.mil;

MFM Listing (CAO Nov 19)

CAREER FIELD	AFS	PRIMARY MFM	RANK	ORG	DSN	COMM	EMAIL
Operations							
Aircrew Operations							
In-Flight Refueling	1A0X1	Senigo, Michael	CMSgt	AFRC/A3RB	497-0531	832-920-8440	michael.senigo.1@us.af.mil
Flight Engineer	1A1X1	Senigo, Michael	CMSgt	AFRC/A3RB	497-0531	832-920-8440	michael.senigo.1@us.af.mil
Aircraft Loadmaster	1A2X1	Senigo, Michael	CMSgt	AFRC/A3RB	497-0531	832-920-8440	michael.senigo.1@us.af.mil
Airborne Mission Systems Operator	1A3X1	Senigo, Michael	CMSgt	AFRC/A3RB	497-0531	832-920-8440	michael.senigo.1@us.af.mil
Flight Attendant	1A6X1	Senigo, Michael	CMSgt	AFRC/A3RB	497-0531	832-920-8440	michael.senigo.1@us.af.mil
Special Missions Aviation	1A9X1	Senigo, Michael	CMSgt	AFRC/A3RB	497-0531	832-920-8440	michael.senigo.1@us.af.mil
Cyberspace							
Cyber Warfare Operations	1B4X1	Stokes, Terrance	CMSgt	AFRC/A6OD	497-1225	478-327-1225	terrance.stokes@us.af.mil
Command Control Systems Operations							
Aviation Resource Management	1C0X2	Brodzinski, Roger	CMSgt	AFRC/A3RA	497-1145	478-327-1145	roger.brodzinski@us.af.mil
Air Traffic Control	1C1X1	Abel, Patrick	MSgt	AFRC/A3OA	472-6102	478-222-6102	patrick.abel@us.af.mil
Combat Control	1C2X1						
Command Post	1C3X1	Dixon, Terrence	SMSgt	AFRC/A3NP	497-1164	478-327-1164	terrence.dixon.3@us.af.mil
Tactical Air Control Party (TACP)	1C4X1	Roche, Matt	CMSgt	AFRC/A3J	497-1490	478-327-1490	matthew.roche@us.af.mil
Command & Control Battle Management Ops	1C5X1						
Space Systems Operations	1C6X1	Hampton, Patrick	CMSgt	AFRC/A30S	497-1173	478-327-1173	patrick.hampton.2@us.af.mil
Airfield Management	1C7X1	Claytor, Caleshia	MSgt	AFRC/A30A	497-1274	478-327-1274	caleshia.claytor@us.af.mil
Radar, Airfield and Weather Systems	1C8X3	Sheputa, Tom	Mr.	AFRC/A30A	497-0533	478-327-0533	thomas.sheputa@us.af.mil
Terminal Instrument Procedures (TERPS)	1C1X1	Vacant		AFRC/A30A	472-6000	478-222-6000	
Airfield Operations	13M	Hunt, John	Mr.	AFRC/A30A	497-0305	478-327-0305	john.hunt.15@us.af.mil
Range Planning and Operations	11F	Vacant		AFRC/A30A			
Airspace Management	1C1X1	Vacant		AFRC/A30A			
Intelligence							
Airborne Cryptologic Language Analyst	1A8X1	Havens, Haisshia	CMSgt	AFRC/A2	497-1190	478-327-1190	haisshia.havens.1@us.af.mil
Airborne ISR Operator	1A8X2	Havens, Haisshia	CMSgt	AFRC/A2	497-1190	478-327-1190	haisshia.havens.1@us.af.mil
All Source Intelligence Analyst	1N0X1	Havens, Haisshia	CMSgt	AFRC/A2	497-1190	478-327-1190	haisshia.havens.1@us.af.mil
Geospatial Intelligence	1N1X1A	Havens, Haisshia	CMSgt	AFRC/A2	497-1190	478-327-1190	haisshia.havens.1@us.af.mil
Electronic & Communications Signals Intelligence Analyst	1N2X1A/C	Havens, Haisshia	CMSgt	AFRC/A2	497-1190	478-327-1190	haisshia.havens.1@us.af.mil
Cryptologic Language Analyst	1N3X1	Havens, Haisshia	CMSgt	AFRC/A2	497-1190	478-327-1190	haisshia.havens.1@us.af.mil
Digital Network & Analysis & Production Fusion Analysts	1N4X1A/B	Havens, Haisshia	CMSgt	AFRC/A2	497-1190	478-327-1190	haisshia.havens.1@us.af.mil
Human Intelligence Specialist	1N7X1	Havens, Haisshia	CMSgt	AFRC/A2	497-1190	478-327-1190	haisshia.havens.1@us.af.mil
Targeting Analyst	1N8X1	Havens, Haisshia	CMSgt	AFRC/A2	497-1190	478-327-1190	haisshia.havens.1@us.af.mil
Scientific Applications Specialist	9S100	Havens, Haisshia	CMSgt	AFRC/A2	497-1190	478-327-1190	haisshia.havens.1@us.af.mil
Aircrew Flight Equipment							
Aircrew Flight Equipment	1P0X1	Miller, Paul	CMSgt	AFRC/A3RF	497-0029	478-327-0029	paul.miller.17@us.af.mil
Safety							
Safety	1S0X1	Lawson, Keith	CMSgt	AFRC/SEW	472-5841	478-222-5841	keith.lawson.1@us.af.mil
Aircrew Protection							
Survival, Evasion, Resistance, and Escape	1T0X1	Thompson, Jake	CMSgt	AFRC/A3J	497-0399	478-327-0399	jake.thompson@us.af.mil
Pararescue	1T2X1	Roche, Matt	CMSgt	AFRC/A3J	497-1490	478-327-1490	matthew.roche@us.af.mil
Remotely Piloted Aircraft (RPA)							
Sensor Operator	1U0X1	Senigo, Michael	CMSgt	AFRC/A3RB	497-0531	832-920-8440	michael.senigo.1@us.af.mil
Weather							
Weather Ops	1W0X1	Meunier, Stephen	SMSgt	AFRC/A3OW	497-0306	478-327-0306	stephen.meunier@us.af.mil

MFM Listing (CAO Nov 19)

CAREER FIELD	AFS	PRIMARY MFM	RANK	ORG	DSN	COMM	EMAIL
Logistics							
Aerospace Maintenance							
Avionics Test Station and Components	2A0X1	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
SOF/PR Integrated Com/Nav/Mission Sys	2A2X1	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
SOF/PR Integrated Instrument & Flt Cont Sys	2A2X2	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
SOF/PR Integrated Electronic Warfare Sys	2A2X3	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Tactical Aircraft maintenance	2A3X3	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Fighter Aircraft Integrated Avionics	2A3X4	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Advanced Fighter Aircraft Integrated Avionics	2A3X5	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Tactical Aircraft Maintenance (5th Generation)	2A3X7	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Remotely Piloted Aircraft Maintenance	2A3X8	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Airlift/Special mission Aircraft maintenance	2A5X1	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Helicopter/Tiltrotor Aircraft Maintenance	2A5X2	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Mobility Air Forces Electronic Warfare Systems	2A5X3	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Refuel/Bomber Aircraft Maintenance	2A5X4	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Aerospace Propulsion	2A6X1	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Aerospace Ground Equipment	2A6X2	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Aircrew Egress Systems	2A6X3	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Aircraft fuel Systems	2A6X4	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Aircraft hydraulic Systems	2A6X5	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Aircraft Electrical and Environmental Systems	2A6X6	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Aircraft Metals Technology	2A7X1	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Nondestructive inspection	2A7X2	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Aircraft Structural Maintenance	2A7X3	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Low Observable Aircraft Structural Maintenance	2A7X5	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Mobility Air Forces Integrated Comm/Nav/Mission Sys	2A8X1	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Mobility Air Forces Integrated Instrument & Flt Control Sys	2A8X2	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Bomber/Special Integrated Comm/Nav/Mission Sys	2A9X1	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Bomber/Special Integrated Instrument & Flt Control Sys	2A9X2	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Bomber/Special Electronic Warfare & Radar Surveillance Integrated Avionics	2A9X3	Waugaman, Scott	CMSgt	AFRC/A4M	472-5877	478-222-5877	scott.waugaman.2@us.af.mil
Fuels							
Fuels	2F0X1	Strub, Ryan	CMSgt	AFRC/A4RF	497-1672	478-327-1672	ryan.strub@us.af.mil
Logistics Plans							
Logistics Plans	2GXXX	Rice, Todd	CMSgt	AFRC/A4RF	497-1712	478-327-1712	todd.rice.1@us.af.mil
Missile Maintenance							
Missile and Space Systems Elect Maintenance	2M0X1						
Missile and Space Systems Maintenance	2M0X2						
Missile and Space Facilities	2M0X3						
Precision Measurement							
Precision Measurement Equipment Laboratory	2P0X1						
Maintenance Management							
Maintenance Managemetn Analysis	2R0X1	Billiot, Amy	CMSgt	AFRC/A4MM	497-2488	478-327-2498	amy.billiot.1@us.af.mil
Maintenance Management Production	2R1X1	Billiot, Amy	CMSgt	AFRC/A4MM	497-2488	478-327-2498	amy.billiot.1@us.af.mil
Materiel Management							
Materiel Management	2S0X1	Major, Lorna (Elaine)	CMSgt	AFRC/A4RF	472-6034	478-222-6034	lorna.major.3@us.af.mil
Transport and Vehicle Management							
Traffic Management	2T0X1	Walker, Deron	MSgt	AFRC/A4RF	497-2002	478-327-2002	deron.walker@us.af.mil
Vehicle Operations	2T1X1						
Air Transportation	2T2X1	Dauphinais, Matthew	SMSgt	AFRC/A4RF	497-0724	478-327-0724	matthew.dauphinais@us.af.mil

MFM Listing (CAO Nov 19)

CAREER FIELD	AFS	PRIMARY MFM	RANK	ORG	DSN	COMM	EMAIL
Vehicle Maintenance							
Mission Generation Vehicular Equipment Maintenance	2T3X1						
Fleet Management and Analysis	2T3X7	Orso, Michael	CMSgt	AFRC/A4RF	497-1623	478-327-1623	michael.orso.2@us.af.mil
Munitions and Weapons							
Munitions Systems	2W0X1		CMSgt	AFRC/A4MS	497-1657	478-327-1334	jason.urquhart.1@us.af.mil
Aircraft Armament System	2W1X1	Moore, Christopher	SMSgt	AFRC/A4MS	497-1656	478-327-1656	christopher.moore.11@us.af.mil
Support							
Cyberspace Support							
Knowledge Operations Management	3D0X1	Stokes, Terrance	CMSgt	AFRC/A6OD	497-1225	478-327-1225	terrance.stokes@us.af.mil
Cyber Systems Operations	3D0X2	Stokes, Terrance	CMSgt	AFRC/A6OD	497-1225	478-327-1225	terrance.stokes@us.af.mil
Cyber Security	3D0X3	Stokes, Terrance	CMSgt	AFRC/A6OD	497-1225	478-327-1225	terrance.stokes@us.af.mil
Computer Systems Programming	3D0X4	Stokes, Terrance	CMSgt	AFRC/A6OD	497-1225	478-327-1225	terrance.stokes@us.af.mil
Client Systems	3D1X1	Gardner, Daniel	CMSgt	AFRC/A6OD	497-1842	478-327-1842	Daniel.Gardner@us.af.mil
Cyber Transport Systems	3D1X2	Gardner, Daniel	CMSgt	AFRC/A6OD	497-1842	478-327-1842	Daniel.Gardner@us.af.mil
RF Transmission Systems	3D1X3	Gardner, Daniel	CMSgt	AFRC/A6OD	497-1842	478-327-1842	Daniel.Gardner@us.af.mil
Spectrum Operations	3D1X4	Gardner, Daniel	CMSgt	AFRC/A6OD	497-1842	478-327-1842	Daniel.Gardner@us.af.mil
Cable and Antenna Systems	3D1X7	Gardner, Daniel	CMSgt	AFRC/A6OD	497-1842	478-327-1842	Daniel.Gardner@us.af.mil
Civil Engineering							
Electrical Systems	3E0X1	Nicholson, Jenny	CMSgt	AFRC/A4CX	497-1095	478-327-1095	jenny.nicholson@us.af.mil
Electrical Power Production	3E0X2	Nicholson, Jenny	CMSgt	AFRC/A4CX	497-1095	478-327-1095	jenny.nicholson@us.af.mil
Heating, Ventilation, AC, & Refrigeration	3E1X1	Nicholson, Jenny	CMSgt	AFRC/A4CX	497-1095	478-327-1095	jenny.nicholson@us.af.mil
Pavements and Construction Equipment	3E2X1	Nicholson, Jenny	CMSgt	AFRC/A4CX	497-1095	478-327-1095	jenny.nicholson@us.af.mil
Structural	3E3X1	Nicholson, Jenny	CMSgt	AFRC/A4CX	497-1095	478-327-1095	jenny.nicholson@us.af.mil
Water and Fuel Systems Maintenance	3E4X1	Nicholson, Jenny	CMSgt	AFRC/A4CX	497-1095	478-327-1095	jenny.nicholson@us.af.mil
Pest Management	3E4X3	Nicholson, Jenny	CMSgt	AFRC/A4CX	497-1095	478-327-1095	jenny.nicholson@us.af.mil
Engineering	3E5X1	Nicholson, Jenny	CMSgt	AFRC/A4CX	497-1095	478-327-1095	jenny.nicholson@us.af.mil
Operations Management	3E6X1	Nicholson, Jenny	CMSgt	AFRC/A4CX	497-1095	478-327-1095	jenny.nicholson@us.af.mil
Fire Protection	3E7X1	Nicholson, Jenny	CMSgt	AFRC/A4CX	497-1095	478-327-1095	jenny.nicholson@us.af.mil
Explosive Ordinance Disposal	3E8X1	Nicholson, Jenny	CMSgt	AFRC/A4CX	497-1095	478-327-1095	jenny.nicholson@us.af.mil
Emergency Management	3E9X1	Nicholson, Jenny	CMSgt	AFRC/A4CX	497-1095	478-327-1095	jenny.nicholson@us.af.mil
Historian							
Historian	3H0X1	Loney, Keith L.	Mr.	AFRC/HO	497-0776	478-327-0776	keith.loney@us.af.mil
Public Affairs							
Broadcast Journalist	3N0X2	Biscoe, Andrew	CMSgt	AFRC/PAR	497-1751	478-327-1751	andrew.biscoe.1@us.af.mil
Photojournalist	3N0X5	Biscoe, Andrew	CMSgt	AFRC/PAR	497-1751	478-327-1751	andrew.biscoe.1@us.af.mil
Security Forces							
Security Forces	3P0X1	Caldwell, Michael	CMSgt	AFRC/A4SM	497-0107	478-327-0107	michael.caldwell.4@us.af.mil
Mission Support							
Personnel	3F0X1	Kruger, Kelly	CMSgt	AFRC/A1	497-1264	478-327-1264	kelly.kruger.4@us.af.mil
Services	3F1X1	Kelly, Daniel	CMSgt	AFRC/A1RY	497-0341	478-327-0341	daniel.kelly@us.af.mil
Equal Opportunity	3F4X1	Floyd, Grady Lee	Mr.	AFRC/A1KQ	497-0294	478-327-0294	grady.floyd@us.af.mil
Education & Training	3F2X1	Besselman, John	SMSgt	AFRC/A1KE	497-0240	478-327-0240	john.besselman.1@us.af.mil
Administration	3F5X1	McFadden, Bernalhee	SMSgt	AFRC/A1RY	497-0248	478-327-0248	bernalhee.mcfadden@us.af.mil

