

AIR UNIVERSITY



AU-2
Guidelines for Command

A Handbook on the Leadership of Airmen
for Air Force Squadron Commanders

Prepared by
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Foreword

Congratulations on your selection as a squadron commander! As you take the guidon and say “I assume command,” you make a commitment unlike any other in the Air Force. The authority vested in you sets you apart from other Air Force leaders. Consequently, you must exemplify the highest standards of integrity, professionalism, and character. Remember, your squadron is a direct reflection of you and your leadership.

Your role as a squadron commander is demanding and multifaceted. It is essential to get out of your office and connect with your Airmen wherever their duties take them. You must build relationships and set and enforce standards. While performing your mission, whether at home station or deployed, your Airmen look to you for decisiveness and direction and to provide the necessary training and equipment. When faced with tragedy or challenging personal strife, they turn to you for compassion and empathy. During situations that deteriorate good order and discipline or violate the *Uniform Code of Military Justice (UCMJ)*, your Airmen expect you to take action and punish as you deem appropriate and without bias. When the Airmen in your squadron earn awards or promotions, they look forward to your praise and recognition. Being a commander is an incredibly rewarding, tremendous responsibility. Your assigned Airmen, civilians, and contractors deserve your very best effort day in and day out; our Air Force’s future depends on it.

This book, *Guidelines for Command*, is the result of countless hours of research and contains the collective thoughts and lessons learned from many previous commanders. It has a wealth of information to assist you during your tenure as a commander. Use it in conjunction with your personal leadership skills, your base’s subject-matter experts, and your fellow commanders to lead our Airmen to new heights.

Again, congratulations and best wishes as you embark upon the incredible journey of command!



T. MICHAEL MOSELEY
General, USAF
Chief of Staff

Preface

Squadron command is often described as the best job in the Air Force. It is also one of the most demanding. Commanders are entrusted with incredible power—in terms of legal authority and personal influence—and it is critical you honor that trust by commanding effectively with balance, purpose, and dedication. As the commander, it is your responsibility to set the tone, establish priorities, and take the lead. As you meet your daily challenges, remember that ultimately command is not about you or how skilled you are in your Air Force specialty. Command is about accomplishing the mission and taking care of your Airmen. This guide will help you on your way.

There is no “all-encompassing” checklist or “how-to guide” for command—no manual could hope to be so comprehensive. How you lead your squadron depends on your experience, ideas, goals, values, and willingness to learn. Your past performance has demonstrated that you are up to the task—if not, you would not have been selected for command. Even so, you will not know everything before you start, and the job will always be a learning endeavor. You can, however, take advice and learn from other commanders’ experiences to make you a better, more effective leader. That is the intent of this publication—to advance the practice of command. This book, in conjunction with the *Commanders Connection*, the professional forum for squadron commanders, does just that.

The following articles and tips are not regulations you must follow, nor should they be your sole source of information. They are only guides based on the experiences and lessons learned from a diverse group of Air Force leaders. Used properly and supplemented with other sources, these guides help prepare you to effectively meet the needs of the mission, while taking care of your people.

We hope you find the information here useful. Thoughtfully applied, it will make you a more effective commander. Obviously there are many programs, experiences, and issues we could not capture in one document. To remedy this problem, we encourage you to join the *Commanders Connection* (<https://acsc.sqcc.maxwell.af.mil>), where you will find an up-to-date electronic version of this book and a forum to ask questions, share your knowledge, and receive advice from current and former squadron-level leaders.

PREFACE

We greatly appreciate the support of the following Air University organizations located at Maxwell AFB, Alabama: Air Command and Staff College (ACSC), Ira C. Eaker College for Professional Development, Commanders' Professional Development School, and Air University Press for their assistance in making this revised publication a reality. Without their support this project would not have been possible.

Good luck in your command!

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Chapter 1

Taking Command

This chapter contains ideas and suggestions to help you effectively “hit the ground running” as you take command. Some of the most important decisions you will make during your tenure will be made before assuming command and during your first 90 days on the job. Prior to assuming command, you should prepare yourself for the challenges you will face by vigorously studying and reflecting on the wide variety of resources readily available to you. Once in command, you must carefully analyze your unit to formulate an overarching vision for its future and then effectively communicate that vision in such a way as to inculcate it into your unit’s culture.

Information in this chapter is based upon principles proven valuable to commanders over the course of time. Be mindful, however, that this chapter is not simply a “first 90-days checklist.” Take the ideas contained herein and tailor them to your own style. Thoughtful application will help you avoid mistakes and excel in your new role.

In this and following chapters, a reference box lists (at the beginning of each section) the appropriate reference(s) and an Internet address, if applicable. In developing this book, we reference the latest Air Force policy directives (AFPD), Air Force instructions (AFI), Air Force pamphlets (AFPAM), Air Force Manpower Standards (AFMS), Air Force visual aids (AFVA), Air Force handbooks (AFH), Air Force catalogs (AFCAT), Air Force manuals (AFMAN), Department of Defense directives (DODD), Department of Defense manuals (DODM), and Department of Defense instructions (DODI) in the box.



What Is Command?

*Maj Shannon Smith, 14th Security Forces
Squadron Commander, 2004–6*

Command is the best job in the Air Force!

—Unknown

Before learning of my selection for command in 2003, I heard this statement echoed at countless change of command ceremonies, mentoring sessions, and training courses. When my own change of command was just two months away, I began to ponder the following question: What is command? My research showed me there is no easy answer. There's the legal authority aspect of command, the mission aspect of command, and the people aspect of command. With these three pillars comprising the heart of the discussion, let's take a closer look at the concept of command.

Legally speaking, command is the authority given an officer to direct subordinates to attain military objectives. Commanders have legal authority by virtue of rank and written appointment. While tasks can be delegated to subordinates, command responsibility cannot—it must remain with one individual entrusted to direct the mission. Additionally, commanders are granted specific legal authority under the *Uniform Code of Military Justice (UCMJ)* to ensure good order and discipline. Commanders may independently impose reductions in rank, monetary fines, and restrictions on subordinates' freedoms to encourage behaviors that support mission success. Commanders may also refer the most egregious offenders to courts-martial, which could result in significantly greater penalties. While anyone with written appointment can command by exercising legal authority, only the best leaders will truly excel. These leaders focus on the mission.

Mission-focused commanders hold themselves and their subordinates accountable to high standards of performance. They clearly communicate and live the Air Force Core Values. They set the standards for others to emulate and never ask their Airmen to do something they are unwilling to do themselves. When Airmen fail to uphold standards, mission-focused commanders are not reluctant to hold them accountable for their actions. Commanders without the fortitude to do this will likely not be successful.

Mission-focused commanders also understand their unit's role in the "big picture" and clearly articulate this role to their Airmen. They understand the squadron's relationship to its higher

headquarters, its sister squadrons, and other units. Mission-focused commanders may disagree with leadership when necessary; however, once a legal order is received they communicate and execute that order with vigor and passion, regardless of personal feelings or beliefs. Mission-focused commanders also fully train and equip their Airmen for success in combat. They become budget experts—learning creative ways to stretch a dollar to its maximum value, because sending Airmen into harm’s way without the right equipment is wrong. They also understand the necessity to train their Airmen for combat, even when that means driving the squadron hard.

Mission-focused commanders know their job inside and out. They are technical experts. They know how to communicate—both verbally and in written form. They develop themselves professionally through reading. While it is not necessary for commanders to be subject-matter experts in every area, it is essential they understand every aspect of their squadron’s operations to effectively organize, train, and equip their units to perform the mission. Without a mission focus in these three areas, commanders are impediments, not enablers, of mission success. This mission focus, however, must be balanced with the needs of the Airmen under their command.

Command is about people and inspiring them to do things they never thought they could do. It is about motivating Airmen to go above and beyond on a daily basis. It is about rewarding the best performers and providing incentives for those who are less than outstanding to improve their game. People-focused commanders understand that while some members of a squadron have more responsibility than others, every Airman has a valuable role to play in ensuring mission success. They are servant leaders—serving their subordinates as much, or more, than they serve their boss. People-focused commanders get out from behind their desks; they learn and address the needs of their Airmen and take care of them like family. Helping Airmen and their families makes command not only one of the most challenging jobs in the Air Force but also the most rewarding experience that many officers have during their Air Force career.

Authority, mission focus, and people are the three pillars of command and, when considered collectively, they provide a substantive and formidable response to the question posed at the beginning of this chapter—What is command? It is authority, legal and implied. It is a focus on the mission and the responsibility to organize, train, equip, and lead a unit to mission suc-

cess. It is caring for people—helping Airmen and their families meet their needs, enabling them to grow and focus on the mission. Too much mission focus without regard to the needs of the people can quickly burn out a squadron and lead to disastrous results in combat. Too much emphasis on people without regard for legal accountability or mission success will lead to a happy unit in the short term but will ultimately result in a squadron that is incapable of accomplishing even the simplest objectives. The truly exceptional commander understands the necessity of striking a good balance between these three areas.

Tips for Success

- Recognize the difference between being in command and just being a leader.
- Fully understand the responsibilities associated with command.
- Remember! You've been entrusted with the safety and welfare of your squadron members; fully accept that responsibility, and take it seriously.
- Hold your subordinates and yourself to high standards. Administer disciplinary action when necessary, but always direct it toward a desired outcome.
- Know the mission and stay focused.

Additional Resources

The following books provide more insights into the subject of command:

- *Taking Charge: A Practical Guide for Leaders* by Maj Gen Perry Smith, National Defense University Press, Washington, DC, 1986.
- *Sharing Success—Owning Failure* by Col David Goldfein, Air University Press, Maxwell AFB, AL, 2001.
- *Commanding an Air Force Squadron in the Twenty-First Century: A Practical Guide of Tips and Techniques for Today's Squadron Commander* by Lt Col Jeffry F. Smith, Air University Press, Maxwell AFB, AL, 2003.

Becoming Aware of Responsibilities

ACSC AU-2 Research Seminar, 2001

Reference

ACSC, AU-2, *Guidelines for Command* (Maxwell AFB, AL: Air University Press, 2003), 3–5. Section taken verbatim.

You assume full responsibility for accomplishing the unit's mission with minimum cost in people, materiel, and money. The key element in your command—the element that will do the most toward accomplishing the mission—is your leadership. If you are an effective leader, you will lead, not drive, your people. You will make fair and firm decisions on their behalf and in the interest of good order, discipline, and the successful accomplishment of the mission.

You must understand the scope of your responsibilities and know what expectations people have of you as the commander. However, before proceeding with an analysis of your job, you should first find out whether you are ready to accept the challenge of a command or a Department of Defense major supervisory position. To do this, ask yourself the following questions:

- Am I willing to dedicate myself solely to my unit?
- Are members of my family willing to assume their roles in helping me create a quality, caring Air Force community?
- Is my family willing, if necessary, to be secondary to the unit, squadron, group, or wing?
- Are my family and I willing to live in a “fishbowl,” open to observation and criticism by subordinates and superiors?
- Am I physically and emotionally fit to carry the load?
- Do I have the courage to make tough decisions and stand by them?
- Am I flexible when dealing with changing situations? Am I willing to risk new ideas?
- Can I remain enthusiastic and cheerful when confronting seemingly impossible tasks?
- Am I willing to leave a comfortable office to check or supervise training, maintenance, and other activities of my unit?

TAKING COMMAND

- Am I willing to do my best with what seems inadequate means?
- Am I confident that I can produce a superior unit from average people? Can I inspire people to achieve outstanding results?
- Am I willing to take reasonable risks to allow my subordinates to grow and become more productive?
- Am I willing to let my subordinates be creative?
- Am I willing to be accessible to my Airmen? Does my manner invite communication?
- Do I really listen? Can I withhold judgment until the facts are in?
- Do I like to be with young people? Can I live with their energy, their points of view, and the problems they sometimes face?
- Am I always willing to accept my people's failures as my own, yet immediately recognize their successes as theirs?
- Am I able to do many things at one time? Can I manage a complex job?
- Can I stand tough competition from similar units, while retaining a spirit of cooperation and teamwork with them?
- Can I carry out orders as well as give them?
- Do I really want to command? Am I sure that my motivation is more than simply having the command experience entered on my record?

You will probably not answer yes to all those questions. Only if you are completely honest in answering the questions, however, will you gain real insight into what lies ahead as a commander. Even with an insight into your responsibilities, you cannot expect to be a good commander or supervisor unless you make some practical preparation for the day you will assume command or supervision. Such preparation will enable you to make a favorable first impression on your unit. Additionally, your self-preparation will help smooth out the learning curve facing every first-time commander or supervisor.

Preparing for Command with Commanders Connection

*Lt Col Mike Hower, Detachment 3, 22d Space Operations
Squadron Commander, 2004–5*

Preparing for command is neither the most glamorous nor the easiest part of your job. If done correctly it is hard work, requiring vigorous study of your new unit and an in-depth reflection on your own aspirations for command. If done poorly, your chances of leaving a lasting, positive impact on your command are slim. Solid preparation pays huge dividends in the first 90 days as you move out smartly in leading your squadron.

Although difficult, preparation for command does not have to be a lonely journey. The Air Force has over 60 years of command experience from which you can draw good ideas, lessons learned, and best practices. To facilitate this transfer of experience, Air Command and Staff College has created *Commanders Connection*.

Commanders Connection is the professional forum for Air Force squadron commanders (and squadron commander equivalents)—a membership-restricted community of practice. Only current, selected, and former squadron commanders may use the forum to establish relationships built on trust, and membership ends two years after leaving command. The forum provides an interactive environment for commanders to talk with peers in a trusted relationship about critical issues, with the goal of saving valuable time. Commanders talk about experiences and post documents they have created or used to make a positive difference for the squadron-commander community. Members interact via a user-friendly Web site that allows for easy searches and threaded conversations, resulting in timely, quality advice from trusted peers. This interaction improves knowledge sharing, critical thinking, flexibility, learning, creativity, decision making, and networking while building a greater sense of professional identity as a squadron commander.

The strength of *Commanders Connection* is in the resources it provides. Whether or not you are a member of the forum, you have access to the Commander's Toolbox. The toolbox is a collection of valuable materials that will help you in your day-to-day functions. It is updated regularly as best practices for commanders are identified or improved. Check out the Web site today as you begin your command journey!

Tips for Success

- Visit the Commanders Connection Web site at <https://sqcc.maxwell.af.mil>. Click on “video,” “why,” and “about us” to learn how the forum can help you during your command and provide you an opportunity to “give back” your expertise to the community of squadron commanders
 - o If you are eligible for membership, click “join” to submit an application.
- Visit the Commander’s Toolbox to study the following key references that will help you before and during your command
 - o The “live” version of this book, AU-2, *Guidelines for Command*, is updated as new tips are suggested by the squadron-commander community.
 - o *Commanding an Air Force Squadron in the Twenty-First Century* is the primary textbook for squadron commanders.
 - o *Sharing Success—Owning Failure* is a digest of practical wisdom for commanders drawn from the experience of many former commanders from many types of units.
 - o *The Leader’s Guide to Managing Personnel in Distress*, an online tool, is rich with ideas for helping Airmen and families.
 - o *The Military Commander and the Law* (desk book) is the cornerstone text for commanders on maintaining standards and administering discipline.

Making the Most of Your Preparatory Time

*Maj Shannon Smith, 14th Security Forces
Squadron Commander, 2004–6*

Command is an awesome responsibility and an incredible journey! You are about to experience the highest of highs and, most likely, some low points as well. Once you accept the guidon, there won’t be much time to figure out your plan of attack. To maximize the highs and minimize the lows, you need to make the most of your time in the months or weeks prior to taking command.

Tips for Success

- Join the professional forum for squadron commanders, *Commanders Connection*. The forum contains a wealth of knowledge from current and former squadron commanders that will help you before and during your command.
- Read, read, and read! There are many resources in the Commander's Toolbox on the *Commanders Connection* to flatten your learning curve.
- Educate yourself about your squadron and its mission. Study the unit's mission, the wing's mission, and how they fit together.
- Call your gaining boss and thank him or her for hiring you, but be careful not to make contact on a regular basis—your era as a commander has yet to begin.
- Call your squadron's incumbent commander
 - o Ask questions, but don't be too aggressive. For example, confine your questions to those items related to changing command, reporting dates, and base housing.
 - o Some incumbent commanders prefer not to share details about current squadron issues, especially if the change of command is still weeks away. Respect their prerogative.
 - o Avoid contact with members of your new unit unless you discuss it first with the incumbent commander.
 - o Ask for access to your squadron's Air Force Knowledge Now community-of-practice (if any) or SharePoint page (if possible) to familiarize yourself with unit processes and procedures.
- Identify issues on which you need further information—that is, budget status, squadron morale, last inspection results, quality initiatives, safety records, and so forth.
- Make a clean break from the old assignment. Close out all the paperwork. You won't have time to take care of old business in your new assignment.
- Begin a study of publications related to disciplinary actions such as *The Manual for Courts-Martial* and *The Military Commander and the Law*—the more you understand UCMJ issues, the more effective you will be when making disciplinary

decisions. These and other publications are available in the Commander's Toolbox section of *Commanders Connection*.

- Review any major command (MAJCOM), wing, or group supplements and directives concerning your new unit's mission as well as any current squadron operating instructions, policy letters, and inspection reports.
- Evaluate your fitness level. If you don't think your current appearance and fitness level set a good example, develop a plan to get in shape before the change of command.
- Attend your annual MAJCOM's conference (if possible). If you do, keep a low profile, take plenty of notes, and get to know the MAJCOM staff that will support your unit.
- Make the most of your MAJCOM's squadron commander's course. Build a network with those in your class who are headed to your base.
- If married, talk to your spouse about the role he or she may play during your command.

Additional Resource

Commanding an Air Force Squadron in the Twenty-First Century: A Practical Guide of Tips and Techniques for Today's Squadron Commander, contains valuable guidance to assist you in preparing for command.

The Change of Command Process

*Maj Dan Sheesley, 43d Comptroller
Squadron Commander, 2004–6*

Your level of involvement in your change of command will vary depending on the location of your new unit, the amount of protocol and public affairs support available, and a host of other unique circumstances. No two changes of command are exactly alike. You must strike a balance between what you will manage versus what the incumbent commander will handle. Together, you should sort out the details of the ceremony. Remember, that this



is not only your “big day,” it is also the incumbent’s last official act in command. He or she may want certain things to happen during the ceremony. Be flexible.

Tips for Success

Contact the Ceremony Point of Contact

- Begin a dialog on specific requirements for the ceremony.
- Provide complete contact information (phone numbers and address, if known) so you can be reached at home, at work, or in transit to your new station.
- E-mail your biography and official photo and spouse’s and children’s names.
- Keep your point of contact (POC) apprised of changes as soon as they happen.
- Provide the POC your recommendations and desires regarding location (indoors or outdoors), headgear (on or off), formations, and uniform for participants and guests.
- Work with your POC to obtain information on local policies, advice on guests, and ideas for planning your reception.

Contact Protocol

- Contact the local protocol office and introduce yourself.
- Allow the incumbent commander to work with the protocol office to plan the ceremony; provide assistance when requested.

Deconflict the Date and Time

- Provide the incumbent commander with preferred dates and times.
- Be patient—the sitting commander and POC must coordinate the schedule with the presiding officer.

Determine Your Invitees

- Provide rank or civilian title, name (go-by name), position, and addresses of your invitees to the POC. Clearly identify any distinguished visitors (DV) on your list.
- Ensure the POC sends DV information to the protocol office.

- Ensure the POC sends your invitees a formal invitation to the ceremony with an RSVP date.
- Ensure the POC tracks RSVPs.
- Provide RSVPs you receive directly to the POC.

Keep Your Future Supervisor Informed

- Ensure you establish a dialog with your future supervisor and keep him or her in the loop with any significant changes. Your goal: to prevent surprises for your future boss.

Develop Your Change of Command Speech

- Shorter is better; aim for less than three minutes.
- Don't
 - o Expound on your personal leadership philosophy or your specific goals for the squadron—save that for your first commander's call.
 - o Deliver a list of historical military references or metaphors.
- Do
 - o Be humble, thankful, and appreciative for the opportunity to command.
 - o Thank your new boss, DVs, group commanders, fellow squadron commanders, guests, and the outgoing squadron commander.
 - o Thank the POC and others who organized the ceremony.
 - o Give kudos to the squadron for their successes; the wing historian is a great source of this type of information.
 - o Tell your Airmen you look forward to working with them.

Plan Your Reception

- Determine reception location with the POC—the closer to the change of command site the better.
- Provide input on type and amount of food and beverages to purchase, and work with your POC for payment. Special funds may be available through the protocol office to offset costs.

Additional Resources

- *Commanding an Air Force Squadron in the Twenty-First Century: A Practical Guide of Tips and Techniques for Today's Squadron Commander*, see pages 12–13 and 172–74.
- Lt Col Roderick Zastrow provides insights on change of command ceremonies on page 5 of “Squadron Command: An Introductory Primer,” available in the Commander’s Toolbox section of *Commanders Connection*.

Making the Right First Impression

*Maj Shannon Smith, 14th Security Forces
Squadron Commander, 2004–6*

The first impression made on a squadron sets the tone for success in command. Commanders who excel start strong right out of the gate. There is no formula for a good first impression, but successful commanders do a few things consistently well during the first few days and weeks of command. The tips below should get you started on the right foot.

Tips for Success

- Be courteous! You are under scrutiny from the moment you arrive on base. Be polite to gate guards, commissary, base exchange personnel, and everyone you encounter—bad “episodes” with new commanders quickly become known base-wide.
- Look sharp! Put a little extra effort into your uniform and haircut. Your Airmen pay special attention to your personal appearance.
- Make a concerted effort to shake hands with every Airman you meet during your first week in command.
- Be positive! You set the tone in the unit
 - o Focus on turning something poor into something average, average into good, good into excellent, and excellent into outstanding.
 - o Don’t underestimate the power of positive thinking.

- Make sure you understand your boss's vision. You will lose valuable time and credibility if you take your unit in a direction not consistent with your boss's priorities.
- Spend time getting to know your key leaders—officers, senior noncommissioned officers (SNCO), senior civilians, and senior contractors.
- Get your hands dirty: fly, stand watch, sit a post, work the customer service desk. These actions will win your Airmen's loyalty.
- Visit the spouses of your deployed Airmen with your first sergeant. Let them know the unit will support them during tough times.
- Set and enforce high standards from the start—it is much easier to loosen standards than to tighten them later.
- Serve your people! They are the reason you are in command!

Additional Resource

First Things First, by Stephen R. Covey, offers practical insights for effective leadership.

Key Leadership Positions within Your Squadron

*Maj Kathy Goforth, 898th Munitions Squadron
Commander, 2004–6*

References

AFI 36-2113, *The First Sergeant*, 1 May 1999 (incorporating change 1, 2 October 2006).

AFI 36-2618, *The Enlisted Force Structure*, 1 December 2004.

AFI 38-101, *Air Force Organization*, 4 April 2006 (incorporating change 2, 20 July 2006).

AFMS XXX0, *Squadron Commander's Support Staff*, 15 November 2005.

The majority of the following information is excerpted directly from the above references.

As commander, you are at the helm of your squadron, guiding your Airmen to accomplish the mission. This job is not easy. Fortunately, you are not alone. There are several key leaders within your squadron to assist you in managing your unit. Get to know the incumbents in these positions (if assigned to your unit)—they will greatly help you in your command. Keep in mind that not all of these key leadership positions are assigned to every Air Force unit. Based on the current Program Budget Decision (PBD) 720, some of these positions may be consolidated within your group. It is recommended that you learn as much as you can about how PBD 720 will affect your staff and its ability to assist you.

Operations Officer

- Ensures manpower and levels of supervision are equally distributed for duty periods based on manning and workload.
- Enforces strict adherence to applicable technical data, Air Force directives, MAJCOM guidance, and local procedures.
- Ensures adherence to AFI 91- series safety directives.
- Where applicable, coordinates with other units to develop and execute a rotation plan for all applicable Air Force specialty codes (AFSC) to balance grade, skill level, and experience between units.
- Ensures sufficient numbers of Airmen are qualified to perform the mission.
- Trains and mentors subordinate officers.
- Establishes a method to distribute inspection crosstalks and crosstells, policy announcements, technical, and other important information.
- Reviews applicable support agreements annually and makes recommended changes.
- Reviews status of resources and training system (SORTS) and AEF reporting tool (ART) information.
- Ensures unit manning document (UMD) complies with organization structure in AFI 38-101.
- Maintains current copy of unit personnel manpower roster.

TAKING COMMAND

- Monitors workforce availability.
- Coordinates permanent change of assignment (PCA) actions.
- Distributes projected gain or loss lists to all work centers and establishes suspenses for updates.

First Sergeant

(Assigned to units with over 75 military personnel)

- Critical link in providing the commander a mission-ready enlisted force to execute the unit mission
- Provides advice to the commander concerning morale, discipline, mentoring, well-being, recognition, and professional development of enlisted members
- Derives authority from the unit commander
- Focal point within the unit for enlisted issues
- Exercises general supervision over assigned enlisted Airmen
- Performs various actions associated with disciplinary procedures and ensures enlisted discipline is equitable and effective
- Ensures base support agencies are responsive to needs of unit members
- Conducts quality-force review on all enlisted performance reports (EPR) and decoration recommendations



Squadron Superintendent

- Usually the ranking enlisted member in your squadron, other than the first sergeant
- Same responsibilities as operations officer, but from an enlisted perspective
- Subject-matter expert on enlisted technical issues
- Provides substantial institutional, operational, and functional experience as well as strong leadership skills

- Trains and mentors enlisted personnel
- Assists the commander in stratifying SNCOs
- Provides valuable information concerning enlisted force promotions, EPRs, decorations, discipline, and training

Additional-Duty First Sergeant

(Units with less than 75 military members)

- Same responsibilities as first sergeant (see above listing), but not a full-time job. Often wears two hats—first sergeant and squadron superintendent or other SNCO position.
- Must be SNCO; however, in units without SNCOs, commanders can assign a lower ranking member.
- For Air Force Reserve Command (AFRC) and Air National Guard (ANG), must be an E-7 and uphold the same professional profile and criteria required for a full-time first sergeant.

Squadron Section Commander

(Assigned to units with over 250 military members)

- Leads the commanders support staff (CSS), also known as the orderly room
- Manages commander's programs including leave, recognition, performance reporting, disciplinary actions, and others as assigned
- Responsible for the morale, welfare, and safety of personnel
- Usually a young officer; requires mentoring and guidance from the commander and first sergeant

Tips for Success

- Conduct one-on-one meetings with each of your unit's key leaders
 - o Clarify responsibilities and establish goals for each position.
 - o Provide your expectations for the unit and how each leader fits into accomplishing them.

- These key leaders are your command team. Solicit input and request feedback on your actions and decisions. Don't work in a vacuum.
- Provide frequent feedback.
- Train the operations (Ops) officer to do your job. Period.
- Learn from the first sergeant and superintendent.
- Mentor the section commander.
- Consider delegating all Airman and noncommissioned officer (NCO) evaluations and decorations to the section commander—this is a good learning opportunity for them.
- Remember, the command chief master sergeant (CCM) is available for advice regarding your first sergeant and superintendent, as well as for manning assistance, when it comes time to rotate these key leaders out of your unit.

Additional Resource

Commanding an Air Force Squadron in the Twenty-First Century: A Practical Guide of Tips and Techniques for Today's Squadron Commander, 66–81.

Familiarizing Yourself with Base Agencies

Maj Kathy Goforth, 898th Munitions Squadron Commander, 2004–6

References

AU-2, *Guidelines for Command*, 2003.

DODD 6495.1, *Sexual Assault Prevention and Response (SAPR) Program*, 6 October 2005.

AFI 31-201, *Security Police Standards and Procedures*, 4 December 2001 (incorporating through change 2, 13 March 2007).

AFI 35-101, *Public Affairs Policies and Procedures*, 29 November 2005.

AFI 36-2706, *Military Equal Opportunity (MEO) Program*, 29 July 2004.

AFI 38-101, *Air Force Organization*, 4 April 2006 (incorporating through change 2, 20 July 2006).

AFI 51-201, *Administration of Military Justice*, 26 November 2003 (incorporating through change 2, 10 July 2006).

AFMAN 51-204, *United States Air Force Judiciary*, 1 July 1995.

AFI 90-301, *Inspector General Complaints Resolution*, 8 February 2005.

The majority of the following information is excerpted directly from the above references.

Commanders must be aware of the multitude of resources they have supporting them in performing the mission and taking care of their Airmen and their families. This section provides a brief overview of units and agencies available on most Air Force bases to help you in your daily duties. As a commander, you must build working relationships with these agencies early in your command tour. The network you cultivate will assist you when a problem arises in your unit.

Note: Due to privatization of some base services via A-76 studies, a division or contractor may be performing a service rather than a squadron. Also, as part of Air Force Smart Operations for the 21st Century (AFSO 21) or other consolidation initiatives, some services may not be available locally.

American Red Cross

The American Red Cross (ARC) supports and supplements Air Force activities involving morale, health, and welfare of Airmen and their families. Its representatives are the emergency communications link between members and their families when direct communication is impossible. The ARC can also assist in covering costs associated with personal emergencies.

Air Force Office of Special Investigations

The Air Force Office of Special Investigations (AFOSI) provides professional investigative services to all Air Force commanders.

The AFOSI identifies, investigates, and neutralizes criminal, terrorist, and espionage threats to Air Force and DOD personnel and resources. All AFOSI personnel remain independent of your base's chain of command to ensure unbiased investigations. The AFOSI agents' primary duties include threat detection, criminal investigations, economic crime investigations, information operations, and technology protection.

Area Defense Counsel

The area defense counsel (ADC) provides legal defense services for military members. The ADC serves as counsel in all actions under the *UCMJ* and in administrative discharge actions. The ADC provides advice to members referred for other than emergency mental health evaluations and represents the member in other adverse actions.

Tips for Success

- As a commander, you must support the ADC to ensure the military justice system is not only fair but also perceived as fair. Whenever a unit member receives administrative punishment or nonjudicial punishment, make him or her an appointment with the ADC to ensure he or she understands his or her rights regarding how to best respond to any punishment.
- Important tip: If it is necessary to read an Airmen his or her rights, do so before sending him or her to the ADC.

Office of the Staff Judge Advocate

The office of the staff judge advocate (SJA) advises commanders on military justice and disciplinary matters as well as civil, contract, and environmental law. Judge advocates (JA) prosecute courts-martial and represent the government in administrative separation hearings. Additionally, JAs provide legal assistance, tax assistance, and claims support for military relocation. One of the key functions of the SJA is to manage the wing-level Status of Discipline meeting for the wing commander. All unit commanders and first sergeants attend this regular briefing that provides an opportunity to gauge disciplinary actions across the wing. Most SJA offices also host regular squadron commander and first sergeant legal training courses to prepare you for your responsibilities associated with military law.

Tip for Success

- Consult the SJA before taking any disciplinary actions. Early SJA involvement can ensure your actions are legal and have the desired effect.

Comptroller Squadron

As a commander, you will need operating funds to perform your mission. You must ensure that your annual budget is based on mission requirements, submitted on time, and monitored. The comptroller, as the principal financial advisor to all commanders, will assist you in meeting these requirements. Your link to the comptroller and the comptroller squadron (CPTS) is your unit's resource advisor (RA), who will keep you briefed on your budget status. The CPTS, in addition to managing the base-wide leave program, Government Purchase Card (GPC) program, and Government Travel Card (GTC) program, is also responsible for overall financial planning, economic analysis, funds execution, military and civilian pay transactions, in- and out-processing, funds certification, funds authorization, audit of pay or travel documents, and coordinating with the Defense Finance and Accounting Service (DFAS).

Tip for Success

- Soon after taking command, have your RA contact the CPTS training officer to schedule your budget training.

Chaplain

Chaplains provide spiritual care and guidance on matters of ethics. They administer the wing's religious programs, provide religious ministry to Airmen and their families, and offer counseling. Chaplains are the primary advisors for commanders concerning religious accommodation issues. The chaplain is the only person on base who offers total confidentiality outside of the attorney-client relationship. Chaplains are noncombatants and will not be placed in a duty status that compromises their status as noncombatants.

Inspector General

The inspector general (IG) is responsible to the wing commander for assessing and improving unit operational readiness, nuclear

surety programs, and mission support effectiveness of all assigned units. The IG is also responsible for establishing and directing the Air Force complaints and fraud, waste, and abuse (FWA) programs. In essence, the IG serves as the “eyes and ears” of the wing commander, providing an independent fact-finding body to conduct investigations and serving as an honest broker in complaint resolution. The IG is only an investigative body; it does not determine guilt or innocence and it does not make recommendations for punishment or remediation—it exists to provide information to the chain of command for decision making.

Tips for Success

- You may encourage unit members to use the chain of command to resolve issues, but avoid giving the perception that members are restricted from going to the IG with a complaint.
- Stress that many matters are not appropriate for IG resolution and should be handled through the chain of command. The following are examples: *UCMJ* issues, homosexual conduct, unprofessional relationships, performance report appeals, and equal opportunity issues.

Military Equal Opportunity Office

The military equal opportunity (MEO) office provides formal and informal complaint processing, counseling, conflict resolution, information referral, and other assistance to military members who believe they have experienced sexual harassment or unlawful discrimination based on color, race, religion, sex, or national origin. (Note: Contact the civilian personnel flight [CPF] or equal employment opportunity office for discrimination or harassment complaints involving civilian employees.) The MEO staff conducts unit climate assessments (UCA) for commanders at all levels to assess their organization’s equal opportunity and treatment climate. Additionally, the MEO office provides educational classes to all military and civilian personnel on various human relations subjects.

