

# Air National Guard Squadron Superintendent's Handbook



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## Chapter 1

### 1.1. Taking the Seat - Superintendent Priorities

#### Secretary of Defense, Secretary of the Air Force, Chief of the National Guard Bureau, and Director of the Air National Guard Priorities

##### Secretary of Defense:

- Build a more lethal force
- Strengthen alliances and attract new partners
- Reform the Department for greater performance and affordability

Source: 2018 National Defense Strategy,

<https://dod.defense.gov/Portals/1/Documents/pubs/2018-National-Defense-Strategy-Summary.pdf>

##### Secretary of the Air Force:

- Build the United States Space Force
- Modernize the Air and Space Forces We Need
- Grow Strong Leaders and Resilient Families
- Strengthen Our Allies & Partners

Source: Department of the Air Force Priorities Graphic,

[https://www.af.mil/Portals/1/documents/2020%20SAF/DAF\\_priorities\\_graphic\\_v4-01.png?ver=2020-02-27-145718-580&timestamp=1582847090470](https://www.af.mil/Portals/1/documents/2020%20SAF/DAF_priorities_graphic_v4-01.png?ver=2020-02-27-145718-580&timestamp=1582847090470)

##### Chief of the National Guard Bureau:

- Readiness
- People, Families, and Employers
- Innovation

Source: 2021 CNGB Posture Statement, <https://www.nationalguard.mil/Features/Posture-Statement/>

##### Director of the Air National Guard:

- Readiness for today's fight
- 21st Century Guard Airmen
- Build for tomorrow's fight

Source: ANG Director's Page, <https://www.ang.af.mil/About/Biographies/ANG-Director-Page/>

## 1.2. The Triad: Your Commander, Your First Sergeant, and You

**Superintendent / First Sergeant Relationship:** The first sergeant and superintendent must establish a strong professional relationship and define roles and responsibilities, as these often cross paths. Superintendents focus operationally while the first sergeant spends most of his or her time with personnel and related programs. First Sergeants conduct quality force reviews on enlisted performance reports, decoration recommendations, and other personnel actions. The first sergeant and superintendent must keep each other informed on matters that could affect an Airman's ability to execute the mission. Superintendents must ensure the first sergeant understands the mission and operations of the unit, and they must work together to ensure the success of the unit.

## 1.3. Resiliency and Team Building

**Forbes:** Why Resilience Can Make or Break Your Career

Source: <https://www.forbes.com/sites/carolinecastrillon/2019/10/13/why-resilience-can-make-or-break-your-career/amp/>

**PACE (Profession of Arms Center of Excellence):** CMSgt Roger Towberman, Senior Enlisted Leader, Space Force, knows the importance of recharging and implements it in his work-life balance

Source: <https://www.facebook.com/USAFProfessionalism/videos/1122843034587321/UzpfSTE3MjI1NTAwNjI5Njc1OToxMTUxMDE2NDI1MDg3Mjc0/>

**How Successful People Handle Stress:** You cannot control what happens to you but you can control how you are going to react to it

Source: [https://thriveglobal.com/stories/how-successful-people-handle-stress/?fbclid=IwAR3wL0SEPQC6Q64oe6x5Sz3b7SLhi6eChKLclipPR-ciqbciaK3Ej\\_j2F2Y](https://thriveglobal.com/stories/how-successful-people-handle-stress/?fbclid=IwAR3wL0SEPQC6Q64oe6x5Sz3b7SLhi6eChKLclipPR-ciqbciaK3Ej_j2F2Y)

**Five New Approaches to Team Building Activities that are Healthy and actually fun:** Team building wellness events create bonds, boost morale and help everyone lose weight in the process!

Source: <https://www.entrepreneur.com/article/338176>

## 1.4. Diversity

There is no other country in the world so widely diverse, yet so deeply committed to being unified as the United States of America. The challenges we face today are far too serious, and the implications of failure far too great, for our Air Force to do less than fully and inclusively leverage our nation's greatest strength—our remarkably diverse people. Across the force, diversity of background, experience, demographics, perspectives, thought and organization are essential to our ultimate success in an increasingly competitive and dynamic global environment. As airpower advocates, we must be culturally competent and operationally relevant to effectively accomplish our various missions.

Source: <https://www.af.mil/Diversity.aspx>

## 1.5. Leading Peers - Conflict Resolution

**Leading Peers** - “The term motivation refers to factors that activate, direct, and sustain goal-directed behavior. Motives are the ‘whys’ of behavior—the needs or wants that drive behavior and explain what we do. We don’t actually observe a motive; rather, we infer that one exists based on the behavior we observe.”

Source: Nevid JS. Psychology: Concepts and Applications. Belmont, CA: Wadsworth Cengage Learning: 20

**Conflict Resolution** – 10 steps to diffuse interpersonal conflict within the work center.

- Remain Calm – Understand the catalyst during conflict.
- Listen To Understand – Utilize Active Listening Skills/Open Ended Questions
- Accentuate the Positive – Find Commonalities
- State Your Case Tactfully – Own what is yours, use “I” Messages
- Attack the Problem, Not the Person – Depersonalize your comments
- Avoid the Blame Game – Focus on the problem...do not point fingers.
- Focus on the Future, Not the Past – Treat it like problem solving
- Ask the Right Questions – Don’t interrogate
- Link Offers – Give Choice Between Two Positives
- Be Confident – Don’t shy away from confrontation

## 1.6. Bridging the Gap - Leading Millennials

### Things to know

- They learn through experience
- Their lives are non-linear
- They are loyal – but to principles more than people
- Their assumptions about privacy, boundaries, and roles are fluid
- They don’t put up with bad bosses

- They are not good at boring but necessary work

Source: <https://www.shrm.org/hr-today/news/hr-magazine/Pages/0615-leading-millennials.aspx>

### **Things to do**

- Create real connections
- Provide a path for growth
- Create a sense of purpose

Source: <https://www.inc.com/craig-bloem/what-great-leaders-know-about-leading-millennials.html>

### **1.7. Protocol**

The Protocol mission is to participate in creating memorable moments which support Air ethos (Core Values)<sup>1</sup> and Heraldry<sup>2</sup>. Indirectly, protocol efforts can make the difference to the first term Airman who is proud to re-enlist, the mid-career Airman who is reminded of the meaning of service, and to the sunset Airman whose family is sharing an experience or transition into a new journey.

There are 14 fundamentals to execute protocol IAW AFI 34-1201 and AFPAM 34-1202 including: Precedence, DVs, Flags, Budget, Gifts, Events, Ceremonies, Socials, Dinners, Conferences, Administration, Logistics, Flight Line, and Unit Protocol Program.

There are over 20 formal references and multiple supplemental references used to accomplish the protocol mission.

For questions please contact the Protocol Main Line: 240-612-8529 or ANG Protocol Mailbox: [usaf.jbanafw.ngb-cc.mbx.ccp-ang-protocol@mail.mil](mailto:usaf.jbanafw.ngb-cc.mbx.ccp-ang-protocol@mail.mil)

## Chapter 2

### 2.1. Understanding Manning (UMD, UPMR)

**Unit Manpower Document (UMD):** The UMD contains a list by position number of the total funded and unfunded requirements in a squadron, group, wing and MAJCOM. Requirements are earned to accomplish the workload associated with a process or function. To explain further, consider the phrase “spaces vs faces.” In this case, spaces (requirements) earned represent the minimum manpower required to support the mission, and faces (people) represent the personnel assigned to fill those spaces.

A standard UMD will look like the image below. To follow is an abbreviated list of key data codes that could appear on a UMD.

FAC: 10W000 - WING COMMAND																												
POS NBR	AFSC TITLE	AFSC	GRD	RGR	PEC	D T Y	A P I	S E I	S A R	P R P	C E C	O C S E R	M N T	A S F	A R M K	CMD RMK 1	CMD RMK 2	CMD RMK 3	CHG EFF DATE	CHG THRU DATE	1 / 4	1 / 1	1 / 2	1 / 3	1 / 4	1 / 4	2 / 0	
00005973GS	VICE COMMANDER	-091W0	COL	COL	11213C	277	0	5	A				X						12/01/2009	12/31/4712	1	1	1	1	1	1	1	2
00008668GS	COMMANDER	-091W0	COL	COL	11213C	113	0	5	A				X						12/01/2009	12/31/4712	1	1	1	1	1	1	1	1
00007405GS	ADMINISTRATION, CRAFTSMAN	-3A171	MSGT	MSGT	11213C		Z	6					X						12/01/2009	12/31/4712	1	1	1	1	1	1	1	1
00008689GS	ADMINISTRATION, JOURNEYMAN	-3A151	SSGT	SSGT	11213C		Z	6					X						12/01/2009	12/31/4712	1	1	1	1	1	1	1	1
00043748GS	ADMINISTRATION, JOURNEYMAN	-3A151	SRA	SRA	11213C		Z	6					R						08/31/2016	12/31/4712	0	0	0	0	0	0	0	0
00009332GS	NUCLEAR AND MISSILE OPERATIONS	-013N3	GS-13	GS-13	11213C			5		10	0301		X						10/01/2014	12/31/4712	1	1	1	1	1	1	1	1
00006413GS	SECICLERK/STENO	-3A151	GS-07	GS-07	11213C	099		7		10	0318		X						12/01/2009	12/31/4712	1	1	1	1	1	1	1	1

OSC: CC FAC: 10W000	<table style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 10%;"></td> <td style="width: 10%;">1</td> <td style="width: 10%;">1</td> <td style="width: 10%;">1</td> <td style="width: 10%;">1</td> <td style="width: 10%;">1</td> <td style="width: 10%;">1</td> <td style="width: 10%;">1</td> <td style="width: 10%;">2</td> </tr> <tr> <td></td> <td>7</td> <td>8</td> <td>8</td> <td>8</td> <td>8</td> <td>9</td> <td>0</td> <td></td> </tr> <tr> <td></td> <td>4</td> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>4</td> <td>4</td> <td></td> </tr> </table>		1	1	1	1	1	1	1	2		7	8	8	8	8	9	0			4	1	2	3	4	4	4	
	1	1	1	1	1	1	1	2																				
	7	8	8	8	8	9	0																					
	4	1	2	3	4	4	4																					
<b>Funded Positions</b>	6 6 6 6 6 6 6 6																											
<b>Unfunded Positions</b>	1 1 1 1 1 1 1 1																											
<b>TOTAL REQUIREMENT</b>	7 7 7 7 7 7 7 7																											

**Personnel Accounting System (PAS):** The Personnel Accounting System is an abbreviated or trimmed portion of the DoD-recognized full PAS code. This code identifies the organization to which a manpower requirement and funded authorization belongs. These four-character codes compromise positions five through eight out of the eight total characters in the full Personnel Accounting System (PAS).