CAREER FIELD	AFS	PRIMARY MFM	RANK	ORG	DSN	COMM	EMAIL
Medical							
Medical							
Health Service Management	4A0X1	Rabel, Angela	CMSgt	AFRC/SGS	472-6080	478-222-6080	angela.rabel@us.af.mil
Medical Material	4A1X1	Windhom, Eric	SMSgt	AFRC/SGXO	497-1000	478-327-1000	eric.windhom@us.af.mil
Biomedical Equipment	4A2X1	Windhom, Eric	SMSgt	AFRC/SGXO	497-1000	478-327-1000	eric.windhom@us.af.mil
Bioenvironmental Engineering	4B0X1	Scott, Jason	SMSgt	AFRC/SGOM	497-1478	478-327-1478	jason.l.scott14.mil@mail.mil
Mental Health Service	4C0X1	Traurig, Dawn	SMSgt	AFRC/SGS	497-2000	478-327-2000	dawn.traurig@us.af.mil
Diet Therapy	4D0X1	Rabel, Angela	CMSgt	AFRC/SGS	472-6080	478-222-6080	angela.rabel@us.af.mil
Public Health	4E0X1	Key, Savannah	MSgt	482/SGPB	535-7623	786-415-7623	savannah.key.1@us.af.mil
Cardiopulmonary Laboratory	4H0X1	Smith, David	CMSgt	AFRC/SGN	497-1893	478-327-1893	david.smith.108@us.af.mil
Physical Medicine	4J0X2	Traurig, Dawn	SMSgt	AFRC/SGN	497-2000	478-327-2000	dawn.traurig@us.af.mil
Aerospace Medical Service	4N0X1	Smith, David	CMSgt	AFRC/SGN	497-1893	478-327-1893	david.smith.108@us.af.mil
Surgical Service	4N1X1	Smith, David	CMSgt	AFRC/SGN	497-1893	478-327-1893	david.smith.108@us.af.mil
Pharmacy	4P0X1	Rabel, Angela	CMSgt	AFRC/SGS	472-6080	478-222-6080	angela.rabel@us.af.mil
Radiology	4R0X1	Rabel, Angela	CMSgt	AFRC/SGS	472-6080	478-222-6080	angela.rabel@us.af.mil
Medical Laboratory	4T0X1	Smith, David	CMSgt	AFRC/SGN	497-1893	478-327-1893	david.smith.108@us.af.mil
Histopathology	4T0X2	Smith, David	CMSgt	AFRC/SGN	497-1893	478-327-1893	david.m.smith242.mil@mail.mil
Ophthalmic	4V0X1	Rabel, Angela	CMSgt	AFRC/SGS	472-6080	478-222-6080	angela.rabel@us.af.mil
Dental							
Dental Assistant	4Y0X1	Smith, David	CMSgt	AFRC/SGN	497-1893	478-327-1893	david.smith.108@us.af.mil
Dental Laboratory	4Y0X2	Smith, David	CMSgt	AFRC/SGN	497-1893	478-327-1893	david.smith.108@us.af.mil
Professional							
Paralegal							
Paralegal	5J0X1	Hamann, Barbara	CMSgt	AFRC/JA	497-1587	478-327-1587	barbara.hamann@us.af.mil
Religious Affairs							
Religious Affairs	5R0X1	Gray, Natalie	CMSgt	AFRC/HC	497-1473	478-327-1473	natalie.l.gray2.mil@mail.mil
Acquisition							
Contracting							
Contracting	6C0X1	Delamarter, Ramona	Mrs.	AFRC/PKO	497-0588	478-327-0588	ramona.delamarter.1@us.af.mil
Financial							
Financial Management & Comptroller	6F0X1	Harrison, Denise	CMSgt	AFRC/FM	497-1430	478-327-1430	denise.harrison@us.af.mil
Special Duty Identifiers							
Career Assistance Advisor	8A100	Plummer, Kenneth		AFRC/A1K	497-0285	478-327-0285	kenneth.plummer.2@us.af.mil
Military Trg Instructor	8B000	Strange, Tamara	CMSgt	433 TRS/SS	473-2059	210-671-2059	tamara.strange@us.af.mil
Military Training Liaison	8B100	Strange, Tamara	CMSgt	433 TRS/SS	473-2059	210-671-2059	tamara.strange@us.af.mil
Academy Military Training NCO	8B200						
Airmen & Family Readiness NCO	8C000	Kelly, Daniel F	CMSgt	AFRC/A1RY	497-0341	478-327-0341	daniel.kelly@us.af.mil
First Sergeant	8F000	Dennis, Travon W	CMSgt	AFRC/CCCF	497-1020	478-327-1020	travon.dennis@us.af.mil
Honor Guard	8G000	Kelly, Daniel F	CMSgt	AFRC/A1RY	497-0341	478-327-1264	daniel.kelly@us.af.mil
Superintendent, Inspections (IG)	8I000	Kissire, Michael	CMSgt	AFRC/IG	497-2336	478-327-2336	michael.kissire@us.af.mil
Inspections Coordinator (IG)	8I100	Kissire, Michael	CMSgt	AFRC/IG	497-2336	478-327-2336	michael.kissire@us.af.mil
Defense Courier	8P000	Havens, Haisshia	CMSgt	AFRC/A2	497-1190	478-327-1190	haisshia.havens.1@us.af.mil
Defense Attache	8P100	Havens, Haisshia	CMSgt	AFRC/A2	497-1190	478-327-1190	haisshia.havens.1@us.af.mil
Enlisted Accessions Recruiter	8R000	Vargo, Jean R	CMSgt	AFRC/RS	497-0671	478-327-0671	jean.vargo.1@us.af.mil
Professional Military Education Instructor	8T000	VACANT					
Reporting Identifiers							
Command Chief	9E000	White, Timothy	CMSGT	AFRC/CCC	497-1011	478-327-1011	timothy.white.7@us.af.mil
Group Superintendent	9G100	White, Timothy	CMSGT	AFRC/CCC	497-1011	478-327-1011	timothy.white.7@us.af.mil

FAM Listing (CAO Jan 20)

Dir	Primary / Alternate	Functional Area	Off Sym	UTC Group	FAM Rank	FAM Last Name	FAM First Name	FAM Phone	AFSCs	NIPR Email
A1	Primary	Personnel/Services/Tng	A1RR	RF, 6KD	Civ	Houey	Renee	497-1503	3F0/3F1/38F/38P/3F4/3F2/3F3	elsie.houey.1@us.af.mil
A1	Alternate	Personnel/Services/Tng	A1RR	RF, 6KD(3F5)	SMSgt	Matthews	Shakela	497-1067	3F0/3F1/38F/38P/3F4/3F2/3F3	shakela.matthews@us.af.mil
A1	Primary	Communications	A1RY	6KD	SMSgt	McFadden	Bernalhee	497-0248	3F5	bernalhee.mcfadden@us.af.mil
A1	Alternate	Communications	A1RY	6KD	SMSgt	Prophet	Tiffany (IMA)	497-0248	3F5	tiffany.prophet.1@us.af.mil
A2	Primary	Intel	A2F	PF, HPR	Civ	Burke	John	472-6207	1NXX/14NX/9L000	john.burke.3@us.af.mil
A2	Alternate	Intel	A2F	PF, HPR	SMSgt	Bridges	Tracy	497-1096	1NXX/14NX/9L000	tracy.bridges@us.af.mil
A2	Alternate	Intel	A2F	PF, HPR	LtCol	Hendrix	Christina	497-0618	1NXX/14NX/9L000	christina.hendrix.2@us.af.mil
A3	Primary	Airlift Operations	A3MC	XMC						
A3	Alternate	Airlift Operations	A3MC	XMC						
A3	Primary	Space	A3OS	1S	Lt Col	McDaniel	Rodney	497-0725	13S	rodney.mcdaniel.5@us.af.mil
A3	Alternate	Space	A3OS	1S	CMSgt	Hampton	Patrick	497-1173	13S	patrick.hampton.2@us.af.mil
A3	Alternate	Space	A3OS	1S	Maj	Perrin	Erin	497-2230	13S	erin.perrin.1@us.af.mil
A3	Primary	C-2	A3D	3AG	LtCol	Farr	Jared	497-1205		jared.farr.3@us.af.mil
A3	Alternate	C-2 (E-3)	A3D	3AG						
A3	Primary	B-52 / B-1	A3DF	3B	Maj	Wheeler	Andrew	497-1133		andrew.wheeler.10@us.af.mil
A3	Alternate	B-52 / B-1	A3DF	3B	Maj	Andrews	James	497-1143		james.andrews.30@us.af.mil
A3	Primary	F-15/E	A3D	3F / 3FB / 3FC / 3FQ	LtCol	Ragan	Patrick	497-1987		patrick.ragan.2@us.af.mil
A3	Alternate	F-15/E	A3DF	3F						
A3	Primary	F-35	A3D	3F	LtCol	Ragan	Patrick	497-1987		patrick.ragan.2@us.af.mil
A3	Alternate	F-35	A3D	3F						
A3	Primary	F-22	A3D	3F	LtCol	Ragan	Patrick	497-1987		patrick.ragan.2@us.af.mil
A3	Alternate	F-22	A3D	3F	LtCol	Keethler	Nathan	497-1389		nathan.keethler.1@us.af.mil
A3	Primary	F-16	A3D	3F / 3FB / 3FC / 3FQ	LtCol	Simmons	Craig	497-6105	11F3H	craig.simmons.2@us.af.mil
A3	Alternate	F-16	A3D	3F					11F3H	
A3	Primary	A-10	A3D	3FV	CPT	Echols	Jordan	472-5844		jordan.echols.1@us.af.mil
A3	Alternate	A-10	A3D	3FV						
A3	Primary	UPT	A3D	3F						
A3	Alternate	UPT	A3D	3F						
A3	Primary	C-5 / C-40 / Flight Insp	A3MC	3MF	Lt Col	Pacheco	Erick	497-0874		erick.pacheco.2@us.af.mil
A3	Alternate	C-5 / C-40 / Flight Insp	A3MC	3MF	Maj	Blackstone	Stephen	497-1973		stephen.blackstone@us.af.mil
A3	Primary	C-17	A3MC	3MG/L	Maj	McNeal	Buddy	497-0047		stephen.blackstone@us.af.mil
A3	Alternate	C-17	A3MC	3MG/L	Lt Col	Pacheco	Erick	497-0874		erick.pacheco.2@us.af.mil
A3	Primary	C-130H/J	A3MT	3N/3W	Lt Col	Degracia	Alexander	497-1984		alexander.degracia@us.af.mil
A3	Alternate	C-130H/J	A3MT	3N/3W						

FAM Listing (CAO Jan 20)

Dir	Primary / Alternate	Functional Area	Off Sym	UTC Group	FAM Rank	FAM Last Name	FAM First Name	FAM Phone	AFSCs	NIPR Email
A3	Primary	Personl Recovery HH-60	A3J	3TRXL	Lt Col	Kennedy	Phillip	472-0192	11HX	phillip.kennedy@us.af.mil
A3	Alternate	Personl Recovery HH-60	A3J	3TRXL					11HX	
A3	Primary	RQ-4 / RPA	A3DU	3R4	Maj	Freeman	Austin	497-1077		austin.freeman.3@us.af.mil
A3	Alternate	RQ-4 / RPA	A3DU	3R4	Maj	Krisel	Andrew	497-1166		andrew.krisel.2@us.af.mil
A3	Primary	MQ-9	A3DU		Maj	Freeman	Austin	497-1077		austin.freeman.3@us.af.mil
A3	Alternate	MQ-9	A3DU	3R9	Maj	Krisel	Andrew	497-1166		andrew.krisel.2@us.af.mil
A3	Primary	Special Operations, C-146,	A3J	3R9/3S	Lt Col	Griffith	Benjamin	497-0874		benjamin.griffith.2@us.af.mil
A3	Alternate	Special Operations, C-146,	A3J	3R9/3S	CMSgt	Swift	Michael	497-2412		michael.swift.4@us.af.mil
A3	Primary	HC-130	A3J	3TRRL	Lt Col	Sapere	Joseph	472-6105		joseph.sapere@us.af.mil
A3	Alternate	HC-130	A3J	3TRRL	Lt Col	Kennedy	Phillip	497-0192		phillip.kennedy@us.af.mil
A3	Primary	WC-130J	A3MT	3W	Lt Col	Degracia	Alexander	497-1984		phillip.kennedy@us.af.mil
A3	Alternate	WC-130J	A3MT	3W	Maj	Seher	Theo	497-1242		alexander.degracia@us.af.mil
A3	Primary	KC-10	A3MK	3W	Lt Col	Meyer	Scott	497-1150		theodore.seher.1@us.af.mil
A3	Alternate	KC-10	A3MK	3Y	Lt Col	Krueger (10)	Robert	497-1130		robert.krueger.4@us.af.mil
A3	Primary	KC-46	A3MK	3YD	Lt Col	Meyer	Scott	497-1150		scott.meyer@us.af.mil
A3	Alternate	KC-46	A3MK	3YD	Lt Col	Krueger (10)	Robert	497-1130		robert.krueger.4@us.af.mil
A3	Primary	KC-135	A3MK	3Y	Lt Col	Meyer	Scott	497-1150		scott.meyer@us.af.mil
A3	Alternate	KC-135	A3MK	3Y						
A3	Primary	CRF/TALCE/AMD	A3NP	7E/7F	Lt Col	Acosta	Robert	497-1167		robert.acosta@us.af.mil
A3	Alternate	CRF/TALCE/AMD	A3NP	7E/7F	MSgt	Lionbarger	Dawn	497-1165		dawn.lionbarger@us.af.mil
A3	Primary	AOC/AFFOR	A3DB	7FVX	LtCol	Farr	Jared	497-1205	1B4X/10C0(05)/020C0(05)/030C0(05)/2W100(39)/011G3(04)/011G4(04)/086M/various	jared.farr.3@us.af.mil
A3	Alternate	AOC/AFFOR	A3DB	7FVX	LtCol	Bourgeault	James	497-1389	1B4X/10C0(05)/020C0(05)/030C0(05)/2W100(39)/011G3(04)/011G4(04)/086M/various	james.bourgeault.3@us.af.mil
A3	Primary	E3	A3DB	3AG	LtCol	Hard	Brian	478-6100		jared.farr.3@us.af.mil
A3	Alternate	E3	A3DB	3AG	SMSgt	May	Scott	497-1371		scott.may.9@us.af.mil
A3	Primary	Pararescue	A3J	7PR	Maj	Turpin	Charles	497-0593		charles.turpin@us.af.mil
A3	Alternate	Pararescue	A3J	7PR	CMSgt	Roche	Matthew	497-1490	1Z1/13D	matthew.roche@us.af.mil
A3	Primary	SERE	A3J	7PR					1T0X1 (J)	
A3	Alternate	SERE	A3DJ	7PR	SMSgt	Thompson	Jake	497-1164	1T0X1 (J)	jake.thompson@us.af.mil
A3	Primary	Command Post	A3NP	9AC	SMSgt	Dixon	Terrence	497-1164	1C3XX/086P	terrence.dixon.3@us.af.mil
A3	Alternate	Command Post	A3NP	9AC	MSgt	Lionbarger	Dawn	497-1165	1C3XX/086P	dawn.lionbarger@us.af.mil
A3	Primary	Aircrew Flight Equip	A3RF	9AL	CMSgt	Miller	Paul	497-0029		paul.miller.17@us.af.mil
A3	Alternate	Aircrew Flight Equip	A3RF	9AL	CMSgt	Franco	Mario	497-1169		mario.franco@us.af.mil

FAM Listing (CAO Jan 20)

Dir	Primary / Alternate	Functional Area	Off Sym	UTC Group	FAM Rank	FAM Last Name	FAM First Name	FAM Phone	AFSCs	NIPR Email
A3	Primary	Nuclear Deterrence	A3NN	CTS/Multiple	Civ	Wagner	James	472-6101		james.wagner.9@us.af.mil
A3	Alternate	Nuclear Deterrence	A3NN	CTS/Multiple						
A3	Primary	Aeromedical Evacuation	A3MA	FFQ	Civ	Shadden	Kevin	497-0125		kevin.shadden@us.af.mil
A3	Alternate	Aeromedical Evacuation	A3MA	FFQ	Civ	Latona	Chris	497-0125		christopher.latona.1@us.af.mil
A3	Primary	Aviation Resource Mgmt	A3RA	XFP	CMSgt	Brodzinski	Roger	497-1145		roger.brodzinski@us.af.mil
A3	Alternate	Aviation Resource Mgmt	A3RA	XFP	Civ	Slyder	Anthony	497-1153		anthony.slyder.1@us.af.mil
A3	Primary	Weather	A3OW	XW	SMSgt	Meunier	Stephen	497-0306	1W0/15W	stephen.meunier@us.af.mil
A3	Alternate	Weather	A3OW	XW	Maj	Dyke	Christopher	472-6106	1W0/15W	christopher.dyke.1@us.af.mil
A3	Primary	HQ Staff / Group / Wing		9A						
A3	Alternate	HQ Staff / Group / Wing		9A						
A3	Primary	Operational Support Sq. (OG)	A3MC	Multiple (incl 9A)						
A3	Alternate	Operational Support Sq. (OG)	A3MC	Multiple (incl 9A)						
A4	Primary	Engineering	A4CX	4FP	Civ	Brill	Christopher	497-1096		christopher.brill.1@us.af.mil
A4	Alternate	Engineering	A4CX	4FP	MSgt	Barnett	Aimee	472-9308		aimee.barnett.1@us.af.mil
A4	Primary	Prime Beef (EN)	A4CX	4FPE	SMSgt	Coulombe	Rebecca	497-1084		rebecca.coulombe@us.af.mil
A4	Alternate	Prime Beef (EN)	A4CE	4FPE	MSgt	Baham	Philip	497-1107		philip.baham@us.af.mil
A4	Primary	Fire (EN)	A4CE	4FPF	CMSgt	Waters	Curtis	497-1104		curtis.waters@us.af.mil
A4	Alternate	Fire (EN)	A4CX	4FPF	Civ	Fuller	Steven	497-1106	3E7XX	steven.fuller.1@us.af.mil
A4	Primary	RED HORSE (EN)	A4CX	4FPR	SMSgt	Battreal	Chad	497-1749	3E7XX	chad.battreal@us.af.mil
A4	Alternate	RED HORSE (EN)	A4CX	4FPR	CMSgt	Nicholson	Jenny	497-1095		ronald.aickelin@us.af.mil
A4	Primary	CBRN/Emerg Mgmt (EN)	A4CE	4FPW	Civ	McAfee	Robert	497-0539	3E9X	robert.mcafee.4@us.af.mil
A4	Alternate	CBRN/Emerg Mgmt (EN)	A4CE	4FPW	Civ	Wiggins	Carl	497-1376	3E9X	carl.wiggins.1@us.af.mil
A4	Primary	EOD (EN)	A4CX	4FPX	CMSgt	Hill	Matthew	497-1082	3E8X	matthew.hill.5@us.af.mil
A4	Alternate	EOD (EN)	A4CE	4FP+E82:E92X	Civ	Piper	William	497-1086	3E8X	william.piper@us.af.mil
A4	Primary	HQ Staff - Maintenance	A4RX	9AA	Civ	Talbert	Stephen	497-1639		stephen.talbert.3@us.af.mil
A4	Alternate	HQ Staff - Maintenance	A4RX	9AA	Civ	Golden	Ronny	497-1679		ronny.golden@us.af.mil
A4	Primary	HQ Staff - Support Group	A4RX	9AA	LtCol	Moreno	Daniel	497-1680		daniel.moreno.1@us.af.mil
A4	Alternate	HQ Staff - Support Group	A4RX	9AA	Civ	Nelson	Greg	497-0392		gregory.nelson.6@us.af.mil
A4	Primary	Log Readiness Officer (LRO)	A4RX	9LR	LtCol	Moreno	Daniel	497-1680	21RX	daniel.moreno.1@us.af.mil
A4	Alternate	Log Readiness Officer (LRO)	A4RX	9LR	Civ	Nelson	Greg	497-0392	21RX	gregory.nelson.6@us.af.mil
A4	Primary	Maintenance Officers	A4RX	H	SMSgt	Talbert	Stephen	497-1639		stephen.talbert.3@us.af.mil
A4	Alternate	Maintenance Officers	A4RX	H	LtCol	Moreno	Daniel	497-1680		daniel.moreno.1@us.af.mil