Public Affairs Office

The public affairs (PA) office advises and assists commanders in communicating Air Force messages to military personnel and the public. PA also helps you identify and manage communica-

tions issues that affect your unit as it conducts its mission. PA consists of three main areas: community relations, media relations, and internal information.

Community relations initiatives develop understanding and acceptance of the Air Force in local communities. As a commander, you interact with PA for community relations when you support base tours, speaking engagements (and the local base speaker's bureau, if established), community events, open houses, flybys, air shows, and when you answer public inquiries.

Media relations programs keep the public informed about Air Force issues. Your unit speeches, statements, interviews, news or feature stories, photographs, or hometown news releases must go through PA for media release.



Internal information efforts are designed to keep your Airmen (and their families) fully informed about the Air Force mission, ensuring high morale, productivity, and retention. At the squadron level, you can take advantage of these PA programs by advertising squadron events, publicizing good news, and recognizing outstanding performance through your local base paper or Web site.

Tips for Success

- Appoint a unit public affairs representative (UPAR) to work closely with the PA office on internal information and community relations campaigns.
- Judiciously use the base newspaper to publicize your unit.
- Encourage your Airmen to complete a hometown news release.
- Contact PA before speaking to any media outlet.
- Read *Meeting the Media*, a guide for commanders on dealing with media-related issues, including embedded reporters and interviews. This booklet is available in the Commander's Toolbox at <https://sqcc.maxwell.af.mil/toolbox>.

Safety Office

The safety office develops, implements, executes, and evaluates your base's flight, ground, and weapons safety programs.

Safety personnel manage space and system mishap prevention and nuclear surety programs to preserve combat readiness. The safety office also develops and presents safety and operational risk management (ORM) education programs for your use.

Sexual Assault Response Coordinator

The sexual assault response coordinator (SARC) is a new DOD-wide program designed to offer support services to victims of sexual assault. The program's goal is to assist victims of sexual assault in their physical and emotional recovery. Each base has a SARC to help victims and to provide advice and training to the base personnel.

Wing Plans

The wing plans office plans, schedules, and conducts realistic, timely, and integrated contingency response and combat employment training. This is accomplished through local contingency and major accident response exercises (MARE). The plans office obtains feedback, identifies shortfalls, benchmarks, and takes action to improve combat readiness. Your unit will be tasked to provide exercise evaluation team (EET) members and trusted agents to support basewide exercises. The plans office also manages and monitors the status of all plans and taskings for the wing and its subordinate units; some may affect your unit.

Base Civil Engineering Squadron

The base civil engineering squadron (BCE) is responsible for maintaining all real property and real property installed equipment on your base. Most CE units consist of seven or eight flights that manage all base support including base operations, family housing, physical plant engineering, environmental support, explosive ordnance disposal (EOD), fire protection, and readiness training.



Communications Squadron

The communications squadron (CS) acquires, manages, operates, and maintains the base communication and information systems. These systems include airfield equipment, fixed telephones,

cell phones, land-mobile radios, secure-communications equipment, personal computers, and the basewide local area network. CS is also responsible for tracking all automated data processing equipment (ADPE) on the installation. Your unit will have an ADPE account custodian assigned. In addition, CS operates the base information transfer system (BITS), which picks up and delivers your unit's mail.



Contracting Squadron

The contracting squadron (CONS) provides local-purchase support to assigned units. Local purchase is a method to acquire parts, supplies, and services outside of the normal supply system. Your unit will make these purchases via an Air Force Form 9, Request for Purchase, or by using your unit's Government Purchase Card. Your unit resource advisor will work closely with CONS to execute your purchases.

Logistics Readiness Squadron

The logistics readiness squadron (LRS) operates and maintains the vehicle fleet and manages supplies, equipment, and fuels to support all base organizations. It also provides aircraft parts for maintenance, directs the traffic management functions of the base (i.e., cargo movement and household goods shipment), manages readiness assets and war reserve materiel, and leads the base deployment mission.

Mission Support Squadron

The mission support squadron (MSS) provides personnel support to commanders, military members, families, reservists, guardsmen, civilian employees, and retirees. Your first sergeant and section commander interact with the MSS almost daily. Several key functions of the MSS are highlighted below.

Military Personnel Flight

The military personnel flight (MPF) provides a full range of personnel services to active duty, reservists, and dependents, including relocations, promotions, separations, retirements, passport

actions, and casualty services. The MPF staff helps with identification cards, Defense Eligibility Enrollment Reporting System (DEERS), military personnel records review, citizenship and naturalization questions, and survivor benefits. The MPF also hosts your base's Individual Newcomer Treatment and Orientation (INTRO) program and the First Term Airman's Center (FTAC). Additionally, MPF manages the wing or base READY program. This program mandates all squadrons provide augmentees for Security Forces (SF), battle staff support, search and rescue, and so forth. (Note: Many MPF functions have migrated to the Virtual MPF [vMPF] and are no longer available on base.)

Civilian Personnel Flight

The CPF recognizes, plans for, and efficiently responds to the civilian personnel management and administration needs of serviced employees and managers. The CPF staff assists managers in classifying vacant and encumbered positions, managing civilian resources, and maintaining required civilian personnel files and records. The CPF is responsible for staffing civilian positions to ensure they are filled with the best-qualified candidates. The CPF provides advice and counsel concerning labor management and employee relations issues and provides or makes available educational and training opportunities for civilian employees and their supervisors.

Airmen and Family Readiness Center

The Airmen & Family Readiness Center (A&FRC), formerly the family support flight or center, provides your Airmen and their families with the skills needed to deal with the unique demands of military life. High deployment and TDY requirements cause frequent family separations and increased pressures on single parents and dual-working families with children. The A&FRC strives to keep the military member focused on the mission through pre-deployment education and family support programs.

Education Services Flight

The education services flight provides resources for education at the undergraduate and graduate level as well as testing for PME and technical training. If any of your Airmen are interested in pursuing a commission, the education services flight will assist them with their application.

Manpower and Organization Flight

The manpower and organization flight provides workforce and organizational management services and evaluations, management advisory services, and wartime manpower support. This office also maintains and provides UMDs to commanders upon request.

Airman Professional Military Education Flight

The Airman professional military education flight prepares Airmen for leadership roles through the Airman Leadership School (ALS).

Security Forces Squadron

The security forces squadron (SFS) provides air base defense, law enforcement, and information security support to secure Air Force personnel, property, and weapons systems. SFS provides unit security manager training to help you safeguard classified information and material through information, personnel, and industrial security programs. SFS also provides combat arms training (CATM) to your Airmen prior to deployment. Due to increased OPTEMPO, SFS units in the continental United States (CONUS) often rely on contracted security personnel and military augmentees to accomplish base entry control duties. Your unit may be tasked to support this program.



Tips for Success

- SFS manages all personally owned firearms on base. Any member of your unit who lives on base and owns a firearm must register the firearm with the SFS.
- Occupants of base housing may keep firearms in the provided quarters. Firearms are prohibited in dormitories, bachelor quarters, and lodging. Airmen who live in these areas must store weapons in the SFS armory.

Services Squadron

The services squadron (SVS) provides activities to enhance your Airmen's quality of life (QOL). SVS manages almost all base support functions, including lodging, child development centers, youth centers, fitness centers, libraries, dining facilities, theaters, and bowling centers.

In addition, SVS provides outdoor programs and discount tickets and travel through the information, tickets, and travel (ITT) office. At some bases, SVS also provides an auto hobby shop, horse stables, a FamCamp,



recreational vehicle storage, a marina, and an aero club. Services also manages the base honor guard in support of military ceremonies and funerals as well as the mortuary affairs program.

Medical Resources

Medical services vary by base. Most bases provide daily operational medical support to the military members of your base. Additionally, the group normally provides primary health care to patients enrolled in TRICARE Prime and assigned to your base's clinic. Most clinics provide primary and specialty care on a space-available basis to other eligible beneficiaries. Some bases only offer an outpatient clinic with 24-hour ambulance transport service. The services not offered on base are provided through the TRICARE network that includes other military facilities and local medical providers.

Vision

ACSC AU-2 Research Seminar, 2001

Reference

ACSC, AU-2, *Guidelines for Command*, 2003.

This article appeared in the 2003 edition of *Guidelines for Command*. It is included here in its original form.

I say to you today, my friends, that in spite of the difficulties and frustrations of the moment I still have a dream. It is a dream deeply rooted in the American dream.

—Dr. Martin Luther King Jr.

Commanders must have vision that empowers, inspires, and challenges. This same vision must motivate followers to commitment and performance. It is crucial that commanders understand what vision is and what it is not.

What Is Vision?

Vision is the rudder that keeps a ship on course. All decisions return to the basic vision. Does X, Y, or S support the commander's vision? Is A, B, or C in line with this vision? Vision is very broad and helps people believe they can accomplish their goals while moving towards a better future through their own efforts. Vision also conveys inspiration. Two examples of this are Franklin D. Roosevelt's announcement in May 1940 that he had set a production goal of 50,000 planes a year and John F. Kennedy's challenge to the United States to put a man on the moon and then return him safely to Earth within the decade. At the time, both goals were breathtaking, yet they were achieved. No one can doubt that the dramatic announcements and the infectious inspiration they bred led to the achievement of each goal.

The human brain has the ability to form and translate mental images of the future into reality through leadership and action. Leaders constantly anticipate influences, trends, and demands that affect vision over the next month, year, or decade. A shortcoming of leadership is preoccupation with the present at the expense of the future. Effective commanders will direct and then delegate current operations while remaining aware of the details. This ensures time to focus on long-term issues, operations, and unit direction. Leaders with vision see the future without being farsighted and remain rooted in the present without being nearsighted. Tom Peters stated in *Thriving on Chaos* that "effective visions prepare for the future. . . . Look to your prior experiences. . . . Look to the future and clarify the vision over time."¹

Vision must be logical, deductive, plausible, simple, and understandable to have realistic value. It must be specific, providing real guidance to people, yet vague enough to encourage initiative and remain relevant to a variety of conditions. Organizations whose leaders have no vision are doomed to follow tradition. They cannot prosper because they keep doing things as they always have. In the words of Prof. Peter Kreeft of Boston College, "To be a leader you have to lead people to a goal worth having—something that's really good and really there. That is vision."²

How to Implement the Vision

Senior leadership has the authority and responsibility to change the system as a whole. But leaders at all levels can direct the attention of both superiors and subordinates to tasks more appropriate to the challenges of the new age. Commanders must consider the visions of the Air Force, the wing, and the group, including their own unit's vision within these visions. Commanders must envision where their unit will be when their tenure ends, where they want it to be, and what they see as their legacy after their departure. Personnel of all ranks and occupations have excellent ideas for developing and implementing visions that dovetail into the Air Force's vision. By soliciting suggestions and promoting participation, commanders prepare their organizations for change while disarming those who would resist change. In addition, experience their people gain will prove invaluable as they progress into more responsible, high-level leadership positions and continue the vision.

Finally, leaders must communicate their vision to the people in the unit. Leaders are responsible for bolstering their subordinates' courage and understanding. Launching a vision is not a solo effort. Burt Nanus drew a colorful parallel in his article "Visionary Leadership": "If you isolate yourself and hope to present your vision to the organization like Moses descending from Mount Sinai, [then] you are simply asking for skepticism and resistance."³

The Downside

Even a clearly articulated and achievable vision may flounder if appropriate resource management and effective leadership do not accompany it. Another possible consequence is that vision can become an obsession and adversely affect the leader's and follower's judgment. Crucial to the vision is not its originality but instead how well it serves mission requirements, unit goals, and parent and subordinate organizations.

A frequent mistake that organizations make is embracing long-term planning in place of a conceptual vision. Such an approach results in counterproductivity or "wheel spinning." This does not mean that planning is not important; in fact, the very exercise of forward thinking and application of military planning principles encourages creativity and innovation throughout the organization. The motto of Canada's joint planning staff serves as an appropriate reminder: "Plans are useless, planning is vital."⁴

Maintain the Vision

Leaders must instill a vision that is enduring and invites total organizational commitment. Although a vision may be appropriate at the time of its implementation, eventually it will need amending to maintain currency.

There is no regular schedule for vision revision. If the current vision is working and consistent with development in the internal and external environments, affirm it and support it. However, a wise leader does not wait for the alert before thinking of alternatives. The vision-forming process should be continuous.

Tips for Success

- Develop a clear vision for your squadron; visions distinguish leaders from managers.
- Make the vision logical, deductive, plausible, and simple—simple enough to easily remember it.
- Make the vision specific, but leave room for initiative.
- Keep the Air Force, wing, and group visions in mind when developing a vision for your squadron.
- Solicit input from your unit; make the process participative.
- Ensure the vision aligns with mission requirements.
- Articulate the vision often.
- Support the vision with appropriate resources.
- Review the vision periodically, and revise as required.

Notes

1. Tom Peters, *Thriving on Chaos: Handbook for a Management Revolution* (New York: Alfred A. Knopf, 1987), 489.

2. Quoted in Neil H. Snyder and Michelle Graves, "Leadership and Vision," *Business Horizons* 37 (January–February 1994): 1.

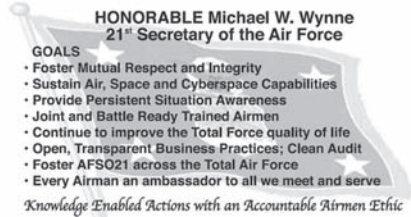
3. Bert Nanus, "Visionary Leadership: How to Re-vision the Future," *The Futurist* 26 (September–October 1992): 23.

4. Motto displayed in the Canadian National Defense Headquarters, J3 Plans Division.

Squadron Goals

*Maj Dan Sheesley, 43d Comptroller
Squadron Commander, 2004–6*

As a squadron commander, you are responsible for setting and achieving unit goals. Your challenge is to define realistic goals in support of both higher headquarters needs and your long-range plan for command. The tips below will help you to get started.



Tips for Success

Goals must be

- High but achievable—goals that are easy to achieve fail to motivate improvement; goals too difficult demoralize your Airmen.
- Measurable—goals must be measurable. Establish metrics and an appropriate system to track your progress.
- Integrated—goals should be tied to your mission and vision and integrated with higher headquarters goals. Make sure your goals either directly or indirectly support wing and MAJCOM goals.
- Clear and concise—goals must be in plain language, easily identifiable, brief, and to the point. They must enable your squadron to read, understand, and create actionable plans for success.
- Effectively communicated—display your goals in areas where your Airmen will see them daily. Reinforce your goals, and progress toward achieving them at staff meetings, daily roll calls, and commander's calls.
- Reviewed regularly—goals, as well as your focus, change. Review your goals regularly to determine if they are still in concert with your vision and higher headquarters plans.

Your First Commander's Call

*Maj Dan Sheesley, 43d Comptroller
Squadron Commander, 2004–6*

Now that your change of command is behind you, it's time to get to work. Plan a commander's call as soon as is practical. This first commander's call is critical in establishing your relationship with your squadron. Everyone in your new command is curious about you. Your first commander's call sets the stage for your command tour. Get it wrong, or wait too long to bring your unit together, and you will play catch-up for the next two years. Every action you take, or do not take, as a commander communicates a message to your squadron. Use this commander's call to your advantage to communicate—early, clearly, and directly—the plan for your command.



When Do You Have Your First Commander's Call?

While some commanders prefer to hold their first commander's call within a day or two of the change of command, some prefer to wait a week or so to meet everyone and complete an initial assessment of the unit. Whichever you choose, do not delay longer than two weeks—waiting too long inadvertently sends the message that you are not interested in communicating with your Airmen. Additionally, a long delay puts you behind the power curve in implementing your policies and emphasizing your approach to maintaining standards and administering discipline. This first commander's call is your most important opportunity to prevent problems before they happen. Do not delay it!

What Do You Say at Your First Commander's Call?

Your first commander's call is where you deliver the message you didn't have time to say at your change of command. This is not the time for a massive information update or touchy-feely award presentations; those things are more suited for a routine commander's call (see chap. 2, this book).

Your tone, whether it is directive or informative, depends on your leadership style and the state of the unit you have

inherited. If, prior to the change of command, your unit had leadership issues or suffered from high-visibility *UCMJ* violations, you may choose a very directive tone to set the stage. If this is not the case, a more informative or casual approach may be adequate. Along with choosing an approach, it is critical for you to tell your squadron who you are, what you believe in, and what they can expect from you during your command. Be clear so there is no confusion as to your policies and approach. Your Airmen have the right to know what you expect from them and how to work successfully under your command.

If you need to have more than one commander's call due to unit size or duty schedules, ensure you say the same thing at each presentation. Consistency eliminates confusion and builds trust.

Be Prepared

It is important to plan what you are going to say and how you are going to say it well in advance. Develop your ideas *before* your change of command, and check with your operations officer, superintendent, and first sergeant to refine your ideas. These key leaders can help you determine what to emphasize in your presentation and how to deliver your message. Finally, even if you are a great public speaker, you should practice your delivery. Remember, during this first, critical presentation, all eyes are on you—there is no room to “wing it.”

Tips for Success

- Hold your first commander's call within the first two weeks of your command.
- Introduce yourself—who you are, what you believe, what you expect, and what you will (or won't) tolerate.
- Be consistent.
- Be prepared.

Additional Resource

For more information on conducting routine commander's calls, see chapter 4 of this book.

Assessing Your Squadron's Strengths and Weaknesses

Maj Shannon Smith, 14th Security Forces Squadron Commander, 2004–6

One of the more difficult tasks new commanders face is accurately assessing the “health” of their squadrons. Since command tours are normally only two years, it’s important to make accurate assessments in a timely manner so that goals can be established and problems fixed as quickly as possible. It is critical that new commanders make correct assessments of their unit strengths and weaknesses or they could spend the bulk of their command tour “fixing” the wrong problems.

Be Objective

Commanders must be objective when making their initial unit assessments. Most commanders probably prefer inheriting “poor” units with much room to improve over units that are “outstanding.” After all, commanders that resurrect broken units tend to get more credit than commanders who make already outstanding units more outstanding. However, commanders who hastily judge a unit as substandard risk alienating their Airmen by labeling their past efforts as inadequate, without proper justification or evidence. This could cause motivational problems.

While underestimating the unit’s strength is a concern, overstating the unit’s greatness in the first few weeks is also problematic. While it is important to set a positive tone early in the command, commanders must be wary of sharing glowing assessments, such as “You folks are great—keep up the good work, and I’ll try to not get in your way!”, in an attempt to curry favor with the unit. If a positive assessment is overstated, two concerns arise. First, commanders lose credibility with their unit’s top performers. The best and brightest are looking for commanders to support them with fixing problems, not to tell them everything is great. Second, commanders who inaccurately deem their squadrons to be in great shape, at first glance, may have a tough time motivating their Airmen to fix problems if time reveals major deficiencies. Airmen will wonder why they are being pressured to fix things never perceived as broken.

The Bottom Line

Commanders must use caution when judging or assigning merit to individuals, sections, or an entire unit within the first few

weeks of taking command. While it is important to be complimentary, if the squadron has made a good first impression, commanders should save more substantial assessments until they make an educated evaluation based on quantitative facts and subjective opinion from the key leaders after a few weeks in command.

Tips for Success

- Begin your unit assessment by reviewing squadron metrics and performance data.
 - o Mission-oriented metrics.
 - o Self-inspection results.
 - o Unit compliance inspections and operational readiness reports.
 - o Customer feedback and survey results.
 - o Disciplinary action history.
 - o Training status, such as career development course (CDC) and ancillary training completion reports.
 - o Unit fitness status.
 - o Equipment status.
 - o SORTS and ART reports.
 - o Most recent climate assessment.
 - o Recent unit and individual awards.
- Schedule one-on-one meetings with key personnel (operations officer, flight chiefs, etc.) to get their take on the unit's condition.
- Take your predecessor's opinion with a grain of salt—the "pride of ownership" can lead to a skewed assessment.
- Review the "facts" as much as possible before sharing a "big picture" assessment.
- Avoid making overly general positive or negative statements regarding the unit during the initial days in command.
- Don't make any major changes during the first couple weeks of command unless absolutely necessary.

Additional Resource

The Goal: A Process of Ongoing Improvement by Eliyahu Goldratt and Jeff Cox, 2nd revision, North River Press, MA, 1992. This best-selling business novel with over three million copies in print provides insights into making improvements.

Making a Difference: Leaving a Legacy

Lt Col Jim Grant, 60th Supply Squadron and 60th Logistics Readiness Squadron Commander, 2001–3

There are different ways to approach a command tour. Some view it as an opportunity to finally use their leadership skills—to be in charge, to create and pursue a vision, and to motivate others toward a common mission. Others may see it as a chance to interact closely with a wide group of people. And, to others command means long hours and many decisions. All of these are true, but there is another way to view command: as an opportunity to make a difference. When the difference you make in the mission or in people’s lives has a lasting effect, it is sometimes referred to as a legacy. The legacies with the most impact occur when the focus is not on you but on your people and the mission instead. As a commander, if your attention is centered on what legacy you will leave, you’ve missed the point. But, if you focus on improving mission effectiveness and developing your Airmen, you’re on your way to making a difference and leaving a positive legacy.

What is meant by “leaving a legacy”? A legacy is more than the projects you accomplished or the awards the squadron won. Legacies, both tangible and intangible, are the lasting impact you have on the organization and especially the people. On the tangible side, you will have the opportunity to affect changes in procedures in your organization, which could continue long after you depart. For example, improving efficiency by consolidating processes or reorganizing functions could be one example of a tangible legacy. However, remember that change for change’s sake is a legacy no one wants to leave.

The other form of legacy is the intangible side. This involves the lasting impact you have on the people in your squadron. In this respect, your legacy “can be seen in the thoughts and actions of the people who have worked with or for you long after your professional affiliation has ended.”¹ We can also define this type of legacy as “the sum total of the difference you make in people’s lives, directly and

indirectly, formally and informally.”² In other words, when you turn over command to the next person, what attitudes or ways of thinking have you instilled into the squadron that will continue after you are gone? The fact that your unit earned an “outstanding” on an inspection is not a legacy; a legacy is the commitment to excellence and attention to detail you developed in the squadron, which resulted in the outstanding rating. The inspection results are a one-time occurrence; the qualities that produced it will live on in the people who made it possible. That’s a legacy.

Every leader leaves a legacy.³ However, leaving a positive legacy doesn’t happen automatically; it requires focus. Before taking command, think about the impact you want to have on your squadron and especially its members—not for you, but for them. What qualities do you want them to carry on after you depart? Do you want to instill in them a commitment to excellence, integrity, and safety; a pride in the unit; a teamwork atmosphere? Do you want them to recognize the importance of training, attention to detail, and thoroughness, as well as taking care of each other and oneself? The legacy you leave will be the way the organization functions after you’re gone. “The challenge is how to live in a way that creates a legacy others want to be a part of, too. . . . A legacy is built moment by moment, in small interactions. How you live your legacy can uplift people’s spirits and inspire them to live or perform better than they thought possible.”⁴ Begin thinking now about the impact your leadership style will have on your squadron and what type of legacy will ensue. You will be able to watch it unfold over your command tour.

Tips for Success

- Go slow with regards to changing processes—make sure you fully understand current procedures before making any changes.
- Concentrate on three or four specific qualities you want to instill in the individuals in your squadron
 - o How will you instill these qualities in your unit members?
 - o What will you emphasize?
- Assess early what actions you should stop, start, continue, or avoid in order to produce the legacy you want to create.⁵
- “Dare to be a person, not a position” (be honest, take responsibility, and keep your ego in check).⁶

- “Dare to connect with people” (talk one-on-one, and listen intently).⁷
- “Dare to drive the dream” (stay committed to a dream, be optimistic, and have fun).⁸

Notes

1. Robert M. Galford and Regina F. Maruca, *Your Leadership Legacy: Why Looking Toward the Future Will Make You A Better Leader Today* (Boston: Harvard Business School Press, 2006), 14.

2. Marta Brooks, Julie Stark, and Sarah Caverhill, *Your Leadership Legacy: The Difference You Make in People’s Lives* (San Francisco: Berrett-Koehler Publishers, Inc., 2004), xi.

3. Galford and Maruca, *Your Leadership Legacy*, 3.

4. *Ibid.*, 14.

5. *Ibid.*, 121.

6. Brooks, Stark, and Caverhill, *Your Leadership Legacy*, 76–77.

7. *Ibid.*, 76.

8. *Ibid.*, 77.

Advice to Commanders

ACSC AU-2 Editing Team, 2001

Reference

ACSC, AU-2, *Guidelines for Command*, 2003.

This article appeared in the 2003 edition of *Guidelines for Command*. It is included here in the new edition in its original form.

All right, you say, I understand what is expected of me. Now, how do I do it all? The answer is, “There are no magic formulas.” Leadership is individual and personal. As a commander, you must develop your own style—hence, the advice to “be yourself” offered earlier. You can benefit from the experiences of others. In 1976, while combatant commander of Pacific Air Forces, Gen Louis L. Wilson Jr. wrote a work called “Advice to Commanders. . . . 10 Points.”¹ Although the advice is old in a chronological sense, its spirit and wisdom remain fresh.

1. **BE TOUGH.** Set your standards high and insist that your people measure up. Have the courage to correct, and, if necessary, chastise those who fail to do so. Discipline those who won't conform. In the long run your people will be happier. Almost certainly morale will be higher, your outfit better, and your people prouder. Good outfits have tough commanders—not arbitrary or unfair or cruel—just tough.
2. **GET OUT FROM BEHIND YOUR DESK.** See for yourself what's going on in your unit. Your place of business is where the action is. Leave your footprints all over the place. Your subordinates will see that you're interested in their problems, working conditions, and welfare. Many of your people problems will go away if you practice this point.
3. **SEARCH OUT THE PROBLEMS.** They are there. If you think there are no problems in your organization, you are ignorant. Again, they are there—the trick is finding them. Foster an environment that encourages people to bring problems to you. If you shun problems, you are not fit to command.
4. **FIND THE CRITICAL PATH TO SUCCESS.** Get personally involved on a priority basis. Let your influence be felt on the make-or-break issues in your organization. Avoid the “activity trap”; don't spend your valuable time on inconsequential or trivial matters. Weigh in where it counts. Be the master of your fate—don't leave it to chance.
5. **BE SENSITIVE.** Listen to your people. Communicate. Be perceptive. Recognize that communication is shared perceptions. Empathize. Learn to recognize problems. Seek ideas. Be innovative. Listen, listen, and listen!
6. **DON'T TAKE THINGS FOR GRANTED.** Don't assume wrong things have been fixed—look for yourself. Neither assume they will stay fixed. The probability is high that “fixed” problems will recur. Recheck the fix.
7. **DON'T ALIBI.** Just fix it. Remember, you and your outfit can never be perfect. People will make mistakes. Don't be defensive about things that are wrong. Nothing is more disgusting than the individual who can do no wrong and has an alibi for any and everything that goes awry.

8. **DON'T PROCRASTINATE.** Don't put off those hard decisions because you're not willing to make them today. It won't be easier tomorrow. This doesn't mean to make precipitous or unreasoned decisions just to be prompt. But once you've arrived at what you believe is correct, get on with it. Don't stymie progress.
9. **DON'T TOLERATE INCOMPETENCE.** Once people have demonstrated laziness, disinterest, or inability to get the job done, you must have the courage to terminate their assignments. You cannot afford to do less. On the other hand, when your people are doing good work, recognize it and encourage them. Certainly, they will do even better.
10. **BE HONEST.** Don't quibble. Tell it like it is. Insist that your people do likewise. They set their patterns based upon your example. Absolutely nothing can be more disastrous than garbled information, half-truths, and falsifications. Make sure your people know where you stand on this matter. Encourage them to come to you if they have doubts about veracity in the outfit. You must create an atmosphere of trust and confidence. And, be honest with yourself—don't gimmick reports and figures or use cunning ways just to make things look good. If you do, you are a loser before you start.

Your task is to lead. This requires hard work, enthusiasm for the mission, and sensitivity to what is going on around you. You must set your standards high: be involved, listen, know what the problems are, remove the weak, and promote the strong. To do this well, you must be tough. Remember that honesty and integrity are basic to all of it. Don't risk success—practice these 10 points; not doing so risks failure. Here is some advice that will help you avoid a few other mistakes that new commanders are often prone to make due to inexperience.

- Do not pretend to know everything. If you think you know all the answers—you simply haven't heard (or asked) all the questions yet.
- Do not make new policy statements arbitrarily to assert your authority. Do not do anything arbitrarily; think about how your people will perceive the new policy.
- Do not alienate everyone with such statements as "I'm going to make this a first-class outfit." It might already be.

TAKING COMMAND

- Do not make snap decisions. Ask your staff for their advice and involve them in the decision-making process whenever possible. This is an especially useful technique for dealing with disciplinary problems; have the supervisor recommend what to do about a troublesome Airman. In any case, if you really involve your people and listen to them, it's almost guaranteed that you will learn more from them than they will learn from you.
- Use all available talent to help you. Recognize expertise where you find it. The "expert" at fixing some specific problem may be the lowest ranking Airman in the unit. Remember, you cannot possibly accomplish the mission alone!

Note

1. Gen Louis L. Wilson Jr., combatant commander Pacific Air Forces, "Advice to Commanders. . . . 10 Points," Air Force Reserve Officer Training Corps Letters, 18 March 1976.

Chapter 2

Leading and Developing Airmen

This chapter introduces insights into the basic, yet extremely, important responsibility of command—leading people. Today's environment requires commanders who know the difference between leading and managing and how to use both. It is also an environment which is constantly changing. Skills are necessary to lead people in times of change. Commanders must do more than just lead; they must develop the individuals entrusted to them, thus ensuring capable forces to perform the mission. To help with the task, this chapter includes articles on subjects such as professional development, promotions, evaluations, and mentoring. Developing Airmen—officer, enlisted, and civilian personnel—is a critical commander responsibility and a privilege of command. This chapter will guide commanders in successfully meeting the challenge.



Leading versus Managing

*Maj Terri Sheppard, Cadet Squadron
17 Commander, 2003–5*

There is a significant difference between leading and managing, and effective command requires both. Managing is a science that calls for controlling and directing resources, while leading is a delicate art that requires people-oriented attributes to inspire and motivate others toward a common mission. Even though leadership can be elusive and difficult to develop, you can learn and develop these attributes by study, application, and determination. You, as the commander, can give your subordinates orders, and they will follow out of obedience—obedience based on command authority. However, leadership strives for inspiration and motivation.

Professor and leadership researcher Warren Bennis differentiates leadership and management as follows: “Management is getting people to do what needs to be done, while leadership is getting people to *want* to do what needs to be done” (emphasis added).¹ Similarly, Field Marshal Sir William Slim, British Fourteenth Army leader during the reconquest of Burma during World War II, offers, “Leadership is of the spirit, compounded of personality and vision. Management is of the mind, more a matter of accurate calculation, statistics, methods, timetables, and routines.”² To command successfully, you must lead and manage. You must administer, maintain, and control as well as motivate, develop, and inspire as you steer your organization toward desired goals.

Lead by Example

You are probably familiar with the old adage “practice what you preach.” It is never truer than when you are a commander because everyone is watching you. Consistency and integrity are the foundation of your credibility. Integrity is doing the right thing when no one is looking. As an officer and a commander, your integrity is your most precious and powerful tool. If you strive to do the right thing, it does not matter if someone is watching. Your actions speak louder than words. The best way to lead by example is to be you and never try to be someone else. You are unique, with unique experiences, personality, and perspective. Be yourself, but be your best self possible.

Accountability is a key aspect of leading by example. It includes doing what is right, even if it is not popular or politically correct, and it begins with setting standards and holding yourself accountable. You must take responsibility for your actions as well as those of your subordinates. Gen Robert E. Lee provided an example of accountability after the failure of Pickett's Charge at Gettysburg, when he said, "All this has been my fault. It is I who has lost this fight, and you must help me out of it the best way you can."³ Accountability often requires courage, but it is essential for effective leadership.

Tips for Success

- Key attributes to maintain as you command
 - o Positive attitude—your subordinates will reflect your enthusiasm.
 - o Devotion—your desire to lead and achieve a mission.
 - o Encouragement—motivate, inspire, and touch the hearts and minds of your subordinates.
 - o Trust—give trust and be worthy of trust; make tough decisions when needed.
 - o Integrity—always do the right thing.
 - o Honesty—builds trust and respect.
 - o Competence—know your job and be confident enough to ask when you don't know.
 - o Character—it is what you are in the dark.
 - o Compassion—show your passion for the mission and the people.
 - o Courage—both physical and moral.
 - o Sense of humor—be willing to laugh at yourself but avoid sarcasm.
 - o Credibility—walk the talk.
- Lead and manage to maximize your squadron's success.
- Always do the right thing—everyone is watching the commander.

Additional Resources

- *The Leadership Challenge* by James M. Kouzes and Barry Z. Posner, 2d edition, Jossey-Bass Publisher, NY, 1997, is a great study of leadership with lots of examples.
- *My American Journey* by Colin Powell and Joseph Persico, Ballantine Books, NY, 2003, is a great read on leadership about his Army and chairman of the Joint Chiefs of Staff experience.
- *Taking Charge: A Practical Guide for Leaders* by Perry M. Smith offers some insights and ideas, particularly chapter 1, on 20 fundamentals to remember.
- *American Generalship, Character Is Everything: The Art of Command* by Edgar F. Puryear, Jr., Presidio Press, NY, 2001, has interesting insights based on hundreds of interviews with general officers about the essence of leadership.
- *Lincoln on Leadership: Executive Strategies for Tough Times* by Donald T. Phillips, Little, Brown and Company, MD, 1992, provides enduring ideas of how to motivate people and get results. Easy read with lots of nuggets.