**Office Symbol Code (OSC):** An Office Symbol Code is a 2 to 7 character code that identifies the internal organization structure of the unit. The sequence of OSCs on the UMD should match the actual structural alignment of the unit. The lesser number of characters in the OSC, the higher echelon placement of that function in the unit. OSCs are useful to determine who reports to whom in the organization. OSCs must be changed through the formal process as outlined in AFI 38-101.

**Grade (Authorized) GRD:** The Authorized Grade is the funded grade and is used by the personnel system to assign personnel. In some instances, a grade will be listed as a CME for

Contract Manpower Equivalent. In those cases, a contractor is performing the workload instead of military or civilian personnel.

**Required Grade (RGR):** The Required Grade is determined by the applicable Air Force Manpower Standard (for full-time positions) or UTC requirement. MAJCOMS (not to include the ANG) determine the required grade by UTC application, which is derived from the gaining MAJCOM manpower standard.

**Program Element Code (PEC):** The Program Element Code represents a subdivision of programmed cost data (people, equipment, and facilities) related to a weapon system or support function and is used to identify the program or subdivision of programs. Requirements and authorizations tied to these codes form the basis of the DoD’s portion of the national budget. The number of authorizations coded within each PEC determine current and future budget allocations and are used to forecast a wide array of needs such as housing, training, pay, and other financial considerations. Additionally, a forecast of future capability depends on correct application of requirements and authorizations within the PEC and is compiled and forwarded to Congress for consideration in the Future Years Defense Plans (FYDP).

**Manpower Type (MNT):** The Manpower Type denotes the funding of a given position. **Note: Neither military nor civilian personnel shall be assigned to unfunded or CME positions.**

<u>MNT</u>	<u>DESCRIPTION</u>
RXXXX	UNFUNDED FULL TIME INSERVICE APPROPRIATED
XXXXX	FUNDED FULL TIME INSERVICE APPROPRIATED
NXXCX	NON FYDP (CME: Contracted Manpower Equivalents)

**Duty Title (Authorized) (DTY):** The authorized Duty Title code is a three-digit code indicating the identifying title for a specific UMD position. The Duty Title will override the Air Force Specialty Title (AFS) on the UMD. Some examples are listed below.

<u>DTY</u>	<u>DESCRIPTION</u>
113	COMMANDER
189	FLIGHT CHIEF
271	SUPERINTENDENT
326	SUPERVISOR
338	FLIGHT COMMANDER

**Security Access Requirement (SAR):** The Security Access Requirement code identifies the **day-to-day** level of access to classified information required by the position. Manpower Change Requests (MCRs) for changes to SAR codes must be coordinated through the Wing Information



Protection office. Typically, SAR 5 upgrades will require an offset unless mandated by Air Force instruction or HQ USAF guidance.

<u>SAR</u>	<u>DESCRIPTION</u>
5	SSBI (SIN SCP BK IN) Top Secret
6	NACLC (NT, LOC, CRED) Secret military
7	ANACI ACC NT AGV IN Secret civilian
8	NACI (NAT AGY CK IN) No Access civilian
9	NAC (NAT'L AGY CHK) No Access

**Effective Date (EFF) and THRU:** The Authorization Effective Date and Authorization Through Date denote the start and end date of a position. Example: EFF: 01 APR 2001, TRU: 31 DEC 4712. **Note: positions with a THRU date will be identified by zeros in the out-years due to projected deletion or unfunding UMD actions.**

**Manpower Change Request (MCR):** An MCR is a tool used to make UMD changes. These changes are typically directed by Headquarters Air Force, Air Force Manpower Standards or by a change in mission requirements. At wing level, MCRs are submitted to the local Force Support Squadron (FSS) and State Joint Force Headquarters for coordination and submission to NGB/A1MR. Common MCR changes include AFSC and skill level changes, grade updates, and/or corrections when errors are identified. **\*\*\*Note\*\*\*** MCRs can be submitted in multiple formats. Check with your local Manpower Office for required submission procedures.

MANPOWER CHANGE REQUEST										
<b>I. MANPOWER CHANGE REQUEST (MCR) ESSENTIALS</b>										
1. DATE:	2. UNIT: (Unit/Office Symbol Code)	3. PAS CODE:	4. REQUESTER NAME: (Rank, Last, First, MI)			5. DSNF:	6. Help Page Show Help			
7. REASON FOR MCR AFSC Adjustment					8. ADVERSE MANPOWER IMPACTS					
9. IMPACTS. State what the adverse impacts would be if not implemented ex. mission and/or personnel. [redacted] will be lacking overall manpower and leadership positions in order to meet Lead Command requirements for total student throughput. Will immediately negatively impact overall readiness for both ANG and AD members due to limited availability of skill progression technique courses for the total force.					a. ZERO BALANCE	YES <input type="checkbox"/>				
					b. PERSONNEL	NO <input type="checkbox"/>				
					c. MISSION	NO <input type="checkbox"/>				
					d. UNIT TYPE CODE	Will Not <input type="checkbox"/>				
10. AUTHORITY FOR ACTIONS. Driving instruction or authority mandating this change: ACC request for schoolhouse to be total force. This also corrects 9G implementation actions that should have involved different rank being converted to the 9G position.					11. MCR COORDINATION Select/Attach Coordination <input type="checkbox"/> E-mail Coordination <input type="checkbox"/> Civilian Position <input type="checkbox"/> Other <input type="checkbox"/> Attach Documents <input type="checkbox"/> Authorization Change Input (Used Attached Blank ACR Input Template)					
<b>II. MANPOWER CHANGE REQUEST DETAILS</b>										
12. RATIONALE Ensure proposed adjustments identify workload, mission, unit structure, and technology changes. List expected tangible results from change. Will immediately increase course availability at the schoolhouse which in turn increases enterprise readiness. Eliminates single point of failure in instructor knowledge by adding availability of alternate instructors for course load. It is understood that OSCs and FACs are unbalanced, but they were also unbalanced as of the time that the initial implementation of the 9G. This move corrects that implementation for the proper AFSC.										
13. AFFECTED POSITIONS. List Unit Manpower Document positions and requested change. Use attached input template if changes exceed below positions.										
10-digit position #	PAS	Unit	OSC	GRD	AFSC	FAC	REC	INC	EFF DATE	ACTION
[redacted] 34	FBZ7	[redacted]	CCC	ES	9G000	100100	53111D	0148		CURRENT <input type="checkbox"/>
			SCY	ES	3D100	44N000	53111D	0148	2005-03-02	REQUESTED <input type="checkbox"/>
[redacted] 34	FMLD	[redacted]	BA	ES	3N151Z	11D200	00059220B	0128		CURRENT <input type="checkbox"/>
	FBZ7	[redacted]	CCC	ES	9G000	100100	00059969G	0128	2005-03-02	REQUESTED <input type="checkbox"/>
										CURRENT <input type="checkbox"/>
										REQUESTED <input type="checkbox"/>
										CURRENT <input type="checkbox"/>
										REQUESTED <input type="checkbox"/>
										CURRENT <input type="checkbox"/>
										REQUESTED <input type="checkbox"/>
<b>III. LEADERSHIP REVIEW</b> Submit change requests through their servicing MO for positions under their command/control. Submissions beyond span of control within the peer level of command, require parent level of command concurrence. Squadron (or equivalent) is the lowest level permitted to submit changes.										
14. ENDORSEMENT	15. UNIT	16. DATE	17. NAME (Rank, Last, First, MI)			18. SIGNATURE	19. MCR ACTION			
Select...						Select...	Select...			

## 2.2. Organizational Structure

An organizational structure is the designated hierarchy of a unit and its standardized structure within the Air Forces IAW AFI 38-101. Organizational structure must adhere to four basic organizational principles emphasizing wartime tasks, lean organizational structure, skip-echelon structure, and standard organizational levels. Details for each organizational principal are in Chapter 1 of AFI 38-101. Individual unit commanders must use the standard organizational structures, however, a waiver can be requested through an Organization Change Request (OCR) if the unit mission or location changes. **Note: Submit all OCRs to NGB/A1MPO. NGB/A1MPO reviews and/or provides suggestions and necessary changes to all OCRs prior to staffing to gaining MAJCOM and HQ USAF/A1M for approval.**

An OCR is used to identify unique organizational requirements for their respective units. OCRs must be coordinated through the appropriate Wing/State offices. OCR actions include activations, inactivations, nomenclature changes, reorganizations, or variation to standard structure requests. **Note: All OCR actions must be coordinated and routed through local Force Support Squadron (FSS) and wing commander and to ensure organizational changes comply with AFI 38-101.**

OCRs must be accomplished IAW AFI 38-101 Chapter 6 and are composed of three major components: the eight questions, the current and proposed organization charts, and the official request from the appropriate level commander requesting the change. Next, see major components of the OCR.

The OCR Eight Questions document provides in-depth description of proposed changes. See questions below as defined in AFI 38-101.

**Question 1:** What is the proposed action (list specific actions, such as activation, inactivation, nomenclature change, reorganization, or variation request)?

**Question 2:** Why is the action needed? What are the expected benefits? (Identify factors driving the need for the action, e.g., changes to instructions, missions or concepts of operations; attach any substantiating Air Force directives. In describing expected benefits, identify improvements, examples of increased mission capability and so on. Generalized statements such as increases mission capability or reduces span of control are not adequate as justifications.)

**Question 3:** What is the structure of the new organization (include current and proposed organization and function charts showing authorized and proposed manpower by officer, enlisted and civilian. Also, include Average Daily Student Load, where applicable. Explain manpower changes. To assist in identification of potential Congressional or community

concerns, identify the number of manpower authorization changes for each affected installation in your response; use a table if needed.)

**Question 4:** Explain how the proposed structure compares with standard structure, nomenclature, size guidance, and provide rationale for any requested deviations. Using the guidance in Chapter 2, include computation of adjusted populations for wings, groups or squadrons with manpower authorizations under the unit size thresholds.