Office	Role	Function	Code	Sub	AFSC	Rank	Last Name	First Name	Phone	Email
A4	Primary	Maintenance - Tankers	A4RX	H		SMSgt	Henry	Justin	472.9303	justin.henry@us.af.mil
A4	Alternate	Maintenance - Tankers	A4RX	H		Civ	Golden	Ronny	497-1679	ronny.golden@us.af.mil
A4	Primary	Maintenance - CAF	A4RX	H		MSgt	Talbert	Stephen	497-1639	stephen.talbert.3@us.af.mil
A4	Alternate	Maintenance - CAF	A4RX	H		Civ	Bickel	Donna (Miche	497-1652	donna.bickel.1@us.af.mil
A4	Primary	Maintenance - Strat Alft	A4RX	H		Civ	Golden	Ronny	497-1679	ronny.golden@us.af.mil
A4	Alternate	Maintenance - Strat Alft	A4RX	H		MSgt	Talbert	Stephen	497-1639	stephen.talbert.3@us.af.mil
A4	Primary	Maintenance - Tac Alft	A4RX	H		MSgt	Bickel	Donna (Miche	497-1652	donna.bickel.1@us.af.mil
A4	Alternate	Maintenance - Tac Alft	A4RX	H		Civ	Talbert	Stephen	497-1639	stephen.talbert.3@us.af.mil
A4	Primary	Materiel Mgmt/Fuels	A4RX	JF	2FOXX/2S0XX	Civ	Danielson	Dirk	497-0244	dirk.danielson.1@us.af.mil
A4	Alternate	Materiel Mgmt/Fuels	A4RX	JF	2FOXX/2S0XX	MSgt	Houser	Nicole	497-1676	nicole.houser@us.af.mil
A4	Primary	Security Forces	A4SX	QF		CMSgt	Noel	Renee	497-0105	renee.noel.1@us.af.mil
A4	Alternate	Security Forces	A4SX	QF	3POXX/31PX	Maj	Gernhardt	Randall	497-2175	randall.gernhardt@us.af.mil
A4	Alternate	Security Forces	A4SX	QF	3POXX/31PX	TSgt	Murosky	Stephen	497-0111	stephen.murosky@us.af.mil
A4	Primary	Aerial Port	A4RX	UFB	2T2	Civ	Bast	Bonnie	497-1715	bonnie.bast.1@us.af.mil
A4	Alternate	Aerial Port	A4RX	UFB	2T2	CMSgt	Scott	Christopher	497-1715	christopher.scott.62@us.af.mil
A4	Primary	Vehicle Management	A4RX	UFM/T/V	2T3	CMSgt	Hanna	Victoria	497-1705	victoria.hanna.2@us.af.mil
A4	Alternate	Vehicle Management	A4RX	UFM/T/V	2T3	MSgt	Houser	Nicole	497-1676	nicole.houser@us.af.mil
A4	Primary	Logistics Plans	A4RX	XFH	2G0X1	MSgt	Houser	Nicole	497-1676	nicole.houser@us.af.mil
A4	Alternate	Logistics Plans	A4RX	XFH	2G0X1	CMSgt	Hanna	Victoria	497-1705	victoria.hanna.2@us.af.mil
A5A8	Primary	OFAMO	A5XW			Civ	Kelley-Owens	Sonja	497-0951	sonja.kelleyowens.1@us.af.mil
A5A8	Alternate	OFAMO	A5XW							
A6	Primary	Comm / CYBER	A6XX	6A/F/K*, 1C, 7C	3D1/3D0/17D/17F/1B4	CMSgt	Sounakhene	Sack	497-0881	sack.sounakhene@us.af.mil
A6	Alternate	Comm / CYBER	A6XX	6A/F/K*, 1C, 7C	3D1/3D0/17D/17F/1B4	SMSgt	Shular	Jacqueline	497-0599	jacqueline.shular@us.af.mil
CCC	Primary	1st Sergeant/Cmd Chief	CCCF	9AF	8F/9E/9G	CMSgt	Dennis	Travon	497-1020	travon.w.dennis.mil@mail.mil
CCC	Alternate	1st Sergeant/Cmd Chief	CCCF	9AF	8F/9E/9G					
FM	Primary	Comptroller	FMXX	XFFA	6F0/65X	Civ	Tomlin	David	497-1420	david.tomlin.2@us.af.mil
FM	Alternate	Comptroller	FMXX	XFFA	6F0/65X	Civ	Bellamy	Wendy	497-1393	wendy.bellamy@us.af.mil
HC	Primary	Chaplain	HCP	XFFC	5R0X1/52RX	LtCol	Seaman	Michael	497-2272	michael.seaman@us.af.mil
HC	Alternate	Chaplain	HCP	XFFC	5R0X1/52RX	MSgt	Jackson	Tomeka	497-1475	tomeka.jackson@us.af.mil
HO	Primary	Historian	HO	RFG	3H0XX/0170	Civ	Loney	Keith	497-0076	keith.loney@us.af.mil
HO	Alternate	Historian	HO	RFG	3H0XX/0170					
IG	Primary	Inspector General	IGI	CTG	087G0	Civ	Gieger	Cynthia	472-6212	cynthia.gieger.2@us.af.mil
IG	Alternate	Inspector General	IGI	CTG	087G0					
JA	Primary	Judge Advocate	JAZ	XFFJ					497-1585	
JA	Alternate	Judge Advocate	JAZ	XFFJ	5J0X1/51J	CMSgt	Hamann	Barbara	497-1587	barbara.hamann@us.af.mil
PA	Primary	Public Affairs	PA	XFFG	3N*/35PX/35BX	Maj	Quinlan	Jon	497-1753	jon.quinlan.2@us.af.mil
PA	Alternate	Public Affairs	PA	XFFG	3N*/35PX/35BX	SMSgt	Biscoe	Andrew	497-1751	andrew.biscoe.1@us.af.mil
PK	Primary	Contracting	CONS	XFK	6C0/63PX/64PX	Civ	Goode	Mary		mary.goode@us.af.mil
PK	Alternate	Contracting	CONS	XFK	6C0/63PX/64PX					thomas.westlake.1@us.af.mil
SE	Primary	Safety	SE	XSM	1S0/12WX/S011G	CMSgt	Lawson	Keith	472-5841	keith.lawson.1@us.af.mil
SE	Alternate	Safety	SE	XSM						
SG	Primary	Medical	SG	FF	4X/04X	Civ	Macorkindale	William	497-0932	william.macorkindale@us.af.mil
SG	Alternate	Medical	SG	FF	4X/04X	CMSgt	Hines	Lucinda	497-1902	lucinda.hines@us.af.mil
SG	Alternate	Medical	SG	FF	4X/04X	Civ	King	Lorenzae	497-1888	lorenzae.king.1@us.af.mil

2. EXECUTING THE MISSION

Force Generation Center (FGC/F)

- <u>Commander's Guide to Mobilization</u>
    - ∗ Identify unit Reserve Component Period (RCP)
    - ∗ Review Unit Type Code Availability (UTA) with UDM (AFRC POC A5XW)
    - ∗ Review mobilization reference documents
        - Contact FGC/Forces for current AMP Business Rules and AMP Commander's Toolkit
    - ∗ Contact MAJCOM FAMS (review RCP posturing)

Are you in current or next immediate RCP?

IF YES:

24-12 months prior to mob start

- Review AMP Commander's Toolkit (POC FGC/Forces @ Fgc.fgf.workflow@us.af.mil)
- Get AMP training— provided by FGC and wing LRS/IDRC
- Contact FGC/Forces for most current resource docs (AMP Business Rules, CC Toolkit, DoDI Instructions, memos)
- Review Alert Order (Wing Command Post repository)
    - ∗ Identify unit vulnerability period (timeframe Amn are subject to begin mob order)
- Provide Advance Notification to Airmen
    - ∗ Recommend written documentation (subject to audit)
    - ∗ Template provided in AMP Commander's Toolkit
    - ∗ If an airman will have a mob to dwell < 1:4 explain that they are not subject to mobilize without SecAF level approval (coordinate with UDM and FSS/IPR to obtain roster of individual mob to dwell)

11-9 months prior to mob start

- Review Mobilization Order
- Identify unit UIC and UTCs (UICs will identify all units supporting capability on mob order; these units may fill a requirement if you cannot)
- Identify activation period window (mob start and extensions changes can be executed IAW AMP Business Rules within this window)
- Provide Formal Notification to Airmen
- Recommend written documentation (subject to audit)
    - ∗ Template provided in AMP Commander's Toolkit
    - ∗ Review requirements source document provided by the FGC
        - Assign faces to spaces (POC unit UDM and LRS/IDRC)
        - Identifying mob to dwell < 1:4 (POC UDM/ FSS/AFRC A1RR)
        - Identify pre-deployment training if required (DCAPES_line remarks)

8 months prior to mob start

- Turn in requirements source document to FGC (POC LRS/IDRC/follow your wing's procedure)
    - ∗ Complete Name in System using DCAPES (POC LRS/IDRC)
    - ∗ Complete dwell waivers (1st AFRC/GO in chain of command level endorsement required)
    - ∗ Coordinate re-sourcing requests with FGC FAR and AFRC FAM

Force Generation Center (FGC/F)

6 months prior to mob start

- Finalize orders to Airmen (POC FGC/FGS @ Fgc.fgs.m4s@us.af.mil)
- Verify E49 status for orders (POC wing MPF and IPR)
- Create 938 orders for Airmen
- Resolve any hard holds (ETS, Supervisor Approvals, DAV Code issues)
- You are empowered to execute change (complete AMP training to understand the rules)
  - ∗ IAW AMP Business Rules
  - ∗ Mob start date changes (i.e. change in PDT date requires an earlier mob start date)
  - ∗ Filler request (for substantive reason may substitute Amn up to 30 days prior to mob start date)
  - ∗ Extension request (delays due to transportation or DTC requirement)
- *Post Deployment*
  - ∗ Monitor re-deployment of Airmen (ensure UDM is in contact with Amn and LRS is monitoring re-deployment PID)
  - ∗ Oversee extension requests if required

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Pro Tips
- **Know your mob pkg # and requirements**
- **Understand deliverables and timelines for mob pkg**

</div>

IF NO:

Focus on readiness

- Organize, Train, Equip
- Participate in exercise opportunities (POC FGC/FGX @ afrc.fgx@us.af.mil)
- Need additional information?
  - ∗ Please use FGC-Forces Division Org Box email for all communications
  - ∗ SIPR Org Box: usaf.robins.afrc.mbx.fgc-fgfm-workflow@mail.smil.mil
  - ∗ NIPR Org Box: Fgc.fgf.workflow@us.af.mil

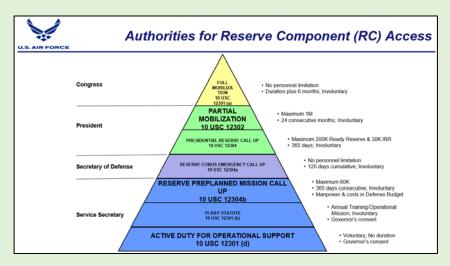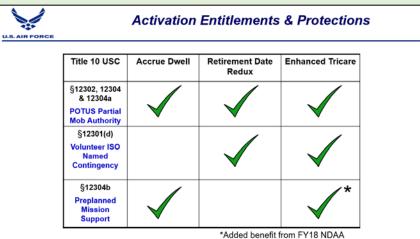| Division Chief	Phone Number	
Col Laura Radley	Comm (478) 327-1675	DSN 497-1675
Agile Combat Support Branch		
Maj Millie Grey Theriot	Comm (478) 327-0905	DSN 497-0905
Mr. Steven McTier	Comm (478) 327-1363	DSN 497-1363
Mr. Michael Carter	Comm (478) 222-6117	DSN 497-6117
Mr. Victor Sanicharra	Comm (478) 222-6118	DSN 497-6118
Ms. Tonya Ward	Comm (478) 327-1186	DSN 497-1186
Aviation/Maintenance Branch		
Maj Beverly Hayes	Comm (478) 327-1031	DSN 497-1031
Ms. MaryAnn Dewey	Comm (478) 327-1949	DSN 497-1949
Mr. Jerome Jackson	Comm (478) 222-6116	DSN 472-6116
Mr. Chadwick Jones	Comm (478) 222-6072	DSN 472-6072
Mr. Kenneth Parks	Comm (478) 327-0902	DSN: 497-0902

Mobilization

- Mobilization is the process to improve the ability to respond in crisis as a nation; it is not just the involuntary activation of the reserve component

- In 2014, SecDef implemented the concept of assured access planning for involuntary activation of the reserve component; this coincided with Congressional intent for DOD to program for planned utilization of the reserve component into the budget versus supplemental bills or OCO funding

- Involuntary activation requires two primary things to implement
    * First, the President or Congress must declare a national emergency (DNE) that authorizes the use of one or more involuntary activation authorities
    * Second, there must be a funding stream to pay for the MPA and O&M to activate reservists
    * Without both of them being present, reservists cannot be involuntarily activated

- Title 10 USC Sections 12301 through 12304b address the involuntary activation authorities
    * Section 12301(e) stipulates that the SecDef will determine the amount of time allowed for when reservist is notified to when the reservist is activated

- SecDef established different timelines based on different situations
    * For steady-state preplanned requirements, reservists will have at least 180 days for activation
    * For emergent requirements, reservist will have minimum of 120 days
    * For crisis situations, the minimum number of days is 30; however, should the operational situation warrant it, and upon approval of the Secretary of Defense, a reservist may be ordered to active duty on the same day his or her orders are approved and issued
    * Section 12304a is the only authority that, if invoked, does not require SecDef approval for the minimum 30-day notification/waiver, provided the activation is for a period less than 30 days
- SecDef guidance sets dwell for reservists that are involuntarily activated
    * Current guidance is 1:5 mobilization-to-dwell (M2D) for planning purposes
    * SecDef approval required if mobilization-to-dwell drops below 1:4
    * Unless waived by the individual concerned, no member with less than 12 months' dwell will be involuntarily activated except in the case of 12301(a), 12304a, or 12304 subsection (b)
- CCDRs must request extensions through Joint Staff and Services as early as possible
SecDef established criteria to determine SecAF or SecDef level approval

References		
Title 10 USC		
DODI 1235.12		
Global Force Management Implementation Guidance		

Mobilization

Authorities for Reserve Component (RC) Access

U.S. AIR FORCE

Authority Level	Type	Details
Congress	FULL MOBILIZATION 10 USC 12301 (a)	• No personnel limitation • Duration plus 6 months; Involuntary
President	PARTIAL MOBILIZATION 10 USC 12302	• Maximum 1M • 24 consecutive months; Involuntary
President	PRESIDENTIAL RESERVE CALL UP 10 USC 12304	• Maximum 200K Ready Reserve & 30K IRR • 365 days; Involuntary
Secretary of Defense	RESERVE CONUS EMERGENCY CALL UP 10 USC 12304a	• No personnel limitation • 120 days cumulative; Involuntary
Service Secretary	RESERVE PREPLANNED MISSION CALL UP 10 USC 12304b	• Maximum 60K • 365 days consecutive; Involuntary • Manpower & costs in Defense Budget
Service Secretary	15 DAY STATUTE 10 USC 12301 (b)	• Annual Training/Operational Mission; Involuntary • Governor's consent
Service Secretary	ACTIVE DUTY FOR OPERATIONAL SUPPORT 10 USC 12301 (d)	• Voluntary; No duration • Governor's consent