Notes

1. Warren G. Bennis, *An Invented Life: Reflections on Leadership and Change* (Reading, MA: Addison-Wesley Publishing Co., 1993), 104.
2. *Ibid.*, 89.
3. Robert L. Taylor and William E. Rosenbach, *Military Leadership in Pursuit of Excellence* (Boulder, CO: Westview Press, 1964, 1984), 45.

Leadership by Walking Around

*Maj Shannon Smith, 14th Security Forces
Squadron Commander, 2004–6*

Type “management by walking around” into any popular Internet search engine and you’ll get thousands of hits. The term came into fashion in the late 1980s and gained even more popularity during the total quality management (TQM) movement in the early 1990s. While the Air Force’s TQM era has come and gone, the act of leaders getting out and connecting with their people is more

important than ever. In fact, for commanders, this is the art of leadership by walking around.

Leadership by walking around is a simple enough concept—it embodies commanders engaging their people in their work setting. It is tough for leaders to cultivate the right environment for mission success when they refuse to leave their offices. Highly effective commanders make an effort to go out and see their Airmen on the job as much as possible. They ask questions about families and educational pursuits, and they solicit suggestions for improvement at all levels of unit operations. These visits are tremendous morale boosters. Done correctly, they are usually a great deal of fun, and they serve to break up the litany of never-ending paperwork commanders must sift through on a daily basis. Additionally, visits to work centers keep people on their toes. Even the most unmotivated Airman will work a little harder if he or she thinks the boss could drop by without notice. Coordinate visits with your superintendent or first sergeant when possible. It is good for Airmen to see the key squadron leadership on the same page.

During your visits, think about the tips below.

Tips for Success

- Determine how you can help your Airmen do their work better. Solicit input, and ask for feedback. Encourage ownership by empowering your Airmen to fix the problems they identify.
- Take the opportunity to hand out “attaboys” and commendations.
- Think safety! Are your work centers neat and organized? Are they safe? Correct any safety discrepancies on the spot whenever possible.
- Think communication. Is your internal information program working (professional, up-to-date bulletin boards, current photos, etc.)?
- Think professionalism. Do your Airmen present a professional appearance? Are supervisors across the unit consistently enforcing your policies regarding uniform wear, customs and courtesies, and proper military bearing?
- Lead! Don’t use your visits as an avenue to micromanage.

Leading in the Midst of Change

*Maj Terri Sheppard, Cadet Squadron
17 Commander, 2003–5*

Our world and our Air Force are changing as manning continues to drop and mission requirements increase. Increased funding constraints and a constantly fluctuating world situation will strain your squadron. Demands on military units remain high. Your mission may adjust, adapt, or outright change daily. Managing this change effectively is a critical leadership skill. The mad rush to improve performance and pursue excellence has multiplied the demands on you and your squadron. We can count on mission increases, even though resources will remain the same or decrease. Weapon systems have grown more technically sophisticated, organizational structures have become leaner and flatter, and multinational forces embrace diverse cultures and values. Therein lies the challenge—how does a leader effectively manage this continual change?

Your challenge in guiding and leading high-pressure change is to maintain morale and motivation despite the constant pressure to “do more with less.” First, accept and embrace change as reality. Second, comprehend the increasing rate of change and embrace it through a responsive and flexible vision. You must be proactive and innovative to bring new ideas, methods, and solutions to challenges your squadron will face. Innovation means change, and effective change requires leadership.

As the chief transformation officer within your squadron, your attitude is paramount. You must understand, facilitate, and envision change, including the inevitable emotions, uncertainty, chaos, and fear that accompany all change. You must turn insecurity and fear into hope through realistic optimism. Putting new processes in place is the easy step. Motivating people to accept and support the new values and beliefs demanded by change is more difficult.

Tips for Success

- Communicate—fully explain the reasons for change to all members of the unit, control rumors, and keep channels open.
- Be positive—your attitude and presentation matter; offer and encourage opportunities for new ideas, creativity, and innovation.
- Involve your people in the process—assign change-related tasks and roles to help them relate to what the future holds.

- Facilitate change—you can't force, but can guide, positive change.
- Be open-minded—let go of old ideas, and experiment with alternative concepts.
- Seek and accept criticism.
- Think about how you can alter the situation instead of simply matching your actions to situational needs and personal limitations of subordinates.
- Never become complacent—think ahead, and change before circumstances force change.
- Facilitate change within your squadron
 - o Recognize organizational culture.
 - o Create a climate of optimism and confidence about change.
 - o Be sensitive to subordinates' needs and insecurities.
 - o Be flexible when introducing changes.

Additional Resources

- *Who Moved My Cheese?* by Spencer Johnson, M.D., Penguin Putnam, NY, 1998, is a great book about dealing with change. It's humorous but hard hitting and less than 100 pages.
- *Organizational Culture and Leadership* by Edgar H. Schein, Jossey-Bass, CA, 1992, is a helpful source for understanding the relationship between organizational culture, change, and leadership.

Enlisted Specialty Training

*Maj Terri Sheppard, Cadet Squadron
17 Commander, 2003–5*

Reference

AFI 36-2201, *Developing, Conducting, and Managing Training*, vol. 3, 4 February 2005.

The majority of the following information is excerpted directly from the above reference.

As a commander, you must ensure all personnel receive the required training to accomplish their mission. For enlisted training, you must rely heavily on the expertise of the unit superintendent, your unit training manager (UTM), and immediate supervisors to guide and execute training to meet mission and individual needs. Your support and attention ensures the success of your unit training program, and it starts with selecting a competent and capable UTM. If your unit does not have an assigned AFSC 3S2X1, UTM responsibilities will be an additional duty. Contact the base training manager (BTM) to ensure your UTM receives the training and resources needed to do the job right. AFI 36-2201 outlines the Air Force training program.

Air Force Training Program Key Components

The Air Force enlisted training program consists of technical training courses, CDCs, and on-the-job training (OJT). The awarding of skill levels is dependent upon rank and completion of upgrade training (UGT), which may include some or all of these components.

Technical Training

- Foundation of enlisted specialty training.
- Initial technical training courses are usually completed prior to an Airman's first duty assignment.
- Cross-trainees may not attend initial training prior to assignment
 - o Require greater emphasis on OJT and CDC training.

Career Development Courses

- Developed from references identified in the career field education and training plan (CFETP) and correlating with mandatory knowledge items listed in AFMAN 36-2108.
- Provide information necessary to satisfy the career knowledge component of UGT.
- Contain information on basic principles, techniques, and procedures common to an AFSC.
- Do not contain information on specific equipment or tasks, unless best illustrating a procedure or technique having utility to the entire AFSC.

- Air Force Institute for Advanced Distributed Learning (AFIADL), Maxwell, Gunter Annex, AL, electronically publishes an “AFSC listing of CDC requirements” identifying all mandatory CDCs for skill-level upgrade.
- Supervisors will use CDCs, if available, to satisfy career knowledge requirements for UGT.
- Reference AFI 36-2201, vol. 3, chap. 8, for complete CDC program information.

On-the-Job Training

- Unit conducted and documented hands-on training portion of UGT.
- Specific to an individual’s assigned duty position.
- Supervisors and CFETP identify specific requirements.
- Certification based on proficiency in specific duty-position tasks.



Air Force Training Program Key Personnel and Responsibilities

Base Training Manager Responsibilities

- Develops, implements, and manages training policies and procedures.
- Coordinates and disseminates training policy and program changes.
- Assists commanders, unit personnel, and training activities with developing training programs.
- Conducts a staff assistance visit (SAV) every 18 months on unit training programs and makes recommendations.
- Assists with unit-level training publications, supplements, training plans, schedules, documentation, operating instructions, and evaluation procedures to support unit operations, mission priorities, and CFETP requirements.

- Provides guidance to commanders and the UTMs on all CDC-related matters.
- AFI 36-2201, vol. 3, lists the BTM responsibilities.

Unit Training Manager Responsibilities

- Assesses the quality of unit training.
- Implements and manages training programs, policies, and procedures.
- Develops, manages, and conducts training in support of home station and expeditionary mission requirements.
- Advises and assists the commander and unit personnel in executing their training responsibilities.
- Initiates AF Form 623, On-the-Job Training Record (when required by the Air Force Career Field Manager), or its approved electronic equivalent, for all trainees entering UGT for the first time and provides the documentation to the supervisor.
- Reviews OJT records of trainees submitted for upgrade.
- Compares OJT records against the master task list for additional requirements such as CDC completion or special certification.
- Ensures all duty-position requirements (circled items in AF 623) and applicable core task requirements are trained or certified, as required.
- Conducts a SAV of unit training programs every 18 months (24 months for ARC) and at least six months after the last base SAV to ensure corrective action implementation on deficient areas addressed in previous base SAV reports.
- Coordinates formal training.
- AFI 36-2201, vol. 3, chap. 5, outlines UTM responsibilities.

Commander Responsibilities

- Ensures an effective training program is in place.
- Appoints a UTM in writing and ensures he or she has adequate training, resources, and support to fulfill UTM duties.
- Along with the UTM, closely tracks

- o Number of personnel in UGT by skill level.
- o CDC pass rates (including one- and two-time failures).
- o CDC reactivations and reenrollments.
- o 7-level school cancellations, reschedules, and no-shows.
- o Personnel withdrawn from training (status code P and T).
- o Training progress review results (within 24 months of training start date results).
- o Trainees beyond 24 months (36 months for ANG only).
- o Survey return rates.

Tips for Success

- Budget and allocate resources to support training requirements.
- Direct your UTM to provide a monthly status of training (SOT) briefing to include requirements in AFI 36-2201, vol. 3, chap. 4.
- Ensure self-inspection programs and unit SAVs are meaningful and in depth—take appropriate action to resolve any noted shortcomings.
- Ensure training is planned and scheduled according to operational or deployment requirements, personnel assigned, and equipment availability.
- Ensure the UTM is on the squadron in- and out-processing checklist.
- Ensure the UTM appropriately identifies and schedules formal training requirements.
- Ensure supervisors, assisted by the UTM, develop a master training plan (MTP) for each work center to ensure 100 percent task coverage.
- Withdraw Airmen from training who fail to progress, and take timely administrative action.
- Ensure the CDC program is administered in accordance with (IAW) AFIADL policies.

- Establish a training recognition program to highlight outstanding trainee performance and supervisory involvement, as appropriate
 - Consider tangible rewards, such as a three-day pass for Airmen scoring 100 percent on the CDC end-of-course test.
- Periodically visit work centers, evaluate OJT, and meet with the UTM, the supervisor, and the BTM.

Additional Resource

AFIADL Web site lists all CDCs at <http://www.maxwell.af.mil/au/afiadl>.

Enlisted Professional Military Education

*Maj Terri Sheppard, Cadet Squadron
17 Commander, 2003–5*

References

AFI 36-2301, *Professional Military Education*, 27 June 2001.

AFCAT 36-2223, *USAF Formal Schools*, 1 July 1997.

AFI 36-2110, *Assignments*, 20 April 2005.

AFI 10-248, *Fitness Program*, 25 September 2006.

The majority of the following information is excerpted directly from the above references.

Enlisted professional military education (PME) is a three-level program that prepares enlisted Airmen for positions of increased responsibility by broadening their followership, leadership, management, and military professional skills. AFI 36-2301 and AFCAT 36-2223 describe the courses and eligibility requirements. The CCM, commander, first sergeant, MSS, and immediate supervisors play critical roles in recommendations to attend in-residence PME.

Airman Leadership School

- Initial PME
- Airmen attend at their assigned base

- Rank of senior airman (SrA) with 48 months total active federal military service (TAFMS) or staff sergeant (SSgt)-select
- In-residence attendance required prior to sewing on SSgt

NCO Academy

- Midlevel PME
- NCOs attend at regional locations
- Technical sergeant (TSgt) or TSgt-select
- Individual bases may have additional local policies for prioritizing NCOA attendance among eligible candidates
 - Check with the CCM for your base's policy
- Resident NCOA attendance required prior to sewing on master sergeant (MSgt)



Senior Noncommissioned Officer Academy

- Advanced PME
- Part of the College for Enlisted PME, Maxwell, Gunter Annex, AL
- Senior master sergeant (SMSgt), SMSgt-selects, and a select number of MSgts
 - Local policies for selecting attendees vary; check with the CCM for your base's policy
- Resident attendance required prior to sewing on chief master sergeant (CMSgt)

Tips for Success

- Monitor PME status of your Airmen; know who is not current and why.
- Ensure your Airmen complete the appropriate PME courses.

Ensure Airmen selected for PME courses are eligible to attend and are

- o not on the control roster,
- o not under investigation, or
- o not charged with a *UCMJ*-punishable offense.
- Meet with NCOs selected to attend in-residence PME prior to their departure—emphasize the significance and importance of the course.
- Attend the Airman and NCO PME graduations, and recognize their accomplishment within the unit.
- Identify and recommend highly qualified nominees for PME instructor duty (AFI 36-2110 has criteria).

Enlisted Promotions

*Maj Serena A. Armstrong, 48th Services
Squadron Commander, 2004–5*

References

AFI 36-2502, *Airman Promotion Program*, 6 August 2002.

AFI 36-2605, *Air Force Military Personnel Testing System*, 14 November 2003.

AFPAM 36-2241, vol. 1, *Promotion Fitness Examination Study Guide*, 1 July 2005.

The majority of the following information is excerpted directly from the above references.

AFPAM 36-2241 states that the enlisted promotion system provides a visible, relatively stable career progression opportunity over the long term. Promotions for Airman through SrA are based on time-in-grade (TIG), time-in-service (TIS), and commander recommendation criteria. For grades above SrA, factors contributing to promotion include the Weighted Airmen Promotion System (WAPS), PME, EPRs, TIG, TIS, and decorations.

Stripes for Exceptional Performers

Stripes for exceptional performers (STEP) promotions are a separate promotion process. They are intended to provide a means to promote Airmen for compelling, although perhaps nonquantifiable, reasons. Senior commanders (usually wing commander or equivalent) who have been delegated STEP selection authority by Headquarters USAF establish internal guidelines, procedures, and nomination formats.

Commander Responsibilities

- Appoints a unit WAPS monitor by memorandum and provides a copy to the base WAPS monitor.
- Requests training for the WAPS monitor from the MPF.

Tips for Success

- Ensure your WAPS monitor has a testing notification process in place to guarantee squadron personnel are aware of their test date and time.
- Emphasize the importance of preparing for testing, regardless of whether this is their first time testing or their fifth.
- Review monthly notification lists of promotees provided by MPF to ensure these Airmen still meet promotion requirements.
- Fully understand the STEP promotion requirements and procedures for your wing.
- Make a big deal of promotions in your unit
 - o Have a formal promotion ceremony for each member promoted.
 - o Announce promotions at commander's calls, in the base paper, and through hometown news releases (see PA for assistance).
 - o Consider writing a personal letter to your Airmen's spouse or parents recognizing their contribution to your Airmen's success.

Enlisted Assignments

*Maj Tom Smith, 42d Military Personnel
Flight Commander, 2003–4*

References

vMPF—Additional information is accessible from the main page by selecting the heading “Self-Service Actions,” then “Assignments.”

AFI 36-2110, *Assignments*, 20 April 2005.

AFPAM 36-2241, vol. 1, *United States Air Force Promotion Fitness Examination Study Guide*, 1 July 2005.

The majority of the following information is excerpted directly from the above references.

The Air Force assignment process is designed to assign Airmen to vacant positions worldwide, as equitably as possible, ensuring a high state of military readiness. Given the number of Airmen serving, the sheer number and diversity of Air Force units, and having assets worldwide, enlisted assignments are inherently a complex and dynamic process. As a squadron commander you play a limited, but nevertheless important, role in the process. Before discussing your specific roles, a little background on the enlisted assignment selection process will be helpful.

Enlisted Quarterly Assignments Listing and EQUAL-Plus

- Enlisted quarterly assignments (EQUAL) and EQUAL-Plus listings are a laundry list of all the assignment requirements that need to be filled during the upcoming assignment cycle, compiled quarterly, by the Air Force Personnel Center (AFPC).
- EQUAL listing identifies what standard assignments are available to SMSgts and below, by AFSC and grade, at particular locations.
- EQUAL-Plus advertises requirements for special duty, joint, departmental, and short-notice overseas (OS) assignments as well as all CMSgt assignments.

- EQUAL-Plus listings typically have a greater level of detail, including any special qualifications, available locations, reporting instructions, and points of contact for additional information.
- EQUAL and EQUAL-Plus lists are available to Airmen via the AFPC Web page to provide them the opportunity to review the listing, and update or otherwise align their personal preferences to actual Air Force needs before assignment consideration begins.
- Airmen update their preferences via the vMPF on the AFPC Web page.
- The Airman Assignment directorate (DPAA) at AFPC uses the EQUAL and EQUAL-Plus lists in combination with the preference data supplied by Airmen as well as their personnel records to make assignment decisions.

Commander's Role in Enlisted Assignments

- Ensure quality-force factors are updated
 - Ensure appropriate administrative actions, such as control roster, Article 15, and pending legal or medical action, are taken into account and correctly updated in the personnel system by the CSS. Failure to do so may result in an assignment notification on an Airman who can't or shouldn't be reassigned. Cancelling an assignment after the fact can be painful for both you and the AFPC, plus it often forces a short-notice manpower shortage on the unit commander to which the Airman was to have been assigned while AFPC makes other arrangements.
- Assignment Notification
 - AFPC identifies an Airman for an assignment.
 - The AFPC relays the assignment notification via the personnel system to the local MPF, which subsequently notifies you.
 - You review the assignment to ensure the Airman is qualified as specified in the notification.
 - You notify the Airman of the assignment within the required window.

Tips for Success

- Ensure administrative actions resulting from misconduct or otherwise failing to meet standards (i.e., control roster) are taken in a timely fashion and updated in the personnel system by your CSS.
- Upon notification that an Airman has been selected for assignment
 - o Cross-check to ensure the Airman meets the basic requirements as outlined in the notification and is otherwise eligible for an assignment.
 - o Notify the Airman of the assignment as soon as possible (ASAP).
 - o Take any other commander actions directed in the assignment notification (initiate personnel reliability program [PRP] screening).
- Ensure all actions, training, and/or documentation specified in the notification are completed IAW the timelines required.

Officer Professional Military Education

Maj Richard J. Parrotte,

Commanders Connection Facilitator

Maj Tom Smith, MPF Commander, 42 MSS, 2003–4

References

AFI 36-2301, *Professional Military Education*, 27 June 2002.

Air University Catalog, Academic Year 2006–7.

The majority of the following information is excerpted directly from the above references.

Officer PME is a four-level development program that prepares commissioned Airmen for positions of increased responsibility by refining their leadership and management skills while broadening their understanding of our Air Force, its organization, and its many missions. Officer PME also reinforces the values of the

Air Force and the officer corps in particular. In addition, it allows attendees to learn about other jobs in the Air Force.

Air and Space Basic Course (ASBC)

- Initial Basic Developmental Education (BDE) course.
- Second lieutenants, less than 12 months' TAFCS.
- Six-week in-residence course.
- Synchronized with the SNCOA; classes from both schools combined during week six.
- 100 percent resident attendance, usually before first duty assignment.
- Area of Focus
 - o Guide new officers in realizing their roles as Airmen, understanding and living the Air Force core values, and comprehending the Air Force's unique history, doctrine, and capabilities.

Squadron Officer School (SOS)

- Second-level BDE course.
- Captains, between four and seven years' TAFCS.
- Five-week in-residence or 18-month distance learning course.
- Resident attendance is competitive (historically around 80% of officers attend SOS in-residence).
- Area of Focus
 - o Enhance leadership, followership, and communication skills, as well as broaden officers' knowledge of Air Force history, doctrine, and employment concepts.

Air Command and Staff College (ACSC)

- Intermediate developmental education (IDE) course.
- Major or major-select (additional requirements for in-residence program).

- Most common form of IDE is ACSC; however, other options exist (select AFIT programs, sister-service IDE courses, etc.).
- ACSC is a 10-month in-residence course—numerous joint and international opportunities.
- ACSC via correspondence/distance learning must be completed in 18 months.
- In-residence earns a master's degree.
- Distance learning program now offers a master's degree option.
- In-residence attendance is highly competitive (historically 18–20% of officers attend ACSC or another form of IDE in-residence).
- Areas of Focus

- o Develop skills for higher-level command and staff responsibilities while enhancing officers' abilities to think critically about operational air, space, and cyberspace concepts as well as current and future threats.

- o Significant emphasis is placed on the joint campaign planning process.

Air War College (AWC)

- Senior developmental education (SDE).
- Lieutenant colonel or lieutenant colonel-select (additional requirements for in-residence program).
- Most common form of SDE is AWC; however, other options exist (select AFIT programs, sister service SDE courses, DOD SDE courses, etc.).
- AWC is a 10-month in-residence course.
- AWC via correspondence must be completed within 18 months.
- In-residence attendance is extremely competitive.
- Areas of Focus
 - o Develop and enhance skills for strategic and institutional leadership, joint and multinational warfighting, multiagency

international security operations, air and space force development, and national security planning.

- o Significant emphasis is placed on senior leadership roles in joint and coalition operations and environments.

Tips for Success

- Monitor PME status of your officers—know who's not current and why.
- Know each officer's window of opportunity for next level resident PME.
- Encourage officers to enroll in PME by distance learning at the earliest opportunity once eligible.
- Advocate for resident PME attendance by your most qualified officers.
- Meet with each officer selected to attend PME prior to departure, and emphasize the significance and importance of the course.

Additional Resources

- AU's Web site offers additional information on officer PME courses at <http://www.maxwell.af.mil/au/facts.asp>.
- The AFPC Web site has various resources on current resident PME programs at <http://ask.afpc.randolph.af.mil/> (search on keyword "officer PME").

Officer Promotions

*Maj Serena Armstrong, 48th Services
Squadron Commander, 2004–5*

Reference

AFI 36-2501, *Officer Promotions and Selective Continuation*, 16 July 2004.

The majority of the following information is excerpted directly from the above reference.

AFI 36-2501 states that the fundamental purpose of the officer promotion program is to select officers through a fair and competitive selection process that advances the best-qualified officers to positions of increased responsibility and authority. It also provides the necessary career incentive to attract and maintain a quality officer force. Promotion is not a reward for past service. It is advancement to a higher grade based on past performance and future potential.



Promotion Recommendation Form

Generally, squadron commanders have an indirect role in the selection of officers for promotion primarily through the evaluation process. This is particularly true with regard to junior officers. However, it is not uncommon for wing commanders to ask a squadron commander to provide a promotion recommendation on an AF Form 709, Promotion Recommendation Form (PRF), on officers competing for major or above. The PRF is essentially a nine-line summary of an officer's career to date. The information in this summary is generally taken from an officer's past officer performance reports (OPR) and structured to put as much positive information as possible into the limited space. Wing commanders may have different approaches and philosophies regarding PRFs. The wing commander's executive officer is usually the best source of information.

Tips for Success

- Make sure your boss knows who your best and brightest are—you are the best advocate for your people to those who directly impact officer promotions.
- Actively mentor and develop your officers—ensure they get the right experiences and recognition to be competitive for promotion.
- When promotions come, make a big deal of them
 - o Have a formal promotion ceremony.

- o Announce promotions at commander's calls, in the base paper, and through hometown news releases (see PA for assistance).
- o Consider writing a personal letter to your officer's spouse or parents recognizing their contribution to his or her success.

Officer Assignments

*Maj Tom Smith, 42d Military Personnel
Flight Commander, 2003–4*

References

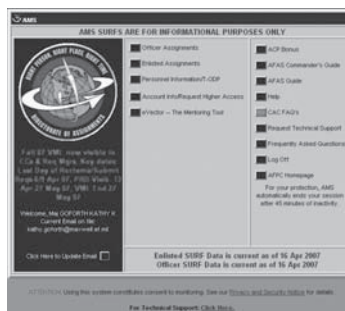
AFI 36-2110, *Assignments*, 20 April 2005.

Air Force Assignment System's Commander Supplement, October 2005, available with assignment management system (AMS) on the AFPC Web page.

The majority of the following information is excerpted directly from the above references.

The officer assignments process assigns officers to vacant positions worldwide, as equitably as possible, while ensuring a high degree of readiness. Given the number of Airmen serving and the sheer number and diversity of USAF assets worldwide, officer assignments is inherently a complex and dynamic process. As a commander, you play a central and important role in this process on three levels

- You provide strategic career path and assignment counseling to each of your officers.
- You provide direct, strategic-level input on each of your officers to that officer's assignment team.
- When officers are selected for assignment, you will notify them and begin preparing them for reassignment.



It is vital that you have a basic understanding of the Air Force Assignment System (AFAS), the assignment management sys-

tem, the Airmen Development Plan (ADP), and the vulnerable movers list (VML). This is a quick overview, but detailed information is available on the AFPC Web site.

AFAS and AMS

- AFAS—officer assignment selection process overall.
- AMS—secure Web-based application accessible on the AFPC Web site used by the AFAS to ensure timely communication between individual officers, their commanders, and the AFPC officer assignment team.

Airmen Development Plan

Update from AFPC: As of 26 October 2007, the Airmen Development Plan is currently being implemented in phases over 18 months. The first phase will only apply to active duty officers.

The ADP is a single information platform to replace the transitional officer development plan (T-ODP) and includes the squadron commander statement of intent, single unit retrieval format (SURF), and development and assignment preferences, as well as performance/training reports and decorations. The ADP is designed to help members, supervisors, commanders, senior raters, and development teams communicate assignment, command, and developmental education desires/recommendations. To access the ADP go to the AFPC Web site.

VML

Tentatively identifies officers as vulnerable for an assignment during a specific window, based on career-field-specific criteria (generally the number of years an officer has on his or her current station).

- Compiled three times per year coinciding with the three annual officer assignment cycles (spring, summer, and fall).
- Forwarded for your review and coordination on the timelines outlined below in table 1.

Table 1. Officer assignment cycle

<i>Cycle</i>	<i>Initial VML</i>	<i>ADP Data</i>	<i>AFPC Matches Assignments</i>	<i>Assignment Report Dates</i>
<i>Spring</i>	Jul	Sep	Sep–Oct	Feb–May
<i>Summer</i>	Nov	Jan	Jan–Mar	Jun–Sep
<i>Fall</i>	Mar	May	May–Jul	Oct–Jan

Adapted from Department of the Air Force Personnel Center's Assignment Management Web site by ACSC.

- Upon receiving the VML (via AMS), you will then review the status of your officers identified and make a determination as to whether an assignment in this window is in their best interests or the Air Force's.
- If it is in the best interest of the unit or the officer's professional development for him or her not to be considered during the cycle, request the officer be removed through a reclama process within the VML module of AMS.
- Your MAJCOM and AFPC review your request and subsequently approve or disapprove the request, based on needs of the Air Force.
- AFPC issues a final VML once all reclaims are processed.

For each officer you have on the final VML, you have two responsibilities

- o Ensure that each has current data in ADP on file at AFPC.
- o Ensure that a requisition is entered into AMS requesting a replacement for each.

It will take from three to four months for the assignment matching to be complete at AFPC and assignment notifications to reach the base level. However, because an officer is on the final VML and considered for assignment does not guarantee ultimate selection for assignment. It is not uncommon for officers, particularly junior officers, to be on the VML two or more times before being selected for assignment.

Assignment Notification

- AFPC identifies an officer for an assignment.
- Personnel system relays notification to the local MPF, which subsequently notifies you.
- You review the assignment to ensure the officer is qualified as specified in the notification.
- You notify the officer of the assignment within the required window and take actions directed in the assignment notification (i.e., PRP processing).

Tips for Success

- Periodically meet with your officers individually to discuss career progression and goals—encourage them to be candid about their career desires.
- Review initial VML as released via AMS in July, November, and March
 - Submit reclama requests as appropriate.
- Review final VML as released via AMS in August, November, and April.
 - Ensure each officer on the final VML has current data in ADP on file at AFPC
 - ADP data need not be reaccomplished every VML cycle unless you or the officer wish to make changes.
 - Ensure your comments in ADP are clear and accurate.
 - Ensure a requisition is entered into AMS requesting a replacement for each officer remaining on the final VML should reassignment occur.
- Upon notification that an officer has been selected for assignment
 - Crosscheck to ensure the officer meets the basic requirements, as outlined in the notification, and is otherwise eligible for the assignment.
 - Notify the officer of the assignment, ASAP.

- o Take any other commander actions directed in the assignment notification (initiate PRP screening, etc.).
- Ensure all actions, training, and/or documentation specified in the notification are completed IAW the timelines required.
- Stay updated on the assignment process by reading the military personnel flight memorandums on the AFPC Web site.

Leading Civilians

*Maj Tom Smith, 42d Military Personnel
Flight Commander, 2003–4*

References

AFI 36-601, *Air Force Civilian Career Program Management*, 25 July 1994.

AFI 36-701, *Labor Management Relations*, 25 July 1994.

AFI 36-1001, *Managing the Civilian Performance Program*, 1 July 1999.

AFI 36-1004, *Managing the Civilian Recognition Program*, 16 September 2004 (incorporating change 2, 30 March 2007).

AFI 36-1201, *Equal Employment Opportunity Complaints*, 12 February 2007.

AFI 36-1203, *Administrative Grievance System*, 1 May 1996.

With the growing trend toward converting many historically military positions into either government civilian or civilian contract positions, Air Force commanders are increasingly finding themselves leading a mixed military and civilian workforce. The ability to lead civilians is



as vital to your success as the ability to lead military personnel. While many of the basic concepts are the same, the processes used and tools available to you vary with civilians. Below is a quick overview of the key issues surrounding a unit's civilian members.

Civilian Contract Employees

- Civilian employees of a company contracted by the Air Force to provide resources or services; they do not work for the Air Force.
- While most of the same principles outlined below apply to contract civilians, their career management, discipline, and union issues are managed by the contract company.
- Your roles in managing the work of these individuals will be specified in the contract and can vary dramatically—know your boundaries, and stay in your lane!
- Regardless of the degree of formal oversight you have over contract employees, don't underestimate your ability to provide leadership to them—share your vision with them, and use the tools available to you to encourage them to adopt it.
- More specifics are impossible because of the variation among contracts—know *your* contract, know *your* role, don't overstep *your* authority, but don't be afraid to lead!

Government Civilian Employees

- Civilian members of your unit directly employed by the Air Force

Civilian Personnel Office

- Your primary resource for all government civilian employee issues.
- Know your key points of contact at the CPO for these critical issues (contact the MSS commander if you need help finding them).
 - o Employee relations staff works with
 - Discipline issues.
 - Administrative grievances.
 - Injury compensation.
 - o Equal employment opportunity (EEO) staff works with
 - Discrimination issues.
 - o Labor relations staff works with
 - Union and union contract-related issues.

Civil Service and the National Security Personnel System

- National Security Personnel System (NSPS) is an effort to modernize the civilian personnel system within the DOD.
- Being introduced incrementally, replacing the existing civil service personnel system in phases through 2009.
- Significantly changes the current rules. For example, a pay-for-performance system, pay banding, and a streamlined appeals process.
- Provides more flexibility for supervisors and managers with increased accountability and responsibility.
- You will receive NSPS training when it is implemented at your base.
- Local implementation dates will vary—check with the local CPO for information regarding your base.

Government Civilian Career Management

- The same basic concepts used to lead Airmen apply to civilians
 - o Identify your best and brightest—encourage them to make the Air Force a career.
 - o Mentor and groom gifted civilian employees—prepare them for advancement and added responsibility.
 - Career-broadening opportunities.
 - Additional training or certifications.
 - Developmental Education (DE). A small number of civilians are selected to attend most DE schools—others may complete by correspondence.
 - o Recognize accomplishments—there are lots of options for recognizing civilians
 - Strong performance appraisals.
 - Time-off awards.
 - Performance awards (cash bonus).
 - Quality step increase (QSI) awards (salary increase).

- Longevity awards (10-, 20-, 30-, 40-, and 50-year intervals).
- Nominate civilians for medals or other formal awards (see AFI 36-1004).
- Ensure they have a professional work environment, good supervision, clear expectations, and are free from harassment, unlawful discrimination, and favoritism.
- Bottom line: Take care of your civilians just as you do your military personnel!

Tips for Success

- Civilian contract employees
 - Know contract, role, and boundaries—stay in your lane.
 - Don't overstep your authority but don't be afraid to lead.
- Government civilian employees
 - Attend mandatory training for new commanders on supervising civilians—take it seriously.
 - Take care of them just as you would an Airman in your unit
 - Ensure they have a professional work environment.
 - Ensure they are mentored and are offered professional development.
 - Recognize superior performers (see AFI 36-1004).
 - Make a point of meeting your employee relations, labor relations, and EEO program managers in the CPO before an issue arises.
 - Ask them to brief you on any local policies, issues, or history about which you should be aware.
 - Ensure civilian employees are never discouraged or prevented from using available grievance channels, such as the IG, EEO, administrative grievances, or union grievances, and ensure they don't experience reprisal as a result of using these channels

- Keep documentation on all contact you have with civilian employees and their supervisors related to a formal grievance or complaint through these channels.
- Always remain clearly neutral on issues surrounding unionization, union membership, or any similar union representation topic.
 - You are a representative of management; your comments will be seen as such—keep personal opinions to yourself!
- Ensure civilian employees are never discouraged, pressured, coerced, or prevented from joining a union or other collective bargaining unit—ensure they do not experience discrimination or reprisal as a result of their decision.
- Know which of your civilians are members of the ANG and AFR—support their involvement but also have a plan to cover their duties should they deploy for extended periods
 - Support their families during deployments just as you would your active-duty families.