**Question 5:** As a result of this request, are any changes needed to add or delete Organization Nomenclature Codes or Office Symbol Codes (OSCs) or to change the title for an OSC, if so, provide the following information. Strive to use existing codes rather than creating new ones. Avoid special characters due to data system interface problems. (See Chapter 4 for additional information on OSCs.)

**Question 6:** For unit activations or redesignations, explain why the proposed unit designation was chosen. Identify any inactive historical units you are proposing to use and explain why you want to use these units. (Coordinate proposals with the appropriate history office.)

**Question 7:** What is the cost of the request in terms of dollars and resources? (Document cost in terms of dollars and manpower. Include administrative costs such as flags and signs, as well as manpower increases or monetary costs directly driven by the requested reorganization action. Do not include costs that may be a result of related force structure, for example, runway construction costs for bedding down programmed aircraft would not be included in the OCR to activate an associated flying squadron. If the action cannot be implemented from within currently programmed MAJCOM, FOA or DRU resources, see paragraph immediately below.)

**Question 8:** Provide a mission directive, statement or description for organizations being activated, inactivated, redesignated or reorganized.

The Commander's Memorandum Request should briefly explain the commander's intent to reorganize, the reason for the change, and the mission impact if not approved.



**DEPARTMENT OF THE AIR FORCE**  
FLORIDA AIR NATIONAL GUARD  
STATE HEADQUARTERS  
ST. FRANCIS BARRACKS, P.O. BOX 1008  
ST. AUGUSTINE, FLORIDA 32085-1008

28 February 2019

MEMORANDUM FOR NGB/A1M

FROM: FLANG/AAG-A/CC

SUBJECT: 125th Operations Support Flight Organizational Change Request

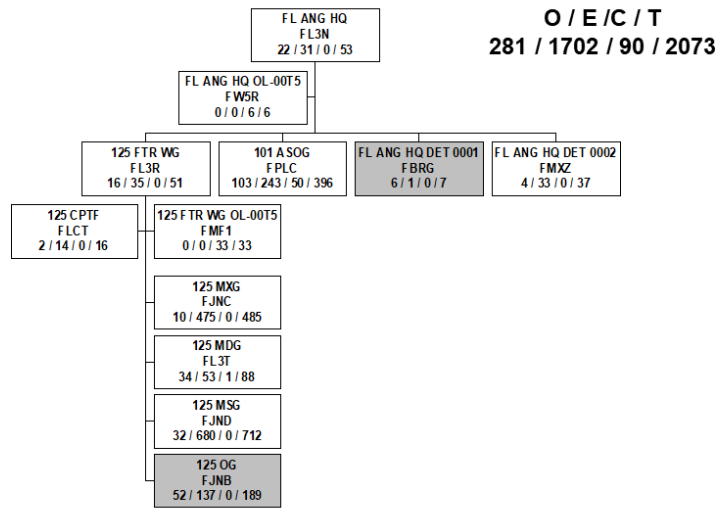
1. Due to increases in manpower authorizations, combined with substantive mission growth, the Florida Air National Guard is submitting the attached Organizational Change Request.
2. Col George Downs is my point of contact for this request. He can be reached at [george.h.downs2.mil@mail.mil](mailto:george.h.downs2.mil@mail.mil) or via phone at 904-823-0614 (DSN: 822-0614).

BRIAN M. SIMPLER, Brig Gen, FLANG  
Assistant Adjutant General - Air  
Commander

The current and proposed organization charts provide a before and after picture of the unit's organization and depicts the changes requested. See examples below.



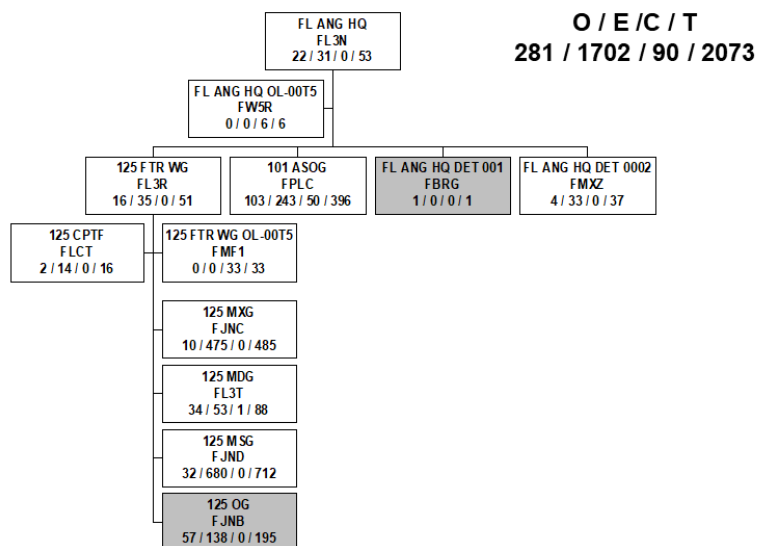
## Florida ANG Current



UNCLASSIFIED



## Florida ANG Proposed



UNCLASSIFIED

## Chapter 3

### 3.1. Personnel Information and Actions

**Board for Correction of Military Records (BCMR):** The Air Force is mandated by 10 U.S.C., Section 1557, which provides oversight and clearance deadlines for the correction of military records review and decision. BCMRs are the primary method for the Secretary of the Air Force to correct any military record when "necessary to correct an error or injustice." BCMR applications/cases are considered Secretary of the Air Force correspondence and are the highest level of administrative review within the Department of the Air Force.

Air Force service members who are requesting a correction to their military records must submit DD Form 149 – Application for Correction of Military Records (<http://www.dtic.mil/whs/directives/forms/eforms/dd0149.pdf>) to:

**Air Force Board for Correction of Military Records  
3351 Celmers Lane  
Joint Base Andrews, MD 20762-6436**

Or email to: [usaf.pentagon.saf-mr.mbx.saf-mrbc@mail.mil](mailto:usaf.pentagon.saf-mr.mbx.saf-mrbc@mail.mil)

**Dress and Appearance:** The Air Force Directorate of Service's Uniforms and Recognition Branch officials, in conjunction with officials from the Air Force Personnel Center and several other agencies, created a website that features interactive slideshows, uniform regulations, detailed photos, and uniform policy updates from the Air Force Uniform Board.

The website is in the public domain, which allows users to access it without their common access card and is helpful for Airmen researching uniform information from computers or smart phones off the military network.

While the new site will be a valuable resource, Airmen should continue to work through their chain of command for clarification and guidance on Air Force dress and appearance standards and policies.

For more information, visit the Air Force Dress and Appearance public website at: <https://www.afpc.af.mil/Career-Management/Dress-and-Appearance/>.

**Early TRICARE benefits for members and their families:** DoDI 7730.54 implements pre-activation TRICARE for ANG members ordered to active duty in support of a contingency operation for more than 30 days and for their eligible family members.

An ANG member who is issued a delayed-effective-date active-duty order specifying a period of active duty of 31 or more days in support of a contingency operation shall be eligible (along with family members) for pre-activation TRICARE commencing on the publish date of a qualifying order. Contingency Operations are defined in section 101(a)(13) of title 10 United States Code (U.S. C.). A delayed effective date active duty order is an order issued in advance of the active duty start date.

Pre-activation eligibility commences when a qualifying order is issued via the AROWS system. The maximum allowable period is limited to 180 days by law.

ANG members can verify their eligibility on the DMDC website at:

<https://www.dmdc.osd.mil/appj/dwp/index.jsp>

Members should take great effort to ensure their family members have current identification cards and are enrolled in DEERS.

Eligible members will be provided health care by military hospitals and clinics, or by TRICARE-authorized providers, reimbursed through supplemental care rules. ANG members will not be enrolled into TRICARE Prime unless, and until, they reach their final duty station. Family members may choose to enroll in TRICARE Prime Remote (TPR) for Active Duty Family Members. See the Tricare Online website for further in-depth Tricare benefit information at:

<https://www.tricareonline.com>

Members who are enrolled in the TRICARE dental program (TDP) and issued delayed effective date active-duty orders (individual activation/mobilization order) will be automatically dis-enrolled and will become eligible for care at dental treatment facilities or through the Active Duty Dental Program. Family members enrolled in TDP will continue to be enrolled however they will be charged the lower active-duty family member shared premium rate. Those family members not enrolled in TDP are eligible to enroll under this program.

The TRICARE Management Activity (TMA) recommends all eligible members and their family members retain any bills for health and dental services. They can submit claims for TRICARE - reimbursement, if they incur out of pocket expenses after a qualifying order has been issued.

When an ANG member is ordered to active-duty service for more than 30 days, TRICARE Reserve Select (TRS) coverage is automatically terminated. When the ANG member's active-duty service ends, the eligibility for non-premium plans ends as well unless the member qualifies for TRICARE transitional health care, otherwise known as Transitional Assistant Management Program (TAMP) following a congressionally named contingency period. Eligibility information can be found at [www.tricare.mil](http://www.tricare.mil)

**Employer Support of the Guard and Reserve (ESGR):** Employer Support of the Guard and Reserve (ESGR) is a Department of Defense (DoD) organization. It is a staff group within the Office of the Assistant Secretary of Defense for Reserve Affairs (OASD/RA), which is in itself a part of the Office of the Secretary of Defense (OSD).

Civilian employers play a critical role in the defense of the nation by complying with existing employment laws protecting the rights of workers who serve in the Reserve component.

ESGR was established in 1972 to promote cooperation and understanding between Reserve component members and their civilian employers and to assist in the resolution of conflicts arising from an employee's military commitment. It is the lead DoD organization for this mission under DoD Directive 1250.1.

Today, ESGR operates through a network of thousands of volunteers throughout the nation and Guam, Puerto Rico, and the Virgin Islands.

The Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA; 38 U.S.C. 4301–4334) is a law that establishes certain rights and benefits for employees and duties for employers. USERRA affects employment, reemployment, and retention in employment, when employees serve or have served in the uniformed services.