Activation Entitlements & Protections

U.S. AIR FORCE

Title 10 USC	Accrue Dwell	Retirement Date Redux	Enhanced Tricare
§12302, 12304 & 12304a POTUS Partial Mob Authority	✔	✔	✔
§12301(d) Volunteer ISO Named Contingency		✔	✔
§12304b Preplanned Mission Support	✔		✔ *

*Added benefit from FY18 NDAA

Force Presentation

- Mission Essential Task Lists (METL)
- Subjective assessment of unit capability readiness
- Air Force METLs are maintained in the AFUTL; Joint METLs are in the UJTL
- HQ AFRC FAMs will coordinate w/ HQ AFRC/A5XW on loading core METs/METLs
- Commanders load METL(s) for:
  * OPLAN(s) if assigned
  * Named Operation(s) when more than 5% tasked
- Commanders assess METs monthly
  * Ensure METLs capture mission requirements
  * Coordinate with HQ AFRC FAM to correct any discrepancies

If you have questions/concerns with METLs contact your HQ AFRC FAM for assistance

- Each UTC is assigned a posture code to reflect deployability; reviewed annually by HQ Functional Area Manager (FAM) and Director in coordination with unit commander
- UTC Posture Code (P-Code)
  * **DW**: Maximum number of UTCs available for world-wide tasking
  * **DX**: Minimum number of UTCs required to continue critical home station operations (assumes extended hours, reduced levels of service, etc.)
  * **DP**: Minimum number of UTCs required to directly accomplish a combatant commander mission (deployed or in-place)

References		
AFI 10-401		
AFI 10-402		
2014 AF AEF Teaming Guidance		
DODI 1235.12		
DODD 1200.17		
Global Force Management Implementation Guidance		

Readiness Reporting

- Defense Readiness Reporting System (DRRS) - A capability-based, adaptive, near real-time reporting system to measure the readiness of the units to accomplish the mission
- DRRS houses the Capability and Resource reporting programs:
  * Capability Readiness
    - The unit's assigned tasks, Mission Essential Task List (METL) describe its designed mission.
      - Capability reports are required between the 1st - 15th of each month or within 24 hours of a significant change
  * Resource Readiness
    - A unit's on-hand assets are assessed via an auto-populated/auto-calculated environment.
    - Resource reports are required between the 1st - 15th of each month or within 24 hours of a significant change
  * UTC Readiness - Visibility only of UTC ratings in DRRS
    - Reports are submitted via the AEF Reporting Tool (ART)
    - UTC reporting are required every 31 days or within 24 hours of a significant change
- "Measured" units are required to submit Readiness Reports IAW their FAM's direction
  * Measured units are identified by a UDC (Unit Descriptor Code) of Combat, Combat Service or Combat Service Support
- Units with UTCs assigned, will submit a UTC assessment via the AEF Reporting Tool (ART)
- Capability and Resource reporting units, will have a DOC statement
  * MAJCOM FAMs are the authors of the DOCs
    - DOC Statement - A summary a unit's reporting criteria and information based on the authoritative data sources (ADS) and functional area manager (FAM) input
      - Standardizes reporting
      - Assist units with gathering and reporting their readiness status
- All Readiness Reports are classified SECRET and accessed via the SIPRnet
- Mission Essential Task Listing (METL) Assessment
  * Commanders assess, the ability of their unit, to accomplish their METs based on:
    - Conditions and Standards
  * METs are assessed using achievement standards:
    - Yes - Unit "can accomplish task" to established standard(s) and condition(s)
    - Qualified Yes - Unit "can accomplish most of the task" to standard(s) under most conditions
    - No - Unit is "unable to accomplish the task" to prescribed standard(s) and condition(s) at this time
- Commanders are responsible for their unit's Overall Mission Assessment
- The Commander's objective assessment of the unit's on-hand assets

Readiness Reporting

∗ Four measured areas:
  1. Personnel (P)
     - Total Personnel (deployed personnel will be included in the TPAVL)
     - Critical Personnel - calculated by averaging critical packets; AFSC/skill level data feeds are fed from the units training ADS
  2. Equipment and Supplies (S) (Auto-populated/auto-calculated from ADS)
  3. Equipment Condition (R) (Auto-populated/auto-calculated from ADS)
  4. Training (T) (Auto-populated/auto-calculated from the unit's training ADS)

- The lowest of the four measured areas determine the overall C-Level of the report
- Category-Level (C-level) Definitions
  ∗ **C-1**: The unit possesses the required resources and is trained to undertake the full wartime mission for which it is organized or designed.
  ∗ **C-2**: The unit possesses the required resources and is trained to undertake most of the wartime mission for which it is organized or designed.
  ∗ **C-3**: The unit possesses the required resources and is trained to undertake many, but not all, portions of the wartime mission for which it is organized or designed.
  ∗ **C-4**: The unit requires additional resources or training to undertake its wartime mission, but it may be directed to undertake portions of its wartime mission(s) with resources O/H.
  ∗ **C-5**: The unit is undergoing a service-directed resource action and is not prepared, at this time, to undertake the mission set for which it is organized or designed.
  ∗ **C-6**: Not reported
- UTC Reporting
  ∗ Personnel
    ▪ Personnel Deficiencies
      - Personnel Deficiencies (DAV codes, Vacancies, Grade, Sec Clearances)
      - Training Deficiencies (Tech School, SEI, MISCAP Qual, Conversion)
      - Warrior Skills Deficiencies (does not affect UTC assessment)
  ∗ Equipment
    ▪ Equipment Deficiencies
      - Equipment or Supply Deficiencies (Transfer, On-order, Lack of/Pending funds)
  ∗ Tasking
    - Tasked to Deploy (180 days prior or upon receipt of tasking)
- UTCs are assessed:
  ∗ Green: Personnel are trained and equipment is available for deployment within 72 hours of notification or sooner if subject to more stringent tasking
  ∗ Yellow: The UTC has a missing or deficient capability but, the missing or deficient capability does not prevent the UTC from being tasked and accomplishing its mission in a contingency and/or AEF rotation
    ▪ The unit must describe the shortfall, corrective action, and a GWD in the comments

Readiness Reporting

* * Red: The <u>UTC has a missing or deficient capability that prevents the UTC from being tasked and accomplishing its mission</u> in a contingency and/or AEF rotation
  * ▪ The unit must describe the shortfall, provide a corrective action, and get-well date in the comments
  * * Incorrectly Postured: Identifies an <u>error in tasking</u> between the unit's <u>UTA</u> and the <u>Unit Manning Document</u> (UMD)
* • Unit Commanders are required to <u>approve/submit</u> their unit's Capability, Resource and UTC Readiness Reports
* • Common Mistakes
  * * AFRC remarks standard template
  * * Inappropriate remarks
  * * Get well dates not realistic/overdue

U.S. AIR FORCE

Readiness Reporting Comparison

Resource Readiness	Capability Readiness	UTC Readiness
<u>Joint</u> Requirement	<u>Joint</u> Requirement	<u>Air Force only</u> Requirement
Does the unit have the <u>resources and training required to accomplish the mission</u>?	Can the unit <u>accomplish the tasks</u> required by their <u>METL</u>?	Can unit accomplish the <u>MISCAP</u> for it's assigned UTCs?
Reporting via AF-IT fed by Authoritative Data Sources	Report on Mission Essential Tasks (METs)	Report on unit's UTCs
Rating: C-Level (**C-1**, **C-2**, **C-3**, **C-4**, C-5, **C-6**)	Rating (**Green – Yes**; **Yellow – Qualified Yes**; **Red – No**)	Rating (**Green**; **Yellow**; **Red**)
1-15 of each month	1-15 of each month	Every 31 days
AFI 10-201	AFI 10-201	AFI 10-244
Commander's <u>objective</u> assessment of <u>the unit's on-hand assets</u>	Commander's <u>subjective</u> assessment of <u>the unit's ability to accomplish their METs</u>	Commander's <u>subjective</u> assessment of <u>the unit's ability to accomplish the MISCAPs for their UTCs</u>

*Monthly currency/discrepancy report is send to Commanders via SIPR.

References	POCs	Phone Number
AFI 10-201	Vic Hambrick/Lynn	497-0683/1898
AFI 10-244	Vic Hambrick/Lynn	497-0683/1898

Medical Readiness

- IMR- AFRC standard is 80%

Non-Available Personnel & IMR Accounting

Personnel Type	FSS Required Documentation	Required Personnel Transaction	IMR Impact
Pending Discharge	Discharge Package	**MilPDS Duty Status Code** (28) – *Pending Separation, Under Investigation*	• Not counted in AFCHIPs • "Metrics" - N • Visible in ASIMS • Will not count as part of your unit's IMR population IF properly DAV coded
Involuntary Separation to IRR	AF Form 1288 - <u>Involuntary</u> Separation Package *(see slide 2)*		
Retirement	*Retirement Order generation triggered*	**Records Status Code** (20) - *Active Projected Separation, No Projected Assignment*	
Voluntary Assignment to IRR	*Unit/CC assure member has very current IMR criteria before excusing from participation while awaiting IRR assignment!*	**Duty Status Code** (00) - *Present for Duty (eligible for deployment)*	*Continue to count against IMR while awaiting IRR assignment*
Deployment	*Must perform medical pre-deployment out-processing through Reserve Medical Unit in order for RMU to create ASIMS deployment record*	***ASIMS deployment record must be created to generate Duty Status Code 20; effective on projected departure date*** Deployment dates determinate	• ASIMS Visible • "Metrics" = N • Will not count as part of unit' IMR population • *Expires 90 days from deployment return date*
BMT or Initial[1] Tech School	**BMT / Tech School Orders** *This transaction is performed at Force Support Squadron during the trainees' BMT and Tech School in-processing & out-processing*	**MilPDS Duty Status Code[2]:** • **(11)** - *Assigned but Not Joined* **AND** **Reserve Section Code (CH)** *or* **(CD)** **OR** • **(12)** - *Accessed Not Joined, TDY En Route, Re-Initial Active Duty Training* **AND** **Reserve Section Code (CH)** *or* **(CD)**	• ASIMS Visible • Assigns to Student (STU) evaluated population. • Will see in your IMR personnel list, with "Status" column = "STU" • Will not count as part of your unit evaluated population

- Duty Limiting Conditions (DLC) = Assignment Availability Code (AAC)
  - ∗ AAC 31 (DAV 41)= Mobility restricted >30 days, <365 cumulative
    - ▪ Tracked by DAWG, may convert to AAC 37 (requires IRILO), use for non-compliance
  - ∗ AAC 37 (DAV 42) = Mobility restricted >365 days
    - ▪ Disqualifying IAW MSD, IRILO req'd (may drive WWD/MEB)
  - ∗ AAC 81 (DAV 49) = Mobility restricted – pregnancy
    - ▪ Participation and RTD driven by AFI 41-104
- Assignment Limitation Code (ALC)- 3 level stratification
  - ∗ Assigned post IRILO or WWD/MEB, PULHES change
- C1-(DAV 40) –Temp/mild conditions requiring medical follow up
  - ∗ All CONUS approved to include Hawaii/Alaska
  - ∗ OCONUS w/fixed MTF -no waiver req'd
  - ∗ OCUNUS w/o fixed MTF- waiver req'd
- C2 (DAV 43) Moderate Condition
  - ∗ All CONUS approved to include Hawaii/Alaska
  - ∗ All OCONUS duty requires a waiver from gaining COCOM/SG
- C3 (DAV 48) Severe Condition
  - ∗ Not available for OCONUS duty, non-deployable
  - ∗ Restricted to UTA/AT at home station only (imposed by AFRC/SG)
  - ∗ CONUS duty may be waived by AFRC/SG
- AF FORM 422- Notification of AF Member's Qualification Status
  - ∗ MEPS, retirements/separations, military retraining, PCS, PME

Medical Readiness

- AF FORM 469 – Duty Limiting Condition (DLC) Report
  - ∗ Duty (DR), mobility (MR), Fitness (FR)
  - ∗ Duty (DR), mobility (MR), Fitness (FR)
  - ∗ IDs potential risks, ability to accomplish mission
  - ∗ All MR DLCs (31,37,81,ALC) must be signed and issued to airmen by CC
- LODs
  - ∗ Timely notification req'd- 24 hrs (in status), 72 hrs (not in status), 5 day 180 days (of military status ending)
  - ∗ Routing in ECT- Unit CC, JA, WG/CC, LOD Board
- PREMEDCON - Initiate within 30 days
- Participation determination
  - ∗ CC decision / Medical recommendation provided via 469

References	POCs	Phone Number
AFI 10-203 DLC (469)	CMSgt Daniel Kupcho	497-0941
AFI 41-210 ALCs	CMSgt Daniel Kupcho	497-0941

MEDCON

- The purpose of MEDCON is to authorize medical and dental care for members who incur or aggravate an injury, illness or disease ILOD and to provide pay and allowances while they are being evaluated, treated for or recovering from a service-connected injury, illness or disease.
- ARC members may be entitled to MEDCON when they are unable to perform military duties due to an injury, illness or disease incurred or aggravated while serving in a duty status.
- Pre-MEDCON
    * The purpose of pre-MEDCON is to allow additional time to assess the ARC member's medical condition and for the MTF, RMU or GMU to initiate or complete an LOD determination, determine whether the medical condition renders the member unable to perform military duties and provide medical documentation to support a request for MEDCON orders.
- It is key that Reservist identify their medical condition immediately upon their return from deployment
    * Failure to do so could jeopardized the ability to place them on MEDCON orders timely and/or prior to their current order expiring
- Request not submitted within 30 days of when the injury, illness or disease was incurred or aggravated will require the member to submit a written explanation, endorsed by the Wing Commander.
- MPA MEDCON order requests must be entered into M4S at or prior to application package submission.
- The following will be required when submitting a Pre-MEDCON request:
    * Member's acknowledgement/approval for Pre-MEDCON orders extension.
    * DD Form 2870, Authorization for disclosure of Medical or Dental information.
    * Commander's memorandum approving Pre-MEDCON orders.
- Submit all requests electronically through the ARC CMD electronic organization box.
- We never want a break-in-service to occur
- If a break-in-service occurs, the LOD must be finalized prior to submitting a MEDCON request
- Members on MEDCON orders must report for duty, be used appropriately and made available f or all medical appointments.
- Unit commander may designate an alternate duty location for members to perform duties consistent with their LOD diagnosis and/or AF Form 469, *Duty Limiting Condition Report*.
    * Both the member's commander and alternate duty location commander must concur by written agreement
- Resolving the medical condition takes precedence over leave or downtime.
    * All leave requests will be coordinated with the ARC CMD to ensure leave does not Interfere with or delay treatment for the MEDCON condition
    * Downtime is forfeited

References	POCs	Phone Number
AFI 36-2910	Mrs. Wanda Henderson	497-2099

AFRC Downtime Policy

- AFRC Downtime Policy (31 Jan 2019)
- Not a legal status
  - ∗ Members considered present for duty
  - ∗ LOD could come into play
- Downtime begins day after member returns to include weekends/holidays
  - ∗ Must remain in local area as defined by installation commander
  - ∗ 3-4 day pass
    - ▪ Consecutive passes are not authorized
- Personnel may elect to forgo all or part of their downtime
  - ∗ Member must sign memo
- Downtime is awarded based on Boots-on-ground (BOG)
  - ∗ BOG 0-44 days = 0 days of downtime
  - ∗ BOG 45-89 days = 7 days of downtime
  - ∗ BOG 90 > = 14 days of downtime
    - ▪ Personnel not authorized downtime; authorized 2 days for in-processing
  - ∗ Downtime period will not exceed 14 days

- AF civilians returning from Active Duty in support of the Overseas Contingency Operations (OCO, formerly Global War on Terrorism) may be authorized an excused absence of 5 working days
  - ∗ In country a minimum of 42 consecutive days on active duty
  - ∗ The absence must be the first 5 days back in civilian status/run concurrent with military "terminal leave"
  - ∗ 1 excused absence in a 12-month period
    - ▪ 12-month period restarts after the use of previous absence

AFRC Downtime Policy Memo

DEPARTMENT OF THE AIR FORCE
AIR FORCE RESERVE COMMAND

AFI10-401 AFRC SUP AFRCGM1
31 January 2019

MEMORANDUM FOR AFRC STAFF
           NAF/CCs
           WING/CCs
           ARPC/CC
           HQ RIO/CC
           FGC/CC

FROM: AFRC/CC
      155 Richard Ray Blvd
      Robins AFB GA 31098-1635

SUBJECT: Air Force Reserve Command (AFRC) Guidance Memorandum on Downtime Policy

RELEASABILITY: There are no releasability restrictions on this publication.