Additional Resource

For help in understanding the civilian personnel system and specific information on leading civilians, visit the NSPS Web site at <http://www.cpms.osd.mil/nsps> and the AFPC Web site at <http://ask.afpc.randolph.af.mil/sitemaps/civilian> site.

Feedback

*Maj Richard J. Parrotte, Commanders
Connection Facilitator, 2006–7*

Reference

AFI 36-2406, *Officer and Enlisted Evaluation Systems*, 15 April 2005.

The majority of the following information is excerpted directly from the above reference.

Performance feedback is a private, formal communication that a rater uses to tell a subordinate what is expected regarding duty performance and how well he or she is meeting those expectations. Providing this information encourages positive communication, improves performance, and allows for professional growth. Always remember, feedback is the responsibility of the supervisor, not the subordinate. In addition, informal feedback conducted on an ongoing basis is a powerful supplement to the formal feedback process. A simple “good job,” immediately, after observing a positive action goes a long way.

Elements of Effective Feedback

- Balanced (positive and negative)
- Specific (provide examples)
- Timely
- Frequent (less experience equals more frequent feedback)
- Personal

Commander Responsibilities

- Provide initial, midterm, and follow-up feedback to your subordinates.
- Document subordinates’ feedback on the performance feedback worksheet (PFW), and provide them the form at the conclusion of the session.
- Ensure supervisors within your unit are conducting feedback sessions properly and in a timely manner.
- Hold supervisors who fail to conduct appropriate feedback sessions accountable.

Tips for Success

- Put the next feedback session with your subordinates on your calendar immediately after completing each evaluation or feedback session.
- When giving feedback to subordinates
 - Prepare in advance for the session.

- o Use the PFW as a guide for organizing and conducting feedback.
- o Clearly outline for subordinates what you expect of them.
- o Tell them directly and honestly how well they are currently meeting those expectations.
- o Offer specific suggestions for improvement.
- Consistently and repeatedly communicate the importance of proper feedback to supervisors.
- Remember—these sessions are most productive when supervisors stay abreast of current standards and expectations!

Additional Resource

Check out this great source for feedback tools and ideas: https://wwwmil.a1.afrc.af.mil/pdc/VRG/Guide_For_Command_and_Leadership.htm.

Officer and Enlisted Evaluations

*Maj Serena Armstrong, 48th Services
Squadron Commander, 2004–5*

*Maj Tom Smith, 42d Military Personnel
Flight Commander, 2003–4*

References

AFI 36-2406, *Officer and Enlisted Evaluation Systems*, 15 April 2005.

AFI 36-2502, *Airman Promotion Program*, 6 August 2002.

AFPAM 36-2241, Vol. 1, *Promotion Fitness Examination Study Guide*, 1 July 2005.

AFI 36-2406, *Officer and Enlisted Evaluation Systems*, 15 April 2005.

AFPAM 36-2506, *You and Your Promotions—The Air Force Officer Promotion Program*, 1 September 1997.

The majority of the following information is excerpted directly from the above references.

While important differences exist between the officer and enlisted evaluation programs, there are many more commonalities. Before assuming command, most officers have spent years writing officer and enlisted evaluations. We will not discuss the writing process in depth here. Detailed guidance on writing evaluations is available in the resources listed above and on the AFPC Web site if needed.

As a commander, you will likely find that the three issues below will take up the majority of your time on this subject.

Consistency and Evaluation Inflation

In the majority of enlisted evaluations your signature is the final step in completing the report. Part of the reason for this is to allow you to be the final arbiter of consistency and fairness on evaluations in your squadron. Evaluation styles will vary between supervisors and flight chiefs. It is your role to ensure that this does not result in inconsistency across the squadron. The performance of an Airman receiving a five in one flight should be comparable to that of one receiving a five in another flight.

While the final signature on officer and some SNCO evaluations will be above your level, you still have a similar responsibility when you coordinate on these evaluations. Not only is it the right thing to do, but also failure on your part to do so will be noticed by the group and wing commanders. After all, they have a similar responsibility at their level. Don't leave the tough calls to them if they can be addressed at your level.

Referral Evaluations

Referral evaluations (officer or enlisted) are those that contain negative or potentially negative comments. There is a specific referral process that must be followed. Anytime you encounter a referral evaluation, take the time to read the AFI and double-check that each step is correctly followed, and that you have the required documentation to support it. Minor mistakes can invalidate the evaluation and require the process to be reaccomplished.

Stratification

While stratification has long been common in officer evaluations, it should only be included, if the officer can be very specifically and highly stratified (i.e., "my number one of six Lts"). Ambiguous or weak stratification is best omitted. Moreover, stratification as part of a larger pool at a higher level in the chain of command is always best.

However, individual wing and group commanders will have their own policy on these matters. You'll want to be familiar with them and advocate for your best and brightest earlier rather than later.

There has been a growing tendency to seek stratification of SNCO evaluations as well. As of this writing, Air Force A1 (Deputy Chief of Staff, Manpower and Personnel) is developing formal guidance on this subject. Meanwhile, check for local guidance at your base. The CCM will be the best source of information on this subject.

There has been rare but growing use of stratification in NCOs and junior enlisted evaluations. Currently there is no fixed rule; this practice has been generally discouraged from the Chief Master Sergeant of the Air Force (CMSAF) down.

Commander Responsibilities

- Manage the performance report program for the organization.
- Prepare and maintain the unit's mission description.
- Determine the rating chain for assigned personnel.
- Ensure first-time supervisors receive mandatory training within 60 days of being assigned supervisory duties.
- Ensure the first sergeant (or designated SNCO) conducts a quality force review on all enlisted evaluations.
- Ensure the evaluation accurately describes performance and makes realistic recommendations for advancement.
- Ensure that no member is in the rating chain of their spouse or other relative.

Tips for Success

- Be on time. Per AFI, the MPF must receive evaluations no later than 30 calendar days after the last day of the evaluation period; some wings brief late reports at wing staff meeting.
- Be proactive. Normally an evaluation is due on each military member annually, or earlier, if supervisors change or the individual is being reassigned; most of these situations can be forecasted, and an initial draft evaluation requested 30 days before it is due.
 - These early versions are draft only. By AFI, an evaluation cannot be completed and signed before the final day of the evaluation period.

Awards and Decorations

*Maj Serena Armstrong, 48th Services
Squadron Commander, 2004-5*

References

AFI 36-2803, *The Air Force Awards and Decorations Program*, 15 June 2001.

AFI 36-2805, *Special Trophies and Awards*, 29 June 2001.

DODM 1348.33-M, *Manual of Military Decorations and Awards*, September 1996.

The majority of the following information is excerpted directly from the above references.

Recognizing the efforts and accomplishments of your Airmen is a critical part of your role as a commander. Along with local quarterly and annual wing-level awards, there are numerous formal Air Force programs available to help you in that effort. Two general programs are (1) the Air Force Awards and Decorations Program that awards decorations such as the Air Force Achievement Medal (reference: AFI 36-2803) and (2) the Special Trophies and Awards program which includes recognition such as the 12 Outstanding Airmen and the Lance P. Sijan awards (reference: AFI 36-2805).



Specific eligibility criteria and nomination processes for these awards vary too dramatically to summarize in this section. However, each is clearly outlined in the references cited above. As a commander you will rarely be the approval authority for such awards. However, you will be the one best able to advocate for your people in your base award programs; take this role very seriously. In addition, each functional area normally selects its outstanding enlisted, officer, and civilians for yearly awards. Various publications cover the details for these awards. Take advantage of available opportunities to recognize your top performers.

Tips for Success

- Be personally familiar with all the functional awards programs that apply to your Airmen, including those outside your specific career field such as personnel, information management, and training manager.
- Review your unit's awards program or operating instruction (OI).
- Assign a unit awards monitor to do the following
 - Stay familiar with relevant guidance—local and Air Force level.
 - Track when each of your Airmen last received a decoration.
 - Track the nomination windows for special trophies and awards programs which might apply to one of your Airmen—most run on the same schedule each year.
 - Track award nomination packages in progress within your unit to meet suspenses.
- Be proactive on nominations; especially the special trophies and awards nominations. If you wait until the formal call for nominees to filter down through the MAJCOM and wing, you will be left with very little time to put a package together.
- Periodically review the situation surrounding any Airman who hasn't received a decoration in over three years—not everyone deserves a decoration, but you want to make sure it isn't an oversight.
- Don't overlook civilian awards for government civilian employees.
- Maintain the integrity of the awards program by nominating only deserving people for appropriate awards. This affects your credibility not only with your Airmen but also with your boss and wing commander.
- Remember! Nominations for decorations for a specific achievement or act of heroism must be generated within 60 days of the act.
- On permanent change of station (PCS) awards, an award for a single act or achievement during the assignment period (such as a deployment medal) *does not* preclude an award for

meritorious service at the end of an assignment. It means the achievement was already recognized and must be excluded from the second nomination package.

- Always brag on your Airmen. Publicize your award winners at commander's calls, in the base paper, and through hometown news releases (see PA for assistance).
- Check with the CCM to fully understand procedures and requirements for SNCO end-of-tour decorations.

Building Future Leaders

*Maj Terri Sheppard, Cadet Squadron
17 Commander, 2003–5*

*Never tell people how to do things. Tell them what to do
and they will surprise you with their ingenuity.*

—Gen George C. Patton

Empower Your People

Great leaders never tell people how to do their jobs. Instead, they present the need, establish the playing field, and then allow subordinates to achieve their own successes. The success of the follower is a success for the leader and the organization. You, as the commander, maintain responsibility for a task, but all share in getting the job done. When you solicit input, you will discover the knowledge, interest, and parameters of support you can expect from others. As Tom Peters said, “You want innovation? Just ask for it.”¹



Empowerment involves assigning tasks to subordinates and allowing freedom for creativity. It also means granting subordinates authority to make decisions and then to act upon them. It is not simply fire-and-forget workload distribution but instead requires effective delegation.

To empower subordinates, you must

- Allow subordinates decision-making authority and flexibility.
- Provide direction and support based on individual experience, maturity, and leader and subordinate relationship.

- Maintain responsibility.
- Promote contributions from all members.
- Recognize and reward subordinates for contributions.
- Provide resources and knowledge.
- Establish mutual trust.

Empowered subordinates must

- Take ownership and pride in achieving the vision—you must allow decision making and flexibility.
- Control their own work, but keep you informed.
- Become stakeholders in and committed to your squadron's vision.
- Transform into responsible participants through learning and development.

Empowerment *does not*

- Detract from authority.
- Abdicate responsibility.
- Equate to laissez-faire leadership.
- Utilize decision making by consensus.

Grow Future Leaders

You, as the commander, are responsible for getting the job done. Despite the overwhelming demands and challenges of accomplishing the mission, do not forget the primary responsibility of leaders—developing future leaders. It takes extra time and effort, but investing in future leaders is well worth the investment.

Avoid showing favoritism and creating divides within your squadron when assigning “opportunities to excel,” but always consider the development and growth for everyone, balancing equity and capabilities. While looking for “fast burners” with leadership potential among your officer, enlisted, and civilian personnel to challenge, based on their readiness, do not overlook “late bloomers” with experience, maturity, and untapped potential.

Things to consider when growing future leaders include

- Challenge every individual—all will benefit, and the sharpest will rise to the top.

- Identify leadership potential early, and challenge appropriately.
- Look for late bloomers, and tap into their maturity and experience.
- Develop an understanding of roles and responsibilities.
- Clarify expectations.
- Strengthen squadron and service identity.
- Advise and mentor, both professionally and personally.
- Encourage subordinates to make decisions, experience leadership, and take risks—they learn from both triumphs and failures.
- Provide opportunities for professional growth and promotion.
- Encourage and facilitate formal education.

To best identify and develop future leaders, you should

- Know your people's strengths, weaknesses, and goals.
- Set a tone that encourages subordinates to take reasonable risks and treat setbacks as opportunities for improvement.
- When initiatives fail, applaud the attempt and use the experience as a learning opportunity—fight the fear of failure that often prevents capable people from pursuing their vision and achieving their full potential.
- Recognize when subordinates need assistance or encouragement and when they need to be reeled in.

Tips for Success

- Empower subordinates to be creative.
- Set standards that give squadron members goals to reach.
- Provide challenging and enlightening tasks.
- Identify and develop people with leadership potential.
- Recognize unit and individual successes.
- Encourage and facilitate formal education.
- Begin developing and training future commanders. Since experience is the best training for commanders, give your officers opportunities to participate in your decision-making process and the overall operation of the squadron.

Note

1. *Thriving on Chaos: Handbook for a Management Revolution*, Tom Peters, (New York: Alfred A. Knopf, NY, 1987), 309.

Squadron Mentorship Program

*Maj Richard Parrotte, Commanders
Connection Facilitator, 2006–7*

References

AFPD 36-34, *Air Force Mentoring Program*, 1 July 2000.

AFI 36-3401, *Air Force Mentoring*, 1 June 2000.

The majority of the following information is excerpted directly from the above references.

Mentoring is a fundamental responsibility of Air Force supervisors. Commanders and supervisors must know their people, accept personal responsibility for them, and be accountable for their professional development.

Air Force mentoring covers a wide range of areas including

- Career guidance.
- Professional development.
- Air Force history and heritage.
- Knowledge of air and space power.
- Warrior ethos.
- Air Force core values.

Keep in mind that mentoring goes beyond formal feedback sessions. Required periodic feedback is a part of mentoring, but a good mentoring program addresses the current capabilities and needs of subordinates and looks for creative ways to foster development. You must set the tone for the entire squadron with a solid mentorship program. Subordinate leaders



will follow your lead and mentor their subordinates, producing professional Airmen who are capable of performing the Air Force mission today and in the future.

Tips for Success

- Establish goals for your squadron mentorship program such as monthly or quarterly mentorship sessions.
- Look for opportunities outside formal feedback sessions to mentor your own subordinates (thoughtful delegation of special projects, involvement in professional organizations, or a lunch at the club).
- Mentor your subordinates about ways to capitalize on strengths and overcome weaknesses.
- Watch for opportunities for group mentoring such as functional experts visiting your base.

Additional Resources

- The AFPC Web site has various resources on mentoring military and civilians in several career fields and specialties at <http://ask.afpc.randolph.af.mil/> (search on keyword “mentoring”).
- The AFRC Web site has mentoring ideas and tools at https://wwwmil.a1.afrc.af.mil/pdc/VRG/Mentoring_Tool_Kit.htm.
- Air Force Medical Service Knowledge Exchange Web site has information, contacts, and suggestions on mentoring at [https://kx.afms.mil/kxweb/dotmil/kj.do?functionalArea=Leadership Briefings](https://kx.afms.mil/kxweb/dotmil/kj.do?functionalArea=LeadershipBriefings).

Chapter 3

Commanding Expeditionary Forces

In this chapter, we discuss the Air and Space Expeditionary Force (AEF) construct and the importance of commanding AEF forces. Deployment commitments will not go away and are now a permanent fixture of our Air Force mission. Geographic combatant commanders have stated that more and more of us will be assigned to air and space operations centers (AOC) and that command opportunities are increasing within a deployed area of responsibility (AOR). Commanders are responsible for their squadron's deployment planning, training, and execution as well as employment and the post-deployment period. As a commander, you will deploy your personnel and may even be required to deploy yourself. This chapter will help you prepare for commanding in today's expeditionary environment.



Overview of the Air and Space Expeditionary Force

Maj Rich Fillman, 455th Expeditionary Logistics Readiness Squadron Commander, 2005

References

AFPD 10-4, *Operations Planning: Air & Space Expeditionary Force Presence Policy*, 16 June 2004.

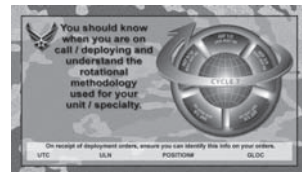
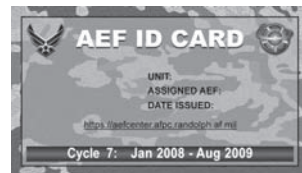
Wing Leadership Guide to the AEF, AEF Center, 22 September 2005: https://aefcenter.afpc.randolph.af.mil/educationWLG_092205_web.pdf.

The majority of the following information is excerpted directly from the above references.

In our Air Force, every Airman is expeditionary, every Airman will know his/her place in the AEF system, and every Airman will be prepared to support the Combatant Commander, whether deployed, in CONUS via reach back, or employed at home station. If you are wearing the uniform of the Air Force, you are a part of the AEF.

—CSAF Sight Picture, June 2004

Over the past several years, the AEF has evolved into a fundamental pillar of our Air Force. It is not just a scheduling tool—it is how we present forces to combatant commanders. It is not just a 20-month cycle, but how we synchronize the entire Air Force to a common battle rhythm. It is not just about deployments—it is an expeditionary culture that begins at basic military training and leads to the 100-plus locations worldwide that we send our Airmen to every day. Every Airman is an expeditionary Airman—regardless of AFSC, rank, or duty position—and must be trained and ready to fight our nation's wars.



Air and Space Expeditionary Force Key Principles

- Predictability
 - o AEF battle rhythm allows us to maintain a high state of readiness for all of our forces at all times.
 - o Most Airmen are aligned with this battle rhythm, and the expectation should be perfectly clear to all: Be ready to deploy during your entire window.
 - o No such thing as a “short notice” deployment during one’s designated deployment window.
 - o All Airmen, operating on the 20-month AEF battle rhythm, should have AEF ID cards identifying their respective windows, and their names should be loaded against those respective windows in our personnel system.
- Equitability
 - o “Are we treating everyone the same?” Yes, at the Air Force level.
 - o Our AEF concept allows us to look across our entire Air Force and deploy Airmen at the same rate within the same skill set.
 - o Expeditionary taskings in a dynamic world are always changing, so there will be various rates of deployments throughout your wing and across our Air Force.
- Transparency
 - o As our processes and systems mature, we will see an ever increasing transparency in the day-to-day operation of the AEF, providing confidence from the ground up.
 - o Transparent in the sense that there is no mystery to the process: The when, why, and how should be visible and understandable by every Airman.

AEF Key Roles and Responsibilities

*Maj Rich Fillman, 455th Expeditionary Logistics
Readiness Squadron Commander, 2005*

References

AFI 10-403, *Deployment Planning and Execution*, 5 August 2005.

Wing Leadership Guide to the AEF, AEF Center, 22 September 2005: https://aefcenter.afpc.randolph.af.mil/education/WLG_092205_web.pdf.

The majority of the following information is excerpted directly from the above references.

Our policy is to posture all funded military manpower authorizations in [unit type code] UTCs and ensure all uniformed Airmen, regardless of assignment, are trained, ready for mobility, informed on how they are postured, and are prepared to deploy during their assigned deployment window.

—Air Force Chief of Staff Message
6 May 2005

As the AEF continues to evolve, your understanding of the roles and responsibilities that contribute to the AEF process is critical to its success. This understanding leads to highly prepared forces and successful delivery of capabilities to supported combatant commanders.

Commander Responsibilities

- Ensure that each Airman is postured correctly IAW AEF guidance.
- Ensure that each Airman has an AEF ID card identifying his or her AEF assignment.
- Ensure that Airmen are personally notified of taskings within 96 hours of receipt of tasking.
- Ensure that personnel are trained and prepared for deployment within reporting timelines.

- Ensure accurate reporting and signing of the AEF reporting tool.
- Know the unit type code (UTC) requirements and capabilities for your unit.
- Appoint a unit deployment manager (UDM) for 18 months minimum.

Superintendent Responsibilities

- Work with the UDM to ensure proper UTC coding.
- Coordinate weekly with the UDM to ensure ART is updated.
- Assess incoming personnel and assign to a UTC and AEF.

First Sergeant Responsibilities

- Assist members and advise commander on personal affairs preparation prior to deployment.
- Ensure members know about programs available to them in their deployed status.
- Ensure families are taken care of and know about available support programs.
- During members' deployment, ensure their families are contacted regularly.
- Maintain contact with deployed members, and ensure their needs are being taken care of.
- Prepare for return of deployed members, and spearhead the reintegration process ensuring families are kept informed.



Unit Deployment Manager Responsibilities

- Work with the installation deployment officer (IDO) and personnel readiness flight (PRF) to ensure all unit personnel and equipment are ready to deploy.
- Report unit deployment readiness to the commander.

- Serve as liaison with the unit training manager, squadron superintendent, and wing training functions to notify them of required just-in-time training and specific AOR or required functional-area special training IAW line remarks and other guidance.
- Work with squadron leadership to posture members in UTCs and assign them to an AEF.
- Ensure the ART report is updated IAW requirements and accurate.

Installation Deployment Officer and Installation Deployment Readiness Cell Responsibilities

- Normally assigned to the logistics readiness squadron.
- Responsible to wing commander for all deployment planning and execution operations.
- Inform the wing commander of all deployment requirements and taskings.
- Coordinate with appropriate commanders for deployment preparation and execution issues.
- Receive all deployment taskings, including individual personnel taskings in support of OPLAN, concept plan (CONPLAN), time-phased force deployment data (TPFDD), and/or AEF commitments.
- Focal point for identifying, validating, and distributing AEF taskings and information.
- Responsible for presenting AEF decision-quality information to wing leadership.
- Responsible for compiling unit inputs and presenting ART briefing to wing leadership; normally conducted monthly, with all unit commanders present.

Logistics Readiness Flight Responsibilities

- Normally assigned to the LRS.
- Provide logistics plans, war reserve materiel (WRM) management, deployment planning, training and execution, base or expeditionary support planning, sustainment, redeployment,

mobility bags, small-arms weapons, and logistics command and control.

- Provide logistics-readiness deployment training for all installation personnel.
- Manage air terminal operations and squadron-level contingency support requirements.

Personnel Readiness Function Responsibilities

- Personnel readiness function is assigned to the MSS.
- Provide personnel deployment planning and execution in matters pertaining to deployment availability information, deployed personnel accountability, and duty status reporting for contingency, exercise, and deployments.
- Responsible for unit personnel war planning, maintaining personnel strength accountability, force accountability accuracy, and deployment processing.

Traffic Management Flight Responsibilities

- Traffic management flight (TMF) is assigned to the LRS.
- Coordinate with personnel readiness function to schedule commercial travel to aerial port of embarkation (APOE) and military channel airlift into aerial port of debarkation (APOD) for deploying personnel.
- Check TPFDD to ensure passengers aren't already scheduled for aggregation airlift.
- Brief deploying personnel on expected layovers at APOD awaiting intratheater airlift and limitations regarding excess baggage.
- Book commercial tickets for those areas in the AOR without commercial travel offices, from APOE (Baltimore–Washington International [BWI] Airport) back to home station for redeploying passengers.

Tips for Success

- Know which functions handle which deployment actions.
- Make sure your Airmen are ready to deploy.

- Understand the selection process.
- Assign a mature, competent individual as UDM.
- Assign your Airmen to UTCs with alternates and backups when possible.
 - Understand ART reporting.
 - Keep your first sergeant and superintendent informed and involved.
 - Know where your Airmen are deployed.
 - Ensure supervisors and duty sections stay in contact with deployed Airmen.
 - Ensure supervisors and duty sections check on family members of deployed Airmen.

Unit Type Code Overview

*Maj Rich Fillman, 455th Expeditionary Logistics
Readiness Squadron Commander, 2005*

References

AFI 10-401, *Air Force Operations Planning and Execution*, 7 December 2006.

Wing Leadership Guide to the AEF, AEF Center, 22 September 2005: https://aefcenter.afpc.randolph.af.mil/education/WLG_092205_web.pdf.

The majority of the following information is excerpted directly from the above references.

The Air Force presents its forces to the combatant commander through the development of an Air Expeditionary Task Force (AETF). The basic building block used in joint force planning and the deployment of AETF is the unit type code. A UTC is a five-character, alphanumeric code that identifies a potential capability fo-



ocused on accomplishing a specific mission. UTCs can consist of personnel and/or equipment requirements. Air Force units present

their capabilities or make their UTCs available through a process called UTC posturing and coding. To ensure proper posturing and coding of a unit's capabilities, commanders must "know their UTCs" and the capabilities their wings and units are making available.

UTC Posturing

- All funded manpower positions on the UMD will be postured into UTCs.
- Posturing is the process of identifying and making available a unit's trained and ready-capable UTCs.
- MAJCOM functional area managers (FAM), in coordination with Air Staff, posture unit UTCs and register them in the AEF library.
- UTCs listed in the AEF library are said to be "postured" and available for Air Force planners to task for AEF deployments.

UTC Posturing Codes

Posturing codes (listed and defined below) indicate the availability of those UTCs a unit has postured. Although posturing codes are recorded for each postured UTC, they are not tied to that UTC. Instead, they are used to determine the maximum number of UTCs of that type that can be deployed simultaneously.

- **DWS**—available to support the entire range of military operations (ops) to include small-scale contingencies, short-duration crises, standing and rotational operations, or major theater war.
- **DWX**—not normally available to support rotational requirements within aligned AEF library; can be made available prior to reaching forward into additional AEF pairs during minimum-surge ops.
- **DXS**—cannot deploy while another UTC of same type is deployed.
- **DXX**—not normally available for deployment under nonsurge ops within aligned AEF; can deploy during declared surge ops.
- **DPS**—required to meet combatant commander in-place missions at home station; can deploy during rotational ops implementing permissions or mitigating factors.
- **DPX**—required to support wartime requirements and must be employed at home station; not available for deployments.

Tips for Success

- Ensure all positions on your UMD are postured into UTCs.
- Establish a working relationship with your FAM; they are responsible for changing UTC posturing codes.
- Know your unit's UTC capabilities and requirements.
- Know which UTCs are postured in each AEF library for your unit.

**Air and Space Expeditionary Force
Reporting Tool Management**

*Maj Rich Fillman, 455th Expeditionary Logistics
Readiness Squadron Commander, 2005*

References

AFI 10-244, *Reporting Status of Aerospace Expeditionary Forces*, 12 September 2005.

Wing Leadership Guide to the AEF, AEF Center, 22 September 2005: https://aefcenter.afpc.randolph.af.mil/education/WLG_092205_web.pdf.

IDO Guide to the AEF, AEF Center, September 2006, https://aefcenter.afpc.randolph.af.mil/education/IDO_GUIDE_102406_web.pdf.

The majority of the following information is excerpted directly from the above references.

The ART enables commanders to report the UTC's ability to perform its mission capability (MISCAP) statement, anywhere in the world at the time of the assessment, and identify capabilities of USAF assets through the next AEF pair. It also provides the ability to evaluate a UTC prior to tasking and helps to forecast potential shortfalls. ART is the only assessment system that goes down to the UTC level, and it is your responsibility to ensure ART is accurate and up-to-date. The AEF center uses your ART assessment to task UTCs to fill AEF deployment requirements.

Commander Responsibilities

- Ensure assigned personnel meet mission training requirements and plan and prepare for deployment.
- Advise the wing commander of resource changes that impact UTC capability.
- Report your unit's current ability through the next six months to support each allocated UTC
 - Submit an out-of-cycle report within 24 hours of any significant event that changes the assessment for the current AEF plus two additional AEF rotations (i.e., AEFs 1 and 2 + AEFs 3 and 4 and AEFs 5 and 6).
 - Submit an out-of-cycle report when notified of a UTC change or addition.
 - Submit a UTC assessment using ART within five days of deployment notification.
- Assess UTC readiness based on your unit's ability to provide the UTC for mission execution at any time.
- Rate each UTC against the unit's current ability to deploy and employ the UTC using the "stoplight" assessment process (green, yellow, or red) to address whether the UTC can perform its MISCAP
 - **Green**—go; all personnel, equipment, and training are available to deploy within 72 hours of notification.
 - **Yellow**—caution; missing or deficient capability that does not prevent the UTC from being tasked and accomplishing the mission. Provide detailed explanation of the shortfall, the corrective action, and projected get-well date.
 - **Red**—no-go; missing or deficient capability that prevents the UTC from being tasked and accomplishing its mission. Provide detailed explanation of the shortfall, the corrective action, and projected get-well date.

Tips for Success

- Provide UTC assessment using a stoplight assessment process (green, yellow, or red) to address whether the UTC can perform its MISCAP.

- Know your UTC and MISCAP capability.
- Assess UTC every 30 days, even if there is no status change.
- Submit UTC 24-hour status-change updates (current AEF plus two AEF rotations).
- Assess UTC immediately when UTC is tasked to deploy.
- Update ART within five days when UTC is tasked.
- Cover items that affect future health of UTC in remarks.
- Allocate personnel to only one UTC.
- Single UTC assessments are Confidential; two or more are Secret.
- Bottom line: If you assess a UTC as green, it better be ready to deploy.

Status of Resources and Training Systems

*Maj Kathy Goforth, 898th Munitions
Squadron Commander, 2004–6*

References

AFPD 10-2, *Readiness*, 30 October 2006.

AFI 10-201, *Status of Resources and Training System*, 13 April 2006.

The majority of the following information is excerpted directly from the above references.

SORTS is one of the most important things you do as a commander. Huge responsibility in accurately reporting the readiness and availability of the resources under your control.

—Lt Gen Terry L. Gabreski, AFMC/CV

Status of Resources and Training System (SORTS) is an internal management tool. It is the single automated reporting system within the DOD and functions as the central registry of

all operational units of the US Armed Forces. SORTS indicates the C-level of selected resources and training status required to accomplish a unit's full mission set. It indicates a unit's ability to undertake its full mission (primary designed operational capability [DOC] statement) or particular mission(s) (secondary or tertiary DOC statements).

SORTS' Three-Fold Purpose

- Provide data critical to crisis planning.
- Provide for the deliberate or peacetime planning process.
- Used by the CSAF and subordinate commanders in assessing their effectiveness in meeting Title 10 responsibilities to organize, train, and equip forces for combatant commands.

Frequency of SORTS Reporting

- Monthly at a SORTS brief to the wing commander.
- When changes affect
 - o Unit's overall C-level.
 - o Four measured-area levels (personnel, training, equipment and supplies on hand, and equipment condition).
 - o Associated reason codes (see AFI 10-201).
 - o Get-well or get-worse date.
- When desired by the unit commander.

Category Levels (C-Level)

- **C-1**—unit can meet the full wartime mission(s); does not require any compensation for any deficiencies
- **C-2**—unit can meet most of the wartime mission(s); requires little, if any, compensation for deficiencies
- **C-3**—unit can meet many, but not all, portions of the wartime mission(s); requires significant compensation for deficiencies
- **C-4**—unit requires additional resources or training to undertake its wartime mission(s); *may* be tasked with resources on hand
- **C-5**—unit is undergoing a service-directed resource action (i.e., aircraft conversion, mission change, change in home

station location, or a unit activation, reactivation, or deactivation)

- o Within the Chemical Biological Defense Report, units will use C-5 to indicate when they have no nuclear, biological, or chemical (NBC) defense equipment or training requirements.
- **C-6**—Unit is not required to measure assets in a specified area

Designed Operational Capabilities Statement Purpose

- DOC statement provides summary for which unit is organized or designed.
- Provides unit's mission narrative.
- Provides details for SORTS measurement criteria.

Commander Responsibilities

- Designate (in writing) alternates capable of completing SORTS reporting actions in your absence.
- Appoint and ensure unit SORTS monitors (two or more) are adequately trained to perform SORTS duties.
 - o Units must maintain ability to deploy a SORTS-trained monitor and allow for peacetime leave and TDYs without disrupting normal reporting requirements.
 - o Reports will not be delayed due to unavailability of SORTS monitors.
- Ensure report submissions meet established timelines.
- Ensure data reflected in the SORTS report adequately reflects the unit's ability to accomplish missions on the DOC statement.
- Review remarks monthly for additions, changes, or deletions.
- Explain deficiencies in layman's terms, addressing planned corrective actions and a realistic resolution date.
- Review and sign applicable SORTS product.

- Must review, sign, and date DOC statement(s) ASAP after assuming command, receiving a new statement upon a change to an existing statement and then annually thereafter.
- Ensure your commander's support staff monitors personnel duty status (medical, leave, TDY, administrative action) daily.
- Ensure that a process is established for the availability tracking of DOD civilians reported in the unit's SORTS reports.

Unit SORTS Monitor Responsibilities

- Prepare monthly unit SORTS report.
- Advise you regarding DOC statement discrepancies.
- Track discrepancies in subsequent reports to ensure they have been corrected.
- Ensure remarks contain all appropriate details such as AFSCs, part numbers, projected improvement or degradation dates, and defined acronyms.
- Verify personnel duty status accuracy with the CSS.
- Brief you prior to obtaining your signature on the unit SORTS report for release authority, advising of any discrepancies noted in previous reports and actions being taken to correct them.

Tips for Success

- Ensure accurate and timely reporting is accomplished.
- Assign overall C-level in SORTS.
- Provide clear, concise comments as needed or required.
- Ensure SORTS is reported at least every 30 days.
- Ensure SORTS report is submitted within 24 hours of a change in C-level, reason code, or measured area.
- Ensure two units do not report the same resources.

- Ensure your UTCs and their status are accurately reflected in the ART.
- Remember that DOC statements are directive in nature and that SORTS reporting must continue even when resolving DOC statement issues.

Air and Space Expeditionary Force Training and Exercises

*Maj Rich Fillman, 455th Expeditionary Logistics
Readiness Squadron Commander, 2005*

References

AFI 10-250, *Individual Medical Readiness*, 9 March 2007.

Wing Leadership Guide to the AEF, AEF Center, February 2007:
<https://aefcenter.afpc.randolph.af.mil/education>.

The majority of the following information is excerpted directly from the above references.

In no other profession are the penalties for employing untrained personnel so appalling or so irrevocable as in the military.