Employer Support of the Guard and Reserve can be contacted at 1-800-336-4590. For additional information: <http://www.esgr.org>

**Family Member Serviceman's Group Life Insurance (FSGLI):** Family members are automatically enrolled in FSGLI when they are initially enrolled into DEERS, whether the member completes an election or not. As a result, a large debt for unpaid premiums has accumulated. Another issue is when a member changes their duty status from DSG to AD and vice versa in DEERS. It is critical the members are briefed on the need to fill out another SGLV 8286A should they want to continue to DECLINE coverage for their family IN WRITING whenever there is a change in DEERS that triggers a change in SGLI coverage for the service member (another debt begins to accrue). Military to Military are not automatically enrolled. DoD cannot waive these debts.

Automatic coverage begins with the following events:

- The date of entry onto a period of active duty or Ready Reserve/National Guard service
- The date of marriage while in service (after Nov. 1, 2001)
- The date a child becomes a dependent (i.e. date of birth, date of adoption, date entered the household)

“Entry onto active duty or Ready Reserve/National Guard service” is defined as follows:



- A civilian who enlists in regular active duty
- A civilian who enlists in Ready Reserve/National Guard
- A Ready Reservist or National Guard member who is mobilized to active duty status
- A Ready Reservist or National Guard member who is demobilized and returns to reserve status
- A member who completes active duty and is assigned to Ready Reserve or National Guard

**Note:** The automatic coverage feature of FSGLI applies to any of the above duty statuses - no matter if they have declined or reduced coverage previously. No SGLV 8286A needs to be completed to have the coverage. However, a payroll action may need to be done in some of these situations in order to begin premium collection. If no coverage or less than maximum coverage is desired, the member must complete an SGLV 8286A at the time of entry onto the new duty status.

Spouse coverage is automatically set at the maximum level of \$100,000 or the Service member's SGLI coverage level, if it is less than \$100,000. The service member pays the premium for spousal coverage. Dependent children are insured at no cost as long as the service member is insured under SGLI.

**Traumatic Serviceman's Life Insurance (TSGLI):** Every service member enrolled in full-time SGLI is automatically covered by TSGLI., which is a program similar to commercial "accidental death or dismemberment" insurance. Members are covered 24/7, 365 days a year whether they are in a duty status or not. TSGLI coverage applies to active duty members, reservists, and National Guard members, funeral honors and one-day muster duty.

POC for TSGLI at the unit level is the Casualty Assistance Representative (CAR) – appointed by the Wing/CC. Additional Information can be found at:

[http://www.benefits.va.gov/INSURANCE/ins\\_publications.asp](http://www.benefits.va.gov/INSURANCE/ins_publications.asp)

**Reduced Retirement Age:** The FY 2008 NDAA changed Reserve Retirement eligibility to credit members with time deployed in support of a contingency. Reduction does not apply to all Title 10 service, but is limited to contingency operations. Please note that the change only affects Reserve Retirements and has no effect on Active Duty Retirement eligibility. The following statement from ARPC's fact sheet refers directly to the language in the legislation:

"The 2008 National Defense Authorization Act directs that age 60 shall be reduced by three months for each aggregate of 90 days of active-duty service performed supporting a contingency after **Jan. 28, 2008**. The total reduced shall not be below 50 years of age."

FY 2011 NDAA authorized receiving retired pay for every 90-day period spent on active duty over the course of a career, rather than limiting qualifying time to such periods wholly served within the same fiscal year. Further information may be obtained through the Total Force Service Center at **(800) 525-0102 // DSN 847-3294**.

**Selective Reenlistment Program** is processed IAW AFI 36-2606 using AF Form 418. If you have never been involved with the reenlistment process, seek assistance your local FSS.

**Selective Retention Review Board (SRRB)** actions are completed IAW ANGI 36-2606. The Selective Retention Review Board (SRRB) is used exclusively as a force management tool by The Adjutant General for retirement eligible personnel to effect needed personnel adjustments to ensure continuing mission viability and career expectation of assigned personnel and best meet the State and ANG mission. Effective use of the SRRB process helps ensure that states maintain a highly trained force and stable promotion opportunities for lower grade personnel.

**Awards and Decorations (AFI 36-2805, AFI 36-2803, wing supplements as appropriate)**

- Take notice of award timelines initiated by Wings and NGB
- Maintain visibility of package status at all times
- Ensure all criteria is met and required documents are included
- Submit packages before or on set deadlines

**Boards (as applicable)**

- Screen and evaluate the criteria for the awards
- Board members will review & score nominations
- Board President tallies votes (also optional voting member)

**Evaluations (AFI 36-2502)**

**EPRs & ACAs**

- Plan a glideslope to allow quality EPRs
- Ensure accountability for ACA completion and review

**vPC**

- Check vPC as part of your day-to-day requirements to ensure actions don't sit at your level pending completion
- Follow up and follow through sets the tone for the organization

**SCOD**

- You are responsible for knowing timelines and setting the course for completion
- Transparency and framed leadership build trust in the process
  - SrA SCOD – 31 Mar (DSGs/Techs: even years starting in 2016)
  - SSgt SCOD – 31 Jan (DSGs/Techs: odd years starting in 2017)
  - TSgt SCOD – 30 Nov (DSGs/Techs: even years starting in 2017)
  - MSgt SCOD – 30 Sept (DSGs/Techs: odd years starting in 2015)
  - SMSgt SCOD – 31 July (DSGs/Techs: even years starting in 2016)
  - CMSgt SCOD – 31 May (DSGs/Techs: odd years starting in 2015)

## **Promotions (AFI 36-2502)**

### **Position Vacancy**

- Become familiar with criteria for promotions and ineligibility factors

### **STEP I and STEP II**

- Read guidance thoroughly
- Build the person so not to have to justify
- Not set in stone

### **Additional Programs**

- Promotion during a lengthy tech school
- Officer Training Promotion Program
- Retraining Promotion Program (RPP)
- RPP due to unit conversion
- Wounded Warrior
- Have oversight if you have a Wounded Warrior in your organization
- Special promotion criteria may apply

## Chapter 4

### 4.1. Money - The Budget Process

Every Senior NCO contributes to the budgeting process. Senior NCOs help establish and forecast a budget to ensure sufficient funds are available to accomplish the mission. Thoughtful and accurate estimates on the local level are extremely important in reflecting the overall Air Force needs. Wise day-to-day resource management is essential to having an effective budget execution process.

**Planning, Programming, Budgeting, and Execution Process (PPBE):** The planning, programming, budgeting, and execution (PPBE) process is the Department of Defense's resource allocation system. This process has a framework that decides on future capabilities and provides an opportunity to reexamine prior decisions in light of evolving threats, economic conditions, and security concerns. Finally, planning, programming, budgeting, and execution is an iterative process consisting of four interrelated and overlapping phases: planning, programming, budgeting, and execution.

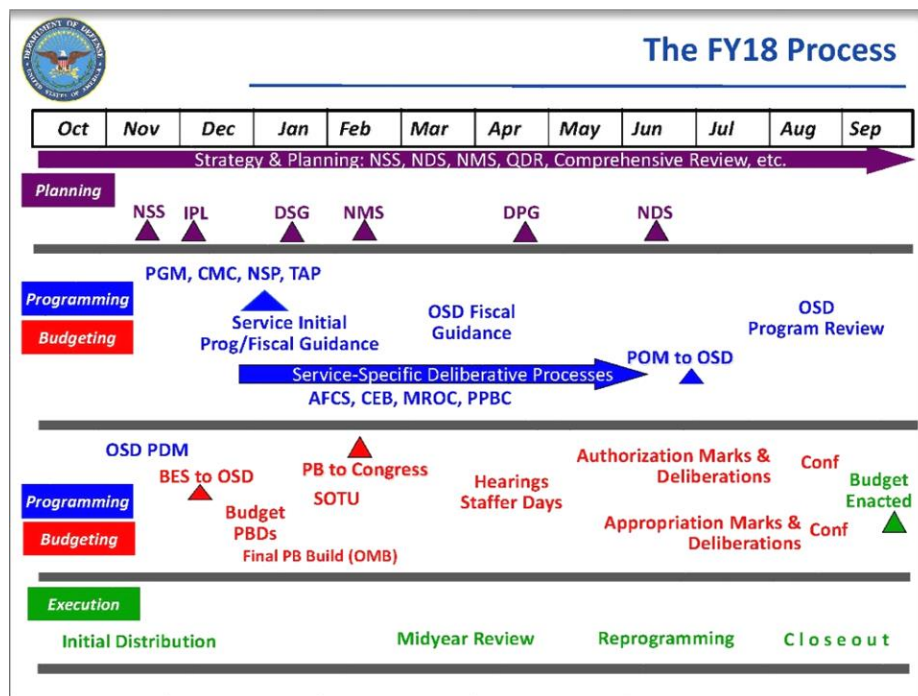
**(P)Planning:** The Air Force translates top-down guidance into meaningful plans and requirements from which a program for the Future Years Defense Program is developed. Planning defines and examines alternative strategies and analyzes external conditions and trends. Planning provides the means to anticipate changes and understand the long-term implications of near-term choices and decisions. Within the concept of PPBE, planning also provides a program objective against which the Air Force can measure program execution success.

**(P)Programming:** Through the programming processes, the Air Force and other military department's link planned requirements with the resources needed to provide them. By programming, the Air Force matches available resources (fiscal, manpower, and materiel) against validated requirements to achieve the strategic plan and submit program proposals. Planning policies and guidance are addressed and initial program costs are established. The key objective of programming is to develop a balanced, capabilities-based Air Force program in the form of the Air Force Program Objective Memorandum (POM). The POM is a process purely for the use of informing/shaping Department of Defense budgets.

**(B)Budgeting:** The budgeting phase of PPBE occurs concurrently with the programming phase. Each Department of Defense component submits its proposed budget estimate simultaneously with its Program Objective Memorandum. The budgeting phase (formulation and justification) provides a platform for a detailed review of a program's pricing, phasing, and overall capability to be executed on time and within budget. The Secretary of the Air Force for financial management and comptroller is the Air Force lead for budgeting and budget execution.

**(E)Budget Execution:** Budget execution focuses on running the Air Force day to day. Execution is carried out at Headquarters Air Force, field operating agency, major command, wing, and unit level.