By Order of the Commander, Air Force Reserve Command, this AFRC Guidance Memorandum immediately implements the AFRC Downtime Guidance. Compliance with this memorandum is mandatory. To the extent the direction in this memorandum is inconsistent with other Air Force publications, the information herein prevails in accordance with AFI 33-360, *Publications and Forms Management.*

Post-deployment downtime is a commander's program designed to help maintain quality of life and retain valued Air Force members to keep our military strong and ready. This *Downtime Guidance* gives commanders general guidance to successfully reintegrate Airmen with family, friends, work centers, and the community following a long-term deployment.

The guidance in this memorandum becomes void after one year has elapsed from the date of this memorandum or upon release of an AFRC publication incorporating the guidance, whichever is earlier.

SCOBEE.RICHA Digitally signed by
RD.W.1173556 SCOBEE.RICHARD.W.1173
556620
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RICHARD W. SCOBEE
Lieutenant General, USAF
Commander

Attachment:
Guidance Add

ATTACHMENT 1
Guidance Add

The below adds guidance to AFI 10-401, dated 7 December 2006, through Change 4, dated 13 March 2012, and is effective immediately.

11.13.5.1. Post-deployment downtime applies to all Air Force Reserve Command (AFRC) personnel regardless of the Force Provider they are supporting and takes precedence over the Force Provider's downtime policy. Downtime is afforded to personnel deployed away from home station in support of named Contingency Operations only, unless otherwise coordinated and approved by the Force provider.
NOTE: A Contingency Operation is a military operation that is either designated by the Secretary of Defense as such or is made one as a matter of law (10 USC 101(a)(13)). The Secretary of Defense may designate a military operation as a contingency operation at such a time as when the Armed Forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing force. Exercises are not considered Contingency Operations. Therefore, members supporting exercises are not entitled to downtime.

During downtime, the member is expected to conduct post-deployment in-processing, attend mandatory appointments and remain in the local area of their assigned unit. Individual Reserve (IR) members will notify HQ RIO Personnel Readiness upon return from deployment. Downtime may be restricted from members returning from deployment in appropriate cases such as being placed in pretrial restraint, confinement, or if adequate funding does not exist to continue the member's duty during downtime.

NOTE: It is advised that commanders not take liberty with extending mileage currently authorized via local commute policy during this time as the member is considered "Present for Duty" during this timeframe.

Air Reserve Component (ARC) members who were injured or developed an illness while activated on Title 10 orders must be directed to medical immediately. For members in deployed locations, an AF Form 348 will be initiated at the earliest opportunity (preferably while the member is still in the deployed location) and before release from the deployment order to enable post-deployment medical treatment or other entitlements. **Upon returning to home station IAW** AFI 36-2910, para 2.2.2.3., "ARC medical units will document Administrative Line of Duty (LOD) determinations and initiate the Informal or Formal LOD process if not completed by the initial Medical Treatment Facility." For example, if a reservist is hurt while activated, the LOD should be initiated by the active duty (AD) medical provider for injuries sustained while deployed. However, the information must be transferred to the system used by AFRC upon the member's return.

If an LOD is not initiated at the time of injury while activated, AFI 36-2910 provides the authority for the Reserve Medical Unit (RMU) to process the LOD post-deployment as long as it is done prior to the end of the AD tour. IR members are directed to medical at the location of the unit with which they deployed. The IR member must notify HQ RIO Medical Readiness of the injury or illness and that an LOD has been initiated.

NOTE: Members injured while activated only receive two days for in-processing before PreMedical Continuation (MEDCON) orders begin. At that time, all leave must be approved by the Air Reserve Component Command (ARC CMD) and the Commander. Resolving the medical condition takes precedence over leave and/or downtime.

11.13.5.2. Downtime starts the day after the member returns to home station from the deployed location. If the day after a member returns to home station falls on a weekend or holiday, that day counts as part of downtime. IR members, if deployed with a unit different than their assigned unit, are expected to take their downtime with the unit with which they deployed, not when returning to home station.

    11.13.5.2.1 During the downtime period personnel are required to check-in with their CC/supervisor daily to determine if there are any official actions requiring their attention. During this time it's also very important that CCs, Supervisors, First Sergeants, Senior ARTs and Wingmen keep an eye on personnel and evaluate their mental and physical state. If there is any concern, personnel must be referred to the appropriate office(s)/agencies without hesitation.

NOTE: In-processing begins on the member's next duty day. All in-processing days are included in downtime.

11.13.5.3. Commanders have the option of granting a 3- or 4-day pass IAW AFI 36-3003, _Military Leave Program_, allowing personnel, who do not live within the Installation Commander's established commuting area, to depart the local area.

NOTE: If a member is granted a pass, the time counts as part of the downtime period. The pass period must be documented via a memorandum signed by the unit commander and the member. A recommended template for the pass memorandum can be obtained from your local Force Support Squadron/Installation Personnel Readiness (FSS/IPR) office. All travel costs associated with the pass is at the member's expense. AFI 36-3003 provides restrictions on pass duration and use of passes in conjunction with leave.

11.13.5.4. Personnel deployed (boots-on-ground (BOG)) away from their unit of assignment 1-44 days do not earn downtime. These personnel do receive two days for in-processing, prior to starting their earned leave.

11.13.5.5. Personnel deployed BOG away from their unit of assignment 45-89 days earn 7 days of downtime.

11.13.5.6. Personnel deployed BOG away from their unit of assignment 90 days or greater earn 14 days of downtime. Personnel cannot earn more than 14 days of downtime, i.e. personnel who volunteer for consecutive tours only receive 14 days of downtime.

11.13.5.7. The number of days deployed for any Air Expeditionary Force (AEF) or mobilized requirement is based upon BOG at the deployed location, which is calculated AF-wide in Manpower MPA Man-day Management System (M4S) based upon Rotation Start/End date. Travel time is not included.

AMCI 10-403 Paragraph 7.2.1., does not apply to the ARC. In summary, it states that PreMission Crew Rest (PMCR) ensures that aircrew are not prematurely put into PMCR before the crew has time to recover from cumulative effects of flight duties. ARC members who return from activation and are released from Title 10 will not be put back into PMCR because they are no longer in Title 10 status. This has been coordinated with AMC/A3OP; a revision to AMCI 10-403 and subsequent Flying Operations AFIs will be published to clarify previous guidance.

11.13.5.8. If a member elects to forfeit all or part of their earned downtime, they must do so in writing. The IPR must maintain a copy of this memo in the member's deployment folder. The IPR should also maintain an MFR if the member's downtime is rescinded. A broad-based, nonavailability of downtime (for example, lack of funding) should be documented, but need not be maintained in individual deployment folders. HQ RIO Personnel Readiness will maintain all downtime forfeiture MFRs for IR members.

11.13.5.8.1. Personnel considering forfeiting their downtime are encouraged to make their intent known as early as possible. This is required so that accommodations can be made for the member to complete any mandatory requirements prior to being released.

11.13.5.8.1.1. Members are required to complete their mandatory separation history and physical exam (SHPE) prior to the end of their current order. As mandated by law, SHPE must be completed prior to the end of the current activation order. Therefore, the member's ability to forfeit any portion of their downtime will be contingent upon SHPE completion.

11.13.5.8.1.2. As mandated by law, all Reserve Citizen Airmen who complete tours of 180+ days must complete Transition Assistance Program (TAP) requirements prior to the end of their current activation order. Members are encouraged to utilize the Virtual TAP Curriculum via JKO to complete these requirements. Therefore, the member's ability to forfeit any portion of their downtime is contingent upon TAP completion.

11.13.5.9. Title 5 Civilians who deploy in a civilian status are not entitled to downtime.

11.13.5.10. Civilian employees returning from active duty in support of the Overseas Contingency Operations (OCO) may be authorized an excused absence of 5 working days. In order to receive the excused absence, employees must have spent at least 42 consecutive days on active duty. The absence must be the first 5 days back in civilian status and may run concurrent with military "terminal leave." (i.e. An ART or non-ART civilian employee on military terminal leave, may take these 5 days of excused absences simultaneously). Employees are only eligible for one excused absence in a 12-month period. A new 12-month period begins after the use of the previous absence. Civilians should use the code "LV" in ATAAPS and on timesheets.

References	POCs	Phone Number
AFRC Down Time Policy	Mr. Columbus Brown	DSN: 497-1261

Early TriCare

- Timely orders production (AF Form 938)
- SAF/MR has interest in Reservist receiving their activation orders in time to take advantage of enhanced (early) TRICARE
  - * Early TRICRE provides access to medical in order to help Reservist prepare for activation/deployment
  - * It also provides the access to DEERS enrolled dependents
- Eligibility Criteria
  - * Activation orders for more than 30 days
  - * Orders in support of a contingency operation
  - * Certified order starts benefits (no back dating)
- Orders must be produced upon receipt of the M4S authorization E-49
  - * Personnel removed from a tasking are entitled to the TRICARE benefit from the Certification date to the Non-certification date
  - * Replacements TRICARE begins upon certification of their activation order
- New mobilization process being tested, allow easy substitutions
  - * Places greater expectation on CCs making timely identification of members
  - * The goal of the test is to empower unit commanders with the ability to create orders efficiently, provide the flexibility to make changes, and to ultimately improve the percent of mobilized Airmen with orders in hand by 180 days.
- AFRC/A1RR conducts weekly audits, comparing M4S and AROWS-R to see if orders are published
  - * Spreadsheets are sent to IPRs on Tuesdays and Thursdays
- Quarterly reports are provided to SAF/MR, tracking timely order production
  - * Orders 179 days or less from the mobilization employment period/start date will route to "Unit Commander Hard Hold"
    - ■ Reason for delay in producing order is mandatory

References	POCs	Phone Number
AFI 10-402,	Ms. Sunshine Lopez	DSN: 497-1245
Beta Rules	Mr. Columbus Brown	DSN: 497-1261
NDAAs 2008,2010,		

Personnel Accountability

- Air Force Personnel Accountability & Assessment System (AFPAAS)
- Directed by Joint Staff/HAF
  * Natural/man-made disasters-catastrophic in nature
  * Exercises
- When accountability is directed
  * AFRC/A1RR works with Command Post to release EXORD
  * NAFs, RIO, ARPC, 951 RSPTS/CC, RS receive EXORD
    - Distributes to subordinate units
    - EXORD defines reporting requirements and POCs
  * Wing determines personnel notification process (AtHoc, re-call etc…)
  * 100% accountability/48 hours
    - Requires wings to make contact with all personnel
  * All accounting takes place in AFPAAS
  * May require some creative thinking to achieve 100% accountability
    - Utilize social media or contact local police
- IPRs/CORs
  * Keeps leadership abreast of account efforts
  * Identify personnel TDY/leave in affected GAOI
  * Assist members with accountability efforts
  * Non-participants must be accounted
  * Ensure personnel contact information is correct
- Wing AFPAAS Events
  * Local event/Exercise
    - Evaluate wing's response time/process
    - Parameters-date, type of event, location/radius, population
  * Request submitted to AFRC/A1RR, see below.
    - Minimum of two weeks notification for exercises
    - Real-worlds event normally up and running within 1-2 hours

References	POCs	Phone Number
AFI 36-3802	Mr. Columbus Brown	DSN: 497-1261
AFPASS Trifold	Mr. Columbus Brown	DSN: 497-1261

3. LEADING PEOPLE

Legal

- The Air Force JAG School publishes The Military Commander and the Law annually as quick reference guide for common legal and or personnel issues a commander may encounter.
  * It can be access electronically at: https://www.afjag.af.mil/Library/AFJAGS-Library/

- Non Judicial Punishment
  * Graduated response - LOA/LOC/LOR/Article 15
  * Contact JA prior to proceeding for template

- Discharges
  * Officers: AFI36-3209, Table 2.1
  * Enlisted: AFI36-3209, Table 3.1

Note: All discharges must be coordinated with local Staff Judge Advocate (SJA)

References	POCs	Phone Number
AFI 36-3209	Lt Col Allison Chisolm	497-1644
Military Commander and the Law, 2019	Maj Jacqueline McDermott-Wintch	497-1920

Sexual Assault Prevention and Response
Reporting Options

Unrestricted Report			Restricted Report	
Victim	SARC	Command Involvement	Victim	SARC
	Victim Advocate			Victim Advocate
	Mental Health			Mental Health
	Chaplain	Law Enforcement Investigation		Chaplain
	Medical Services			Medical Services
	Special Victim's			Special Victim's

COMMANDER'S CHECKLIST FOR UNRESTRICTED REPORTS (Abridged and Edited for AFRC)

VICTIM'S COMMANDER - Initial Contact

1. Ensure the physical safety of the victim--determine if the alleged offender is nearby and if the victim desires or needs protection.
2. Provide the victim emergency healthcare, regardless of visible injuries, unless the victim declines healthcare care. Ensure that sexual assault victims are given priority, and treated as emergency cases.
3. Notify OSI as soon as the victim's immediate safety is assured, and elected medical treatment is initiated. STRICTLY LIMIT KNOWLEDGE OF THE FACTS OR DETAILS OF THE INCIDENT TO ONLY THOSE PERSONNEL WHO HAVE A LEGITIMATE NEED-TO-KNOW.
4. Ensure the SARC is notified immediately.
5. Collect only the necessary information (e.g., victim's identity, location, and time of the incident, name and/or description of offender(s)). DO NOT ASK DETAILED QUESTIONS AND/OR PRESSURE THE VICTIM FOR RESPONSES OR INFORMATION ABOUT THE INCIDENT.
6. Advise the victim of the need to preserve evidence (by not bathing, having anything by mouth, voiding bladder, or washing garments) while waiting on OSI agents.
7. Ask if the victim needs a support person, which can be a personal friend or family member, to immediately join him or her. Be sure to advise the victim this support person could later be called to testify as a witness if the case goes to trial.
8. Ask if the victim would like a chaplain to be notified and notify accordingly.

Follow-On Actions

1. Throughout the investigation, consult with the victim, and listen/engage in quiet support, as needed, and provide the victim appropriate emotional support resources. To the extent practicable, accommodate the victim's desires regarding safety, health, and security, as long as neither a critical mission nor a full and complete investigation is compromised.
2. Continue to monitor the victim's well-being, particularly if there are any indications of suicidal ideation, and ensure appropriate intervention occurs as needed.
3. Determine if the victim desires or needs a "no contact' order or a DD Form 2873, MPO
4. Attend the monthly SAPR Case Management Group (CMG) meeting.
5. Ensure the victim receives monthly reports on the status of the sexual assault investigation from the date the investigation was initiated until there is a final disposition of the case.
6. Reserve Commanders will facilitate all elements of the Expedited Transfer process for which they have legal authority. If requested by the victim, the commander will allow for separate training on different weekends or times from the alleged offender. The commander will also consider a different unit in the home drilling location to ensure

Sexual Assault Prevention and Response

undue burden is not placed on the victim by a transfer. Consideration for moving the accused is also an option. If the victim would like to transfer to a different installation a commander can assist with finding a new position and ensure the DD Form 1288 is processed in a timely manner.

7. Consult with servicing legal office, as needed, to determine when and how best to dispose of the victim's collateral misconduct, if any. Notify the assigned SAPR VA or SARC prior to taking any administrative or disciplinary action affecting the victim.

8. Avoid automatic suspension or revocation of a security clearance and/or Personnel Reliability Program (PRP) access, understanding that the victim may be satisfactorily treated for his/her related trauma without compromising his/her security clearance or PRP status. Consider the negative impact that suspension of a victim's security clearance or PRP may have on building a climate of trust and confidence in the Military Service's sexual assault reporting system, but make final determination based upon established national security standards. (See DoD 5210.42-R (Reference (ad) for specific requirements.)

ALLEGED OFFENDER'S COMMANDER

1. Avoid questioning about the sexual assault allegation with the alleged offender, to the extent possible, since doing so may jeopardize the criminal investigation.

2. Any contact with a Service member suspected of an offense under Chapter 47 of Reference

3. (b) may involve rules and procedures that ensure due process of law. Therefore, before questioning or discussing the case with the alleged offender, commanders and other command representatives should first contact the servicing legal office for guidance.

4. However, if questioning does occur, advise the Service member suspected of committing a UCMJ offense of his or her rights under Article 31 of Chapter 47 of Reference (b).

5. Safeguard the alleged offender's rights and preserve the integrity of a full and complete investigation, to include limitations on any formal or informal investigative interviews or inquiries by personnel other than those by personnel with a LEGITIMATE NEED-TO-KNOW.

6. Ensure the accused is inform about the available counseling support. As appropriate, refer the alleged offender to available counseling groups and other services.

7. CONTINUALLY MONITOR the accused well-being, particularly if there are any indications of suicidal ideation, and ensure appropriate intervention occurs as needed.