—Gen Douglas MacArthur

Training and exercises are the keys to ensuring our Airmen are prepared for current and unexpected operations in the world. They are an important investment to the safety of our members and the successful execution of our mission. It is imperative that training requirements be identified accurately and conducted consistently and in a timely manner, while looking for opportunities to increase the skill and confidence levels of our



Airmen. Additionally, all Airmen must be medically cleared to deploy. Your unit mobility manager works closely with base medical personnel to ensure all preventive health assessment and individual medical readiness (PIMR) requirements are completed. Your unit's PIMR report requires a monthly review.

Predeployment Training

- Readiness and Ancillary Training Requirements
 - Information assurance (IA) awareness.
 - Law of Armed Conflict (LOAC).
 - Self-Aid and Buddy Care (SABC).
 - Air Force Level I Antiterrorism (AT).
 - Explosive ordnance recognition (EOR) training.
 - Small arms.
 - Chemical, biological, radiological, nuclear, and high-yield explosive (CBRNE) training.
 - AOR-specific update.
 - Language and cultural familiarization.
 - Personal legal and finance readiness briefings.
- Special Training
 - Based on function and/or the assigned deployed location
 - Request for forces (RFF).
 - In lieu of sourcing (ILO).
 - Individual mobilization augmentee (IMA) taskings.
 - Conducted “just-in-time” for deploying Airmen.
- Expeditionary Combat Skills
 - Curriculum consists of 19 hours of training
 - Weapons issue (.5 hours).
 - Load-bearing equipment and body armor (1 hour).
 - Use of force (2 hours).
 - Combat skills (4 hours).

COMMANDING EXPEDITIONARY FORCES

- Rifle fighting (.5 hours).
- Fighting position (.5 hours).
- Air base defense (1 hour).
- Maintain M-16 (1.5 hours).
- Field exercise (8 hours).
- o Taught by wing-level subject matter experts (typically SFS); AEF Center provides standardized lesson plans (available on AEF Center Web site).
- o Designed to make Airmen proficient and comfortable with handling a weapon and working within a team to defend themselves, their team, and their mission.

Preventive Health Assessment and Individual Medical Readiness Requirements

- Preventive Health Assessment
 - o Conducted annually; some bases conduct preventive health assessments (PHA) during member's birth month.
 - o 90-day grace period; member remains "medically ready."
 - o One day after 90-day grace period member is "not medically ready."
 - o Exceptions to this policy explained in AFI 10-250.
- Dental Readiness
 - o Annual dental exam every 365 days; some bases conduct these exams during member's birth month.
 - o Grace period extends through the end of the month following the month dental exam was due; member remains medically-ready.
 - o First day of the month following the grace period member will receive a dental classification of "4" and be determined "not medically ready."
- Immunization Status
 - o All recommended vaccinations are current.
 - o Grace periods vary by shot.

- o When shot is *due* but not *overdue* (for most immunizations) member remains medically ready.
- Individual Medical Equipment
 - o One pair of gas mask inserts, if required.
 - o 30-day grace period when the inserts are on order and being shipped; member remains medically ready.
 - o After 30-day grace period, member becomes not medically ready.
- Medical Readiness Laboratory Studies
 - o Screening tests required upon accession
 - Blood type and Rh factor.
 - DNA specimen collection.
 - Human Immunodeficiency Virus (HIV), required every two years.
 - Any other requirements from other policies.
- Deployment Limiting Conditions

Members on a “4T” profile recommending “not worldwide qualified” or “not deployable”

 - o Assignment limitation code (ALC) 1, 2, or 3.
 - o Assignment availability code (AAC) 31, 37, or 81.

Air Force–Level Exercises

- AEF Center nominates sourcing for approximately 38 joint exercises each year for Airmen to exercise mission capabilities before deploying.
- Units not tasked to fill operational combatant command (COCOM) requirements are considered “residual” capabilities for that AEF and can be utilized to support joint OCONUS and CONUS exercises.
- Expeditionary combat support (ECS) Airmen may be tasked to attend exercise Eagle Flag
 - o What Red Flag is to the fighter community.

- o Focus on the application of skills associated with establishing an air base at an austere location.
- o Opportunity to practice expeditionary combat skills in a mock environment, based on challenges faced during Operations Enduring Freedom and Iraqi Freedom.
- o Current concept involves deploying a combat support team to open and establish an expeditionary operating location within nine days of deploying to the training site at Fort Dix, New Jersey.

Tips for Success

- Ensure Airmen are fully qualified with predeployment training.
- Ensure Airmen are medically cleared to deploy.
- Review theater reporting instructions for required special training such as convoy drivers, SF, civil engineers, or EOD disposal.
- Remain postured to support deployments and exercises during your AEF deployment window.
- Ensure unit remains postured and ready to support exercises during your AEF training window.

Additional Resource

See chapter 6, “Compliance and Inspections” (this book), for information on readiness exercises.

**Online Air and Space Expeditionary
Force Resources**

*Maj Rich Fillman, 455th Expeditionary Logistics
Readiness Squadron Commander, 2005*

References

AEF Online: <https://aefcenter.afpc.randolph.af.mil/default.aspx>.

USCENTAF Warrior Deployment Resources: <https://www.mil.centaf.af.mil/deployment/>.

USAF Lessons Learned: <https://lessonslearned.langley.af.mil/afcks/>.

The majority of the following information is excerpted directly from the above references.

There are a multitude of Web sites with AEF information at your disposal. Several key Web sites that you as a commander should be familiar with are:

AEF Online—<https://aefcenter.afpc.randolph.af.mil/default.aspx>

- Clearinghouse for a wealth of information
 - o AEF education and training.
 - o Deployment information.
 - o Force providers.
 - o Air Reserve component.
 - o ART.
 - o Air Force reporting instruction tool (AFRIT).
 - o The Commander's Toolkit provides detailed information on the deployment readiness of your squadron.



United States Central Command Air Forces (USCENTAF) Warrior Deployment Resources—<https://www.mil.centaf.af.mil/deployment/>

- Comprehensive site for information on deployment policies and deployed locations
- USCENTAF Right Start briefs for deployed locations

USAF Lessons Learned—<https://lessonslearned.langley.af.mil/afcks/>

- Contains after-action reports (AAR) from previous AEFs; familiarize yourself with issues at deployed locations

- Provides additional lessons-learned Web sites, including Marine Corps, Army, and Air Force MAJCOMs

Shortfalls, Waivers, and Reclamas

Maj Glenn Basso, 380th Expeditionary Contracting Squadron Commander, 2005–6

References

AFI 10-401, *Air Force Operations Planning and Execution*, 7 December 2006.

AFI 10-403, *Deployment Planning and Execution*, 5 August 2005.

Wing Leadership Guide to the AEF, AEF Center, February 2007; <https://aefcenter.afpc.randolph.af.mil/education>.

The majority of the following information is excerpted directly from the above references.

Commanders should not view the AOR's requirement criteria as an "all or nothing" demand, when their judgment tells them an exception should be made. There are often extenuating circumstances preventing the tasked commander from delivering the "perfect Airman."

When your unit is unable to meet its AEF tasking due to personnel or equipment or both, you must take immediate action to inform your chain of command. Once you've identified the shortfall, you have two options: submit either a waiver request or a reclama. You'll work closely with your UDM and the IDO during the waiver or reclama process. If you deploy a troop who is unqualified or does not meet the tasking specifications, he or she will be returned home at your unit's expense, and you'll still be required to fill the deployment tasking.

Shortfall Conditions

- **Condition 1**—insufficient authorized, assigned, eligible, qualified, or trained personnel within tasked unit.
- **Condition 2**—insufficient on-hand or serviceable equipment within tasked unit.

- **Condition 3**—no capability available in the on-call AEF pair within tasked unit.
- **Condition 4**—desired capability not inherent within tasked unit.
- **Condition 5**—deployment of personnel would cause severe adverse impact on the wing and unit mission.

Waiver Request

- Submitted before requesting a reclama.
- Submitted whenever your unit has the ability to meet the requirement under substitution rules (see AFI 10-403, chap. 5).
- Submitted to deployed group commander to waive tasking or permit substitution
 - AFSC—person can meet the functional requirements of the original tasked AFSC.
 - Enlisted grade—person must have the tasked grade or one grade higher.
 - Enlisted skill level—person with two skill levels higher or one skill level lower, unless prohibited.
 - Officer grade—person with one grade higher or one grade lower than the required grade, unless prohibited.

Reclama Request

- When the wing or tasked unit does not possess sufficient or qualified personnel to support a crisis tasking.
- When deployed commander is unable to waive requirement.
- When the wing or unit tasking is impossible to meet without shutting down critical elements of the home station's mission.
- Request relief via IDO to the wing commander.
 - If the wing commander concurs with a condition 1, 2, 3, or 4 reclama, IDO forwards to AEF Center via reclama reporting tool (RRT).
 - If the wing commander concurs with a condition 5 reclama, IDO forwards to MAJCOM.

- o If the wing commander non-concurs, IDO informs the tasked unit.
- Will only occur under the most extenuating circumstances.
- Minimized when UTC availability and ART are properly maintained.

Reclama Process Tool

- Reclama Process Tool (RPT)—Web-based process used to submit reclamas or unit identification code (UIC) changes.
 - o Non-Secure Internet Protocol Router Network (NIPRNET)—used for training and local and higher headquarters exercises.
 - o SECRET Internet Protocol Router Network (SIPRNET)—used to initiate, review, and approve or disapprove reclamas for AEF taskings.
- Provides total visibility of reclamas from unit initiation to AEF Center resourcing.
- Communicates unit’s inability to meet a combatant commander’s requirements for personnel and/or equipment in a timely, effective manner.

Tips for Success

- Report ART status accurately.
- Fully understand the waiver and reclama process.
- Avoid a reclama, if possible.
- Work closely with your UDM and IDO as you work through the waiver or reclama process.
- Look at current assets and determine if you need a waiver.
- Make the decision to submit a waiver or reclama as early as possible.

First Seven Days of Deployed Command

*Maj Rich Fillman, 455th Expeditionary Logistics
Readiness Squadron Commander, 2005*

There are volumes of articles and guidance written on what to do during your first 90 days as an “in-garrison” squadron commander. However, there is very little written on what to do at a deployed location, especially, in a combat zone. Many of the same basic concepts of command apply, but there are some added deployment-related requirements. Not only is your time frame for “what to do” compressed significantly, but quite often you’ll have no transition time with the previous commander. The following are *some* of the key areas to address during your first seven days of command in a deployed environment.



Tips for Success

- Meet your commander to identify expectations, priorities, concerns, written or unwritten guidance, and decoration policy on day one.
- Know your unit’s mission and capabilities and how they fit into the overall combat picture.
- Meet with squadron officer and SNCO leadership and set the tone for them.
- Know where emergency medical facilities are located—ensure your squadron knows.
- Ensure you and the squadron understand the local rules on attack-response procedures, wear of body armor, weapons procedures, and off-base travel.
- Know where your personnel are billeted in case of attack and emergency notification procedures.
- Visit and know where all of your facilities are located.
- Know General Order Number 1 (GO #1) (alcohol use in deployed locations), and become familiar with discipline standards and procedures at the base.

- Find the location and POCs to all of the “external contact points” to your squadron
 - Examples could be supply, fuels, air terminal operations center (ATOC), command post, weather, contracting, security forces, and CE.
- Identify joint and coalition partnerships you may be supporting or supported by.
- Assume nothing—the culture of “assumption” will bite you—be hesitant with the statement “this is the way the last rotation did it.”
- Meet your RA and learn how purchases are processed and whether you have a budget.
- Meet with fellow squadron commanders, SJA, medical, command post, chaplain, CCM, and wing safety.
- Read contracts and know what workload requirements the contractor is responsible for.
- Validate status of equipment accounts—check for open reports of survey.
- *Safety!* Meet and appoint a squadron safety representative, and conduct a squadron safety walk-around.
- Know where your unit is in the rotation of forces and track to completion.
- Ensure your unit personnel have all the required “deployment gear.”
- Find out what open “projects” the previous commander left for you to continue or complete.
- Hold a commander’s call; present your vision and expectations for the rotation.

Post-Deployment Issues and Concerns

Maj Glenn Basso, 380th Expeditionary Contracting Squadron Commander, 2005–6

References

AEF Online, Reintegration and Reconstitution: <https://aefcenter.afpc.randolph.af.mil/reintegration.aspx>.

Air Force Readiness Edge for Commanders and Supervisors: <https://aefcenter.afpc.randolph.af.mil/reintegration/commandersreadiness.pdf>.

Welcome Home: A Guide to Healthy Family Reunion: <http://www.redcross.org/pubs/afpubs/welcome.pdf>

National Military Family Association: http://www.nmfa.org/site/PageServer?pagename=reus_postdeploymentlinks.

Deployment and You: http://www.nmfa.org/site/PageServer?pagename=home_deploymentandyou.

The majority of the following information is excerpted directly from the above references.

Many commanders emphasize the importance of preparation and training for deploying Airmen. However, post-deployment emphasis requires the same diligence from squadron commanders. Reintegration brings its own stressors and complications. You need to prepare your unit for postdeployment, just like you prepared your unit for the deployment. This also includes the transition of members back into their families.



Commander Responsibilities

- Know your people.
- Accept personal responsibility for them.
- Be accountable for their smooth transition from the AOR back to their CONUS or OCONUS assignments.
- Ensure your Airmen attend mandatory reintegration briefings upon return.

- Ensure your Airmen are aware of the following areas of concern:
 - o Reuniting with a spouse
 - Normal to feel nervous and anxious about homecoming.
 - Plan for homecoming day—after homecoming, spouses should make an agreement on their schedules for the next few days or weeks.
 - Spouses may not have slept much and may be worn out from preparations—shouldn't be surprised if the spouse is a bit resentful of the mobilization and deployment.
 - Take time to get used to each other again.
 - o Communicate
 - Advise your Airmen to tell their spouse how they feel.
 - Advise Airmen to listen to their spouse in return.
 - ◆ The best way to get through the reacquaintance jitters, regain closeness, and renegotiate their roles in the family is by talking and actively listening.
 - Advise Airmen to be prepared to be flexible
 - ◆ Airmen and/or their spouse may be facing a change in job assignment or a move; readjustment and job transition cause stress.
 - ◆ Especially true for demobilizing guard and reservists transitioning back to civilian life.
 - Advise Airmen to resist the temptation to go on a spending spree celebrating their return—extra money saved during deployment may be needed later for unexpected household expenses—stick to your budget.
 - o Reuniting with children
 - Children may feel the same confusion Airmen and their spouse feel
 - ◆ Depending on age, they may not understand how the Airman could leave them if he or she really loved them.

- ◆ They may be unsure of what to expect from their returning parent.
- ◆ They may feel uncomfortable around or think of the Airman as a stranger.
- ◆ Children's reactions to the Airman's return will differ according to their ages.
- Some normal reactions you can expect
 - ◆ Infants may cry, fuss, pull away, or cling to the spouse or the caregiver they know.
 - ◆ Toddlers can be shy, clingy, not recognize the returning Airman, cry, have temper tantrums, return to behaviors they had outgrown (i.e., no longer toilet trained). Give them space and warm-up time.
 - ◆ Preschoolers may feel guilty for making the Airman go away; may need time to warm up to the returning Airman, have intense anger, act out to get attention, or become demanding; need to reinforce that they are loved unconditionally.
 - ◆ School-age children may show excitement or joy, talk constantly to bring the Airman up-to-date, boast about the returning Airman, or feel guilt about not doing enough or being good enough. Review pictures, school work, family scrapbook; praise for what children did during the Airman's deployment; do not criticize.
 - ◆ Teenagers may show excitement or guilt about not living up to standards, concern about rules and responsibilities, or feel too old, or unwilling to change plans to meet or spend extended time with the returning Airman.
- o Single Airmen or single parents reuniting with parents, extended family members, and friends
 - Your Airmen have certainly missed their family and friends, and they have missed them—advise your Airmen to let them be a part of the reunion but balance their needs with those they love and care about and expect a period of readjustment when they return home.

- If your Airmen are single or live with their parent(s), family, or a friend, many of the above tips for reuniting with spouses and children may apply. A change in the house or routine may be stressful.
 - Advise your Airmen to go slowly in trying to make the adjustment to being home again. Some things will have changed at home while they were gone.
 - Married friends will be involved with their families. Others may return to their old friends, and your Airmen may feel left out.
 - Your Airmen's parents and families have been very worried about them over the past months. Advise your Airmen to give them time and special attention.
 - Your Airmen may be facing a change in job assignment, a move, trying to meet new people, or looking for a new relationship. All of these things cause additional stress.
- o Take time for yourself
- You may have seen or experienced some things that were very upsetting—talking with others who were there and/or counselors trained in crisis stress reactions is very important.
 - Look into ways to manage stress (i.e., diet, exercise, recreation).
 - Make time to rest.
 - Limit alcohol! Remember alcohol was restricted during your deployment, and your tolerance is lower.
 - Depend on family, unit, and friends for support.

Returning Airmen Need to Remember

- Go slowly—don't try to make up for lost time.
- Accept that your partner and loved ones may be different.
- Take time to get reacquainted.
- Seek help, if needed.

Tips for Success

- Meet the members when they return from deployment.
- Ensure leave and compensatory time off is sufficient for members to reintegrate into their everyday life.
- Ensure Airmen complete the necessary redeployment checklist (i.e., medical appointments, equipment turn in).
- Keep an eye on your Airmen when they return to duty; there may be difficulties reintegrating into the day-to-day work routine.
- Ensure Airmen attend mandatory briefings when they return from deployment.

Additional Resources

- Airman and Family Readiness Center (A&FRC) offers a return and reunion briefing.
- Air Force FAPNET provides the *Air Force Readiness Edge*, which contains advice for reintegrating into the family. This is available online at <https://www.airforcefap.org/afre.asp>.
- Check out chapter 5, “Airmen and Family Assistance” (this book), for more information about the Air Force Readiness Edge Program.

Chapter 4

Commander's Programs

This chapter presents a wide range of topics encompassing many facets of a commander's duties. Some of the topics are formal programs, such as safety, security, environmental management, and squadron fitness, that require following specific guidance. Additional topics presented, such as unit budget, informal recognition, and commander's calls, are important areas necessary for an effective and healthy squadron. Information in this chapter focuses on key areas of each to help commanders maximize squadron effectiveness.



Safety Programs

*Maj Kathy Goforth, 898th Munitions
Squadron Commander, 2004–6*

References

AFI 91-202, *The US Air Force Mishap Prevention Program*, 1 August 1998.

AFI 36-2833, *Safety Awards*, 20 September 2006.

The majority of the following information is excerpted directly from the above references.

Safety is a personal program . . . when something goes wrong, inevitably there is a person somewhere that either made a decision or refused to make a decision that affected the outcome.

—Gen Ronald E. Keys, ACC/CC

Safety is everybody's responsibility. As the commander, you must provide a safe work environment for all assigned personnel. You must promote off-duty safety: prevent mishaps, minimize property damage and severity of personnel injuries; and prevent or eliminate design deficiencies and unsafe acts or conditions. You must ensure that safety is integrated into the day-to-day operations within your squadron.



Commander Responsibilities

- Implement a unit safety and health program.
- Provide a safe and healthy work environment.
- Ensure all unit members receive necessary job-safety training.
- Ensure all applicable Airmen complete off-duty safety training associated with high-risk activities prior to participating in those activities.

- Ensure all appropriate hazard abatement actions needed to resolve identified hazards are implemented and followed up until all actions are complete.
- Ensure principles of ORM are actively implemented and utilized at all levels of your unit.
- Implement a proactive mishap prevention program
 - Procure and ensure proper use of appropriate personal protective equipment (PPE).
 - Ensure facility compliance with applicable Occupational Safety and Health Administration (OSHA) and Air Force Occupational Safety and Health (AFOSH) standards.
 - Ensure mission-specific and unique safety standards are addressed, including confined spaces, weapons safety, explosives safety, and lock-out/tag-out procedures.
- Appoint unit safety representative (USR).

Unit Safety Representative Responsibilities

- Trained by base safety office.
- Must begin training within 30 days of appointment.
- Ensures all assigned personnel are aware of the requirement to report mishaps, both on and off duty, immediately.
- Maintains unit safety bulletin board (minimum items: AF Form 457, USAF Hazard Report, with directions for completing the form; AFVA 91-307, AFOSH Program; wing commander's safety policy).
- Serves as your focal point for all safety items concerning your unit, such as unit mishaps, inspections, and crosstells.
- Implements special holiday safety projects or programs as needed, such as three-day weekends, winter holidays, and 101 Critical Days of Summer.
- Analyzes higher headquarters reports to identify problems or potential problem areas and initiates actions to resolve those problems or potential problems discovered. Examples of reports are inspection reports, crosstells, and lessons learned.

COMMANDER'S PROGRAMS

- Assists supervisors in establishing an aggressive AFOSH training program for assigned personnel; ensures all training is documented.
- Attends quarterly USR meetings held by wing safety.
- Conducts periodic safety inspections, briefs you on findings, and tracks corrective actions
 - o Monthly spot inspections and scheduled and no-notice inspections.
 - o Semiannual self-inspections.

Tips for Success

- Ensure your Airmen understand your safety policy.
- Appoint a USR; recommend an aggressive NCO (TSgt or senior SSgt).
- Understand risk assessment codes (RAC)
 - o Have qualified safety, fire protection, and health personnel evaluate and assign RACs to potential hazards.
 - o RACs rated 1, 2, and 3 normally get the wing commander's attention and are funded when money is available.
- Review unit safety inspections and crosstell information.
- Take corrective actions to resolve safety problems or potential safety problems.
- If warranted, submit USR or other unit member for safety awards (see AFI 36-2833 and MAJCOM guidance).

Additional Resources

- Find your MAJCOM guidance in its supplement to AFI 91-202.
- The Air Force Safety Center Web site provides more information on safety issues, including ORM, deployed safety, and links to other safety sites: <http://afsafety.af.mil/>.

- Check out the 9th RW Safety Office Web site for some great USR information at https://www.mil.beale.af.mil/9RW_SE/Ground/usr_supvr_guidance.htm.
- PACAF has an online interactive database designed to help implement an effective high-risk activity program at <https://cares.hickam.af.mil>.
- AETCPAM 91-203, *AETC's Squadron Commander's Safety Pamphlet*, 10 April 2002, provides commanders insight and helpful hints for planning and executing their safety program.
- *The Military Commander and the Law*, chapter 11, provides more information on Air Force safety and accident investigations.

Operational Risk Management

Maj Arlen Hammock, Detachment 2, 22d Space and Operations Squadron Commander, 2005–6

References

DODI 6055.1, *DOD Safety and Occupational Health (SOH) Program*, 19 August 1998.

AFPD 90-9, *Operational Risk Management*, 1 April 2000.

AFI 90-901, *Operational Risk Management*, 1 April 2000.

AFPAM 90-902, *Operational Risk Management Guide and Tools*, 14 December 2000.

The majority of the following information is excerpted directly from the above references.

By direction of the secretary of the Air Force, all USAF personnel will apply ORM principles, concepts, and techniques to assess the risks associated with their daily mission and duty-related activities. ORM is a decision-making process to systematically evaluate possible courses of action, identify risks and benefits, and determine the best course of action for any given situation. ORM enables Airmen to maximize operational capabilities while limiting all dimensions of risk by applying a simple, systematic process appropriate for all personnel and functions both on and off duty.

ORM Program Goals

- Enhance mission effectiveness at all levels while preserving assets and safeguarding health and welfare.
- Integrate ORM into mission processes, ensuring decisions are based upon assessments of risk integral to the activity and mission.
- Create an Air Force in which every Airman is trained and motivated to manage risk in on- and off-duty activities.
- Identify opportunities to increase Air Force war-fighting effectiveness, helping to ensure decisive victory in any future conflict at the least possible cost.

ORM Principles

- Accept no unnecessary risk.
- Make risk decisions at the appropriate level.
- Accept risk when benefits outweigh the costs.
- Integrate ORM into all levels of operations and planning.

ORM Six-Step Process

- Identify the hazards.
- Assess the risk.
- Analyze risk-control measures.
- Make control decisions.
- Implement risk controls.
- Supervise and review.

Levels of Risk Management

- Time-Critical
 - On the run—mental or verbal review.
 - Used during execution phase of training or operations.
 - Most easily applied level of risk management in off-duty situations.

- o Helpful for choosing the appropriate course of action when an unplanned event occurs during execution of a planned operation or daily routine.
- Deliberate
 - o Application of the complete process.
 - o Uses experience and brainstorming to identify hazards and develop controls.
 - o Most effective when done in a group.
 - o Useful when planning upcoming operations, reviewing maintenance procedures, and disaster-response planning.
- Strategic
 - o Used to study hazards and associated risks in a complex operation or system.
 - o Involves research of available data, use of diagram and analysis tools, formal testing, or long-term tracking of hazards associated with a system or operation (normally assisted by technical experts).
 - o Useful on high-priority or high-visibility risks.

Commander Responsibilities

- Serve as unit advocate for ORM.
- Appoint an ORM manager.
- Ensure all assigned Airmen complete ORM training.
- Tailor ORM application and techniques to accommodate unique mission needs.
- Direct ORM integration into all operational decision-making processes.
- Ensure all supervisors and leaders support and implement basic ORM principles on a continuing basis.

Managing High-Risk Activities

- High-risk activities are those with an inherent increased risk of personal injury.

COMMANDER'S PROGRAMS

- With the proper training and adequate safety measures, high-risk activities can be performed safely.
- Examples of high-risk activities include civil aircraft flying, sky-diving, white-water rafting, motorcycle and auto racing, scuba diving, dirt-bike riding, hunting, mountain climbing, rodeo activities, kayaking, and other exciting activities that can result in injury when not properly executed.
- Each squadron USR should ensure participants are aware of risks associated with their activities and ensure they are properly trained to participate in them.
- Document and maintain all safety briefings and training within the squadron.



Tips for Success

- Constantly apply ORM to enhance mission effectiveness at all levels—to preserve assets, safeguard health, and ensure personnel welfare.
- Integrate ORM into mission processes—ensure decisions are based upon assessments of risk integral to the activity and mission.
- Ensure every member is trained and motivated to manage risk in his or her on- and off-duty activities.
- Identify opportunities to increase Air Force war-fighting effectiveness on the battlefield and in the operational-aerospace environment—ensure decisive victory in any future conflict at the least possible cost.
- Emphasize ORM at commander's calls.
- Some MAJCOMs and wings require an extreme sports and high-risk activity form be completed for participating Airmen

- o Identify individuals in high-risk activities, and ensure they maintain proof of required training.
- o Complete an activity brief (usually one-on-one), document the briefing, and approve or disapprove the Airman's participation in a high-risk activity.
- o Ensure USR maintains brief as required by local guidance.
- o Critical since this information may be used in a line-of-duty (LOD) determination.

Additional Resources

- For more information on ORM, check out the ACC ORM Web site: <https://www.mil.acc.af.mil/se/orm.html>.
- AETC online ORM Web site: <https://www.aetc.af.mil/se2/safety/orm/index.htm>.
- Air Force Safety Center provides online resources: <http://www.afsafety.af.mil/orm/orm.asp>.

Traffic Safety Program

*Maj Kathy Goforth, 898th Munitions Squadron
Commander, 2004–6*

References

DODI 6055.4, *DOD Traffic Safety Program*, 20 July 1999.

AFI 91-207, *The US Air Force Traffic Safety Program*, 1 October 1995.

The majority of the following information is excerpted directly from the above references.

The DOD Traffic Safety program's goal is to prevent and reduce the frequency and severity of vehicle mishaps involving USAF personnel and equipment.

DOD Traffic Safety Standards

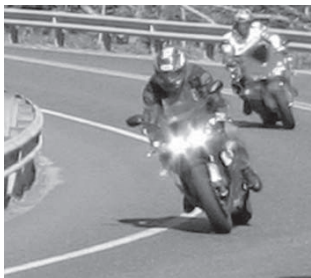
- Operator duty time—establish and enforce duty-hour limits for motor vehicle operators based on a careful operational risk assessment.
- Occupant protection
 - Must use installed occupant protective devices.
 - Limit number of passengers to designed seating capacity.
- All military personnel under age 26 with a driver's license will receive at least four hours of traffic safety training
 - Stress individual responsibility and correct response to routine and emergency driving situations.
 - Should be given shortly after initial entry into the military.
 - No cost to the individual.
 - Training available from and through wing safety office.

DOD Impaired Driving Prevention Program

- Impaired driving is incompatible with the military's high standards of performance, military discipline, DOD personnel reliability, and readiness of military units.
- While driving on any DOD installation, operators and passengers of motor vehicles are prohibited from having open containers of alcoholic beverages in their ready possession
 - Open container—means any receptacle containing any alcoholic beverage that has been opened or the seal broken.
 - Ready possession—means alcohol located in the passenger compartment or accessible to the driver or passenger(s) from the passenger compartment.

Motorcycle Rider Requirements

- PPE requirements
 - Helmets—Department of Transportation certified and properly fastened under the chin.
 - Goggles and face shields—impact- or shatter-resistant goggles or full face shield, properly attached to helmet.

- o Sturdy footwear.
 - o Clothing—includes long-sleeved shirt or jacket, long trousers, and full-fingered gloves or mittens designed for use on a motorcycle.
 - o Garment visibility—brightly colored outer upper garment during the day and a reflective upper garment during the night.
- 
- Must complete safety course
 - o Course IV A, Motorcycle Rider Course-Riding and Street Skills (MRC:RSS) or Course IV B, Experienced Rider Course (ERC).
 - o If member has a state motorcycle license that requires a Motorcycle Safety Foundation (MSF)-approved training course, he or she is not required to complete Course IV A or IV B.
 - o Air Force military and civilian personnel do not pay for and they are not charged leave for training and education mandated or implied by the DOD and Air Force directives.
 - Failure to wear the proper PPE or meet training requirements may be considered during LOD determinations if an injury is a result of member's noncompliance.

Privately Owned Vehicles

- Privately owned vehicle (POV) license requirements—abide by state issuing authority.
- Use of headphones or earphones is prohibited while operating a vehicle on DOD installations.
- Use of a cell phone without a hands-free device is prohibited while operating a vehicle on Air Force bases.

Tips for Success

- Commanders must develop a DUI prevention program
 - o Educate unit members concerning drinking and driving and potential punishments if convicted of DUI.
 - o Institute a strong Wingman Program.

- o Set a goal for days without a DUI arrest; if your unit's members reach that goal, reward them.
- o Create designated driver (DD) cards and distribute to your Airmen
 - Include unit members who voluntarily perform DD duties.
 - Include Base Airmen Against Drunk Drivers phone numbers.
 - Include first sergeant's and your phone numbers.
- Revoke driving privileges of Airmen who don't comply with the DOD Traffic Safety Program requirements.
- Maintain a robust safety program; brief traffic safety compliance.
- Check with wing safety and find out who pays for mandated motorcycle safety courses
 - o If you're responsible for funding, ensure you budget for it.
 - o If the wing pays, find out how to schedule your Airmen.

Additional Resources

- For more information, visit the Air Force Safety Center traffic safety Web page at http://www.afsafety.af.mil/seg/Traffic_Safety/Traffic_Safety.html.
- Review your MAJCOM supplement to AFI 91-207.
- Check out chapter 5, "Standards and Discipline" (this book), for more information concerning revoking driving privileges.

Security Programs

Maj Kathy Goforth, 898th Munitions Squadron Commander, 2004-6

References

- DOD 5200.1-R, *DOD Information Security Program*, January 1997.
- DOD 5200.2-R, *DOD Personnel Security Program*, January 1987 (incorporating through change 3, 23 February 1986).

AFPD 31-4, *Information Security*, 1 September 1998.

AFPD 31-5, *Personnel Security Program*, 1 August 1995.

AFI 31-401, *Information Security Program Management*, 1 November 2005.

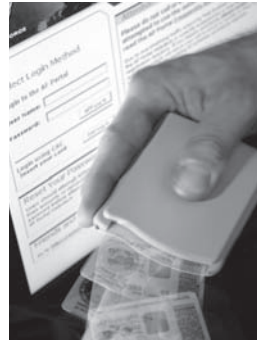
AFI 31-501, *Personnel Security Program Management*, 27 January 2005.

The majority of the following information is excerpted directly from the above references.

Security programs vary among units, but as a minimum, your unit security program will include information security and personnel security. Protecting sensitive information is critical to mission accomplishment.

The goal of the DOD Information Security Program is to efficiently and effectively protect DOD unclassified sensitive and classified information. The Air Force Information Security Program does this by ensuring everyone understands his or her roles and responsibilities and by integrating security procedures into our processes so they become transparent.

The purpose of the DOD Personnel Security Program is to ensure classified information is disclosed only to authorized DOD members, DOD contractors, and other affiliated persons consistent with the interests of national security.



Commander Responsibilities

- Appoint unit security manager.
- Ensure assigned personnel complete security education training IAW AFI 31-401, chapter 8.
- Budget for security awareness training products and materials.
- Review UIFs on Airmen under your jurisdiction.
- Establish an SIF when an Airman's activity, conduct, or behavior is inconsistent with security criteria (see DOD 5200.5-R, par. 2-200, and append. I).

COMMANDER'S PROGRAMS

- Actively support and monitor security education training.
- Ensure self-inspections are completed.
- Take appropriate actions when a security breach or violation occurs.