The Air Force major commands (including Headquarters Air Force) are allocated their share of obligation authority to execute their missions in accordance with approved integrated priority lists for those programs that are centrally managed. Because the budget executed in any given year was actually compiled over a year earlier, it is logical to assume that some assumptions on which the budget was based will have changed. Because change is anticipated, Congress allows some flexibility within the operating budgets to move resources without requiring their permission, but installations are expected to execute to the integrated priority list for centrally managed programs. Air Force program execution is reviewed during major command budget execution reviews in February, April (concurrent with the internal Air Force mid-year review), and in July.



**Budget Life Cycle:** The Budget Life Cycle is a four-phased process for properly executing mission dollars throughout a Fiscal Year (1 Oct – 30 Sept). It is a time-phased approach which begins with establishing an Execution Plan for the upcoming Fiscal Year (Apr-Jun) and then flows through Initial Distribution (Oct – Jan), Mid-Year Review (Feb – Mar) and Fiscal Year-End Closeout (Jul – Sept).

**Initial Distribution (October – January):**

- 1 October is the start of a new Fiscal Year and may start under a Continuing Resolution
- Initial funding distributed based off approved execution plan
- Compare funding received to requirements; if there are disconnects, communicate mission-critical impacts through the Wing Corporate Process

**Mid-Year Review (February - March):**

- Compare forecasted execution (execution plan) to actual spending (obligations)
- Assess ability to spend at least 80% of funding by 31 July
- Revalidate unfunded requirements, ensuring written justification for “impact if not funded” is strong

**Execution Plan (April – June):**

- Prepare budget for the upcoming fiscal year
  - Ensure “must-pay” requirements are funded
  - Planned “spending rate” must be at or above straight-line execution
- Create a plan in line with wing commander’s priorities
- Highlight funding challenges and risk areas

**Year-End Closeout (July – September):**

- Meet or exceed 80% obligation rate by 31 July; this helps wings get additional dollars for unfunded requirements
- NGB provides funding to most efficient wings with requirements ready to execute
- Excess funding returned to group or wing to cover mission-critical unfunded requirements

***Resource Battle Rhythm***



**4.2. Wing Corporate Process**

**Financial Working Group (FWG)**

- Purpose: Establish budget priorities, monitor execution & identify unfunded requirement prioritization strategy to FMB for approval

- When: Before each budget drill as needed
- Chair: Wing Budget Officer
- Members: Group & Squadron Resource Advisors



### Financial Management Board (FMB)

- Purpose: Review/Approve FWG recommendations
- When: At least quarterly
- Chair: Wing CC
- Members: Group CCs/CPTS/CONS/FSS CCs; all other Sq/CCs support



**4.3. Fiscal Law:** Fiscal law is the body of law that governs how federal agencies may use the funds appropriated to it by Congress. Knowing fiscal law and your funding environment allows you to identify what program funds may be available to meet your mission requirements.

**Purpose, Time & Amount:** The Golden Rules of Fiscal Law are Purpose, Time & Amount.

Purpose (or the “necessary expense rule”) is *what* contracts/programs the agencies may fund as defined by Congress in appropriations, continuing resolutions, and/or authorizations. Time (or the “bona fide need rule”) is *how long* money is available for agencies to fund those contracts/programs – this is why September is always crazy. Amount is *how much* an agency can spend on those

contracts/programs and, if the limit is exceeded, this constitutes an Anti-Deficiency Act violation. Each appropriation Congress enacts has an express purpose(s) for its use, and unlike some cases, where a reader can say, “Well, it doesn’t say we **can’t** do something...” appropriations are different. Appropriations must provide “positive authority.” Congress tells us how we can use the funds – and any actions outside of that language risk violation of the Anti-Deficiency Act (ADA), covered in detail below.

**Appropriations:** The term “Color of Money” is used in the DoD to refer to an Appropriation Category for a DoD financial account. The type of account differs depending on what is being purchased and each category is considered a different color of money. There are a number of appropriations utilized throughout the fiscal year and no two are the same; below are some frequently used accounts and their definitions.

- 3840 Air National Guard Operation and Maintenance (O&M) (1 year)
- 3850 Air Force National Guard Personnel (MILPERS) (1 year)
- 3830 Air National Guard Military Construction (MILCON) (5 years)
- 3080 Investment Equipment (greater than \$250K) (3 years)
- 3600 Research, Development, Testing, & Evaluation (RDT&E) (2 years)

**Anti-Deficiency Act (ADA):** The Anti-Deficiency Act prohibits federal agencies from making or authorizing an expenditure from, or creating or authorizing an obligation under, any appropriation or fund in excess of the amount available in the appropriation, and from accepting voluntary services. Federal employees who violate the Anti-Deficiency Act are subject to two types of sanctions: administrative and penal. Employees may be subject to appropriate administrative discipline including, when circumstances warrant, suspension from duty without pay or removal from office. In addition, employees may also be subject to fines, imprisonment, or both.

**Four Major Provisions of an ADA:**

- An employee of the United States may not make or authorize an expenditure or obligation that exceeds an appropriation or apportionment.  
**You cannot spend money you do not legally have, or for purposes other than those for which it is intended.**
- An employee of the United States may not make or authorize an expenditure or obligation in advance of an appropriation, unless authorized by law.  
**You cannot spend money until you legally get it.**
- An employee of the United States may not accept voluntary services or employ personal services exceeding those authorized by law, except to save human life or prevent property damage.  
**You cannot receive services without paying for them.**



- An employee of the United States may not make or authorize an expenditure or obligation that exceeds an apportionment or reappropriation, or in excess of the amount permitted by agency regulations.

**You cannot spend more money than you legally have.**

**Additional Guidance and Regulations:** Wise day-to-day resource management is essential to an effective budget process; your experience is invaluable in the prioritization of requirements. Understanding the importance and basics of the PPBE process, the Budget Life Cycle, Wing Corporate Processes and Fiscal Law are key. Below are some useful tips and commonly used regulations to help ensure your missions success.

**Additional Guidance:**

- Be part of executing/forecasting a budget to perform your mission
- Know your Resource Advisor (RA) and Financial Analyst
- Engage with your RA to monitor spending
- Know what capabilities your unit’s funding buys
- Know impacts of unfunded mission requirements
- Monitor Government Travel Card (GTC) Program
- File vouchers within five days

**Financial Management Regulations:**

- |                    |                                    |
|--------------------|------------------------------------|
| ▪ AFI65-116        | AF Purchases Using MIPRs           |
| ▪ AFMAN 65-605V1   | Budget Guidance and Procedures     |
| ▪ AFI65-601V2      | Budget Management for Operations   |
| ▪ AFI65-603        | Official Representation Funds      |
| ▪ AFI65-608        | Anti-Deficiency Act Violations     |
| ▪ AFMAN65-604      | Appropriation Symbols/Budget Codes |
| ▪ DoDFRM 7000.14-R | Financial Management Resolution    |
| ▪ JTR              | Joint Travel Regulation            |

**Chapter 5**

**5.1. Mission Readiness & Training**

**AEF UTC Reporting Tool (ART):** The ART is an Air Force system used to assess the ability to meet UTC requirements. ART resides on SIPRNET and is assessed through AEF Online. Readiness assessments are stoplight assessments: G/YR; Green is no limitations; can meet MISCAP, MFE, and LOGDET requirements; Yellow is minor deficiencies; can meet MISCAP but

there are MFE or LOGDET deficiencies; Red is for major deficiencies; cannot meet MISCAP. Any deficiency degrades capability; assess Yellow at best. All deficiencies require remarks; what is broken & what is being done to fix it. The commander determines the overall assessment. Refer to AFI 10-244, *Reporting Status of Air and Space Expeditionary Forces*, and AFI 10-401, *Air Force Operations Planning and Execution*, for further information on ART.

**Resource Readiness:** Resource Readiness (formerly the Status of Resources and Training System or SORTS) is a commander's objective assessment of the unit's ability to execute the full spectrum mission for which the unit was organized. In addition, it measures the effectiveness in meeting Title 10, United States Code (USC) responsibilities to organize, train, and equip forces for combatant commands. Resource Readiness provides an objective assessment of unit status, based on the full mission set it was organized for (to include Named Operations and OPLANS). Resource Readiness communicates readiness information, specifically a unit's resources, through category-levels and four measured resource areas that are derived directly from authoritative data sources (ADS). Resource Readiness measurement criteria is designed and developed by Headquarters Air Force (HAF) FAMs, with MAJCOM/AFIMSC FAM(s) assistance as necessary, to provide valid assessments regarding unit readiness. Refer to AFI 10-201, *Force Readiness Reporting* for further information.

**Capability Readiness:** Capability Readiness (formerly the Defense Readiness Reporting System or DRRS) is a commander's subjective assessment of the unit's ability to accomplish tasks based on the mission for which the unit was organized or designed. In addition, it provides an assessment of the unit's ability to perform assigned missions (i.e., Named Operations and Top Priority Plans). In accordance with Title 10 USC §117 requirements, the Secretary of Defense (SECDEF) established DRRS as the sole readiness reporting system for the Department of Defense. As such, DRRS is used by the Office of the Secretary of Defense (OSD), Chairman of the Joint Chiefs of Staff (CJCS), Combatant Commands (CCMDs), Services, and Combat Support Agencies. It is a single automated reporting system within the DoD functioning as the central registry of all operational units in the US Armed Forces and designated foreign organizations. It provides objective data critical to crisis planning, the contingency and peacetime planning processes, while also establishing a subjective capabilities-based, adaptive, near real-time readiness reporting system for the DoD to measure the readiness of military units to meet missions and goals assigned by the SECDEF. In addition, the USAF uses DRRS information in assessing readiness, determining budgetary allocation and management actions impacts on unit level readiness, answering congressional inquiries, analyzing readiness trends, and supporting readiness decisions. DRRS also provides indications of efficacy of resource allocation decisions and the impacts of budgetary constraints on resourcing unit requirements. Refer to AFI 10-201, *Force Readiness Reporting* for further information.

**ASIMS/IMR:** DoDI 6025.19 describes a 4-tiered classification system for reporting individual medical readiness: Fully Medically Ready (GREEN), Partially Medically Ready (YELLOW),

Indeterminate (GRAY) and Not Medically Ready (RED). IMR Elements consist of Periodic/Preventive Health Assessment (PHA), Dental Readiness, Immunization Status, Individual Medical Equipment and Medical Readiness Laboratory Tests. Deployment Limiting Conditions. Per AFI 10-250, Unit Commanders must establish a command expectation that individuals will be personally responsible for meeting and maintaining IMR requirements and ensures unit IMR status is monitored frequently. Commanders must designate, in writing, a primary unit IMR manager. Unit Health Managers (UHM) notify Airmen of due/overdue IMR and Deployment-Related Health Assessments (DRHA) requirements. They can monitor compliance status via the Aeromedical Services Information Management System (ASIMS) Web application.