References	POCs	Phone Number
AFI 90-6001	Mr. James Woodyard	497-2038 (Comm: 478-327-2039)

First Sergeant

- The First Sergeant (CCF) Is a critical contributor to TRIAD leadership in the unit
- The TRAID
    * Commander is decision makers
    * Superintendent provide Operational advice to CC
    * Superintendent is the Functional Subject Matter Expert (SME)
    * First Sergeant provides Administrative advice to CC
    * First Sergeant is Human Resource/Capitol manager
- CC/CCF Relationship
    * Shirt is the belly button for health, morale, welfare, discipline, readiness and retention within the unit
    * To assure best advice possible the shirt should see most documents that CC signs off on
    * The informal leader of the unit
- First Sergeant Utilization
    * Leads outside the chain of command
    * Builds up and supports the chain of command, not a replacement to it
    * SME on personnel programs, PME, family needs, financial matters and recognition
- First Sergeant Role
    * Focused on proactive management of time, developing Airmen through:
        - REDPs
        - EPRs/ACAs
        - Enlisted Development Education Boards
        - Recognition programs (1206s)
        - KPLs
        - MyVector
    * Some reactive management of time, following through with:
        - LOC/LOA/LORs, Verbal and Written Counseling (AF 174)
        - Admin Demotions and Separations
        - UIF/Control Rosters
- Force Management
    * CCC is the wing Functional Manager for First Sergeants, and will rotate them for development purposes
    * Average time in a squadron is 2 years
    * Unit CC and CCC work together to continuously develop the First Sergeant

References	POCs	Phone Number
AFI 36-2109	CMSgt Travon Dennis	DSN 497-1020
AFI 36-2113		
AFI 36-2618		

Chaplain

- When to call the Chaplain
  * Suicidal Ideations/Mental Health/relationship issues/death
- Execute the Mission
  * Vision: Developing spiritually fit Airmen to fly, fight, and win
  * Chaplain Core Capabilities
    - Spiritual/Warrior Care
      – Unit engagements/ Unit assessments
      – Counseling
      – Conflict resolution
    - Advising Leadership
      – Commander Calls
      – Religious accommodation
      – Spiritual, ethical, moral, morale issues
  * Religious Support Team (RST)
    - 1 Chaplain (officer) and 1 Religious Affairs Airman (enlisted)
    - Chaplain – Commanders resource as principal advisor regarding the free exercise of religion and impact of religion on operations
    - Religious Affairs Airman – much more than administration
      – Crisis intervention specialist; Trauma response
      – Conflict management
      – Religious Program Management
- Lead People
  * Privileged Communication (UCMJ, Military Rules of Evidence 503)
    - Under no circumstance may a chaplain or religious affairs airman disclose privileged communication without the individual counselee's informed, written consent.
- Improve the Unit
  * FAITH works
    - An initiative addressing spiritual pillar of CAF
    - Gives commanders more of what they want
      – Stronger marriages, relationships, coping skills
      – Self-control, self-esteem, healthier
    - Gives commanders less of what they don't want
      – Depression, divorce, violence
      – Alcohol/drug abuse, suicide ideation

References	POCs	Phone Number
DoDI 1300.17 Religious Accommodation	AFRC/HCX	DSN 497-1475
AFI 52-101 Chaplain Planning and Organizing	AFRC/HCX	DSN 497-1475
AFRC Mission Directive 1124	AFRC/HCX	DSN 497-1475

Public Affairs

- In the absence of proactive engagement, media/public will fill in with potential false/inaccurate information.
- There is always something to talk about.
- Communication should be transparent, not non-existent.
- Be familiar with your PA staff and the strategic communication plan.

- **When to engage:**
    * Crisis: Wing spokesperson should put out a statement within an hour
    * Anytime there's something exciting happening the community or congress would like to know about
    * Anytime you would like to share your Reserve Citizen Airmen's Story
    * Look for strategic opportunities to engage. Work with your PA staff to weave strategic communication plan messaging into any opportunity
- **Tips for engagement:**
    * Practicing effective messaging is key to a beneficial engagement:
      Answer + Message = Response
    * Know your target audience
    * Keep sound bites to 12 seconds or less depending on the type of engagement
    * Use stories, anecdotes and tripartite division when applicable
    * Feel free to repeat yourself
    * Consider everything **on the record**
    * Don't repeat the negative, avoid jargon and technical terms, be conversational and aware of your body language
- **Resources:**
    * **Waypoints:** https://cs2.eis.af.mil/sites/10463/AFStory/Programs/Tell.aspx?
    * **PAG , Communication Plans, Media Training, Strategic Messaging:**
      https://afrc.eim.us.af.mil/sites/PA/SitePages/Home.aspx (add address)

- **POCs:** Local PA team should be the first stop
- **AFRC/PA** – afrc.paworkflow@us.af.mil 478-327-1748 (DSN 497)

Hiring Actions

- ART/Civilian Hiring
  - ∗ Wing POC is Civilian Personnel Liaison:_____
  - ∗ Tools
    - ▪ DHA approved for Maintenance/Cyber/FM/Command Post
    - ▪ Link to ART SPD Library:
      https://cs2.eis.af.mil/sites/11387/default.aspx
- AGR Hiring
  - ∗ POC is ARPC/DPAA: DSN: 665-0102; Comm: 210-565-0102
  - ∗ Chief AGR Management: DSN847-3788; Comm: 720-847-3788
  - ∗ Tools
    - ▪ Career status granted by Wing/CC
    - ▪ Link to AGR Hiring/Templates:
      https://mypers.af.mil/app/answers/detail/a_id/21781/p/17/c/20
- TR Hiring
  - ∗ Wing recruiting/FSS POC: Force Management
  - ∗ Tools
    - ▪ TSgt and below: No interview required
    - ▪ Link to RMVS:
      https://w45.afpc.randolph.af.mil/AFPCSecureNet40/Portal/direct.aspx?id=17

References	POCs	Phone Number
Title 5 USC, Subpart D, Chapter 51 and 53, 5 CFR Chapter 511, the System for classifying FWS positions and OPM	HQ AFRC/A1CC	497-1309
DoDI 1400-25 Vol 511, Civilian Personnel Management System: Classification	HQ AFRC/A1CC	497-1309
AFPD 36-1, Appropriated Funds Civilian Management and Administration	HQ AFRC/A1CC	497-1309
AFPD 36-14, Position Management and Classification	HQ AFRC/A1CC	497-1309
AFI 36-1401, Civilian Position Classification	HQ AFRC/A1CC	497-1309
AFRCI 36-501, Air Force Reserve Command (AFRC) Position Management and Air Reserve Technician (ART)	HQ AFRC/A1CC	497-1309
AGR Hiring: AFI 36-2110, Chapter 12	ARPC/DPAA	847-3788
TR Hiring: AFI 36-2110, Chapter 8	Wing Force Management	

Labor/ Employee Relations/ Workforce Management

- Labor Management Relations (LMR)
  - Labor Contract Negotiations, Union Notifications, Complaints (grievances, unfair labor practice [ULP] charges, contract violations), Third Party Proceedings
    - Common situations generating labor obligations for management: formal discussions, Weingarten rights, changes in conditions of employment affecting working conditions, past practice, employee or union grievances
    - ART unique labor relations situation – ART wear of the military uniform
    - Local labor agreements trump AFIs
    - LMR Toolbox
      - LMR Specialist: _____
- Employee Management Relation (EMR)
  - Conduct & Discipline, Adverse Actions (disciplinary & non-disciplinary), USERRA and Loss of Reserve Status
    - Standard civilian personnel rules apply to ARTs; review the ART Handbook
      - Rules are based on law, regulation, policy, or negotiated labor agreements
      - Attend supervisory training, review AFPC myPers knowledge articles
      - Local procedures vary by each location – contact servicing CPS for details
      - Civilian Discipline Guidance, AFI 36-704
        - ♦ Attachment 3, Guidelines – see next page
  - EMR Toolbox
    - EMR Specialist: _____
    - Obtain copy of local master labor agreement
- Performance Management (PM)
  - GS, FWS and GG performance management systems
    - Appraisal Milestones: 1 April – 31 March
      - Minimum supervision: 90 days
      - Performance Plan
      - Mid-term progress review
      - Annual appraisal
    - Complete PM training as required
      - PM Toolbox
        - ♦ PM POC: _____
        - ♦ DPMAP and DCIPS guide link: https://compo.dcpds.cpms.osd.mil/
- Injury Compensation (IC)
  - Centrally Managed by HQ AFPC
  - IC Toolbox
    - DOL ECOMP website www.ecomp.dol.gov
- Benefits and Entitlements (B & E)
- Retirement, Creditable military service, Federal Employers Group Life Insurance, Federal Employees Health Benefits, Thrifts Savings Plan

Labor/ Employee Relations/ Workforce Management

- B & E Toolbox
  - ∗ OPM.gov and https://mypers.af.mil
  - ∗ Government Retirement & Benefits Platform (GRB Platform)
    https://w45.afpc.randolph.af.mil/AFPCSecureNet40/CheckPortal.aspx
  - ∗ BENEFEDS
    https://www.benefeds.com
  - ∗ Thrift Savings Plan
    https://www.tsp.gov

References	POCs	Phone Number
Title 5 USC, Chapter 71, Labor Management	HQ AFRC/A1CE	497-1324
DODI 1400.25 Sub Chapter 711, Labor Management Relations	HQ AFRC/A1CE	497-1324
DODI 1400.25-V771_36-706 Civilian Personnel Management & Admin Grievance	HQ AFRC/A1CE	497-1321/1324
AFRCI 36-114 Procedures on ARTS Lose Active Membership	HQ AFRC/A1CE	497-1321
AFI 36-2110 Total Force Assignments	HQ AFRC/A1CE	497-1321
38 USC 43 USERRA	HQ AFRC/A1CE	497-1321
20 CFR 1002 USERRA	HQ AFRC/A1CE	497-1321
AFI 36-704 Civilian Personnel Discipline & Adverse Actions	HQ AFRC/A1CE	497-1321
Title 5 USC, Chapters 43 Performance Appraisal & 75 Adverse Actions	HQ AFRC/A1CE	497-1321
DoDI 1400.25V431_AFI 36-1002, Performance Management & Appraisal Program	HQ AFRC/A1CE	497-1322
DODI 1400.25V2011, Defense Civilian Intelligence Personnel System (DCIPS)	HQ AFRC/A1CE	497-1322
DODI 1400.25V810, Injury Compensation	HQ AFRC/A1CE	497-1322
OPM Guidance on Benefits & Entitlements	HQ AFRC/A1CE	497-1325
AFRCI 36-504, Civilian Personnel Resource Management	HQ AFRC/A1CE	497-1324
OPM Guidance for Shutdown Furloughs	HQ AFRC/A1CE	497-1324
OPM Guidance for Administrative Furloughs	HQ AFRC/A1CE	497-1324
AFI 36-807, Scheduling of Work, Holiday Observances, and Overtime	HQ AFRC/A1CE	497-1860/0273
AFRCI 36-803, Air Reserve Technician Time and Attendance Procedures and Audits	HQ AFRC/A1CE	497-1860/0273
DODI 7000.14-R, Financial Management Regulation Vol. 8	HQ AFRC/A1CE	497-1860/0273
AFI 36-815, Absence and Leave	HQ AFRC/A1CE	497-1860/0273
AFI 36-2254, VOL. I, Reserve Personnel Participation	HQ AFRC/A1CE	497-1860/0273

Training

- FORMAL TRAINING – REQUESTS
  - AF Form 101 – Traditional Reservists (TRs), ARTs in mil status, IMA
  - SF 182 – ART's in civilian status, Civilians, Contractors, AGR, AD
  - Route completed form through appropriate Wing PoC or equivalent
- FORMAL TRAINING - FUNDING PRIORITIES
  - Priority 1-3 are Centrally Funded (CF). All others are Unit Funded (UF) unless otherwise determined.
    - **Priority 1** – Officer and enlisted initial skills training; officer basic courses; aircrew schools (including survival)
    - **Priority 2** – Required courses (by law or other published directive) (i.e., 7-lvl TTG; officer lateral courses, etc.)
    - **Priority 3** – PME and command boarded courses
    - **Priority 4** – Supplemental and advanced courses (i.e., although not required, courses needed for career value)
    - **Priority 5** – Miscellaneous and other MAJCOM courses
    - **Priority 0** – Unfunded courses (i.e., distance learning, etc.)
- OJT – TRAINING STATUS CODES
  - Identifies status of training in a broad sense.
    - **"A"** – Initial 3 lvl upgrade training
    - **"B"** – Initial 5 lvl upgrade training
    - **"C"** – Initial 7 lvl upgrade training
    - **"D"** – Within 6 months of discharge
    - **"E"** – Retraining 3 lvl upgrade training
    - **"F"** – Retraining 5 lvl upgrade training
    - **"G"** – Retraining 7 lvl upgrade training
    - **"K"** – Attending BMT or Tech School
    - **"M"** – Awaiting BMT or Tech School
    - **"P"** – Pause in training
    - **"Q"** – Additional qualification training
    - **"R"** – Fully qualified
    - **"T"** – Removed by commander for "failure to progress in upgrade Training"
- SEASONING TRAINING PROGRAM (STP)
  - **STP-1**
    - Centrally managed and funded
    - Days determined in coordination with MAJCOM Functional Manager annually
  - **STP-2**
    - Requirements based and determined by Unit
    - Funding distributed by NAF based on requirement submission
- Funding Projects and Types
  - **725 –** IADT (BMT + 3 lvl Tech School) - RPA
  - **726 –** Central School Funding – RPA
  - **727 –** STP – RPA
- Formal school travel for members in a pay status (Civilian, AGR, AD) is funded through O&M unless AETC/other MAJCOM fund allocation is authorized

Training

- Formal school travel for members in a pay status (Civilian, AGR, AD) is funded through O&M unless AETC/another MAJCOM funded allocation is authorized.
- UMPR Overage Codes (AFI 36-2110, Table 8.4)

Overage Code Reasons	Code
Training capability enhancement/PME Overage	0
Anticipated loss within 12 months	2
Readiness enhancement	3
HQ approved or PME student	4
Efficient facilities Initiatives/force reductions	8
STEP I or II promoted	L
Request Pending Approval	M

References	POCs (A1KE) afrc.a1ke@us.af.mil	DSN: 497
AFI 36-2651 AF Training Program	Mr. Richard Glosser - Branch Chief	0261
	Mr. Ed Wilchinski - Dep. Branch Chief	1307
AFI 36-2204 STP	Mr. Scott Green – Aircrew Training	1327
A1KESharepoint: https://cs2.eis.af.mil/sites/ 13261/default.aspx	Mr. Robert Hammett – MAJCOM Formal Training Mgr.	0238
ETCA: https://app10-eis.aetc.af.mil/etca/ SitePages/Home.aspx	Mr. Marvin Ford – Training Specialist	0239
AFI 36-2254 v2 Res Personnel Trng.	Ms. Jamie Steel – IADT scheduling	2293
	Ms. Candace Young – Training Specialist	1297
	Vacant/TSgt Jennifer Freeman – Retraining/Prior Service	0203
	Vacant – 3F2 MAJCOM Functional Manager	0240
	MSgt Angelina McIvor – Ed & Trng Superintendent	1220
	Mr. Tharren Printup – Broadcast Network Manager	1345

Force Development

- Development Teams (DT) serve as the "front line" in experiential development. DTs will:
  * Vector personnel toward appropriate education, training, and experiences and other opportunities that ensure right-time development to meet needs of the AFR AND Citizen Airmen
  * Assess the career field pool, by scoring records based on established criteria and produce Key Personnel Lists and in-resident DE recommendations
  * Meet annually for officers and biennially for enlisted

- Reserve-Development Plan (R-DP) is the ultimate tool for Reserve Citizen Airmen to influence the development of their own careers.
  * Communication tool that allows functional managers and other senior leaders to assess an individual's career path and plan for future opportunities
  * Reserve Citizen Airmen should clearly communicate their career goals
  * R-DP is located within virtual Personnel Center (vPC) via MyPers

- Developmental Education refers to an array of resident, non-resident, and blended educational opportunities composed of formal and experiential programs. The Invitation to apply for each board is posted in MyPers, generally two to three months before the board convenes. Members apply through the vPC Dashboard.
  * Reserve School Selection Board (RSSB)
    - Competitively selects Reserve officers to attend short Developmental Education, Officer Professional Development, and Joint in-residence and blended seminar format courses
    - Convenes bi-annually (winter and summer)
  * Reserve Developmental Education Designation Board (RDEDB)
    - Competitively selects Reserve officers to attend in-residence Professional Military Education courses
    - Convenes annually (fall)
  * Enlisted Developmental Education Board (EDEB)
    - Evaluates and recommends high potential enlisted members to attend select short in-residence Professional Development courses
    - Convenes annually (spring)

References	POCs	Phone Number
AFI 36-2640	AFRC/A1KO	DSN 497-0257
AFI 36-2656	AFRC/A1KO	DSN 497-0257