Unit Security Manager Responsibilities

- The unit security manager (USM) provides guidance and assistance to supervisors and managers in the areas of physical, information, and personnel industrial security.
- Develops and monitors organizational-level implementing instructions, policies, and procedures to support host-installation security plans.
- Monitors the classification management program; supports program managers in developing classification guidance and decisions.
- Provides guidance on classification marking, accountability, control, storage, safeguarding, downgrading, declassifying, and destruction procedures for classified material.
- Conducts and documents security education training.
- Maintains training documentation, on a calendar-year basis, for initial, refresher, and specialized security training.
- Prepares requests for the issuance and control of restricted area badges, processing of security clearances, and other functions within the security area.
- Provides guidance and assistance to the commander on establishing SIFs when derogatory information is discovered on a unit member with a security clearance.

Tips for Success

- Review the installation security plan that is available from the wing plans office.
- Appoint a USM
 - Must complete required security manager training from the installation security office within 90 days of appointment.
 - Develops and updates unit security OIs.
 - Advises you on security issues pertaining to the unit.

- o Attends base security managers meetings.
- o Reports security breaches and violations to the installation security office.
- Appoint a unit member, other than USM, to conduct the security program self-inspection.
- Ensure security training is completed and documented, as directed.
- Isolate computer(s) involved in any classified message incident (CMI)
 - o CMI occurs when someone transmits classified information over an unclassified system.
 - o Notify your work group manager (WGM) when a CMI occurs
 - Isolate and sanitize affected computers.
 - Inform network control center of CMI; they are responsible for isolating and sanitizing any servers affected by the CMI.
- Be knowledgeable of other security programs and their POC or program manager
 - o Computer security (COMPUSEC)—work group manager.
 - o Communications security (COMSEC)—COMSEC monitor.
 - o Operations security (OPSEC)—OPSEC monitor.

Additional Resources

- For more information on computer vulnerabilities and incidents, see AFI 33-138, *Enterprise Network Operations Notification and Tracking*, 28 November 2005.
- For help with your COMSEC program, see AFI 33-201, vol. 1, *Communications Security (COMSEC)*, 1 May 2005.
- For more information on network and computer security, see AFI 33-202, vol. 1, *Network and Computer Security*, 13 August 1999.
- For more information on the OPSEC program, see AFI 10-701, *Operations Security (OPSEC) Program*, 30 September 2005.

Antiterrorism and Force Protection Program

*Maj Kathy Goforth, 898th Munitions
Squadron Commander, 2004–6*

References

DODD 2000.12, *DOD Antiterrorism (AT) Program*, 18 August 2003.

DODI 2000.16, *DOD Antiterrorism Standards*, 2 December 2006.

DODD O-2000.12-H, *Protection of DOD Personnel, Activities Against Acts of Terrorism and Political Turbulence*, February 2004.

AFI 10-245, *Air Force Antiterrorism (AT) Standards*, 21 June 2002.

The majority of the following information is excerpted directly from the above references.

IAW DODD 2000-12, commanders at all levels will enforce appropriate security measures to ensure protection of DOD personnel under their control and shall ensure AT awareness and readiness of all DOD personnel (including dependent family members). Commanders must ensure appropriate AT protection and readiness of DOD personnel while pursuing mission accomplishment.



IAW AFI 10-245, the AT program seeks to deter terrorist acts against the Air Force by providing guidance on collecting and disseminating timely threat information, providing training to members, developing comprehensive plans to deter and counter terrorist incidents, allocating funds and personnel, and implementing AT measures. AT also requires every individual's participation to maintain awareness, practice personal security measures, and report suspicious activity.

Parts of Antiterrorism Program

- Antiterrorism—defensive measures used to reduce vulnerability of individuals and property to terrorist acts
- Force Protection (FP)—actions taken to prevent or mitigate hostile actions against DOD personnel (including family members), resources, facilities, and critical information

Unit Antiterrorism Officer

- Unit antiterrorism officer (UATO), AT unit program expert.
- Designated by unit commander
 - Provide names to wing ATO in writing.
- Officer or NCO (E-5 or above) or civilian equivalent.
- Must be AT Level II certified.
- Documents commander's annual review of unit AT program and plan.
- Unit-level liaison with wing ATO on installation AT matters.
- Disseminates and conducts random AT measures (RAM), as required.

Commander Responsibilities

- Thoroughly integrate AT into unit mission.
- Continually review AT posture to keep current with changing policies and threat levels.
- Determine potential vulnerabilities and resource prioritization.
- Forward any threat and potential vulnerability that cannot be controlled to senior leadership.
- Review installation's or higher level's unit supplement to AFI 10-245 implementing unit-specific FP standards.
- Ensure unit members receive Level I AT awareness training
 - Annually for CONUS-based DOD personnel eligible for OCONUS deployment.
 - Annually for active uniformed CONUS-based members of combatant commands and services.
 - Annually for CONUS-based DOD personnel, regardless of duty status, if CONUS terrorism threat level is promulgated above "moderate."
 - Document training IAW AFI 10-245.

COMMANDER'S PROGRAMS

- Ensure UATO develops unit AT plan (OI, checklist, or annex to installation AT plan).
- Annually exercise unit AT plan.

Tips for Success

- Appoint a UATO.
- Review unit AT program and plans annually and as threat level changes.
- Develop a process to raise and lower force protection conditions (FPCON) based on current terrorism threat information and/or guidance from HHQ.
- Develop and implement an AT plan addressing the following key elements
 - o Terrorism threat assessment.
 - o Vulnerability assessment (VA).
 - o Risk assessment.
 - o AT physical security measures.
 - o Terrorist incident response measures.
 - o Terrorist consequence management measures.
- Prepare an annual terrorism threat assessment concerning unit personnel, assets, and mission-critical infrastructure.
- Develop procedures to ensure terrorism threat advisories, terrorism warning reports, terrorism threat level changes, and FPCON changes are immediately disseminated to all unit personnel.
- Ensure personnel deploying, PCSing, or traveling on leave outside CONUS receive predeployment AT with special emphasis on AOR-specific terrorist and medical threats.

Additional Resource

For more AT and FP information, check out CENTAF's great Web site at https://www.mil.centaf.af.mil/AEF_Toolkit/default.htm.

Environmental Management

Maj Arlen Hammock, Detachment 2, 22d Space Operations Squadron Commander, 2005–6

References

AFPAM 32-7043, *Hazardous Waste Management Guide*, 1 November 1995.

AFI 32-7045, *Environmental Compliance Assessment and Management Program (ECAMP)*, 1 July 1998.

AFI 32-7086, *Hazardous Materials Management*, 1 November 2004.

The majority of the following information is excerpted directly from the above references.

The Air Force is committed to complying with environmental laws and regulations. Because fiscal and manpower costs associated with environmental programs are staggering, you must be familiar with the multiple operational constraints and be sensitive to any interface between the mission and environmental restrictions. Any delay in responding to environmental problems may cost thousands of dollars and hamper a base's ability to perform its mission. Not only must you be concerned due to mission impacts, but you also must be aware of the precedent for personal criminal liability.



While it may appear a daunting task to understand each of the environmental laws and regulations that restrict or affect Air Force activities, environmental experts are available within the Air Force to guide and assist you through this process. MAJCOMs, regional levels, and bases have engineering and legal experts available to provide support in the environmental arena (i.e., the environmental lawyer in your SJA office and the CE environmental flight).

All pollution-abatement statutes (i.e., pertaining to the pollution of air and water as well as the handling of hazardous waste) carry civil and criminal penalties. Each of these statutes may be

enforced by federal or state agencies. Additionally, in overseas locations, foreign statutes may also be enforced by foreign host-nation agencies. Under normal circumstances, military members and civilian employees are exempt from civil or administrative penalties. But regulators may seek civil or criminal penalties from the Air Force and its personnel.

Your best defense against being charged for active, knowledgeable, participation in illegal activities is quite simple—obey the law, or if you are in violation, work with your federal and state environmental regulators or host nation (if applicable) to become compliant with the law. In your role as a commander, vigilance is your defense against being charged for a violation of the law. Stay informed about what is going on environmentally on the base; consult with CE and the SJA on matters of environmental compliance.

Tips for Success

- Be familiar with the environmental hazards in your squadron.
- Ensure your unit maintains a robust hazardous material (HAZMAT) program—know the requirements and follow them thoroughly.
- Appoint a strong unit HAZMAT program manager.
- Determine the HAZMAT items used or handled by your personnel.
- Consult the installation ground safety staff and the CE staff for assistance, if required.
- Establish and implement hazard reporting and abatement programs.
- Brief all personnel on the findings and recommendations contained in annual and baseline industrial hygiene surveys and reports.
- Ensure compliance with the Air Force Hazard Communication Program.
- Ensure hazardous waste is properly characterized, segregated, marked, labeled, weighed, stored, packaged, and transferred for disposal.

- Consult with CE, bioenvironmental engineering services, and the HAZMAT planning team before any hazardous waste disposal process or activity is modified or any new process or activity planned.
- Contact the CE environmental flight to determine if any endangered species exist on or near your facilities.
- Contact the bioenvironmental engineering flight (base medical) to determine if there are any concerns (radon gas levels, lead paints, asbestos, noise levels) within your facilities.
- Attend the base Environmental, Safety, and Occupational Health Council meetings.

Additional Resources

- Check out the 32-7000 series AFIs for more detailed information concerning individual environmental protection programs.
- Each base should have a HAZMAT disposal plan; contact your wing plans office or CE to get a copy and review it.

Air Force Emergency Management Program

Maj Arlen Hammock, Detachment 2, 22d Space and Operations Squadron Commander, 2005–6

References

AFPD 10-25, *Full-Spectrum Threat Response*, 18 July 2002.

AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, 24 January 2007.

The majority of the following information is excerpted directly from the above references.

Protection of Air Force personnel and operational resources is essential to successful Air Force operations. The primary missions of the Air Force Emergency Management (EM) program (formally known as full-spectrum threat response) are to save

lives; minimize the loss or degradation of resources; and continue, sustain, and restore operational capability in an all-hazards physical-threat environment at Air Force installations worldwide. Ancillary missions of the EM program are to support homeland defense civil support operations and to provide support to civil and host-nation authorities IAW DOD directives and through the appropriate COCOM. Major elements of the EM program include warning and reporting, command and control (C2), planning, equipping, organizing, training, exercising, evaluating, response operations, and incident management.

Full Spectrum of Physical Threats

- Terrorist use of WMD involving CBRNE material
- Enemy attacks in nuclear, biological, chemical, and conventional (NBCC) environment
- Major accidents
- Hazardous materials
- Natural disasters
- Humanitarian actions

Commander Responsibilities

- Appoint unit EM representatives to manage and coordinate the unit EM program.
- Ensure your unit EM representative completes the semi-annual self-inspections.
- Request CE readiness flight leadership to provide you a briefing on EM policies and responsibilities.
- Appoint emergency operations center (EOC) members required by the Installation Comprehensive Emergency Management Plan (CEMP) 10-2.
- Establish unit control center (UCC), EOC, and specialized team requirements, such as managing shelters and leading contamination control teams (CCT).
- Provide the CE readiness flight a written reply to EM program SAV observations or findings; include corrective actions and estimated completion dates (ECD).
- Participate in installation EM planning and exercises.

- Ensure unit personnel are trained IAW AFI 10-2501, chapter 6; units are responsible for scheduling, tracking, and documenting training.
- Appoint members to the base exercise evaluation team.
- Identify requirements and budget for, obtain, store, and maintain unit passive defense operational and training equipment.
- Identify and equip augmentees to support the EM program (see AFPAM 10-243, *Augmentation Duty*, 1 August 2002).
- Ensure EOC and UCC members participate in at least one exercise per year; document training IAW AFI 10-2501, chapter 6.
- Ensure personnel who are inherently deployable to CBRNE defense threat areas can perform mission-essential tasks in a contaminated environment.
- Ensure all unit military personnel and emergency-essential civilians and contractors maintain and use AFMAN 10-100, *Airman's Manual*, 1 June 2004, during exercises and real-world contingencies.

Tips for Success

- Appoint unit EM representatives to manage and coordinate unit requirements of the unit EM program
 - Attend training IAW AFI 10-2501, chapter 6.
 - Conduct semiannual self-inspections IAW current AFI.
 - Create and maintain a unit EM program folder, either hard copy or electronic. Contents must include
 - A copy of the unit quarterly EM report; update the report at least quarterly, or when you appoint a new primary or alternate unit EM representative.
 - Current and previous year SAV reports and self-inspection reports.
 - Copies of correspondence concerning EM SAV report and self-inspection report.
 - Observations and corrective actions; deficiencies should be tracked until closed.

- Other items as required by MAJCOM or local guidance.
- Appoint EOC members required by the installation CEMP 10-2 from within your unit to support the installation EM program
 - Team members must, upon team assignment, have at least two-thirds of time remaining on station at OCONUS and CONUS-isolated assignments.
 - Team members must, upon team assignment, have at least 18 months at CONUS non-isolated assignments.
- Appoint team members required by the installation CEMP 10-2
 - Readiness support team (RST) members must possess a valid driver's license and at least a Secret security clearance and meet any local qualifications designated by the CE commander.
 - Team members must have normal color vision and a minimum physical profile of "2" under P, U, L, H and E; 1 under S, and able to lift a minimum of 50 pounds.
 - RST members must not be assigned to other additional duties that conflict with RST duties; when the RST is recalled, it becomes every RST member's primary duty.
 - Notify the CE commander when approving the release of a trained team member for reasons other than PCS, retirement, discharge, or medical disqualification; the replacement must be trained before releasing the incumbent.
- Establish UCC and ensure it's manned with competent Airmen.
- Appoint your most qualified managers, leaders, or technicians that can provide an effective evaluation of EM objectives as EET members.
- Ensure dissemination of EM training material throughout the unit to support the installation EM information program.
- Identify and equip augmentees to support the EM program.
- Ensure interoperable communications and visual information services are available for incident response.
- Ensure prepositioned material is stored and maintained for additive forces IAW theater, installation, and joint support plans.

Additional Resource

Check out chapter 7, "Compliance and Inspections" (this book), for EM exercise information.

Nuclear Weapons Personnel Reliability Program

*Maj Kathy Goforth, 898th Munitions
Squadron Commander, 2004–6*

References

DODI 5210.42, *Nuclear Weapons Personnel Reliability Program (PRP)*, 16 October 2006.

DOD 5210.42R, *Nuclear Weapons Personnel Reliability Program (PRP) Regulation*, June 2006.

AFMAN 10-3902, *Nuclear Weapons Personnel Reliability Program*, 13 November 2006.

The majority of the following information is excerpted directly from the above references.

Individuals working with sensitive nuclear weapons or high-risk duties associated with nuclear weapons must meet a higher standard of reliability. The nuclear weapons PRP screens and continually evaluates personnel selected for nuclear weapons related duties. AFMAN 10-3902 describes how to administer the program for active duty members working with nuclear weapons or high-risk duties.

The program's effectiveness relies on a series of extensive screenings and continual evaluation. PRP is the certifying official's (CO) responsibility. The CO determines which positions within a unit require PRP designations (critical or controlled). The CO also determines when an individual should be certified, not certified, or removed from the program. The impact the CO has on PRP will determine the effectiveness of the unit's PRP. Your reliability standards set the tone for your PRP.

The responsibility for a unit's PRP rests squarely on the shoulders of its commander. You, as the commander, must know and understand the program better than anyone else in your organization and administer it without error. Your unit will follow your leadership.

Commander Responsibilities

- Identify each position requiring a PRP-certified individual
 - Code the minimum number of PRP positions on the UMD.
 - Annually reevaluate and document findings.
- Certify each qualified person scheduled to perform PRP duties; follow proper procedures for administrative qualification and interim and formal certification.
- Document certifications, decertifications, or disqualifications IAW AFMAN 10-3902.
- Remove certified personnel from PRP duties when their reliability is questionable.
- Suspend, disqualify, or decertify personnel, as necessary
 - Four mandatory conditions which result in temporary decertification (AFMAN 10-3902, par. C5.3.1.1.1).
 - Seven mandatory conditions which result in permanent decertification and disqualification (AFMAN 10-3902, par. C5.3.2.1).
- Brief unit personnel on their responsibilities to monitor (both on- and off-duty behavior) and report any information that raises questions about an individual's judgment or reliability.
- Tentatively select Air Force civilian candidates for PRP positions pending receipt of satisfactory PRP initial screenings.
- Potentially disqualifying information (PDI) previously addressed, documented, and determined not to be disqualifying for PRP, need not be readdressed or require additional documentation unless warranted by subsequent PDI.
- Ensure individuals certified for PRP have proper qualifications
 - S-1 physical profile.
 - Technical competence.
 - Proper security clearance.
 - If a PRP-certified member has established a separation or retirement date within one year of outdated investigation, allow him or her to remain certified until separation or

retirement without a periodic review (PR)—if member decides not to separate or retire, PR must be requested.

- o Positive mental attitude.
- o Not under court-martial or criminal charges.
- o US citizen or naturalization.
- o Drug- and alcohol-abuse free.

Tips for Success

- Conduct a personal one-on-one interview (spirit of intent brief) with each PRP candidate.
- Ensure personnel data system (PDS) codes are updated whenever member's PRP status changes (PDS codes in AFMAN 10-3902, attach. 2).
- Appoint unit PRP monitor as focal point for day-to-day administrative duties relating to PRP (see AFMAN 10-3902 for specific guidelines).
- Designate, in writing, individuals who can accept medical notifications, and forward letter to base PRP manager and medical PRP monitor.
- Establish procedures to ensure notifications are up-channeled, when appropriate.
- Ensure TDY orders reflect PRP code and TDY personnel are briefed on their individual responsibilities.
- Establish line of communication between TDY location and home station when PRP-certified personnel are required to perform nuclear-related duties at TDY location.
- Ensure all returning PRP-certified personnel's records are reviewed for PDI prior to performing PRP-required duties.
- Ensure certified PRP members receive PRP training at the same frequency and in conjunction with nuclear surety training.
- Ensure PRP training includes Air Force-standardized PRP training.
- Ensure individuals receive nuclear surety training as required IAW AFI 91-101, *Air Force Nuclear Weapons Surety Program*, 19 December 2005.

Additional Resource

Check out the Air Force PRP Web site for some great information, training, sample documents, and end-user tools: <https://www.a3a5.hq.af.mil/a3s/a3sn/>.

**Military Equal Opportunity
and Treatment Program**

*Maj Jonathan Bland, 8th Maintenance Operations
Squadron Commander 2005–6*

References

AFI 36-2706, *Military Equal Opportunity and Treatment Program*, 29 July 2004.

The Military Commander and the Law, 2006.

The majority of the following information is excerpted directly from the above references.

The primary objective of the Military Equal Opportunity (MEO) and Treatment Program is to improve mission effectiveness. It does this by promoting an environment free from personal, social, or institutional barriers that prevent Air Force members from achieving their highest possible levels of responsibility based on individual merit, fitness, and capability. Commanders must not tolerate any form of discrimination and must take action to correct the cause of any discriminatory practice. The base MEO officer can assist the commander in resolving problems and offers both sexual-harassment and human-relations training.

Tips for Success

- Communicate that no form of discrimination is tolerated in the organization.
- Correct the cause of any discrimination practice.
- Brief unit members on their right to file an MEO complaint without fear of reprisal. Encourage members to use the chain of command, but ensure that all members are aware of the independent MEO complaint process.

- Protect the complainant's identity when a formal MEO complaint is filed.
- Inform alleged offenders that they are the subject of a formal MEO complaint
 - o Provide only the general nature of the MEO-related allegation filed against them.
 - o Brief them on the outcome of the MEO case when the case is closed.
 - o Advise them of their right to appeal the outcome of the case.
- Do not investigate allegations of unlawful discrimination or sexual harassment when the complainant files a formal MEO complaint. However, investigate the allegations when the complainant elected not to file a formal complaint, and inform the MEO office of the results.
- Ensure supervisors evaluate compliance with MEO directives, and document repeated or serious violations.
- Contact the MEO and request a unit climate assessment to determine the human-relations climate within your squadron.

Drug Testing and the Urinalysis Program

*Maj Kathy Goforth, 898th Munitions
Squadron Commander, 2004–6*

References

Manual for Courts-Martial United States, 2000 Edition.

The Military Commander and the Law, 2006.

DODD 1010.1, *Military Personnel Drug Abuse Testing Program*, 9 December 1994.

AFI 36-810, *Substance Abuse Prevention and Control*, 22 July 1994.

AFI 44-120, *Drug Abuse Testing Program*, 1 July 2000.

The majority of the following information is excerpted directly from the above references.

The urinalysis program utilizes state-of-the-art technology to detect and deter drug use by members. An effective urinalysis program requires coordination with legal and law enforcement agencies.

Purpose of Urinalysis Program

- Deter military members from abusing illegal drugs or illicit substances.
- Detect and identify those individuals who use or abuse illegal drugs or other illicit substances.

Predominant Types of Testing

- **Inspection (Military Rules of Evidence [MRE] 313 [b], *Manual for Courts Martial*)**
 - o Conducted as unit sweep or randomly on segments of unit, duty section, or dorm.
 - o Used to determine proper command function; standards of readiness; and presence, fitness, and readiness of personnel.
 - o Does not have to encompass entire squadron, unit, duty section, or dorm; may not single out specific individuals or small group.
 - o Results may be used for *UCMJ* and administrative action.
- **Voluntary Consent (MRE 314 [e])**
 - o Used prior to probable cause or command-directed testing.
 - o First, ask member if he or she consents to urinalysis test.
 - o Reading Article 31 rights not required prior to asking for consent.
 - o Consent is not valid if it is mere acquiescence to authority.
 - o Coordinate with SJA.
 - o Results may be used for *UCMJ* and administrative action.
- **Probable Cause (MRE 315 [i])**
 - o Search and seizure, ordered by you, when you believe member has ingested drugs.

- o Reasonable belief illegal drug(s) are present or will be found in individual's urine.
- o Must consult with SJA before taking this action.
- o Results may be used for *UCMJ* and administrative action.

- **Command-Directed**

- o Used when there is reasonable suspicion of drug abuse but does not amount to probable cause.
- o To determine member's competency for duty, need for counseling, rehabilitation, and so forth.
- o Seek SJA advice before ordering such tests.
- o Results may be used for administrative action.

Other Types of Testing

- **Self-Identification**

- o Member may self-identify as drug user prior to being selected for urinalysis.
- o Member may not be disciplined under *UCMJ* when legitimately self-identifying for drug abuse and enter Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program.
- o Results may be used for non-adverse administrative action.

- **Valid Medical Purpose (MRE 312[f])**

- o Urine specimens obtained from valid medical exams such as emergency treatment or periodic physical exams may be used for any purpose.
- o Urinalysis tests of individuals following entry into ADAPT program may not be used for disciplinary purposes if member self-identified.
- o Results may be used for *UCMJ* and administrative action.

- **Safety Mishap**

- o Urine specimen may be collected from any individual directly or indirectly involved in a safety-related incident.

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- Results may be used for any lawful purpose.
- Urine specimens collected as part of formally convened Air Force mishap investigation will be handled IAW DODI 6055.7 and applicable Air Force instructions.
- Results may be protected and have limited use as determined by Air Force directives.
- **New Entrant**
 - Conducted during preaccession physical or initial period of military service.
 - Refer to DODI 1010.16.

Tips for Success

- Order commander-directed drug testing as required.
- Be familiar with provisions of AFI 44-120.
- Consult with SJA before implementing drug-abuse testing.
- Ensure military members and applicable civilian employees are subject to inspection testing.
- Appoint trusted agents to
 - Receive and maintain urinalysis testing rosters.
 - Notify individuals selected for urinalysis testing.
 - Return commander notification letters to the demand reduction program manager (DRPM) or the drug testing program administrative manager (DTPAM).
- Prepare written order for member drug-testing notification
 - Member must acknowledge receipt, including date, time, and signature.
 - Notify member not earlier than two hours prior to scheduled collection time.
 - If member is a shift worker, TDY, flying, on crew rest, or on leave, test when member returns to duty; do not notify earlier than two hours prior to scheduled collection time.

- Ensure members selected for testing report to collection site within the designated time.
- Take disciplinary action on any member who fails to report for testing without valid reason.
- Provide credible observers.

Additional Resource

The Military Commander and the Law 2006, <http://milcom.jag.af.mil>, contains valuable information on drug testing.

Dormitory Management Program

*Maj Serena Armstrong, 48th Services
Squadron Commander, 2004–5*

Reference

AFI 32-6005, *Unaccompanied Housing Management*, 1 June 1998.

The majority of the following information is excerpted directly from the above reference.

Housing is a quality-of-life issue for all Airmen. This is true for your single and junior Airmen just as it is for anyone else in the squadron. Its impact on readiness and retention has driven new DOD standards and priorities. The purpose of unaccompanied housing (dormitories) is to create a residential community promoting pride, professionalism, and personal dignity. As the commander, you will be the best advocate for your people on this issue. But you will also be the one charged to hold them accountable for maintaining these areas in a safe and orderly manner. Below are a few tips to help you in that effort.

Tips for Success

- Be an active member of the Quarters Improvement Committee (QIC).
- Establish specific guidance on dormitory standards in the form of policy letters, directives, or OIs.

- Ensure dormitory occupants are aware of required standards—use newcomer's briefings and commander's calls to spread the word.
- Personally meet with the dormitory manager to ensure open dialogue.
- Show you care about the quality-of-life within your dormitory—walk through and check out the facilities periodically with the manager.
- Involve supervisors and flight commanders in the inspection process so they are aware of living conditions.
- Keep a balance between group welfare and individual privacy when scheduling inspections.
- Ensure furniture is in good repair in the rooms
 - o How long has it been since furniture and carpets were replaced?
 - o Are common areas and day rooms in good condition?
 - o Is this information discussed at the QIC?
- Reward and recognize positive behavior—implement programs such as a “room of the month” competition; provide a pass to the winner.

Fitness Program

Maj Kathy Goforth, 898th Munitions Squadron Commander, 2004–6

Reference

AFI 10-248, *Fitness Program*, 25 September 2006.

The majority of the following information is excerpted directly from the above reference.

AFI 10-248 states that all Air Force members must be physically fit to support the mission. The health benefits from an active lifestyle will increase productivity, optimize health, and decrease absenteeism while maintaining a higher level of readiness. The goal of the Air Force Fitness Program (FP) is to motivate all members to participate in a year-round physical conditioning

program that emphasizes total fitness, to include proper aerobic conditioning, strength and flexibility training, and healthy eating. Commanders and supervisors must incorporate fitness into the Air Force culture to establish an environment for members to maintain physical fitness and health to meet expeditionary mission requirements and deliver a fit and ready force. An annual fitness assessment (FA) provides commanders with a tool to assist in determining their unit's overall fitness.



Commander Responsibilities

- Promote, support, and ensure unit FP integrity and provide an environment that is conducive to healthy lifestyle choices.
- Provide an overall work environment which is supportive of optimal nutrition and fitness; ensure all members are permitted 90 minutes of duty time for physical training (PT), three times per week.
- Implement and maintain a unit and squadron PT program IAW guidelines in AFI 10-248, attachments 2 and 3
 - o PT programs not outlined in attachment 3 or MAJCOM and installation guidance should be written, reviewed, and developed in consultation with the fitness program manager (FPM) at the Health and Wellness Center (HAWC).
 - o Identify by written policy your unit-based program led by trained physical training leaders (PTL) at least three times per week, specifying frequency of required individual participation; provide FPM with copy of written policy.
 - o Ensure those trained to perform abdominal circumference (AC) assessments accomplish measurement for individuals who received a marginal or poor fitness score. A subsequent assessment occurs in a private room or partitioned area within the CSS. If space is an issue in the

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CSS, the trained CSS staff member may accomplish an AC measurement at the HAWC.

- Appoint a PTL to conduct unit PT and FA (one-and-one-half mile timed run, push-ups, crunches, and body composition measurements)
 - Ensure the PTL attends an initial course and annual re-certification provided by HAWC staff prior to overseeing and conducting the unit FP.
- Appoint, in writing, a unit fitness program manager (UFPM).
- Consider establishing a mechanism to recognize personnel who attain an excellent fitness level or make significant improvement.
- Ensure prior exempted members returning from deployment are tested 42 days (90 days for reserve) after return and acclimatization period, unless member requests to test earlier.
- Refer deploying members enrolled in the fitness improvement program (FIP) to the HAWC for consultation prior to deployment.
- Ensure member's fitness score is current prior to deployment and includes the projected deployment time.

Deployed Commander Responsibilities

- Provide an environment that supports, encourages, and motivates a healthy lifestyle.
- Appoint a deployed unit PTL to facilitate the unit PT program, if required or feasible.
- Ensure personnel enrolled in FIP continue to meet program requirements, if feasible.
- Deployment exemption should be rare due to the requirement of having current fitness status prior to deployment, barring unforeseen circumstances.

Tips for Success

- Set the example with regards to fitness.
- Be a regular part of unit PT activities.

- Take appropriate administrative action when a member fails to participate in the unit FP or meet fitness standards.
- Request a periodic fitness program review by the HAWC staff.
- Refer deploying members enrolled in FIP to the HAWC for consultation prior to deployment.

Human Immunodeficiency Virus Program

*Maj Kathy Goforth, 898th Munitions
Squadron Commander, 2004–6*

References

DODD 6485.02E, *Human Immunodeficiency Virus (HIV)/Acquired Immune Deficiency Syndrome (AIDS) Prevention: Support to Foreign Militaries*, 7 November 2006.

AFI 48-135, *Human Immunodeficiency Virus Program*, 7 August 2006.

The majority of the following information is excerpted directly from the above references.

The Air Force IAW AFI 48-135 tests all members for antibodies to HIV, medically evaluates active duty infected members, and educates members on prevention.

Who and When Tested

- Applicants for enlistment or appointment to active duty Air Force or Air Reserve Component (ARC).
- Active duty Air Force personnel
 - o Every two years, preferably during physical health assessment.
 - o For clinically indicated reasons.
 - o With newly diagnosed active tuberculosis.
 - o During pregnancy.
 - o When diagnosed with sexually transmitted disease.

COMMANDER'S PROGRAMS

- o Upon entry to drug or alcohol treatment programs.
- o Prior to incarceration.
- ARC personnel
 - o At intervals not to exceed five years, preferably during PHA/ARCPHA.
 - o Current test within two years of date called to active duty for 30 days or more.
- Civilian employees
 - o To comply with host-nation requirements for screening of DOD employees.
 - o In occupationally related exposures.
- Routine HIV testing is suspended in declared combat zones.

Result of Positive Tests

- HIV-infected applicants are ineligible for enlistment or appointment to active duty Air Force or ARC.
- All active duty Air Force personnel testing positive are
 - o Counseled by a physician.
 - o Given information on modes of transmission, appropriate precautions, and future risks.
 - o Ordered to follow preventive medicine requirements IAW AFI 48-135, attachment 8 (ARC members are administered this order after unit commander determines they can be utilized in the Selected Reserve and have been found medically qualified for nondeployed military duty by appropriate ARC surgeon general [SG]).
 - o Referred to Wilford Hall Medical Center (WHMC) for medical evaluation and medical evaluation board (MEB).
- ARC members *not* on extended duty are evaluated to determine their fitness for duty only after their immediate commander has determined if they may be utilized in the Selected Reserve. They must obtain a medical evaluation that meets the requirements of AFI 48-135, attachment 9, from their civilian health care provider.

- Active duty Air Force members found fit for duty are not separated solely for HIV seropositivity.
- ARC members not on extended active duty or full-time ANG duty will be transferred to Standby Reserve only if the immediate commander determines they cannot be utilized in the Selected Reserve.
- HIV-infected active duty Air Force members retained on active duty and ARC members retained in the Selected Reserve must be medically evaluated semiannually and assigned within CONUS, Alaska, Hawaii, or Puerto Rico.
- ARC HIV-infected members may not be deployed outside CONUS (except for Alaska, Hawaii, and Puerto Rico) or perform active duty tours for more than a 30-day duration.
- HIV-infected members shall not be assigned to mobility positions, and those on flying status must be placed on duty not to include flying (DNIF) status pending medical evaluation.
- Members on PRP or other security-sensitive positions shall be removed pending medical evaluation.
- Secretary of the Air Force may, on a case-by-case basis, further limit duties and assignment of members to protect the health and safety of HIV-infected members or others.
- Air Force-wide, HIV-infected employees are allowed to continue working as long as they are able to maintain acceptable performance and do not pose a safety or health threat.
- HIV-infected health care workers should be relieved from patient care responsibilities until counsel from expert review panel is sought.
- Unit commander will give HIV-infected member an "order to follow preventive medicine requirement" (see AFI 48-135, attach. 14).
- Safeguard order to protect privacy of the individual. Put the order in a sealed envelope marked "FOR THE EYES OF THE COMMANDER ONLY," and store in a limited-access location.

Tips for Success

- Applicants infected with HIV are ineligible for enlistment or appointment to active duty Air Force or ARC.
- Active duty Air Force members found fit for duty are not separated solely for HIV seropositivity.
- Use AFI 36-3212 to separate or retire active duty members who are HIV-infected and whom a medical evaluation has determined to be physically unfit for further duty.
- Initiate transfer of HIV-infected reservists not on extended active duty or full-time ANG to the Standby Reserve if they cannot be used in Selected Reserve.
- Ensure HIV-infected active duty members are medically evaluated semiannually and are only assigned within the United States or Alaska, Hawaii, or Puerto Rico, assigned to something other than a mobility position, placed on DNIF status, and removed from security-sensitive positions pending medical evaluation.
- Ensure HIV-infected health care workers are relieved from patient care responsibilities until counsel from expert review panel is sought.
- Give HIV-infected member an “order to follow preventive medicine requirement” (see AFI 48-135, attach. 14).
- Allow HIV-infected members to continue working as long as they maintain acceptable performance and pose no health hazard.