## **5.2. Mission Readiness & Discipline**

**First Sergeant:** Provides and maintains mission ready forces both at home station and in expeditionary environments.

**Unit Fitness Programs:** The First Sergeant works with PTLs and UFPMs to be aware of all member's fitness levels, and advise Commander of negative quality force indicators.

- UFPMs should be providing data on Airmen who are exempt from one or more of the four components of the fitness test for a continuous 12-month period or have four component exemptions in a 24-month period.
- Be familiar with support agencies and resources that can assist Airmen on meeting the USAF fitness standards.
- Lead by example by participating in squadron PT functions, as well as some sort of self-directed fitness program.
- Brief unit leadership on possible trends affecting the mission
- Know the AFI and advise leadership of the proper administrative actions

**AFFMS:** Provides a means for commanders and First Sergeants at all levels to examine statistical information on the fitness of personnel under their respective commands. Working with the Unit Fitness Program Manager (UFPM), the First Sergeant should track, monitor and report individual and unit physical fitness trends. AFFMS provides unit leadership with the capability to identify those who require remedial conditioning, as well as those who excelled and may warrant special recognition.

**Medical Readiness:** The First Sergeant works in conjunction with the Unit Health Monitor and Unit Deployment Monitor to meet the commander's expectation that deploying military and civilian personnel will meet DRHA, IMR, and pre- and post-deployment medical requirements. ASIMS is the primary tool used to access medical readiness information on unit members.

## Chapter 6

**6.1. Health of My Unit – Defense Organizational Climate Survey (DEOCS):** The DEOCS is a commander’s management tool that proactively assesses critical organizational climate dimensions that can impact the organization’s mission. This voluntary survey has 21 climate factors designed to assess the “shared perceptions” of respondents about formal and informal policies and practices. The DEOCS focuses on three primary areas: Organizational Effectiveness (OE), Equal Opportunity (EO) / Equal Employment Opportunity (EEO) / Fair Treatment, and Sexual Assault Prevention and Response (SAPR). Your respective Wing EO office is the administrator for this process.

**6.2. Heritage & Why It’s Important:** Air Force Heritage provides a means of engaging with the cumulative history, traditions, and customs of an organization. By recounting events and people through material culture, heritage enables unit personnel to preserve and honor the history of the organization. Heritage supports operational and technical needs as well as offers professional development for personnel, promotes the morale of Air Force personnel, and promotes pride in the Air Force. Heritage informs and educates on the mission, roles, and functions of the unit and its contribution to the nation. A squadron’s heritage is the cornerstone of Air Force history. A unit Heritage room provides the means of preserving and honoring its accomplishments through displays of photographs, paintings, memorabilia, and artifacts captured over a span of time.

**Challenge Coin:** Colonel “Buffalo Bill” Quinn, 17th Infantry Regiment, who had them made for his men during the Korean War, minted one of the earliest challenge coins. The coin features a buffalo on one side as a nod to its creator, and the Regiment’s insignia on the other side. A hole was drilled in the top so the men could wear it around their necks, instead of a leather pouch. It is believed the “challenge” began in Germany after WWII. Americans stationed there took up the local tradition of conducting “pfennig checks.” The pfennig was the lowest denomination of coin in Germany, and if you did not have one when the check was called, you were stuck buying the beers.

**Dining-In and Dining-Out:** Dining In and Dining Out represent the most formal aspects of Air Force social life. These functions have served the Air Force well as an occasion for unit personnel to meet socially at a formal military function. It enhances the esprit de corps of units, lightens the load of demanding day-to-day work, gives the commander an opportunity to meet socially with their subordinates, and enables military members of all ranks to create bonds of friendship and better working relations through an atmosphere of good fellowship. For more information on Dining-In and Dining-Out: <http://www.militarywives.com/index.php/air-force-protocol-chapter-20/air-force-dinings-in-and-dinings-out>

## Chapter 7

### 7.1. Mission Evaluation & Inspection

Understand Squadron, Group and Wing missions. Understand your Commander's objectives, priorities, guidance and intent – this translates into risk.

**Commander's Source of Authority:** Title 10 United States Code (USC) § 8583, Requirement of Exemplary Conduct, AFI 1-2, *Commander's Responsibilities*, and AFI 90-201, *The Air Force Inspection System*

**Air Force Inspection System (AFIS)** AFI 90-201, paragraph 1.2.3. Enables and strengthens commanders' mission effectiveness and efficiency through independent assessment and reporting of readiness, economy, efficiency, state of discipline, and the ability to execute assigned missions.

#### **Unit Self-Assessment Program (USAP):**

- The intent of self-assessment is to provide critical data to leadership about the effectiveness and adequacy of policy, training, manpower and personnel, funds, equipment, and facilities
- Appoint a strong Self-Assessment Program Manager (Sqd Supt/Chief)
- Regularly Monitor Performance, Capture Data (checklist, reporting tool, etc), Independent Verification, Corrective Action, Report and Follow-up
- MICT alone is insufficient

#### **MICT/SAC (Self-Assessment Communicator):**

- Is a tool for two way communication of a unit's program health and risk up and down the chain to include functional policy writers
- Functional policy writers pick items in MICT/SACs
- Get with your Commander to determine which SACs he/she requires

#### **Wing CCIP**

- Wing IG – Manages WIT, Gatekeeper, MICT manager, CCIP manager
- Develops Risk Based Sample Strategy based on integrating and analyzing any available source
- Develops evaluation/inspection plans/exercises to address Commanders at all levels priorities and concerns
- Having a Group representative either assigned to Wing IG or as a WIT liaison/lead is key to ensuring inspection/exercise plans are relevant and meeting your Commanders needs
  - Find out whom that is to ensure your unit has some input in planning

#### **UEI**

- IGEMS is used to track & provide Corrective Action Plans (CAP)/Countermeasures for validated deficiencies by both Wing and MAJCOM IGs and provides access to every IG report across the entire Air Force.

- Wing IG can provide the link to request account
- Covers 48-60 month cycle and consists of all inspections

**MAJCOM IG On-Site Visits (OSV)**

- Observe/train/advise Wg/IG & WIT
- Inspect directly as required
- Observe readiness exercise

**UEI Capstone Inspection (one week)**

- Validate/verify CCIP
- On-line survey (~90 days out)
- Airmen-to-IG Sessions – individual and group interviews
- Assess mission effectiveness (task evals, audits, observations)

4-Tier Rating for UEIs	
HIGHLY EFFECTIVE	MARGINALLY EFFECTIVE
EFFECTIVE	INEFFECTIVE

**NSI CJCSI 3263.05C**

- Assesses a Unit’s ability to accomplish its assigned nuclear weapons mission and produce nuclear weapons in a safe, secure and reliable environment ICW applicable directives
- Up to 12 MGAs, tied to your mission
- Snapshot of current unit capabilities, integrated into UEI photo album
- Frequency: Not to exceed 24 months IAW CJCSI 3263.05C
- IGEMS-C is available on SIPR and is used to track & provided CAPs for validated deficiencies by both Wing and MAJCOM IGs. Also provides access to every NSI and Readiness IG report across the entire Air Force.
  - Contact your Wing IG to get an account

**\*\*\*Per CJCSI 3263.05C NSI & Adjectival MGA Ratings are classified CONFIDENTIAL\*\*\***

NSI Ratings
SATISFACTORY
SATISFACTORY (Support UNSAT)
UNSATISFACTORY
UNSATISFACTORY (Support UNSAT)

Adjectival MGA Ratings
Outstanding
Excellent
Acceptable
Marginal
Unacceptable

**No-Notice On-Site Visit:**

- MAJCOM CC directed
- 48 hour coordination with unit
- 10-member team, 2-3 days of observation
- Observations not entered into IGEMS – Wg CC discretion
- Wg CC will discuss findings with MAJCOM CC within 10-duty days

**Complaints Resolution – Gives Airmen another option to resolve issues**

- Resolve all complaints at the lowest level possible (Communication)
- Embrace complaints resolution as a tool
- Ensure people are free to file complaints
- Protect complainants from reprisal
- Investigate allegations of discrimination promptly/fairly
- Do not restrict communication with IG or Congress

**Chapter 8****8.1. Roles of Base Agencies****Airman & Family Readiness Program Offices (A&FRPO)**

The focus of the A&FRPO at all levels is to provide consultation service to Senior Leaders and Commanders, while assisting them in developing and executing policies, programs, and processes which enhance individual, family and community readiness, resiliency, and quality of life. The mission is to provide targeted Airman and family support and services by contributing to mission readiness, and the well-being of the Air Force community. A&FRPOs will support and maintain mission readiness by assisting individuals and families with adaptation to the challenges and demands of expeditionary operations and the military lifestyle.

**Key Spouse Program**

The role of the A&FRPOs, as it pertains to the Key Spouse Program, is to coordinate Initial Key Spouse Training, Continuing Education, and Refresher Training for Key Spouse (KS) and Key Spouse Mentors (KSM). The A&FRPO will provide KS training on an annual basis or as requested by installation leadership IAW the standardized KS curriculum, as well as the following:

- Track and document trainee/attendee (reportable to commanders)
- Include training opportunities in A&FRPO marketing/publicity and to new unit commanders when conducting initial unit consultations.
- Refer to Key Spouse Operations Guide (Commander's Key Spouse Program Desktop Guide) for additional program guidance and materials. For Commanders and KS/KSMs, their respective Desktop Guides may be obtained and downloaded via the Air Force Personnel Center Website: <http://www.afpc.af.mil/Key-Spouse-Program/>

## **Air Force Aid**

The Air Force Aid Society, Inc. (AFAS) is the official charity of the United States Air Force. The society supports the Air Force mission by providing worldwide emergency assistance to Airmen and their eligible family members, sponsoring educational assistance programs, and offering an array of base community enhancement programs that have a positive impact on the welfare of Airmen and their families.