Active Duty Sanctuary

- AD Sanctuary Eligibility Criteria (AFI 36-2131)
  * 18 years to 20 years TAFMS = 6,570 to 7,305 total points
- Voluntary waiver is required:
  * Voluntary tour of AD (other than training) <180 days that may result in eligibility for sanctuary
  * Prior to order being published
  * Wing/CC is waiver approval authority (since Oct 2012)
- Voluntary tour performed without a waiver in-place and sanctuary rights are invoked = RPA or AGR assignment based on AFRC needs
- Involuntary tour (involuntarily mobilized under Title 10 USC 12301(a), 12302 or 12304); Waiver not required
  * Decision to invoke sanctuary or not prior to demobilization (remain on AD or decline)
  * AFPC will provide an AD assignment based on AF needs

Transition Assistance Program (TAP)

-
- Public Law and DoD Instruction requires Citizen Airmen who perform a 180+ days tour (except school & training) complete Transition Assistance Program (TAP)
- TAP consists of:
  * Pre-separation Counseling; completed by servicing A&FR, telephone, You Tube video (Mandatory for all - *5 year exemption*)
  * 1-day VA Briefing; completed by servicing A&FR or JKO (*Mandatory for all - 3 year exemption*)
  * 5-day TAP Workshop: completed A&FR or JKO (Mandatory – some exemptions to Department of Labor (DOL) workshop apply)
    - Exemptions to DOL: full time employment, full time registration in school, or have completed the DOL workshop previously
  * Capstone (Ensure career ready) [*Mandatory for all*]
- IG Inspections: current & past FY; current 180+ day report
- IG Focus: A&FR (Notification process) and Leadership (Member VOW compliance)
- TAP SharePoint Site: https://afrc.eim.us.af.mil/sites/A1/A1R/A1RY/SitePages/TAP.aspx

4. MANAGING RESOURCES

Financial Operations

- Color of Money
  * <u>Reserve Personnel, Air Force</u>
    - For pay, allowances, clothing, subsistence, gratuities, travel, and related expenses for personnel of the Air Force Reserve on active duty under Sections 10211, 10305, and 8038 of Title 10, United States Code, or while serving on active duty under Section 12301(d) of Title 10, United States Code, in connection with performing duty specified in Section 12310(a) of Title 10, United States Code, or while undergoing reserve training, or while performing drills or equivalent duty or other duty, and expenses authorized by Section 16131 of Title 10, United States Code; and for payments to the Department of Defense Military Retirement Fund.
  * <u>Operation and Maintenance, Air Force Reserve</u>
    - For expenses, not otherwise provided for, necessary for the operation and maintenance, including training, organization, and administration, of the Air Force Reserve; repair of facilities and equipment; hire of passenger motor vehicles; travel and transportation; care of the dead; recruiting; procurement of services, supplies, and equipment; and communications.
- Standard RPA Funding Instruments for Training Form (created through AROWS-R)
  * 938 Call to Duty Orders for MilPay
  * Form 1610 for Travel
- Standard O&M Funding Instruments for Supply & Eqpt Purchases (created in DEAMS)
  * GPC Credit Card via Form 4009 <$5K with some exception
  * Form 9 for >5K purchases
- One year appropriations:
  * Personnel Appropriations
    - Appn 3500 (aka MPA) – Active Tasking for Pay Only (supported by M4S)
    - Appn 3700 (aka RPA) – Reserve Training, Mil Pay & Mil Travel
- Operation & Maintenance (O&M)
  * Appn 3400 (aka FC30 or OCO) – Mostly used for Active Taskings for Travel & Supplies, typically supports contingency…some YR/DR/Civ Pay
  * Appn 3740 – Day-to-day support of Reserve Mission
- Budget Terms
  * <u>Passed Bill</u>- President signed the Defense Appropriation Bill, Treasury Warrant signed, OMB & OSD Apportion the Approved Funding--Budget Authority is Initial Distributed (funds loaded) to units
  * <u>Continuing Resolution</u> – Bill is still in negotiation, temporary authority is authorized at prior year funding for a limited time – Increments of Temporary Authority (aka Emergency Loaded) to units for mission essential requirements
  * <u>Fin Plan / Spend Plan</u> – A plan that incorporates all your funding requirements, how much, and when you need them - Used to help distribute available funding to the priorities of the Command, not all requirements are covered, may generate UFR
  * <u>Unfunded Requirement (UFR)</u> – When your Funds Distribution does not cover all the requirements to get your mission accomplished
  * <u>Execution Goals</u> – Ratio of how much of your budget authority needs to be spent (obligated/ executed) by a certain time. Standard Straight-line goal is 25% per/qtr
  * <u>Reprogramming</u> – When funds are distributed, but requirements change, and require funding to move to other areas (different activity grp, org, or purchasing instrument)

Financial Operations

- ∗ <u>Reconciliation</u> – When funds are attached to a funding instrument (via Form 1610, 9, 4009, etc), or w/in an activity & residual exists that need to be adjusted/repurposed
- ∗ <u>Squadron Innovation Funding</u> – O&M Funds specifically distributed to Squadron Commanders for Readiness and Innovation requirements
- Budget Authority (BA) vs. Emergency Load/Funding
  - ∗ <u>BA</u> – Actual funding apportionment document sent from OMB
  - ∗ <u>Emergency</u> - Temporary Funding that can be loaded into the system until actual funding document is received, allows to load only up to what is anticipated
- FM Corporate Process
  - ∗ <u>Financial Working Group</u> – Unit Action Officer & Centralized Program Manager forum to prioritize requirements for consideration in Initial Distribution and/or UFRs – HQ AFRC/FMA Chairs (Qtly)
  - ∗ <u>Financial Management Board</u> – Senior Level Management forum to prioritize requirement for consideration in Initial Distribution and UFRs – HQ AFRC/CD Chairs (Qtly)
  - ∗ <u>Financial Management Council</u> – CAFR's Decision forum for Initial Distribution and UFRs – CAFR Chairs (Qtly)
  - ∗ <u>Out of Cycle UFR</u> – When an Emergency or Urgent requirement exists as Mission Essential without funding resources available – TMT for AFRC/CD Approval
  - ∗ <u>Management Control Plan / Statement of Assurance</u> – Commander's documentation on internal control activity regarding management plans, risk assessments, potential deficiencies, and notable accomplishments – FM Suite for CAFR Approval
  - ∗ <u>Resource Management System (RMS)</u> – Mandatory Annual Commander's Training Refresher of Squadron Financial Resources, Law/Policy, Processes, and Responsibilities
  - ∗ <u>FM Issues/Concerns Chain of Command</u> – Squadron Resource Advisor, Wing Comptroller, NAF/FM, HQ AFRC/FM
- Commander's FM Tools (Available from unit FM Office)
  - ∗ <u>Government Orders Outstanding (GOO/OOO)</u> – Show status of outstanding orders for Airmen that have yet to reconcile
  - ∗ <u>Government Travel Card Delinquency</u> – Shows status of travel cards that are past due (delinquency could result in inability to travel for mission)
  - ∗ <u>Status of Funds</u> – Budget Report that shows all of your funding activities & programs, and how you are trending toward execution goals
- Commander's Decision Support Considerations
  - ∗ Commander's Discretionary O&M is for Mission Essential Programs - Not morale gifts, coins, tshirts, etc
  - ∗ Annual Tour (No Per Diem if lodging/dining facility avail)…whether at Home Station or Away from Home Station
  - ∗ Verbal Orders (VOCO) – Used for Emergency only - no money (budget)/no orders and high risk to member
  - ∗ Establish Stringent Ground Rule on Mandatory and Timely Filing of Travel Vouchers, Training Documents, and Incentive Pay Administration – keeps accounting records clean and auditable
  - ∗ If AD Mission, must have AD Funding – MPA & AD O&M for Travel – Tasking goes through AD Force Provider or Requester (Typically ACC/AMC) – FGC POC

Financial Operations

* Commander should consider Unit needs before releasing member for AD MPA Duty (non-deployment) – Funding does not cover return for UTA wkends
* Always Consider FM Resources before making a decision

Reserve Personnel Appropriation

Project/ Program	Program Description	POC
721 UNIT AT, UTA, AFTP	Traditional Reservist Annual Tour, Unit Training Assembly, Additional Flight Training pay and allowance / clothing	Centrally Managed - FMA
722 IMA AT, IDT	Individual Mobilization Augmentee Annual Tour, Inactive Duty pay and allowance / clothing	Centrally Managed - FMA
723 DEVELOPMENT TRAINING FLIGHT (DTF)	Enlisted members currently awaiting IADT/Basic Military Training	Centrally Managed - FMA
725 UNIT INACTIVE DUTY FOR TRAINING/BMT	Enlisted members attending Basic Military Training - 3 Level technical school training; Non prior	Centrally Managed - A1K
726 SCHOOL TOUR (Formal Schools, Mission Training Program)	Formal classroom training, seasoning and mission qualification training	Centrally Managed - A1K/A3R
727 SPECIAL TOUR	Active duty training (ADT) and Active duty for Special Work (ADSW)	Wing Commander-Discretionary
	Seasoning training for non-aircrew members, wing discretionary funds, unit funded schools	Centrally managed -All other
	Yellow Ribbon, Counter Drug, IRT, TAP, RAS	
728 READINESS MANAGEMENT PERIOD (RMP)	Inactive duty administrative management period	Wing Commander-Discretionary
731 ACTIVE GUARD/RESERVE (AGR)	Active Guard Reserve Member Payroll, PCS	Centrally Managed - AFRC/FMA
734 DISABILITY / HOSPITALIZATION	Line of Duty, Incapacitation, Disability, Severance, Special Compensation allowance & Death gratuity	Centrally Managed - FMAR
735 INDIVIDUAL READY RESERVE (IRR)	Individual Ready Reserve travel, transportation and muster pay	ARPC
739 RESERVE INCENTIVES / BONUS	Enlistment/Reenlistment, Affiliation, Health Profession Specialist Bonuses, Student Loan Repayment, Foreign Language Proficiency Pay, MGIB, Tuition Assistance	Centrally Managed - AFRC
785 HEALTH PROFESSIONS SCHOLARSHIP PROGRAM (HPSP)	Stipend pay, travel, clothing for students pursuing a course of study in medicine, dentistry, other health professions	ARPC
786 MEDICAL FINANCIAL ASSISTANCE PROGRAM (FAP)	Stipend pay, travel, clothing for students pursuing a course of study in advanced specialized training in medicine, dentistry, other health professions	ARPC

Project/ Program	Program Description	POC
WSS	Requirement model driven by CAFDEX inputs; Reprogramming limit $14.999M Execution average since FY13 is $566M; However requests exceed $600M yearly	A4 - Meet Monthly
Flying Hour	Requirement model driven by flying hour requirements; 1st Command to track in DEAMS; Receive reimb for TWCF ($88M) to WSS and Contingency ($80.7M) to UFRs	A3 - Meet Monthly
Civ Pay	Requirement based on projected FTEs and Prior Year Execution	Centrally Managed – FMA
	Major bill payer for other commodity areas; Can't keep trying to fill positions; Need to program in needed areas	
FSRM	Requirement based on project list	A4 - Talk almost daily
	No floor like Reg AF; Can take fundingup to Sep 30	
Taxi, Testing, Ferrying (TTF)	Requirement incorporated in FH and based on projected mission requirements Normally underfunded; Disconnect covered by Contingency	A4 - Meet Monthly
Base Support	Requirement based on unit inputs; Funding based on historical usage and funds availability; Only 11% of budget; At mercy of major commodities; Most UFRs are generated from this program	Wing Commander- Discretionary

References	POCs	Phone Number
AFI 65-601 V1,2,3	Edward Lawson	478-327-1421

Manning

Enterprise Manning milSuite: AFR Manning data website that presents tools, resources and data to assess, monitor and improve unit and career-field portfolio manning health
https://www.milsuite.mil/book/groups/afr-hcm-manning-management-site/overview

AFRC Power BI Cube Data: Web-based business analytics service that provides visualizations and insights on Personnel and Manpower statistics
https://bi.afrc.af.mil/reports/browse/A1Folder

MPES Data Dictionary

Data Element Name	Manpower Data Element Title	Definition
AFSC	Air Force Specialty Code	This code combines the Air Force Specialty with the Air Force Specialty Prefix and Air Force Specialty Suffix into a single code. The code defines the basic duties, responsibilities, skills, and qualifications associated to a manpower authorization. The Prefix code is used along with the basic AFSC to identify significant skills required for the job but not restricted to a single Air Force Specialty.
API	Aircrew Position Identifier	The authorized rated inventory includes pilots, navigators, and air battle managers in the grade of LTCOL and below. To manage these as well as other aircrew positions, API codes are assigned to identify these positions. Enlisted that fly as a part of their duties are also coded.
CAT	Category	This is a design attribute. Used to identify a position as officer, enlisted, civilian, and CME. Required attribute in other systems that use MPES position data.
CID	Command Identifier	A code used to represent the MAJCOM, FOA, or DRU that is responsible for the validation of the manpower requirement or that received the manpower resource allocation for the authorization.
CMG	Civilian Military Grade	This attribute is the grade of the military or civilian used when linking ART postions. When a military drill position is linked to a civilian ART the two positions swap position numbers (PNC) and Grades(CMG)
CPD	Civilian Position Description	This attribute contains a number taken from the Civilian Position Description, which is normally submitted by the work center supervisor.
CRK1 to CRK4	Command Remarks	Command remark codes are controlled by the MAJCOMs. There can be up to four Command Remark Codes on a manpower position. Used to group positions to track whatever the Commands desire.
DTY	Duty Title Code	This code is controlled by the MAJCOMs. It is used on the UMD in lieu of the AFSC title when entered on a position. It allows the user to put a unique title on a position. The code and title flow to our interfacing partners that request it.
EFF	Effective Date	The calendar date that represents the start date of a manpower position or the start date of a projection to an existing position.
FAC	Functional Account Code	This code groups manpower into functional areas similar to Organization Structure Codes. The first four characters are controlled by HQ USAF. The Air Force FACs will have a shred of 00 (last 2 characters of the FAC). All Codes are controlled by HQ AF/A1MR
GRD	GRADE	The code identifies the authorized Military or Civilian level of advancement (rank) needed to accomplish the duties of a position. This attribute identifies the level of advancement an individual should have in order to satisfy a requirement. Disparities between the Grade (GRD) and Required Grade (RGRD) may be due to budgetary constraints, career progression grades or grade ceiling limitations. All manpower positions must have a grade. The MPES UMD application will use both military and civilian grades.
LRK1 To LRK2	Local Remarks	Local remark codes are controlled by the user. There can be up to two local remark codes on a manpower position. Used to group positions to track whatever the individual desires.
MNT	Manpower Type Code	A five character code used to represent the various types of manpower printed on the UMD. The first character X = Funded by FYDP, N = Non-FYDP, and R = Unfunded.
	MNT	Title
	NXXXO	Overhire
	RXPXX	Unfunded Part Time
	RXXXX	Unfunded
	XXPXX	Funded Part Time
	XXXXX	Funded

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Manning

MPES Data Dictionary

Data Element Name	Manpower Data Element Title	Definition
	XDXXX	Funded Deployable Support
	RIIXX	Unfunded In-Garrison Intermittent Support
	XIIXX	Funded In-Garrison Intermittent Support
	RIXXX	Unfunded In-Garrison Full Time Support
	XIXXX	Funded In-Garrison Full Time Support
	RNXXX	Unfunded Non-Deployable Support
	XNXXX	Funded Non-Deployable Support
OSC	Office Symbol Code	Identifies the work center or office where the position is authorized. Identifies the internal organization of a unit.
PAS	Personnel Accounting Symbol Code	This code is used to identify Air Force units. Manpower requirements and authorizations are organized and assigned to units. The PAS code links the manpower position to the organization record in the PAS reference table. Manpower data is normally associated to the current PAS record (PRC = 1). Manpower positions inherit their unit names, locations, and other pertinent organizational information from the PAS code entered on the position. See the PAS worksheet for complete list of attributes and definitions associated to the PAS code.
PEC	Air Force Program Element Code	A subdivision of programmed cost data related to a weapon system or support function as shown in the USAF Force and Financial Program.
POS	Position Number	Used to identify a specific position within the Manpower system. Every manpower position has one. Also used as a key to reference manpower data when interfacing with other systems. Position Numbers are system generated sequentially by CID
PPS	Projected Position Status	A Position Number can exist more than once in the system based on time (Effective and Through dates). This field orders the changes through time. Values begin with zero.
PNC	Position Number Cross Reference	Used to link Reserve Air Reserve Technician (ART) positions to a military drill position. It represents the position number of the positions being linked. Each position stores the position number of the position it is linked with. Not used on Guard ART/military drill positions.
RGRS	Grade Required	Military or civilian grade of the manpower requirement validated to accomplish the duties of the position.
RIC	Resource Identification Code	Identifies a resource category within a manpower appropriation which also identifies the type of resource assigned to each program. The RIC identifies the appropriation, component, and category of the resource.
	RIC	Title
	0004	Active OFFICERS
	0018	IMA OFFICER (24 DRILL)
	0019	IMA OFFICER (48 DRILL)
	0020	AFR UNIT OFFICER (48 DRILL)
	0032	AFR AGR OFFICER
	0104	Active AIRMEN
	0118	IMA AIRMEN (24 DRILL)
	0120	AFR AIRMEN 48 DRILL
	0123	IMA ENLISTED (48 DRILL)
	0147	AFR AGR ENLISTED
	0160	CIVILIANS USDH
	0163	AFR TECHS (MEMO)
	0253	US DIRECT HIRE AF (MEMO) AD CIV
	7676	OVERHIRES (CIVILIAN)
	8888	CONTRACTOR
SAR	Security Access Requirement	Identifies the type of background investigation that must be performed on the person that fills the manpower position.