**Leave, Passes, Compensatory Time,
and Permissive Temporary Duty
Assignment Programs**

*Maj Kathy Goforth, 898th Munitions
Squadron Commander, 2004–6*

References

- DODD 1327.5, *Leave and Liberty*, 24 September 1985.
- AFI 36-3003, *Military Leave Program*, 20 October 2005.
- AFI 36-2619, *Military Personnel Appropriations (MPA) Man-Day Program*, 22 July 1994.

AFMAN 36-8001, *Reserve Personnel Participation and Training Procedures*, 22 January 2004.

The majority of the following information is excerpted directly from the above references.

Experience shows that vacations and short periods of rest from duty, as well as authorized absences to attend to emergency situations, provide benefits to morale and motivation that are essential to maintaining maximum effectiveness. Therefore, an aggressive leave program is an essential military requirement. As a commander, you should maintain an environment that permits and encourages time away from work.

Types of Leave

There are various types of leave. As a commander, you need to be knowledgeable of leave options available for your Airmen. Below are several of those options.

Advance Leave

- Is chargeable leave that exceeds member's current leave balance but doesn't exceed amount of leave member will earn during remaining period of active duty.
- May grant to resolve emergency or extremely urgent personal problems when members have little or no accrued leave.
- Limited to 30 days or number of leave days that could be accrued during current enlistment—whichever is less.
- AFPC/DPFSC must approve requests for over 30 days.
- Is a leave loan and must be paid back.

Emergency Leave

- Is chargeable leave granted for personal family emergency requiring member's presence.
- Usually not to exceed 30 days.
- Since most family emergencies are time-sensitive, swift action is essential.

COMMANDER'S PROGRAMS

- Advise members to apply for humanitarian reassignment or separation for hardship reasons if leave period is for more than 60 days.
- Commanders can approve up to 30 days of emergency leave with authority for an additional 30-day extension.
- AFPC and DPSFOC must approve emergency leave requests that exceed 60 days.

Excess Leave

- Granted over and beyond amount that may be accrued before discharge or separation.
- Members are not entitled to pay and allowances during excess leave nor are they entitled to accrue leave during excess status.
- Granted only for emergencies or in unusual circumstances (e.g., member pending administrative discharge or awaiting execution of a punitive discharge imposed by a court-martial).
- Refer to AFI 36-3003, table 6, for detailed rules on excess leave.

Convalescent Leave

- Absence not chargeable as leave when member is under medical care and when part of treatment prescribed is for recuperation and convalescence.
- Approval based on written recommendation of military physician most familiar with patient's condition; however, unit commander is approval authority.
- Allow 42 days of convalescent leave for pregnancies.
- Other reasons are limited to 30-day (or less) increments.
- Additional medical review is required to extend convalescent leave beyond 30 days.
- Charge ordinary leave for convalescent time when members use civilian medical care at their own expense.

Terminal Leave

- Ordinary leave limited to member's leave balance at time of separation or retirement.

- Members should not return to duty after this leave begins.
- Approved by unit commander.
- Disapprove terminal leave for military necessity or in best interest of Air Force.

Accrued Leave in Excess of 60 Days

- Airmen may keep up to 90 days of leave if they can't use it due to mission at national level for at least 60 consecutive days.
- Unit commanders must send requests and full justification for excess leave through command channels to MAJCOM for approval.

Environmental and Morale Leave

- Environmental and morale leave (EML) is ordinary leave granted to members and their dependents from designated overseas austere, isolated, or environmentally depressed areas for the purpose of priority use of space-required or space-available air transportation to EML destinations.
- Destination locations offer closest environmental relief, recreation facilities, and suitable accommodations.
- Travel time counts as leave for unfunded EML program; under funded EML program, leave is not charged for travel time to specially designated locations.

Passes

- Afford time off without charge of leave for unusual reasons such as special recognition or observance of major religious events.
- Cannot use to extend leave, in place of leave, or in conjunction with leave.
- May not exceed four days (96 hours).
- Commander may not impose mileage limits during pass period but can require members to be able to return to duty within certain time limits (based on potential mission requirements).

Permissive TDY

- Authorized absence without charge of leave; granted to participate in official or semiofficial programs that do not qualify as funded TDYs.
- Do not grant for reasons listed in AFI 36-3003, paragraph 12.8.
- Grant if no expense to government and if program in which member desires to participate enhances individual's value to or increases his or her understanding of the Air Force.
- Commanders who have approval authority must exercise care in evaluating requests to ensure the best interest of the Air Force is served.
- Authorized situations outlined in AFI 36-3003, table 7.

Commander Responsibilities

- Establish an annual leave program to give members opportunity to use leave.
- Enforce Air Force and command-approved leave guidelines.
- Document all leaves.
- Establish an audit trail for money spent in conjunction with emergency leave.
- Ensure CSS personnel keep current and accurate records of leave.
- Ensure members who refuse to take leave understand their obligation to comply with unit leave program and refusal to take leave may result in loss of earned leave.
- Encourage members to take one leave of at least 14 continuous days every fiscal year (FY) and to use leave accrued each FY.
- Ensure members schedule leave annually at the beginning of the FY and update their leave schedule periodically.
- To have an effective unit leave program, encourage members to follow their leave schedule.
- Advise members who schedule "use or lose" leave in August or September that they risk losing leave on 1 October if

military requirements and personal circumstances prevent them from taking leave.

- Seek American Red Cross verification when members request emergency leave.
- Charge leave for leave periods, such as those taken by members waiting for family members' passports, visas, or for the outcomes of humanitarian reassignment requests.
- Combine ordinary leave with other types of leave, unless specifically prohibited, and treat a combination of leaves as one leave period.
- Make sure members taking ordinary instead of terminal leave return to duty 15 days before their scheduled separation or retirement date to prevent pay problems.
- Provide opportunity to use leave to Air Force Reserve and Air National Guard members serving man-day tours longer than 30 consecutive days IAW AFI 36-2619; also see AFMAN 36-8001 for reserve personnel appropriations (RPA) tours over 30 days.
- Normally do *not* grant leave to members undergoing treatment for infectious or contagious disease. *Exception:* Unit commander may grant leave if attending physician provides written verification that member does not pose a threat to public health.
- Do *not* grant leave for the sole purpose of serving sentences in civil confinement because civil confinement, including probated sentences, is inconsistent with military status. However, members confined by civil authorities while on approved leave may continue on leave until the original leave termination date, unless recalled from leave status to duty. If you recall a member to duty, terminate leave status as of recall date, and change member's status to "absent in the hands of civil authorities."

Tips for Success

- Ensure unit members project leave at start of FY; update as needed.
- Know guidelines for granting advance leave.

- Understand emergency leave procedures.
- Grant emergency leave (usually 30 days or less) for a personal emergency requiring member's presence.
- Terminal leave is not mandatory; Air Force mission will dictate.
- Limit passes to four days (96 hours)
 - o You cannot impose mileage restrictions.
 - o You can require members to be able to return to duty within a certain time.
- Do not grant permissive TDY for reasons listed in AFI 36-3003, paragraph 12.8.

Unit Budget

*Maj Kathy Goforth, 898th Munitions
Squadron Commander, 2004–6*

References

DOD 7000.14-R, *Department of Defense Financial Management Regulations (FMR)*, dates vary depending on chapter.

AFI 65-601, vol. 1, *Budget Guidance and Procedures*, 3 March 2005.

AFI 65-601, vol. 2, *Budget Management for Operations*, 21 October 1994.

The majority of the following information is excerpted directly from the above references.

Financial management is inherent to command, and your squadron will need a budget to survive. However, your budget will never be large enough to buy everything you want. To be a successful money manager, get to know your CPTS commander, talk to your RA, and learn such budget processes as budget execution review (BER), initial funds distribution, productivity enhancement, financial management board (FMB), financial working group (FWG), and important budget timelines.

Authorized Operations and Maintenance Expenditures

Operations and Maintenance (O&M)

- TDY expenses
- Supplies
- Equipment under 250K (K = thousand)
- Trophies and plaques for authorized recurring recognition programs
- Furnishings
- Contracts
- Computers

Unauthorized O&M Expenditures

- Entertainment (except for official representation funds)
- Entry fees for contests
- Coins (except for approved award programs)
- Gifts (going away and retirement)
- Food and serving supplies

Possible Authorized O&M Expenditures

(Check with your RA)

- Organizational clothing
- Memberships in professional and community organizations
- Mementos
- Equipment lease versus buy (comptroller and contracting must validate first)
- Portable buildings and temporary structures
- Purchases for local area networks (LAN)
- Food for commander's call

Commander Responsibilities

- Legally responsible for unit funds
- Sets tone for resource use
- Decision authority for allocation of unit's resources
- Establish funding priorities

COMMANDER'S PROGRAMS

- Appoint unit RA
- Know your budget baseline and what it buys
- Plan early for FY closeout

Tips for Success

- Appoint a unit RA that will
 - Keep you informed on status of funds.
 - Monitor financial obligations via GPC program.
 - Prepare financial plan, BER inputs, and distribute funding per your instruction.
- Establish funding priorities.
- Determine how you'll distribute unit funds
 - Will RA make and approve all spending?
 - Will you provide each flight or section its own budget to spend?
 - Will you consolidate all funds into one budget and you approve all purchases?
- Develop a plan to live within the budget given.
- Review, validate, and balance financial plan to ensure successful financial management.
- Review financial programs for each of your responsibility centers.
- Improve resource management by inquiring about program conditions, reviewing causes, weighing alternatives, directing actions.
- Know what you can and cannot purchase; contact the budget office when in doubt.
- Be postured to spend effectively if end-of-year close-out dollars are made available; if there's money left, those best prepared to spend usually receive it
 - Have prioritized purchase list.
 - Have AF Form 9s filled out and ready to execute.
 - Have GPC cardholders ready to purchase.

Government Purchase Card Program

*Maj Kathy Goforth, 898th Munitions
Squadron Commander, 2004–6*

References

Federal Acquisition Regulation (FAR).

Defense Federal Acquisition Regulation Supplement (DFARS).

AFI 64-117, Air Force Government-Wide Purchase Card Program, 31 January 2006.

AFI 65-601, vol. 1, Budget Guidance and Procedures, 3 March 2005.

The majority of the following information is excerpted directly from the above references.

The General Services Administration (GSA) provides commercial GPC and associated services to military members and federal civilian employees to make official purchases. Use of a GPC constitutes expenditure of appropriated funds and is limited to official authorized transactions only. Some organizations have both appropriated and nonappropriated funds available for use.

Spending Guidelines

- Distribute micropurchases equitably among qualified suppliers, with special consideration paid to local and small businesses.
- Overseas cardholders (CH) may be authorized to make commercial purchases up to 25K, if purchase is made outside of the United States from vendors outside of the United States for use outside of the United States.
- Warranted contingency contracting officers are authorized to support contingency and exercise operations.

Authorized Expenditures

(See AFI 64-117, pars. 2.2 and 2.3, for complete list; expenditures over 3K require specific actions.)

- Supplies

COMMANDER'S PROGRAMS

- Equipment
- Non-personal services

Authorized Expenditures over 3K (up to a maximum of 25K)

- Only obtained from prepriced contracts and agreements including
 - o Federal supply schedules.
 - o Blanket purchase agreements (BPA).
 - o Indefinite delivery and indefinite quantity contracts.
 - o GSA schedules.
- Must be approved by the approving official (AO) and coordinated with the agency or organization program coordinator (A/OPC).
- DD Form 1057 reporting required.

Purchases Requiring Authorization

- Listed in AFI 64-117, chapter 2.
- Except where specifically noted in AFI 64-117, chapter 2, documented verbal approval, including date and identity of AO, is sufficient.

Purchases Requiring Coordination and Review

- Nonexpendable (budget code 9) equipment over micro-purchase threshold purchased on existing contracts must have accountability records established through base supply.
- Repair services for general equipment.
- Books, periodicals, and manuals.
- Professional services.
- Payment for domestic express next-business-day small package delivery service contract.

Unauthorized Expenditures

(See AFI 64-117, par. 2.4, for complete list; see also AFI 65-601, vol. 1.)

- Cash advances
- Travel-related purchases
- Rental or leases of land or buildings
- Repair of GSA-leased vehicles
- Gifts (exemption—mission accomplishment awards)
- Entertainment
- Safety of flight items
- Utility services

Tips for Success

- Consider requesting a brief from the GPC program office to familiarize yourself with the program.
- Appoint AO and CH in writing to base contracting
 - o Accounts exceeding the 7:1 ratio must be reviewed annually by base contracting.
 - o CH is responsible for documenting all transactions in Web-based program.
- Ensure AO and CHs receive training and sign statement of training prior to assuming duties.
- Ensure AO and CHs receive annual refresher training.
- Take appropriate actions when notified of the AO incorrectly approving purchases or CHs' misuse of GPC.
- If CH repeatedly violates GPC procedures, remove GPC privileges.
- Ensure GPC accounts are closed and transferred when CH PCSs, PCAs, or retires.

Government Travel Card Program

*Maj Kathy Goforth, 898th Munitions
Squadron Commander, 2004–6*

References

Travel and Transportation Reform Act of 1998, Public Law 105-264

DOD FMR vol. 9, chapter 3, *DOD Government Travel Charge Card*, March 2005.

Airman's Roll Call, "Government Travel Card," week of 6–12 June 2007.

The majority of the following information is excerpted directly from the above references.

The *Travel and Transportation Act of 1998* stipulates that the government-sponsored, contractor-issued government travel card (GTC) shall be used by all US government personnel (civilian or military) to pay for costs incurred due to official business travel. Its use improves DOD cash management, reduces DOD and traveler administrative workloads, and facilitates better service to DOD travelers.

Commander Responsibilities

- Appoint account program coordinator
- Educate cardholders
- Act as intermediary
- Monitor accounts
- Take disciplinary action when members misuse GTC

Personnel Exempted from GTC Use

- Employees who have a GTC application pending approval
- Individuals traveling on invitational travel orders
- New appointees
- Infrequent travelers (no more than two times per year)
- For complete list, read DOD FMR vol. 9, chapter 3.

Examples of Misuse

- Expenses related to personal, family, or household purposes
- Cash withdrawals from ATM or banks not related to official travel
- Intentional failure to pay undisputed charges in timely manner

Tips for Success

- Appoint an APC and ensure the individual accomplishes the following actions
 - Completes mandatory training.
 - Obtains and maintains applicants' signatures on *DOD Statement of Understanding for Travel Cardholders*.
 - Monitors GPC accounts of unit members and informs you of any delinquent accounts or incidents of possible misuse.
- Ensure all cardholders receive initial and biennial refresher GTC training, which includes the following information
 - Use of the GTC is mandatory for all DOD employees for official government travel (some exemptions apply).
 - The GTC may only be used for official travel purposes when on official government orders, never for personal use.
 - It is the member's responsibility to ensure the full balance of the GTC is paid no later than the due date on the statement.
 - Members are required to split-disburse all outstanding charges against the GTC when filing the travel voucher.
 - ATM withdrawals are not authorized until three days before scheduled travel.
- When unit members PCA or PCS, ensure GTC accounts are transferred to the members' new unit.
- When unit members separate or retire, terminate their GTC account.
- Take disciplinary action on members who misuse their GTC.

Individualized Newcomer Treatment and Orientation Program

Maj Serena Armstrong, 48th Services Squadron Commander, 2004–5

Reference

AFI 36-2103, *Individualized Newcomer Treatment and Orientation Program*, 3 June 1994.

The majority of the following information is excerpted directly from the above reference.

First impressions are lasting ones, especially to new members entering your unit. The Air Force has a standardized three-phase Individualized Newcomer Treatment and Orientation (INTRO) program—sponsorship, orientation, and consolidated newcomer scheduling. The INTRO program creates a welcoming atmosphere, allowing newcomers and their families to adapt rapidly and effectively to their new location. The base provides a monthly newcomers' orientation. Additionally, Airmen (E-1 and E-2) arriving from basic training or technical school must attend the 10-day, First Term Airmen Orientation course.

There are mandatory and voluntary programs to help welcome newcomers. The most important begins with you, in the selection of sponsors for new members. Sponsors should be in the same rank, or grade, and family status as the new member and should attend the A&FRC's sponsorship-training program. The program teaches what sponsorship packages are, how sponsorship letters are written, and what is required of sponsors.

Sponsorship is more than just meeting new members at the airport or base gate. It means getting involved with them and their families. Some members require very little help in orienting themselves and their families to a new location; while others, especially overseas, may take 30 days or more. There is no magic time limit on when sponsorship duties end. Allow sponsors time away from their duty sections—sponsorship takes time. Be sure you schedule appointments to meet with new arrivals during their first few weeks in the unit. How new members and their families are treated directly affects their performance during the time they are in your squadron.

Commander Responsibilities

- Establish a unit INTRO program.
- Appoint an INTRO manager.
- Select individuals for sponsorship duties.
- Send a personalized welcome letter.

Tips for Success

- Sponsorship
 - o Try to use sponsors who are volunteers, and look for similarities in lifestyle when matching sponsors with newcomers.
 - o Make sure the new member receives a list of contact numbers.
 - o Ensure your sponsor letter is current.
 - o Ensure the package from the A&FRC contains current information on housing, schools, local employment, and recreational activities as well as maps and base, unit, and work center information.
 - o Use follow-up surveys or personal interviews (one month later) to assess how well your sponsorship program is really working.
 - o Ensure sponsors bring individuals (and possibly their family members) to their duty section.
- Orientation Program
 - o Conduct personal meetings with new individuals in your unit and explain your unit's mission and your expectations.
 - o The first sergeant and other key personnel should brief applicable topics. This can be accomplished individually or through a monthly group meeting.
 - o If you have a large squadron with numerous facilities, consider ending the group orientation session with a bus tour of the squadron.

Informal Recognition

*Maj Tom Smith, 42d Military Personnel
Flight Commander, 2003–4*

As addressed in chapter 2, several formal awards programs exist within the Air Force to recognize exceptional achievement by Airmen. Functional awards, quarterly awards, and decorations are a few examples. However, nominating Airmen for such awards is only one of the options you have to recognize superior performance within the unit. You should also have processes in place to recognize achievements, accomplishments, or career milestones within your squadron. Three common types exist: squadron-level commander's awards, letters of appreciation, and letters of congratulations. Forwarding a letter to a parent or spouse in conjunction with one of these recognition options extends the recognition outside the workplace as well. Each type of recognition is discussed below.

Squadron-Level Commander's Awards

Many types of squadron-specific commander's awards exist. Perhaps the most common and universal is the commander's coin. However, other forms of awards exist. The name, purpose, and frequency of these awards vary by unit, career field, and mission. Common examples include a "sharp troop" award you may present for sustained professional appearance or a "hard charger" award for an exceptional performance in a challenging task, awarded at each commander's call. The potential variations are almost limitless. As such, you need to consider your unit, mission, and leadership style and then determine what type of commander's award programs are appropriate for your squadron.

Letters of Appreciation

Letters of appreciation are an effective way to recognize accomplishments, achievements, or exceptional effort that may not rise to the level of a decoration nomination or other formal recognition. In addition to Airmen in your own unit, letters of appreciation may be an appropriate way to recognize efforts of Airmen outside your unit who make a significant positive impact on your unit, mission, or personnel.

Congratulatory Letters

Like letters of appreciation, congratulatory letters are an effective way of offering recognition for personal or professional accomplish-

ments, career milestones, or other significant life events. Possible reasons for a congratulatory letter include: selection for promotion, completion of upgrade training, marriage, completion of PME or educational degree, receipt of an award or decoration, birth of a child, reenlistment, retirement, or any other significant events.

Letters to Parents and Spouses

When recognizing Airmen in any of the ways outlined above, an additional letter sent to parents or a spouse explaining the nature of the recognition and acknowledging the role family members make in an Airman's success may extend the recognition and sense of accomplishment outside the workplace and into an Airman's family life. Be mindful that some Airmen have estranged or difficult relationships with close family members; therefore, do not do this without the Airman's knowledge and consent.

Tips for Success

- Determine what types of unit-level recognition programs are appropriate for your squadron
 - Give particular consideration to options which offer recognition incentives for outstanding performance in other commander's programs (fitness, CDC exam scores, dress and appearance).
- Put processes into place within your CSS to ensure you have the data and support needed.
- Put processes into place within your flights to ensure you have the leadership support needed.

Commander's Call

*Maj Serena Armstrong, 48th Services
Squadron Commander, 2004-5*

Reference

AFI 35-101, *Public Affairs Policies and Procedures*, 29 September 2005.

The majority of the following information is excerpted directly from the above reference.

COMMANDER'S PROGRAMS

Commander's call is an opportunity for direct, face-to-face contact with your squadron personnel. It serves as a medium for exchanging information up and down the chain of command. It establishes you as the primary source for information in the unit. Commander's call should supplement other means of communications. Military members who are present for duty must attend. Attendance is highly encouraged for civilian personnel. Attendance by family members for parts of, all, or some commander's calls is recommended, especially, if an individual or unit award is presented.

Commander Responsibilities

- Personally conduct your commander's call—do not delegate this forum
 - Conduct commander's call at least quarterly; recommend monthly.
 - Hold it the same time each month, for example, the third Wednesday at 1500.
- Use it as a form of praise, not as a forum to reprimand or give disciplinary lectures to your unit.
- Set an agenda
 - Awards and decorations.
 - Hails and farewells.
 - Topics and announcements.
 - Allot time to the first sergeant.
 - Allot time to the chief or superintendent.
 - Allot time to the squadron section commander.
 - You finish it off.



Topic Sources

- PA can assist with topics of general interest.
- CSAF's *Vector* and *Letter to Airmen* are available on Air Force Link: <http://www.af.mil>.

- Commander's call topics are available through MAJCOMs
 - AETC: https://www.aetc.af.mil/pa/cctopics/current_issue.htm.
 - PACAF: <http://www.pacaf.af.mil/library/commanderscalltopics/index.asp>.
- Air Force Link Web site: <http://www.af.mil>.
- Staff meetings, wing and group.

Tips for Success

- Appoint a POC usually from your CSS.
- Rotate responsibility for readers, proffers, and pictures among your unit.
- Ensure there's a camera available for pictures of award presentations.
- Create a balanced agenda; allow time for discussion, questions, and answers.
- Subscribe to *Commander's Call Topics*, Roll Call, and other Air Force News
 - Go to the *Air Force Link* <http://www.af.mil>, click "subscribe," and then select the news you want delivered to you via e-mail.
- Invite your squadron chaplain to attend.
- If your group commander has letters of appreciation or other tokens (i.e., coins) to present, add this to the agenda.
- Discuss unit activities, achievements, and goals reached since last commander's call.
- Discuss how your unit's mission relates to the Air Force's and wing's mission (periodically).
- Recognize newcomers and departing members.
- Present awards and decorations.
- If necessary, cover mandatory training items (i.e., sexual harassment prevention), but do not use commander's call as an opportunity to meet ancillary training requirements.

COMMANDER'S PROGRAMS

- Conduct any short mandatory briefings (i.e., anthrax program).
- Invite guest speakers (i.e., ADC, chaplain, and other squadron commanders to discuss their missions).
- Discuss current Air Force, base, squadron, and local issues.
- Keep the emphasis upbeat, creative, and tailored to your unit.
- Schedule times and frequency according to unit needs (do not make members attend during their off-duty hours).
- Occasionally, schedule in conjunction with unit sports or picnics.

Chapter 5

Maintaining Standards and Administering Discipline

Often the tasks associated with maintaining standards and administering discipline are some of the most unpleasant that a commander has to perform. They often involve considerations far beyond a simple determination of right and wrong, although that too can sometimes be a complex undertaking. Decisions regarding standards and discipline affect members who are the focus of the action, the unit, the members' friends and families, and can even affect attitudes across a given base or station.

Adding to this is the fact that disciplinary actions are governed by a host of regulatory guidance, all requiring careful adherence to protect members' rights, the service, and even the officer imposing the action. You are not alone in sorting out the complexities of taking disciplinary actions. The Staff Judge Advocate is available to assist you in ensuring that requirements are met and that every aspect of the action is given adequate consideration. Just as the SJA assists you, the Area Defense Counsel works with members to ensure their rights are protected. Together the SJA and ADC ensure everyone involved is protected and all regulatory requirements are met.

The information in this chapter is a valuable addition to your commander's tool kit. Coupled with a copy of *The Military Commander and the Law* desk book and the *Manual for Courts-Martial (MCM)* (both available from the *Commanders Connection Toolbox*), you will be well armed to work with your SJA in this critical area. But remember, nothing in this chapter can or should serve as a substitute for advice from your servicing legal office.

Nonjudicial Disciplinary Options

*Maj Jonathan Bland, 8th Maintenance
Operations Squadron Commander, 2005–6*

References

AFI 36-2907, *Unfavorable Information File (UIF) Program*, 17 June 2005.

AFI 51-202, *Nonjudicial Punishment Guide*, 7 November 2003.
Manual for Courts-Martial, United States, 2005 ed.

AFI 36-2503, *Administrative Demotion of Airmen*, 20 July 1994.

AFI 36-3206, *Administrative Discharge Procedures for Commissioned Officers*, 9 June 2004.

AFI 36-3208, *Administrative Separation of Airmen*, 9 July 2004.

The majority of the following information is excerpted directly from the above references.

When disciplining Airmen, commanders have a wide range of options. Each option impacts the individual's career differently, so the commander must carefully weigh the circumstances against the effects of the discipline he or she wants to impose. Before making a final decision in a disciplinary case, you should gather all the facts and discuss options with supervisors and the first sergeant and, if necessary, the SJA and other involved base agencies. This section briefly describes the basic disciplinary options available to commanders and gives references to applicable Air Force guidance.

Disciplinary Counseling by Letter

Counseling is the first, and simplest, corrective action. Basic counseling, documented or undocumented, should be done by all supervisors to keep Airmen on the right path. Disciplinary counseling is documented in one of three increasingly severe forms: a Letter of Counseling (LOC), a Letter of Admonishment (LOA), or a Letter of Reprimand (LOR). All disciplinary counseling letters must contain the following information:

- A description of what the member did, or failed to do, including date, time, and location.

- Language that admonishes or reprimands the member.
- A statement of what improvement is expected.
- A warning that further deviation may result in more severe action.
- A statement telling the member to acknowledge receipt of the counseling and return a response (if any) within three workdays.
- A Privacy Act statement.

Tips for Success

- Contact your SJA and obtain the most recent counseling guidance. Most bases publish an LOC, LOA, and LOR guide that includes templates and recommended wording.
- Match the infraction and disciplinary history to the severity of the paperwork; LORs are much more serious than LOCs.
- Before issuing a letter, ensure the infraction is either
 - Serious enough to warrant written counseling (as opposed to verbal counseling).
 - A repeat infraction that is well documented by the supervisor (i.e., all lower-level corrective actions have been ineffective).
- Record the letter in the member's UIF, if any. If the member does not have a UIF, consider opening one for added emphasis or effect (see below).

Unfavorable Information File

The UIF is the unit's official record of unfavorable information. It documents administrative, judicial, or nonjudicial censures concerning the member's performance, responsibility, and behavior. UIFs contain both mandatory and optional entries.

- **Mandatory UIF Entries**
 - Record of suspended punishment under Article 15, *UCMJ*, or unsuspended Article 15 punishment longer than one month.
 - Record of conviction by a civilian court (foreign or domestic) or an action equivalent to a finding of guilty for an

offense that carries a possible sentence of confinement for more than one year.

- o Placement of member on the control roster.
- o LOR for officers.

• **Optional UIF entries**

- o Articles 15 when the punishment period is less than one month.
- o Minor civilian court convictions.
- o LOR for enlisted Airmen.
- o Alcohol abuse.
- o Financial irresponsibility.
- o Evidence of discrimination.
- o Other derogatory information.

Tips for Success

- Review all active UIFs within 90 days of assuming command, annually, and whenever individuals are considered for promotion, reenlistment, or PRP duties.
- Remember that a UIF remains open through a PCS, so it's a good way to notify the next commander of a member's serious, ongoing, problematic history.
- When considering early termination of a UIF, be very careful to ensure the reason for opening the UIF no longer exists.

Control Roster

Control rosters are used to establish a six-month observation period for individuals who fail to meet or maintain Air Force standards. It is a rehabilitative tool—it gives the member an opportunity to improve. Individuals whose duty performance improves to meet acceptable standards suffer no long-term consequences.

While on a control roster, PCS and PCA actions are limited, formal training is cancelled, and promotions and reenlistments may be affected.

Tips for Success

- After six months, decide if the Airman is rehabilitated or if stronger discipline is required.
- Consider removing enlisted members early if performance improves (officers may not be removed from the control roster early).
- Direct an OPR or EPR before or during the control roster period to document those periods in an official record, if desired.
- Work closely with the MPF and SJA to fully understand the personal and legal effects of each individual case.

Nonjudicial Punishment and Article 15 Punishment

Nonjudicial punishment (NJP) under Article 15 of the *UCMJ* is one of the commander's most valuable tools for maintaining morale, good order, discipline, and efficiency. NJP offers fair, swift, and efficient punishment for offenses too serious to be managed administratively but not so significant as to require trial by courts-martial.

Accepting an Article 15 *is not* an admission of guilt but rather acceptance of the commander's role to decide guilt or innocence and impose punishment, if warranted. Typical punishments include forfeiture of pay, reprimand, restriction, reduction in grade (enlisted only), and extra duty (enlisted only).

Tips for Success

- Confer with the SJA before initiating NJP proceedings and before imposing punishment, but remember the final decisions for all NJP actions belong to the commander.
- Consider the following when weighing NJP versus other options
 - o Nature and circumstances of the offense (minor offenses may be handled better with an LOR; major crimes require courts-martial).
 - o Offender's age, grade, duty assignment, record, and experience (Should the member have known better? Does he or she have a history?).

- o What type of response is needed to preserve good order and discipline in your unit?
- Review the punishment options available to you given your rank and the rank of the member.
- Do *not* make a decision on the member's guilt before the member accepts the NJP and provides a response, if any.
- Keep an open mind when considering all written and verbal evidence submitted by the member.
- Impose appropriate punishment sufficient to correct and rehabilitate.
- When considering forfeiture of pay, weigh the member's current financial circumstances. Be prepared to explain your decision to the chain of command.
- Since an Article 15 is meant both to punish and to promote positive future behavior, consider suspending or remitting portion(s) of the punishment for the member's motivation.

Administrative Demotion

Administrative demotion is a useful tool to handle individuals who fail to meet standards; however, it is not intended for use in lieu of *UCMJ* actions. As a squadron commander, you recommend demotion to the demotion authority as follows:

- Group commander for E-1 through E-7.
- MAJCOM, forward operating area (FOA), or direct reporting unit (DRU) commander for E-8 and E-9.

Grounds for a demotion must exist in the current enlistment period (unless the commander was unaware of the facts and circumstances until after a past term of enlistment expired). Grounds for administrative demotion include failure to complete training, failure to maintain and attain the appropriate skill or grade level, failure to fulfill NCO responsibilities, and failure to attain or maintain fitness standards.

Tips for Success

- Discuss the case with supervisors and the first sergeant.
- Consider the supervisory impacts of a demotion (e.g., the member will not have the same rank and authority after a demotion).

- Discuss any demotion recommendations with the demotion authority.
- Give Airmen an opportunity to overcome their deficiencies before initiating a demotion action.

Involuntary Administrative Discharge

Commanders may recommend administrative discharge of Airmen who fail to meet certain standards and are beyond rehabilitation. Some of the reasons to initiate discharge include

- Failure of drug- or alcohol-abuse treatment (mandatory).
- Fraudulent or erroneous enlistments (mandatory).
- Homosexual conduct (mandatory).
- Convenience of the government.
- Entry-level performance and conduct.
- Unsatisfactory performance.
- Misconduct.
- Failure in the Air Force fitness program.

Circumstances for discharge must exist within the current enlistment, except in cases involving homosexual conduct, fraudulent entry, erroneous enlistment, or if the commander was unaware of the circumstances until after the member's reenlistment. Discharge authority is the special court-martial convening authority (generally a wing commander or above) for enlisted members and secretary of the Air Force (SECAF) for officers. An administrative discharge board reviews cases before the separation is approved for the following members

- NCOs.
- Airmen with six or more years of total active and inactive service.
- Those for whom an under other than honorable conditions (UOTHC) characterization is recommended.
- Cases where the basis of the action involves homosexual conduct charges.

STANDARDS AND DISCIPLINE

- Those for whom discharge is recommended in the interest of national security.
- Active duty enlisted members who are also commissioned officers of the AFR.

Tips for Success

- Work with the SJA on *all* potential discharge cases.
- Don't discharge a member in lieu of appropriate disciplinary action. Remember that Airmen must be given a chance to overcome their deficiencies before you may discharge them. If you haven't accurately and adequately documented these opportunities, it may be difficult to separate the member.
- When considering discharges, ask yourself
 - Is there a basis for discharge in the current enlistment? Look to AFI 36-3208 for reasons for discharge.
 - Should the Airman be discharged? Review the Airman's entire military record to decide if discharge is appropriate, but the reason for discharge must exist in the current enlistment.
 - What is the appropriate service characterization of the discharge? Characterizations are honorable, general (either under honorable or other than honorable conditions), and separation without service characterization.
 - Should the Airman be offered conditional suspension of the discharge with probation and rehabilitation? Probation and rehabilitation is not available if the reason for discharge is fraudulent entry, homosexual conduct, drug abuse, etc. (see AFI 36-3208). Offer probation and rehabilitation only if there is reasonable expectation of rehabilitation.
- Consider consequences of separation (manning, effect on morale).
- Consider consequences of *not* separating (effect on morale, discipline, precedent).

Courts-Martial Charges

*Maj Jonathan Bland, 8th Maintenance Operations
Squadron Commander, 2005–6*

References

Manual for Courts-Martial, United States, 2000 ed.