## **Casualty**

The program's primary goals are prompt accurate reporting, compassionate notification, and thorough assistance to the Next of Kin and others designated to receive benefits and entitlements for service members not in a duty status. Provide casualty assistance, determine eligibility for benefits, assist commanders with notifications to the next of Next of Kin and provide the Mortuary Officer and the Public Affairs office information in the event of casualty related events in accordance with AFI 36-3002.

## **Notification**

Notification to the next of kin (NOK) of active duty/AGR members must be accomplished by official means (Commander / AF Notification Officer/Team). Gag orders should be implemented to prevent squadron members from attempting to notify service member's family / friends.

## **Emergency Family Member Travel**

In the event of SI or VSI, the Emergency Family Member Travel (EFMT) program could be initiated. This program allows for up to three (3) travelers to the service members bedside, for up to 30 days. Commanders, superintendents, First Sergeants and supervisors should not mention this program until discussed with the CAR. Do NOT promise any NOK or other possible traveler's flight and travel entitlements without notification of approval from the CAR.

## **Legal**

- For discipline, the Staff Judge Advocate (SJA) is a great resource for the "going rate" for specific types of misconduct. The Air National Guard Commander's Legal Deskbook contains legal guidance on all issues or questions you may have on a particular issue. Call your SJA for advice and recommendations on progressive discipline action and to seek legal counsel or advice in processing the actions described therein; do not try to act as your own counsel.
- Guardsmen **on active duty orders**, and their dependents, retirees and their dependents, who have an ID card are eligible for legal assistance IAW AFI 51-504.
- Social Media training: See the "Air Force Social Media Guide" on AF portal by typing "Air Force Social Media Guide" into the search box. Airmen must refrain from fraternization/unprofessional relationships, offensive conduct, and political communications on social media, the same as if the conduct were in person/phone/email.



- See the “Permitted/Prohibited” political activities for Airmen in AFI 51-902 para. 3-4. This is important for supervisors, especially during election years.

## Resources

**myPers Website:** myPers is the Air Force official online source for personnel policy and the site covers a multitude of personnel-related topics. The site provides our total force customers a single entry point into Air Force personnel services. Airmen can access myPers via a secure link, <https://mypers.af.mil>, to use existing personnel services information and transaction applications. myPers recently expanded its capabilities to include a mobile-friendly platform so Airmen can access important personnel information 24/7 without having to wait to get to a CAC-enabled desktop. myPers mobile capability enhancement allows the A1 community to continue to provide critical talent management services to Active Duty, Air National Guard, Air Force Reserve, and Civilian personnel, in addition to retirees and family members. Users now have myPers access anywhere, anytime, and from any device.

<b>ENLISTED PERSONNEL PROGRAMS</b>	
Accessions	<a href="#">AFI 36-2002, Military Recruiting and Special Category Accessions</a>
Assignments	<a href="#">AFI: 36-2110, Total Force Assignments</a>
Awards and Decorations	<a href="#">AFMAN: 36-2806, Awards and Memorialization Program</a>
Deployment and Readiness	<a href="https://aefonline.afpc.randolph.af.mil/default.aspx">https://aefonline.afpc.randolph.af.mil/default.aspx</a>
Classification	<a href="#">AFI 36-2101, Classifying Military Personnel (Officer and Enlisted)</a>
Education and Training	<a href="#">AFI 36-2670, Total Force Development</a>
Evaluations	<a href="#">AFI: 36-2406, Officer and Enlisted Evaluation Systems</a>
Promotions	<a href="#">AFI: 36-2502, Airman Promotions/Demotion Programs</a>
Reenlistments/Retention	<a href="#">AFI: 36-2606, Reenlistment in the United States Air Force</a>
Retirements	<a href="#">AFI: 36-3203, Service Retirements</a>
Retraining	<a href="#">AFI: 36-2626, Airman Retraining Program</a>
Separations	<a href="#">AFI: 36-3208, Administrative Separation of Airmen</a>
Testing	<a href="#">AFMAN 36-2664, Personnel Assessment Program</a>
<b>BENEFITS</b>	
milConnect	<a href="https://milconnect.dmdc.osd.mil/milconnect/">https://milconnect.dmdc.osd.mil/milconnect/</a>

Basic Allowance for Subsistence, Basic Allowance for Housing, and Per Diem Rates	<a href="https://www.defensetravel.dod.mil/site/perdiemCalc.cfm">https://www.defensetravel.dod.mil/site/perdiemCalc.cfm</a>
Pay and Bonuses	<a href="https://www.goang.com/careers/benefits.html">https://www.goang.com/careers/benefits.html</a>
Thrift Savings Plan	<a href="https://www.tsp.gov/">https://www.tsp.gov/</a>
<b>EDUCATION/DEVELOPMENT</b>	
ANG Force Development Site	<a href="https://www.ang.af.mil/Careers/Force-Development/">https://www.ang.af.mil/Careers/Force-Development/</a>
National Guard Senior Leader Management Office	<a href="https://www.nationalguard.mil/Leadership/Joint-Staff/Special-Staff/Senior-Leader-Management-Office/">https://www.nationalguard.mil/Leadership/Joint-Staff/Special-Staff/Senior-Leader-Management-Office/</a>
Air University Distance Learning PME Courses	<a href="https://auportal.sso.cce.af.mil/SIS/app">https://auportal.sso.cce.af.mil/SIS/app</a>
ARCNet	<a href="https://arcnet.sso.cce.af.mil/ARCNet">https://arcnet.sso.cce.af.mil/ARCNet</a>
Joint Knowledge Online (JKO)	<a href="https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf">https://jkodirect.jten.mil/Atlas2/page/login/Login.jsf</a>
Air Force Virtual Education Center	<a href="https://www.my.af.mil/afvecprod">https://www.my.af.mil/afvecprod</a>
Army War College Effective Writing Seminars	<a href="https://ssl.armywarcollege.edu/dde/ews/index.cfm">https://ssl.armywarcollege.edu/dde/ews/index.cfm</a>
The Airman's Handbook	<a href="https://static.e-publishing.af.mil/production/1/af_a1/publication/afhandbook1/afhandbook1.pdf">https://static.e-publishing.af.mil/production/1/af_a1/publication/afhandbook1/afhandbook1.pdf</a>
The Barnes Center for Enlisted Education	<a href="https://www.airuniversity.af.edu/Barnes/">https://www.airuniversity.af.edu/Barnes/</a>
Community College of the Air Force	<a href="https://www.airuniversity.af.edu/Barnes/CCAF/">https://www.airuniversity.af.edu/Barnes/CCAF/</a>
Montgomery GI Bill/Post 9-11 GI Bill	<a href="http://www.gibill.va.gov">http://www.gibill.va.gov</a>
Professional Development Guide	<a href="https://www.studyguides.af.mil/">https://www.studyguides.af.mil/</a>
<b>FAMILY SUPPORT</b>	
Air Force Aid Society	<a href="http://www.afas.org">http://www.afas.org</a>
Military One Source	<a href="http://www.militaryonesource.com">www.militaryonesource.com</a>
Operation Homefront	<a href="https://www.operationhomefront.org/">https://www.operationhomefront.org/</a>
DMDC Useful Link	<a href="https://www.dmdc.osd.mil/appj/dwp/USM_roles.jsp">https://www.dmdc.osd.mil/appj/dwp/USM_roles.jsp</a>
DoD Transition Assistance Program	<a href="https://www.dodtap.mil/">https://www.dodtap.mil/</a>
<b>MEDICAL</b>	
Dental Program	<a href="http://www.ucci.com">http://www.ucci.com</a>

SGLI	<a href="http://www.insurance.va.gov/sgliSite/default.htm">http://www.insurance.va.gov/sgliSite/default.htm</a>
TRICARE	<a href="https://www.tricare.mil/">https://www.tricare.mil/</a>
<b>PROFESSIONAL ORGANIZATIONS</b>	
Enlisted Association of the National Guard	<a href="https://eangus.org">https://eangus.org</a>
Air Force Sergeants Association	<a href="https://www.hqafsa.org/">https://www.hqafsa.org/</a>
Air Force Association	<a href="https://www.afa.org/">https://www.afa.org/</a>
NCO Association	<a href="https://ncoausa.org/">https://ncoausa.org/</a>
<b>PUBLICATIONS/MAGAZINES</b>	Go to <a href="http://www.af.mil/">http://www.af.mil/</a> to find publications and magazines.
Air Force Times	<a href="http://www.airforcetimes.com">http://www.airforcetimes.com</a>
Defense Link	<a href="http://www.defenselink.mil/">www.defenselink.mil/</a>
DoD Dictionary of Military Terms	<a href="https://www.jcs.mil/Portals/36/Documents/Doctrine/pubs/dictionary.pdf">https://www.jcs.mil/Portals/36/Documents/Doctrine/pubs/dictionary.pdf</a>
Early Bird	<a href="https://www.defensenews.com/ebb/">https://www.defensenews.com/ebb/</a>
E- Publishing	<a href="https://www.e-publishing.af.mil/">https://www.e-publishing.af.mil/</a>
<b>TOTAL FORCE</b>	
Air National Guard	<a href="http://www.goang.com">http://www.goang.com</a>
Air Force Reserve	<a href="https://afreserve.com/">https://afreserve.com/</a>
<b>OTHERS</b>	
Air Force Manpower Agency – SCPD Library	<a href="https://mypers.af.mil/app/answers/detail/a_id/21602/p/2566,3/c/1363">https://mypers.af.mil/app/answers/detail/a_id/21602/p/2566,3/c/1363</a>
Federal Travel (contract flights/schedules, hotels, etc.)	<a href="http://www.fedtravel.com/">http://www.fedtravel.com/</a>
Office of Personnel Management	<a href="http://www.opm.gov">http://www.opm.gov</a>
Personnel Reliability Program Training Modules (located on Air Force Portal)	<a href="https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=sF575FC8E23D21F6E0123FD054D26070B">https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=sF575FC8E23D21F6E0123FD054D26070B</a>
SAF/IGI	<a href="https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC1355110FB5E044080020E329A9">https://www.my.af.mil/gcss-af/USAF/ep/globalTab.do?channelPageId=s6925EC1355110FB5E044080020E329A9</a>
Waves of Honor Military Discounts	<a href="https://seaworldentertainment.com/programs/waves-of-honor/">https://seaworldentertainment.com/programs/waves-of-honor/</a>
Enlisted Field Advisory Council	<a href="https://cs2.eis.af.mil/sites/12168/ANGCCM/EFAC/_layouts/15/start.aspx#/">https://cs2.eis.af.mil/sites/12168/ANGCCM/EFAC/_layouts/15/start.aspx#/</a>

## Biography Guidance

Senior NCOs should prepare a standardized Air Force biography and keep it current. The biography should contain significant accomplishments, education, assignment history, and major decorations and awards received. To facilitate electronic transfer, the biography (including official photograph) should be less than 500 Kb in size. Reference Tongue and Quill page 258.