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Overage/Overgrade Codes	
Overage Code 0	Training Capability Enhancement
Overage Code 2	Anticipated Loss within 12 Months
Overage Code 3	Readiness Enhancement
Overage Code 4	HQ Approved
Overage Code 8	Efficient Facilities Initiatives/ Force Reduction
Overgrade Code L	STEP I or STEP II Promotion

5. IMPROVING THE UNIT

Continuous Process Improvement (CPI)

- Successful CPI organizations can answer the following questions:
  * Is my leadership committed to a culture of CPI? Evidence: documented efficiencies gained through CPI; CC Calls topics or published commitment letters
  * Does my unit have a published Strategic Plan with Vision/Mission statements & organizational goals and objectives and is my unit aligned with those goals?
  * Does my unit have sufficient organic practitioner capability to facilitate problem solving? (Certified and Trained Black Belt & Green Belts)
  * Are my unit's Key Processes identified and Value Stream Mapped?
  * How does my unit manage organizational performance? Do they have key performance indicators (e.g., compliance, fiduciary, and readiness) reviewed regularly?
  * Is my unit replicating innovation/sharing lessons learned across the enterprise?
  * Has my unit benchmarked/implemented best practices from other organizations?
- **The Wing Process Manager is** the local expert and primary advisor for Continuous Process Improvement and Lessons Learned to assist you in answering these questions
- Guidance:
  * AFI 1-2 Commander's Responsibilities (8 May 2014)
    1. Why: CPI is hallmark of highly successful organizations.
       - Commanders must make data-driven decisions and manage risk while ensuring their unit's authorities, missions, plans and goals stay strategically aligned
       - Leaders must be aware of critical processes, and constantly seek to improve and standardize those processes
       - Challenge inefficiencies…wasteful, ineffective, unsafe business practices
       - Improve mission capability & performance…produce more reliable results
  * AFI 38-401 AF Continuous Process Improvement (15 Apr 2016)
    1. Definition: Continuous Process Improvement (CPI) increases operational capabilities while reducing associated costs by applying proven techniques to all processes associated with fulfilling the AF mission. The goal of CPI is to eliminate waste while maximizing customer value
  * Commanders and Directors at all levels will:
    1. Promote CPI methodologies to fulfill requirements in AFI 1-2, Commander's Responsibilities, and AFI 90-201, The Air Force Inspection System
    2. Consider developing a strategic plan. Selected projects should be aligned to the strategic plan, addressing gaps between current and standard performance indicators.
    3. Use Black Belt practitioners to assist in strategy and key performance indicator development, when possible
    4. Consider reviewing project status & impact, number of practitioners trained & upcoming CPI opportunities quarterly
    - Establish strategically aligned performance indicators to ensure data-driven decision-making, risk management, and focused resources on organizational goals/obj

Continuous Process Improvement (CPI)

  * Support training and certification opportunities for local CPI practitioners. Commanders can develop CPI capability in any career field.
- AFRC/CC Memorandum "Leading a Culture of Process Improvement" 27 Mar 19
  * **Attachment:** AFRC CPI Transformation Framework
- **CPI Tools to assist:**
  * AFRC Maturity Assessment
  * AF Practical Problem Solving Model (8 Step Problem Solving Model)
- **AFI 90-1601 AF Lessons Learned (18 Dec 2013)**
  * **Why:** Applied lessons enhance readiness & improve combat capability by capitalizing on the experiences of Airmen
  * **What:** Real-time information shared to enhance our ability to fly, fight, and win across the entire spectrum of AF missions
  * **Changes impact:** Doctrine, Organization, Training, Materiel, Leadership, Personnel, Facilities and Policy (DOTMLPF – P)
  * **When:** Preferably right after the event (deployment, contingency, exercise, etc.) when it is fresh in your mind!
  * **After Action Reports:** the means by which the Air Force records observations, best practices & recommendations; AAR submission NLT 60 days following end of the event
  * **Tools:** Joint Lessons Learned Information System (JLLIS); AF Form 4329 (AF Observation, Issue, or Lessons Learned)
- **AF Joint Lessons Learned Information System (JLLIS)**
  * **NIPR:** https://www.jllis.mil/apps; Register under "AFRC" CAC-only enabled
  * **SIPR:** http://www.jllis.smil.mil/apps; Register under "AFRC" Password-only enabled
- **Your Role in supporting a CPI Mindset**
  * **Lead the culture…**ensure organizational improvements are aligned to priorities
  * Review project status quarterly: practitioners, opportunities & follow through
  * Promote the training, coaching, and mentoring (TCM) of CPI tools
  * Ask about CPI when visiting units and/or Airmen
  * Encourage innovation (incubate ideas needing more development)
  * Ask an Airman about his/her problem solving process
  * Ensure all leadership attend CPI Senior Leader Training
  * Support results of CPI events / give the new process a chance

References/Resources	POCs	Phone (DSN)
DoD Directive 5010.42 (DoD-wide CPI/LSS Program)	Ms. Donna Watson	497-0280
DoD Instruction 5010.43 (Implementation of CPI/LSS Program)	Ms. Donna Watson	497-0280
AFI 1-2 (Air Force Culture, Commander's Responsibilities)	Ms. Donna Watson	497-0280
AFI 38-401 (Continuous Process Improvement)	Mr. Thomas "TeeJay" Jones	497-1947
AFRC CC Memo (27 Mar 19)	Ms. Donna Watson	497-0280
AFI 90-1601 (AF Lessons Learned)	Ms. Cynthia Mighten	497-0491

Inspector General

- **DO NOT**
  - ∗ Reprisal: an act of retaliation
  - ∗ Retribution: punishment inflicted on someone as vengeance for a wrong or criminal act.
  - ∗ Undue Command Influence: is a legal concept within American military law. UCI occurs when a person bearing "the mantle of command authority" uses or appears to use that authority to influence the outcome of military judicial proceedings.
- **AFI 1-2 Commander's Responsibilities (8 May 2014)**
  - ∗ Duties & Responsibilities
    1. Execute Mission, Leading People, Improve the Unit, Manage Resources
    2. Aligns with UEI criteria
  - ∗ Commander's Intent
    1. Blueprint for effective Command
    2. Align with HHQ, Strategic Guidance, i.e. NDS, NMS, etc
    3. Develop Priorities, Objectives, Performance Indicators
    4. Track on Commander's Dashboard
- **(IGI) Air Force Inspection System (AFIS)**
  - ∗ Three critical components
    1. Commander's Inspections Program (CCIP)
       - Unit Inspections Program
       - Self-Assessment Program (MICT)
       - CCIR is the principal inspection report to NAF/MAJCOM leadership
    2. MAJCOM Pertinent Oversight Authority Analysis
       - Continual virtual evaluations in IGEMS
    3. Unit Effectiveness Inspection
       - Independent, impartial assessment
       - 24-36 month MAJCOM IG cycle
       - Utilizes Risk Based Sampling Strategy (RBSS) to develop IG team composition and focus
  - ∗ AFIS Goals
    1. Eliminate inspection preparations (waste)
    2. Mission ready = inspection ready
    3. Inspection efforts align with CC priorities
       - Inspection strategy developed to build calendar
       - WIT selected & trained to support calendar events
  - ∗ Application
    1. Commanders emphasize candid assessments by their Airman to assess and understand risk
    2. Leverage risk management tools to mitigate greatest risk to mission and force
- **(IGQ) Inquiries, Complaints & Investigations**
  - ∗ AFI 90-301 Inspector General Complainants Resolution Program (CRP) (28 December 2018)
    1. Designed to enhance the organization's discipline, readiness, and warfighting Capability
    2. All IGs must maintain a clear distinction between being an extension of the commander and their duty to serve as fair, impartial, and objective fact-finders and problem solvers

Inspector General

* Duties & Responsibilities
    1. The IG ensures the concerns of all complainants and the best interests of the Air Force are addressed through objective fact-finding
    2. Manage and execute the Air Force IG Complaints Resolution Program for non-senior official personnel at the wing level
    3. Answer all higher-headquarters IG taskings within applicable time constraints
* Adverse Information
    1. Any substantiated adverse findings or conclusions from an officially documented investigation or inquiry
    2. Not limited to LOCs, LOAs, LORs, nonjudicial punishment, pursuant to Article 15, UCMJ, and other adverse information
* Roles of the IG in Relation to the Commander
    1. Be the "eyes and ears" of the commander
    2. Assist commanders in preventing, detecting, and correcting fraud, waste, abuse, and gross mismanagement
    3. Educate and train commanders and members of the base populace on their rights and responsibilities

References/Resources	POCs	Phone
AFI 90-201 (AFIS)	Col Kathy Merritt	497-1510
AFI 90-301 (Complaints Resolution Program)	Mr. Scott Winner	497-1511
MICT/IGEMS	Mr. Paul Roby	497-1551
IGI Program	Lt Col Andrea Pitruzzella	472-5862
IG Training Course (AFIA)	MSgt Judy Cortez	497-2352

Safety

- **Air Force Safety Management System (AFSMS)** The purpose of the AFSMS is to utilize the four pillars as a framework for structuring the AF mishap prevention program and activities used to minimize risk and reduce the occurrence and cost of injuries, illnesses, fatalities and property damage.

Safety Reporting

- **Airman Safety App (ASAP)** https://asap.safety.af.mil
    * New mobile app available to encourage Airmen to self-report safety issues.
    * This simple tool, the Airman Safety App will provide a streamlined process for all Airmen, their families and anyone accessing the base to report a safety issue as they encounter it.
        1. The Airman Safety App, is accessible anytime, anywhere, and with almost any device – desktop, laptop, tablet or smart phone – and focuses on minimizing the most common obstacles, making reporting quicker and easier to accomplish.
- **Air Force Combined Mishap Reporting System (AFCMRS)**
    * AFCMRS is a web-based survey tool that measures unit members' perceptions regarding safety climate and operational safety issues.
    * Professional Analyst provides individualized feedback and interpretation to commanders
    * Anonymous survey takes Airmen less than 12 minutes to complete from any web-enabled device
    * Multiple surveys targeted at specialized   populations:
        1. Operations ,Maintenance, Support, Voluntary Protection Program, HHQ, Driving Safety, Nuclear Surety, Medical Safety, Special Tactics,   SPC/ISR
    * Visit https://www.afcmrs.org/ for a sample survey or to enroll
- **Reportable Mishap Classes**
    * **Class A Mishap**—A mishap resulting in one or more of the following:
        1. Direct mishap cost totaling $2,000,000 or more.
        2. A fatality or permanent total disability.
        3. Destruction of a DoD aircraft.
        4. Permanent loss of primary mission capability of an AF spacevehicle.
    * **Class B Mishap**—A mishap resulting in one or more of the following:
        1. Direct mishap cost totaling $500,000 or more but less than $2,000,000.
        2. A permanent partial disability.
        3. Inpatient hospitalization of three or more personnel. This does not include individuals hospitalized for observation, diagnostic, or administrative purposes that were treated and released.
        4. Permanent degradation of primary or secondary mission capability of a space vehicle or the permanent loss of secondary mission capability of a space vehicle.
    * **Class C Mishap**—A mishap resulting in one or more of the following:
        1. Direct mishap cost totaling $50,000 or more but less than $500,000.
        2. Any injury or occupational illness that causes loss of one or more days away from work not including the day or shift it occurred.
        3. An occupational injury or illness resulting in permanent change of job.
        4. Permanent loss or degradation of tertiary mission capability of a space vehicle.

Safety

* **Class D Mishap**—An on-duty mishap resulting in one or more of the following:
    1. Direct mishap cost totaling $20,000 or more but less than $50,000.
    2. A recordable injury cost or illness not otherwise classified as a Class A, B, or C mishap.
    3. Any work-related mishap resulting in a recordable injury or illness not otherwise classified as a Class A, B, or C mishap.
* **Class E Mishap**—A work-related mishap that falls below Class D criteria. Most Class E mishap reporting is voluntary; however see discipline-specific safety manuals for a list of events requiring mandatory reporting.

- **Basic Program Elements/Requirements**

AFSMS Framework

Policy and Leadership	Risk Management	Assurance	Promotion, Training & Education
Leadership	**Hazard Identification**	**Performance**	**Culture**
- Plan	- Mission/Task Analysis	- System Requirements	- Informed
- Organize	- Hazard List	- Expectations	- Flexible
- Direct	- Cause List	- Control Effectiveness	- Learning
- Control	**Hazard Assessment**	**Data Acquisition**	- Just
Management	- Exposure/Probability/Severity	- Continuous Monitoring	- Reporting
- Roles	- Risk Level	- Self-Inspection	**Competency**
- Responsibilities	- Risk Assessment	- Internal Inspections	- Training
- Relationship	**Control & Decision**	- External Inspections	- Education
Procedures / Controls	- Options	- Mishap/Event	**Awareness**
- Develop	- Effects	Investigations	- Internal Communication
- Document	- Prioritization	- Personnel Reporting	- External Communication
- Maintain	- Selection	**Analysis & Assessment**	- Information Access
- Monitor	- Decision	- Reports	
Safety and Quality	**Implementation**	- Metrics	
- Balance	- Communication	- Effectiveness	
- Integration	- Accountability	- Improvement Opportunity	
- Goals and Objectives	- Support	**Change Management**	
	Supervision & Evaluation	- Identification	
	- Supervision	- Control	
	- Evaluation	- Implementation	
	- Feedback	**Continuous Improvement**	
		- Analysis	
		- Corrective/Preventative Action	
		- Management Review	

- **Primary AFI's:**
    * AFI 91-202, Air Force Mishap Prevention Program
    * AFI 91-204, Safety Investigations and Reports
    * AFMAN 91-201, Explosive safety Standards
    * AFMAN 91-203, AF Occupational Safety Fire, and Health Standards

POCs	Name	Phone Number
HQ AFRC/SE	Col Sean Bittner	DSN 497-1872
HQ AFRC/SEF	Lt Col Claude Johnson	DSN 497-0917
HQ AFRC/SEG	Mr. Steve Abraham	DSN 497-1876
HQ AFRC/SEW	Mr. James Johnson	DSN 497-1874

Information Protection

- Security Readiness
  - ∗ Continuous Evaluation (CE) = Periodic Review of background information to determine if national security eligibility (security clearance) requirements are met/maintained
    1. Critical to national security, Insider Threat Program and Command Readiness
    2. Vital tool for command readiness = contributes to the protection of personnel, technologies, and critical information
    3. Two basic CE categories = Response to DoD CE Incident Report (CEIR) and locally generated incident reports
    4. Report information that falls under the 13 Adjudicative Guidelines
       - Initial JPAS incident report = 72 hours
       - Supporting documentation = 30 days
    5. Ensures reportable information is centralized in System of Record
    6. Ensures the designated authority, DoD Central Adjudication Facility (CAF), adjudicates information using the whole person concept
    7. Commander does not have the authority to mitigate reportable information
       - Commander does have authority to keep individual in access/in assignment to sensitive duties or suspend access/assignment pending DoD-CAF incident report review
    8. Applies to all personnel categories (i.e. mil/civ/contractor); regardless of grade or position
  - ∗ Mandatory Reporting Requirements
    1. Commanders, managers, supervisors, co-workers, individuals are responsible for reporting concerns under any of the 13 adjudicative guidelines
       - Allegiance to the United States, Foreign Influence, Foreign Preference, Sexual Behavior, Personal Conduct, Financial Considerations, Alcohol Consumption, Drug Involvement and Substance Misuse, Psychological Conditions, Criminal Conduct, Handling Protected Information, Outside Activities, Use of Information Technology
    2. Intentional failure to report could result in an adverse national security eligibility action against the individual who failed to report

References	POCs	Phone (DSN)
DODM 5200.02	Wing IP Office	
AFMAN 16-1405		
Security Executive Agent Directive 3 (SEAD 3), Reporting Requirements		
SEAD 4, Adjudicative Guidelines		
SEAD 6, Continuous Evaluation		

Facilities

- Two types of facility project funding
  * O&M – Repair, Modernization, Minor Construction (<$2M)
    1. Funding managed at HQ AFRC HQ
    2. Approval at various levels depending on total project cost estimate
    3. Mainly executed through local contracts
  * MILCON – Construction >$2M
    1. Authorized and appropriated specifically by Congress
    2. Long lead time for review, advocacy, and approval
    3. Executed through Corps of Engineers or NAVFAC (depending on location)

References/Resources	POCs	Phone (DSN)
AFI 32-1032	Michael (Mike) Klug	497-1108
AFI 32-1021		
AFRCH 32-1001		

Notes