<div data-bbox="267 520 349 613"></div> <div data-bbox="435 575 597 604" data-label="Section-Header"><h3>BIOGRAPHY</h3></div> <div data-bbox="386 613 649 634" data-label="Text"><p>UNITED STATES AIR FORCE</p></div> <div data-bbox="673 520 763 613"></div> <div data-bbox="267 651 662 669" data-label="Section-Header"><h4>CHIEF MASTER SERGEANT JOHN Q. GUARD (See T&amp;Q p. 258)</h4></div> <div data-bbox="267 680 532 827" data-label="Text"><p>This paragraph introduces the individual with his or her abbreviated rank and full name, followed by organization, base and location. The following sentence(s) should describe the subject's overall title, authority/responsibility, which could be compared to the equivalent of a mission statement for the position. The top line of this paragraph should be roughly parallel to the top edge of the photo and justified on both the left and right side. Because the subject's full rank and title has been utilized in the identification line, it is not necessary to use the member's full rank and name in the subsequent text. "The Sergeant," "Lt. Col. Jones," or "he/she" are all acceptable. (See T&amp;Q p. 258)</p></div> <div data-bbox="267 833 532 1043" data-label="Text"><p>This paragraph should be a summary sketch of the subject's entire military career. It is not intended to be a complete list of all assignments; include only the most significant ones. Begin with how the member entered the Air Force, i.e., month/year of enlistment, followed by technical training course and month/year of graduation. Preferably, this paragraph should be anywhere from 15-25 lines, wrapped around the official photo and justified on both the left and right. It can include, but is not limited to, the following: A statement that describes the breadth and depth of a full career. Include if it spanned two or more services or components; Participation in named operations, e.g., operations Noble Eagle, Iraq Freedom and Enduring Freedom; Participation in any special assignments, positions, AGR or stat tour positions; Any key projects affected by your leadership e.g., Chief Guard was instrumental in the state's aircraft mission conversion from the F-16 Fighting Falcon to the RQ-1 Predator. An official biography is a public affairs communication tool similar to a news release, therefore it is required to comply with AP style. (See T&amp;Q p. 258)</p></div> <div data-bbox="267 1052 763 1184" data-label="Text"><p>In a third paragraph, traditional drill-status. Guard members may want to include any current or past civilian occupations or experiences that are relevant to their military career. This is your chance to highlight what you bring to the table e.g., Chief Guard served as a high school history teacher in several Oklahoma schools for more than 22 years. For the past three years, he has served as the principal of Sweet Home High School in Smithboro, Oklahoma. Or, Chief Guard has served as the chief compliance officer for a Fortune 500 company for the past five years, and has more than 15 years of experience in the field. (Do NOT use specific company names, as this implies government endorsement). The final sentence in the narrative should read "Prior to assuming his/her current position, the Chief was the (position title, organization, base, location)." If your narrative contains three paragraphs, it will be the final sentence in the third paragraph; if your narrative only contains two paragraphs, then this sentence will stand alone as a third paragraph. (See T&amp;Q p. 258) Recommend using no more than 5 lines NOTE: Ensure biography is reviewed by your public affairs office. (See T&amp;Q p. 258)</p></div> <div data-bbox="267 1192 435 1207" data-label="Section-Header"><h4>EDUCATION (See Tongue &amp; Quill p. 260)</h4></div> <div data-bbox="267 1207 750 1272" data-label="List-Group"><ul style="list-style-type: none"><li>1995 Noncommissioned Officer Preparatory Military Course, Pope Air Force Base, N.C.</li><li>2000 Noncommissioned Officer Academy, Tyndall AFB, Fla.</li><li>2002 Associate of Applied Sciences Degree, Airway Science, Community College of the Air Force, Maxwell-Gunter AFB, Ala.</li><li>2005 Senior Noncommissioned Officer Academy, Maxwell-Gunter AFB, Ala.</li><li>2007 Bachelor of Science, Organizational Management, Arizona State University, Tempe</li></ul></div> <div data-bbox="539 680 760 995" data-label="Image"></div>	<div data-bbox="909 508 1115 522" data-label="Section-Header"><h4>EDUCATION CONT. (See Tongue &amp; Quill p. 260)</h4></div> <div data-bbox="909 522 1414 648" data-label="List-Group"><ul style="list-style-type: none"><li>2008 ANG Chiefs Executive Course, Joint Base Andrews, Md.</li><li>2008 AFSO21 Executive Leadership Course, Boeing Corp., Portland, Ore.</li><li>2009 ANG Command Chief Orientation Course, Lackland AFB, Texas</li><li>2010 Senior Enlisted Joint PME, Joint Forces Staff College, Norfolk, Va.</li><li>2010 USAF Command Chief Candidate Orientation, Lackland AFB, Texas</li><li>2011 Reserve Component National Security Course, National Defense University, Ft. McNair, Washington, D.C.</li><li>2011 Defense Support of Civil Authorities Phase II Certification, USNORTHCOM, Colorado Springs, Colo., by correspondence</li><li>2014 Professional Manager Certification, Community College of the Air Force, Maxwell-Gunter AFB, Ala.</li><li>2014 Enterprise Perspective Seminar, Alan L. Freed Associates, Washington, D.C.</li></ul></div> <div data-bbox="909 657 1071 672" data-label="Section-Header"><h4>ASSIGNMENTS (See T&amp;Q p. 261-262)</h4></div> <div data-bbox="909 672 1408 829" data-label="List-Group"><ol style="list-style-type: none"><li>1. January 1987-March 1987, Student, Basic Military Training, Lackland AFB, Texas</li><li>2. March 1987-August 1987, Student, Technical Training School, Keesler AFB, Miss.</li><li>3. September 1987-March 1997, Combat Control Operator, 21st Special Tactics Squadron, Pope AFB, N.C. (December 1992-March 1993, Combat Camera Photojournalist, Unified Task Force Mogadishu, Somalia; August 1994-May 1995, Combat Camera Photojournalist, Joint Task Force Prince Sultan Air Base, Kingdom of Saudi Arabia)</li><li>4. April 1997-December 2000, Port Securityman, U.S. Coast Guard Reserve, 311th Port Security Unit, Tacoma, Wash.</li><li>5. January 2001-December 2005, Combat Control Operator, 720th Special Tactics Group, Hurlburt Field, Fla.</li><li>6. December 2005-May 2007, Operations Superintendent, 270th Air Traffic Control Squadron, Kingsley Field, Ore.</li><li>7. May 2007-December 2011, Chief Enlisted Manager, 125th Special Tactics Squadron, Portland ANGB, Ore.</li><li>8. January 2012-April 2014, Senior Enlisted Advisor, JPHQ-40-Combat Operations Group, Portland ANGB, Ore.</li><li>9. April 2014-Present, Command Chief Master Sergeant, 142nd Fighter Wing, Portland ANGB, Ore.</li></ol></div> <div data-bbox="909 840 1151 854" data-label="Section-Header"><h4>MAJOR AWARDS AND DECORATIONS (See T&amp;Q p. 263)</h4></div> <div data-bbox="909 854 1396 938" data-label="List-Group"><ul style="list-style-type: none"><li>Purple Heart</li><li>Joint Service Commendation Medal</li><li>Air Force Commendation Medal with two oak leaf clusters</li><li>Air Force Achievement Medal with two oak leaf clusters [NOT "one silver oak leaf cluster and one bronze oak leaf cluster"]</li><li>Army Achievement Medal</li></ul></div> <div data-bbox="909 945 1365 959" data-label="Section-Header"><h4>STATE AWARDS AND DECORATIONS (optional for ALL, follow guidance above, recommended for in-state use)</h4></div> <div data-bbox="909 959 1062 1003" data-label="List-Group"><ul style="list-style-type: none"><li>Oregon Commendation Medal</li><li>Oregon Outstanding Unit</li><li>Louisiana Emergency Service Ribbon</li></ul></div> <div data-bbox="909 1010 1148 1024" data-label="Section-Header"><h4>OTHER ACHIEVEMENTS (optional for all, see T&amp;Q p.264)</h4></div> <div data-bbox="909 1024 1313 1071" data-label="List-Group"><ul style="list-style-type: none"><li>1995 John L. LeVilow Award, Noncommissioned Officer Preparatory Military Course, Pope AFB, N.C.</li><li>1996 Combat Controller of the Year, Air Combat Command</li><li>2007 Summa cum laude, B.S., Arizona State University</li></ul></div> <div data-bbox="909 1077 1253 1092" data-label="Section-Header"><h4>PROFESSIONAL MEMBERSHIPS AND ASSOCIATIONS (optional, see T&amp;Q p.264)</h4></div> <div data-bbox="909 1092 1313 1119" data-label="List-Group"><ul style="list-style-type: none"><li>Enlisted Association of the National Guard of Oregon, State President, 2008-2010</li><li>Enlisted Association of the National Guard, National Executive Council, Area Director-Air, 2009-2011</li></ul></div> <div data-bbox="909 1127 1253 1142" data-label="Section-Header"><h4>EFFECTIVE DATES OF PROMOTION (Include all ranks you've held, see T&amp;Q p.264)</h4></div> <div data-bbox="909 1142 1066 1245" data-label="List-Group"><ul style="list-style-type: none"><li>Airman First Class Sept. 21, 1987</li><li>Senior Airman Sept. 21, 1989</li><li>Staff Sergeant Oct. 1, 1992</li><li>Technical Sergeant Oct. 31, 1996</li><li>Master Sergeant June 16, 2001</li><li>Senior Master Sergeant Dec. 15, 2004</li><li>Chief Master Sergeant Dec. 9, 2007</li></ul></div> <div data-bbox="909 1255 1036 1272" data-label="Text"><p>(Current as of December 2017)</p></div>
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