AFI 51-201, *Administration of Military Justice*, 26 November 2003.

The Military Commander and the Law, 2006.

The majority of the following information is excerpted directly from the above references.

Commanders prefer court-martial charges against Airmen accused of major crimes or who refuse to accept punishment under Article 15. Trial by court-martial is appropriate only if lesser types of disciplinary or administrative actions are inadequate.

There are three types of courts-martial: general, special, and summary.

- **General Court-Martial (GCM)**—A GCM is used for the most serious offenses. Maximum punishment is determined by the offense as set forth in the *MCM*. A GCM is the only type of court-martial that may sentence officers to confinement.
- **Special Court-Martial (SPCM)**—An SPCM is used for lesser offenses. Maximum punishment is a bad conduct discharge, confinement for one year, forfeiture of two-thirds pay per month for one year, and reduction to E-1.
- **Summary Court-Martial (SCM)**—An SCM is a simple procedure used to dispose of minor offenses. Like an Article 15, the member must consent to the forum. SCMs are not authorized for officers or cadets, and punishment is more limited than in an SPCM.

Tips for Success

- If you have information that a military member under your command may have committed an offense in violation of the *UCMJ*, immediately contact your legal office. The SJA will help you determine what response is appropriate and, if necessary, draft the court-martial paperwork.

- Since you normally prefer the charges and sign as the “accuser,” you must first familiarize yourself with the AFOSI report of investigation (or statements) to ensure administration of the required sworn oath before preferring charges.
- After preferring charges, you must personally read the charges to the accused and complete block 12 of the DOD Form 458.
- Once charges are preferred, you may be required to testify or take other administrative actions.
- Upon conviction of the accused, you may be asked to make a clemency evaluation. The SJA will guide you through this process.

Pretrial Confinement

*Maj Jonathan Bland, 8th Maintenance
Operations Squadron Commander, 2005–6*

References

Manual for Courts-Martial, United States, 2000 ed.

AFI 51-201, *Administration of Military Justice*, 26 November 2003.

The Military Commander and the Law, 2006.

The majority of the following information is excerpted directly from the above references.

Pretrial confinement is physical restraint imposed by order of a competent authority that deprives a person of freedom pending disposition of court-martial charges. Only a person who is subject to trial by court-martial may be confined. *Never* confine someone without first consulting the SJA.

You may order a subordinate member into pretrial confinement when

- There is probable cause to believe that the member committed an offense punishable by military court-martial.
- It is foreseeable that the member will not appear for trial or will engage in further serious criminal misconduct.

- Less severe forms of restraint (e.g., restriction to base) are inadequate.

Imposing pretrial confinement starts the trial clock, regardless of whether charges have been preferred. This means the government must bring the accused to trial within 120 days or risk having the case dismissed. If confinement is premature or inappropriate, this can adversely affect the government's case. There are no provisions for bail under the *UCMJ*.

Tips for Success

- *Always* consult the SJA before ordering a member into confinement.
- Order a member into confinement only when less severe forms of restraint have not been successful or are not feasible.
- Promptly advise the accused of
 - The nature of the offense.
 - His or her rights under Article 31, *UCMJ*.
 - The procedures for reviewing pretrial confinement.
- Within 48 hours of confinement, determine whether confinement should continue. Consider the nature of the offense, the accused's ties to the local community, the character of the accused, the likelihood of further misconduct, and the effectiveness of lesser restraints. The legal office will assist you with this process.
- Put your confinement decision in writing; provide a copy to the prisoner and to a military magistrate for review within seven days of entry into confinement.

Arrest by Civilian Authorities

*Maj Jonathan Bland, 8th Maintenance Operations
Squadron Commander, 2005–6*

References

AFPD 51-10, *Making Military Personnel, Employees, and Dependents Available to Civilian Authorities*, 19 October 2006.

AFI 51-1001, *Delivery of Personnel to United States Civilian Authorities for Trial*, 20 October 2006.

AFI 36-3208, *Administrative Separation of Airmen*, 9 July 2004.

The Military Commander and the Law, 2006.

The Air Force demonstrates its full support of civilian legal authorities by ensuring that military and civilian personnel do not use military assignments to avoid the valid orders of civilian courts. When a member of your command is held by civilian authorities and charged with a criminal offense, or when civilian authorities request a member of your command, you are required to take certain actions as outlined below and discussed fully in the AFI 51-1001. For OCONUS issues, consult the SJA for local procedures.

Tips for Success

- If a member is held by civilian authorities
 - o Inform civilian authorities the person is an Air Force member.
 - o Gather as much information as possible about the charges and circumstances surrounding the case.
 - o Make arrangements to return the member to military control. Do not say the Air Force will guarantee the member's presence at any subsequent hearing. Indicate the Air Force will make every effort to cooperate with civilian legal authorities.
 - o Do not post bail or personally guarantee action for the member.
 - o Immediately contact the SJA for assistance.
- If a member remains in custody
 - o Contact the MPF to change duty status.
 - o Remind the Airman that military lawyers cannot defend him or her in civilian criminal court; advise that he or she may hire a civilian attorney or request a court-appointed public defender.
 - o IAW AFI 51-1001, notify the Airman, in writing, to report to a designated Air Force unit if released from civilian

confinement; if found guilty of a civilian offense, he or she may be administratively separated.

- If federal or state authorities request you deliver Airman for prosecution
 - o Contact the SJA to coordinate with the general court-martial convening authority for authorization.
 - o Keep abreast of the case and take proper action after the verdict is reached (reintegration or discharge of the Airman).

Rights of Suspects

Maj Jonathan Bland, 8th Maintenance Operations Squadron Commander, 2005–6

References

Article 31, *UCMJ, Military Rules of Evidence* 304 and 306.

Manual for Courts-Martial, United States, 2000 ed.

AFVA 31-231, Advisement of Rights, 1 January 1999.

AF Form 1168, Statement of Suspect, 1 April 1998.

The Military Commander and the Law, 2006.

The majority of the following information is excerpted directly from the above references.

Article 31 of the *UCMJ* provides that no person shall be compelled to incriminate him or herself. If you suspect a military member of an offense, you must advise the member of his or her rights under Article 31, *UCMJ* before asking any questions or taking any action for the purpose of seeking incriminating evidence. For civilian employees, you must advise them of their rights under the Fifth Amendment. Properly reading individuals their rights enables the government to preserve any admissions or confessions for later use as evidence. Conversely, unadvised admissions and confessions are normally not admitted, and any resulting evidence is excluded.



Advisement for Military Suspect

I am _____ (commander of the) _____, _____
_____ AFB. I am investigating the alleged offense(s) of _____, of which you are suspected. Before proceeding with this investigation, I want to advise you of your rights under Article 31 of the *Uniform Code of Military Justice*. You have the right to remain silent; that is to say nothing at all. Any statement you do make, either oral or written, may be used against you in a trial by court-martial or in other judicial, non-judicial, or administrative proceedings. You have the right to consult with a lawyer prior to any questioning and to have a lawyer present during this interview. You have the right to military counsel free of charge. In addition to military counsel, you are entitled to civilian counsel of your own choosing at your own expense. You may request a lawyer at any time during this interview.

Advisement for Civilian Suspect

I am _____ (grade, if any, and name), (a member of the Air Force Security Forces/AFOSI). I am investigating the alleged offense(s) of _____, of which you are suspected. I advise you that under the Fifth Amendment to the Constitution, you have the right to remain silent, that is to say nothing at all. Any statement you make, oral or written, may be used as evidence against you in a trial or in other judicial or administrative proceedings. You have the right to consult with a lawyer and to have a lawyer present during this interview. You may obtain a civilian lawyer of your own choosing, at your own expense. If you cannot afford a lawyer and want one, one will be appointed for you by civilian authorities before any questioning. You may request a lawyer at any time during the interview. If you decide to answer questions, you may stop the questioning at any time.

Follow-up Questions

After advising an individual of his or her rights, ask the following questions

- Have you previously requested counsel after advisement of rights? (If the answer is yes, stop. Contact your SJA before proceeding.)
- If you decide to answer questions during this interview, you may stop the questioning at any time. Do you understand your rights?
- Do you want a lawyer? (If the answer is yes, stop all questioning.)
- Have you already consulted an attorney about this matter? (If the answer is yes, stop questioning and contact the SJA.)
- Are you willing to answer questions?
- Do you understand that you are free to end this interview at any time?

Tips for Success

- Consult with the SJA before questioning a suspect.
- If you suspect someone of an offense, give a rights advisement before proceeding with any questioning.
- Ensure that rights of the accused are protected and that no person is forced to make a statement without first being informed of the right to remain silent, the right to counsel, and the fact that statements can be used as evidence.
- Be cautious when advising intoxicated persons of their rights. If significantly drunk, they may be legally incapable of knowing they are voluntarily waiving their rights.
- Obtain a current rights-advisement card from SFS, AFOSI, or the SJA.
- If an individual waives his or her rights, obtain the waiver in writing, using an AF Form 1168, and have a witness available.
- If the suspect requests counsel, stop all questioning. Inform the SJA, and get advice before questioning resumes.

- If the suspect, after electing to talk, changes his or her mind, stop the questioning and prepare a memorandum containing the time of session, what you advised the suspect of, what took place, the suspect's attitude, and the duration of the session.

Investigations and Inquiries

Maj Jonathan Bland, 8th Maintenance Operations Squadron Commander, 2005–6

References

AFI 90-301, *Inspector General Complaints*, 8 February 2005.

Manual for Courts-Martial, United States, 2000 ed.

The Military Commander and the Law, 2006.

The majority of the following information is excerpted directly from the above references.

Commanders possess inherent authority to investigate matters or incidents under their jurisdiction. This authority is incident to command. You are responsible under the *MCM* and *UCMJ* for making thorough and impartial investigations for minor offenses committed by members under your command. The SFS or AFOSI will investigate crimes and most major violations of the *UCMJ*.

Key Definitions

- **Inquiry**—is a determination of facts on matters not usually complex or serious and handled through routine channels.
- **Investigation**—looks into serious, complex matters requiring a determination of extensive facts.

Specific Guidance for Different Types of Investigations and Inquiries

Conduct investigations and inquiries pursuant to specific regulations

- AFI 51-503, *Aircraft, Missile, Nuclear, and Space Accidents*, 16 July 2004.

- AFI 91-204, *Safety Investigations and Reports*, 14 February 2006.
- AFI 71-101, vol. 1, *Criminal Investigations*, 21 May 1999.
- AFI 31-206, *Security Forces Investigations Program*, 1 August 2001.
- Investigations conducted under Article 138, *UCMJ*, pursuant to AFI 51-904, *Complaints of Wrong Under Article 138 UCMJ*, 30 June 1994.
- AFI 36-2910, *Line of Duty (Misconduct) Determination*.
- AFI 36-1203, *Administrative Grievance System*, 1 May 1996.
- AFI 36-2706, *Military EOT Program*, 29 July 2004.

Tips for Success

- Consult with SJA before conducting an investigation.
- Investigate minor matters and incidents under your jurisdiction when presented with credible (not hearsay) evidence.
- Notify SFS or AFOSI for investigations involving crimes or major violations of the *UCMJ*.
- See AFI 90-301 for guidance on conducting an inquiry or investigation.
- Consult with the SJA to ensure you know when to advise military members of their rights.
- Prepare a written report for any investigations conducted under your inherent authority.

Searches and Inspections

Maj Jonathan Bland, 8th Maintenance Operations Squadron Commander, 2005–6

References

Manual for Courts-Martial, United States, 2000 ed.

AFI 51-201, *Administration of Military Justice*, 26 November 2003.

The Military Commander and the Law, 2006.

The majority of the following information is excerpted directly from the above references.

Key Definitions

- **Inspections**—examinations of persons, property, or premises to determine and ensure the security, fitness, good order, and discipline of the command.
- **Searches**—examinations of a person, property, or premise for the purpose of finding criminal evidence.

Commanders are authorized to conduct routine safety and health inspections of their areas, including dormitories, but may not use these inspections as a pretense for investigating suspect individuals. If, during inspections or otherwise, information arises that may result in a legal search-and-seizure issue, the commander should *not* personally investigate, but should

- Freeze the situation.
- Notify AFOSI or SFS to request a legal search.
- Note any evidence or incriminating statements.
- Coordinate with the SJA.

The law on search and inspection is complex. It also changes frequently, due to court decisions. It is imperative that you consult the SJA prior to conducting any unusual examinations.

Tips for Success

- Conduct routine inspections of persons and property under your command.
- Inspections can be “announced” or “unannounced” and may be authorized without probable cause
 - Inspections are authorized *unless* conducted for the purpose of obtaining evidence to use in disciplinary proceedings.
 - Inspections must be reasonable (see SJA for clarification).
 - If you authorize an inspection based on information that contraband or other items are within a particular room or

premise, it will be a “sham inspection,” and the evidence seized will be inadmissible.

- Searches are generally authorized by the installation commander or magistrate and may be approved only
 - o When the suspect has been lawfully apprehended.
 - o When the person who owns the area to be searched gives voluntary consent.
 - o When based on probable cause.

Line-of-Duty Determination

Maj Jonathan Bland, 8th Maintenance Operations Squadron Commander, 2005–6

References

AFI 36-2910, *Line of Duty (Misconduct) Determination*, 4 October 2002.

The Military Commander and the Law, 2006.

The majority of the following information is excerpted directly from the above references.

Federal laws require a determination of whether certain diseases, injuries, or deaths suffered by military members are incurred while in a line-of-duty (LOD) status or whether they are a result of misconduct. This determination is important to resolve whether certain statutory rights or benefits that accrue to military members, dependents, or survivors will be provided. Air Force LOD determinations are binding only for awarding benefits administered by the Air Force, not those administered by other federal agencies. Adverse findings, as related to LOD and misconduct, are not applied as a punitive measure or as an example to the command. An LOD proceeding is neither a substitute for nor a bar to such disciplinary action as warranted. Also, active duty Airmen cannot be denied medical treatment based on an LOD determination, and an LOD determination does not authorize the United States to recoup the cost of medical care from an Airman. Line-of-duty determinations are initiated by a medical officer when deemed necessary.

Four Line-of-Duty Findings

- **In line-of-duty**—this is presumed unless AWOL or misconduct is involved.
- **Existed prior to service**—line-of-duty isn't applicable when there is a medical diagnosis that gives clear evidence a disease, injury, or the underlying condition causing it existed before the member's entry into military service and the condition was not aggravated by service.
- **Not in line-of-duty, not due to own misconduct**—disease, injury, or death was incurred during a period of unauthorized absence or by an Airman (active duty, reserve, or guard) during a material deviation from an authorized travel route, but was not proximately caused by the member's own misconduct.
- **Not in line-of-duty, due to own misconduct**—disease, injury, or death proximately caused by member's own misconduct regardless of whether or not member was on duty.

Types of Procedures Used to Determine Line-of-Duty Status

- **Administrative**—determinations are made in limited circumstances by a medical officer alone. For these determinations, an entry is made in a member's medical record.
- **Informal**—determinations are made by a commander when a medical officer can't make the determination, the member was not absent without authority, or when a disease or injury was not due to member's misconduct. In these cases, the commander makes the line-of-duty determination and notification if the finding is supported by clear and convincing evidence.
- **Formal**—determinations are made when neither an administrative nor an informal determination can be made or when deemed necessary to protect the interests of the member or the United States.

Tips for Success

- Ensure line-of-duty proceedings neither bar nor substitute for warranted discipline.

- Process the line-of-duty determination as an informal determination unless a formal determination is required
 - Investigate the circumstances of the case to determine if the member's illness, injury, disease, or death occurred while the member was absent without authority or is due to the member's own misconduct.
 - If a preponderance of evidence does not support the circumstances above, find the illness, injury, disease, or death to be line-of-duty status.
- Recommend a formal investigation
 - If member's illness, injury, disease, or death occurred under strange or doubtful circumstances, due to the member's misconduct, willful negligence, or while the member was absent without authority.
 - To support a conclusion of line-of-duty status.
- Presume all service-connected diseases and injuries are in line-of-duty status.
- Presume that members are mentally responsible for their own acts unless contrary evidence exists.

Report of Survey

*Maj Kathy Goforth, 898th Munitions Squadron
Commander, 2004–6*

References

18 *United States Code* 1361.

DOD 7200-14R, vol. 12, chapter 7, *DOD Financial Management Regulations, Financial Liability for Government Property Lost, Damaged, or Destroyed*, April 1998.

AFMAN 23-220, *Reports of Survey for Air Force Property*, 1 July 2006.

AFI 51-502, *Personnel and Government Recovery Claims*, 1 March 1997.

AFI 36-704, *Discipline and Adverse Actions*, 22 July 1994.

The majority of the following information is excerpted directly from the above references.

As stated in AFI 23-220, a Report of Survey (ROS) is an official report of facts and circumstances supporting financial liability assessment for loss, damage, or destruction of government-controlled property. It serves as the basis for restitution for loss or damage against a person, state, territory, or activity. This system consists of a series of checks and reviews to ensure that justice is served for all parties.

The underlying premise is that all Airmen (military and civilian) are responsible for proper care and safekeeping of Air Force property. Commanders are responsible for real and personal government property under their control. Based upon that premise, commanders can hold Airmen liable for loss, damage, or destruction of government property caused by their negligence, willful misconduct, or deliberate unauthorized use.

Purpose of a ROS

- Research and investigate cause of loss, damage, or destruction of property; determine if it is attributable to an individual's negligence or abuse.
- Assess monetary liability against individuals who have lost, damaged, or destroyed government property or relieve them from liability if there is no evidence of negligence, willful misconduct, or deliberate unauthorized use.
- Provide documentation which can be used to support adjustment of accountable records.
- Provide commanders with case histories, which will enable them to take corrective action to prevent recurrence of the incident.

Assessing Liability

- **Personal arms or equipment**—full amount of loss or damage.
- **Items of military supply**—full amount of damage to, or value of, lost or damaged items of military supply.
- **Government housing**—full amount of loss or damage if loss, damage, or destruction was proximately caused by gross negligence or abuse by military member, dependent, or guest (for privatized housing, check renter's agreement for recoupment costs).

- **Other**—up to full amount of loss, damage, or destruction of government property or housing, but no more than one month's regular military compensation as defined in 37 USC 101 (25) for military members and one-twelfth of annual pay for civilian employees. For reserve component personnel, one month's regular military compensation refers to amount that would be received by service member if on active duty.

Disciplinary Action

- Commanders must decide if case warrants *UCMJ* action.
- Separate action (not related to assessment or nonassessment of financial liability).
- Commanders are encouraged to use administrative actions when assessment of financial liability by ROS is not practical or desirable.

Tips for Success

- Ensure all personnel under your command are thoroughly instructed in government property responsibilities and are constantly alert to guard against loss, damage, or destruction of the property.
- Ensure assessment of financial liability against an individual is not used instead of or as a form of disciplinary action.
- Develop inspection procedures to ensure you document, monitor, and take appropriate corrective action pertaining to property loss, damage, or destruction cases.
- Damage or destruction of Air Force property is covered except in the following cases
 - o Damage occurring during combat.
 - o Most loss and damage to major weapon systems used in authorized operations or aircraft accidents.
 - o Damage to rental vehicles (some exceptions).
 - o Damage to property of another DOD component or Non-appropriated Funds Instrumentalities (NAFI).
 - o Refer to AFMAN 23-220, chapter 3, for complete list.

- Ensure time frames for processing an ROS are met (see AFMAN 23-220, chap. 5).
- Legal office processes claims against individuals who damage government property while operating privately owned vehicles.
- Take disciplinary action after consulting with the legal office.

Absent Without Leave

Maj Jonathan Bland, 8th Maintenance Operations Squadron Commander, 2005–6

References

AFI 36-2911, *Desertion and Unauthorized Absence*, 1 June 1998.

The Military Commander and the Law, 2006.

The majority of the following information is excerpted directly from the above references.

Unauthorized absence (UA) begins when a member is absent from where he or she is assigned or otherwise ordered to be present. An unauthorized absence of less than 24 hours is classified as a “failure to go.” From a personnel accounting standpoint, UAs between one and 30 days are considered absent without leave (AWOL), and a member absent over 30 days is administratively classified as a “deserter.” If someone is AWOL, the commander has the responsibility to investigate, learn the cause of the absence, and to find and return the absentee to military control. AFI 36-2911 details the actions you must take when a member is absent without authority.

Tips for Success

- Ensure Airmen keep their emergency contact information current.
- Make every attempt to establish the reason for the member’s absence by contacting the absentee’s relatives and associates.
- Notify SFS, SJA, and MPF once AWOL is established.

- Cite the initial date and hour when the member was discovered missing and ensure documentation continues throughout the entire process.
- If the member had access to classified materials, inventory all material and remove his or her name from the access list and other locations of access.
- In the presence of a witness, inventory and secure the absentee's personal effects.
- Within 24 hours of discovering the AWOL, prepare AF Form 2098, Duty Status Change, reflecting duty status as AWOL and forward it to the MPF.
- IAW AFI 36-2911, prepare a commander's inquiry within 72 hours and forward it to the MPF and SFS.
- Consult with the SJA to decide whether court-martial charges should be preferred while the member is absent and, if so, when.
- On the 10th day of AWOL, notify relatives and those paid by allotment of the continued absence. Refer to AFI 36-2911 for actions required on 31st, 60th, and 180th day.
- When the absentee is apprehended or returns voluntarily, notify the MPF, SJA, and SFS, and prepare an AF Form 2098.
- If the member is in custody of civilian authorities, it is your responsibility to return him or her to military control.

Unprofessional Relationships

*Maj Jonathan Bland, 8th Maintenance Operations
Squadron Commander, 2005–6*

References

DODD 5500.7-R, *Joint Ethics Regulation*, 30 August 1993.

AFI 36-2909, *Fraternization and Professional Relationships*, 1 May 1999.

The Military Commander and the Law, 2006.

The majority of the following information is excerpted directly from the above references.

Professional relationships are essential to maintaining good order and discipline. Unprofessional relationships can develop among officers or enlisted members and between officers and enlisted members. Fraternalism, specifically, is defined as a personal relationship between an officer and an enlisted member in violation of acceptable behavior in the Air Force, which prejudices good order and discipline or discredits the armed forces. Any unprofessional relationship creates the appearance that personal friendships and desires are more important than individual performance and contributions to the mission. This can erode morale and discipline and affect the organization's ability to perform its mission.

Commanders must be wary of unprofessional relationships, or the appearance of them, in their units. Carefully consider how your actions might be perceived by a third party, and ask the first sergeant and key squadron leaders for feedback. If you detect or perceive unprofessional relationships in the squadron, take immediate steps to remedy both the reality and the perception, including disciplinary action if necessary.

Examples of Unprofessional Relationships

- Abnormally close relationships in the same chain of command, organization, or closely related unit.
- Senior members becoming personally obligated or indebted to junior members.
- Senior personnel dating, courting, or simply becoming close friends with junior members.
- Officers making a habit of spending off-duty time with enlisted personnel, regardless of gender or nature of their relationship.
- Supervisors showing favoritism, partiality, or misuse of grade or position.

Tips for Success

- Use your authority to maintain good order and discipline within your unit—clearly explain your standards during newcomer orientations and commander's calls.
- Solicit feedback from the first sergeant and supervisors about squadron members' perceptions.

- If an unprofessional relationship is discovered, discuss the case with the SJA and consider administrative or punitive options.

Homosexual Conduct

*Maj Jonathan Bland, 8th Maintenance Operations
Squadron Commander, 2005–6*

References

AFI 36-2002, *Regular Air Force Special Category Accessions*, 7 April 1999.

AFI 71-101, vol. 1, *Criminal Investigations, Counterintelligence, and Protective Service Matters*, 1 December 1999.

AFI 36-3206, *Administrative Discharge Procedures for Officers*, 9 June 2004.

AFI 36-3207, *Separating Commissioned Officers*, 9 July 2004.

AFI 36-3208, *Administrative Separation for Airmen*, 9 July 2004.

AFI 51-602, *Boards of Officers*, 2 March 1994.

The Military Commander and the Law, 2006.

The majority of the following information is excerpted directly from the above references.

According to DOD policy, sexual orientation is considered a personal and private matter. Homosexual orientation will not disqualify an individual from entering or continuing service unless it is manifested by homosexual “conduct,” which is defined as an act, statement, or propensity.

Key Definitions

- **Act**—any bodily contact, actively undertaken or passively permitted, between members of the same sex for the purpose of satisfying sexual desires or any bodily contact that a reasonable person would understand as demonstrating a propensity or intent to engage in homosexual acts.
- **Statement**—a statement that a member is homosexual or bisexual, or words to that effect. It includes language or

describes behavior that a reasonable person would believe is intended to convey the statement that a person engages in or has a propensity or intent to engage in homosexual acts. Examples would include statements such as “I am a homosexual”; “I am gay”; “I am a lesbian”; or “I have a homosexual orientation.”

- **Propensity**—more than an abstract preference or desire to engage in homosexual acts. It indicates a “likelihood” that a person engages in or will engage in homosexual acts (i.e., a same-sex marriage or an attempted same-sex marriage).

Commanders should not inquire about, pursue information on, or otherwise focus attention toward an Airman’s sexual orientation. However, they may initiate informal fact-finding inquiries if there is credible information that a basis for discharge in this area exists. Inquiries solely to determine a member’s sexual orientation are prohibited, and commanders *must* consult with the SJA before initiating an inquiry into homosexual conduct.

Tips for Success

- Consult the SJA before taking any action.
- Be impartial. Heterosexual and homosexual misconduct should be subject to equal command review and action.
- Initiate an inquiry only if credible information exists. Credible information is *not*
 - Mere belief or suspicion.
 - Information based solely on the member’s associating with known homosexuals, marching in gay parades, or reading homosexual publications.
- Ensure members are advised of DOD policy on homosexuality and of their rights under the *UCMJ* before being questioned.
- Initiate separation action only after consulting the SJA.

Standards of Ethical Conduct

*Maj Jonathan Bland, 8th Maintenance Operations
Squadron Commander, 2005–6*

References

DODD 5500.7-R, *Joint Ethics Regulation*, 30 August 1993.

The Military Commander and the Law, 2006.

The majority of the following information is excerpted directly from the above references.

Airmen are public servants. It is fundamental to the Air Force core values that personnel shall not engage in personal business or professional activity that places them in a position of conflict between their private interests and the public interests of the United States. To preserve the public confidence in the Air Force, even the appearance of a conflict of interest must be avoided.

Commanders must enforce standards and discipline throughout the unit and must be on guard against the reality and the perception of unethical conduct. Commanders must understand the spirit and letter of the law to help their people avoid unethical situations. Communication is key because the informal “rumor mill” can quickly spread misinterpretations of ethical regulations. Brief your people about the common rules and any special cases that apply to your mission. Making this clear up front can help to prevent awkward situations in the future.

Ethical Prohibitions

- Making personal commercial solicitations or sales to personnel junior in rank.
- Using inside Air Force information for personal gain.
- Accepting something of value from any person or company engaged in procurement or other business with a DOD agency.
- Using grades, titles, or positions to endorse a commercial product.
- Accepting off-duty employment that is incompatible with government duties or that might discredit the government.

STANDARDS AND DISCIPLINE

- Soliciting contributions for gifts to an official superior, except gifts of nominal value for special occasions.
- Giving or soliciting gifts to or from an official superior (i.e., anyone involved in directing and evaluating member's performance). This is acceptable under certain situations, such as organizational farewells. Your SJA can provide guidelines to cover these situations.

Authorized Actions

- Using frequent-flyer miles earned during official travel for personal travel or personal travel upgrades, provided they are obtained under the same terms as those offered to the general public and are available at no additional expense to the government.
- Accepting and giving gifts clearly motivated by family relationship or personal friendship, or that are low-value, non-cash items.
- Participating in widely attended gatherings that are part of member's duties or that further the agency's interests. (Individuals cannot make a determination that an event is a "widely attended gathering"; this has to come through the base legal office.)

Tips for Success

- Annually communicate the standards included in the *Joint Ethics Regulation* to all personnel (i.e., include material in training sessions, commander's calls, or on bulletin boards).
- Always consult the base ethics advisor at the legal office if you have ethics questions.

Financial Responsibility

*Maj Jay Stewart, Detachment 5 Commander,
67th Information Operations Group, 2004–6*

References

AFI 36-2906, *Personal Financial Responsibility*, 1 January 1998.

ACC Commander's Guide 2006.

The majority of the following information is excerpted directly from the above references.

Air Force members are required to pay their just financial obligations in a proper and timely manner. You, as the commander, are responsible for counseling members regarding these obligations. The Air Force does not have the legal authority to order a member to pay a private debt (since it is a civil matter), but you have some options. To maintain good order and discipline, you may take administrative or punitive action against the member, especially in the case of repeated or intentional offenses. When members fail to pay their private debts, you may receive complaints either directly from the debtor, or from the MPF before the complaint is formally lodged. Keep in mind that government travel card debts are not considered private debts; therefore, actions taken against members for failure to pay are clear cut and covered in chapter 4 of this book.

You can require unit members to attend the A&FRC's personal financial management program (PFMP), as a proactive or corrective measure. Most base A&FRCs include this program as part of the FTAC course, but for those bases that don't include the program, it is a good preventative measure that can help your more junior members get off to a good start with their finances. Additionally, the PFMP can help Airmen who encounter difficulty get back on track.

Tips for Success

- When you receive a debt complaint you must
 - o Review and assess the complaint.
 - o Advise the member and the complainant of Air Force policy, including the fact that the Air Force has no authority to arbitrate disputed cases of nonsupport or personal indebtedness.
 - o Attempt to respond to the complainant within 15 days.
 - o Do not provide any information to the complainant regarding administrative or disciplinary actions contemplated or taken against the member.
 - o Refer members who demonstrate financial irresponsibility to the A&FRC's PFMP.
 - o Consult the SJA about corrective and disciplinary action for financial irresponsibility, as required.
- Obtain the advice and coordination of the SJA, MPF, finance officer, and IG on complaints involving senior officers.

Additional Resource

Check out *The Military Commander and the Law*, chapter 7, for more information on finances and financial responsibility.

Protest and Dissident Activities

Maj Jonathan Bland, 8th Maintenance Operations Squadron Commander, 2005–6

References

AFI 51-902, *Political Activities by Members of the US Air Force*, 1 January 1996.

AFI 51-903, *Dissident and Protest Activities*, 1 February 1998.

AFI 51-904, *Complaints of Wrongs Under Article 138, Uniform Code of Military Justice*, 30 June 1994.

The Military Commander and the Law, 2006.

The majority of the following information is excerpted directly from the above references.

Public demonstrations for and against every conceivable cause have always been part of the American political landscape. Such activities are firmly rooted in our history and cultural values of free speech, peaceful assembly, and the right to petition the government for a redress of grievances. The First Amendment of the United States Constitution expressly protects these rights. For commanders, the difficulty in dealing with such activities comes in balancing the free-expression rights of service members and civilians with the needs of the Air Force mission. Included also are the duty to respect our civilian leaders and the need to maintain readiness, morale, good order, and discipline.

Activities by Military Members that are Restricted by Law or Regulation

- Distributing written or printed materials on base, other than official publications, without permission of the installation commander.
- Writing for unofficial publications during duty hours.

- Producing unofficial publications, such as underground newspapers, using government or NAF property or supplies.
- Actively participating in organizations that support supremacist causes, advocate illegal discrimination, advocate the use of force or violence, or otherwise engage in efforts to deprive individuals of their civil rights
 - o Active participation includes publicly demonstrating, rallying, fundraising, recruiting, training members, or organizing a group, holding office in it, or otherwise leading such an organization or group.
 - o Ordinary membership in extremist groups is not prohibited, but you must consider Airmen's membership in such groups when evaluating or assigning them since their membership may reflect poorly upon their judgment, professionalism, and leadership potential.
- Participating in demonstrations or other disruptive activities on Air Force installations when they could, in the judgment of the installation commander, result in interference with or prevention of the orderly accomplishment of a mission of the installation or present a clear danger to loyalty, discipline, or morale of members of the armed forces.
- Participating in demonstrations while on duty in a foreign country or in uniform, when the activities constitute a breach of law and order or whenever violence is likely.
- As an officer, using contemptuous words against the president, vice president, Congress, the secretary of defense, the secretary of military departments, the secretary of transportation, the governor or legislature of any state, territory, commonwealth, or possession in which the officer is on duty or present.

Tips for Success

- Consult with the SJA in all cases and consider keeping a memorandum for record (MFR) about the facts of the situation and your decisions.
- You may prohibit protest or dissident conduct by military members on or off base that would harm mission effectiveness, morale, welfare, or national security. (Normally, only the installation commander or above makes this decision.)

- Remind unit personnel of the official channels for addressing grievances
 - o Through the wing IG.
 - o To members of Congress.
- Remind supervisors that they face serious disciplinary consequences if they seek reprisal against members or employees for properly exercising their rights.

Base Driving Privileges

Maj Jonathan Bland, 8th Maintenance Operations Squadron Commander, 2005–6

References

AFI 31-204, *Motor Vehicle Traffic Supervision*, 14 July 2000.

The Military Commander and the Law, 2006.

The majority of the following information is excerpted directly from the above references.

Driving on military installations is a privilege, not a right. This privilege is conditionally extended by the installation commander to military members and civilians as long as they comply with the requirements of AFI 31-204 and all local vehicle policies. Failure to comply with these provisions may result in termination and/or suspension of on-base driving privileges as well as other disciplinary actions.

Anyone driving on base gives his or her implied consent to submit to a chemical test of their blood, breath, or urine. An individual may refuse to take a chemical test, but refusal will result in an automatic termination of on-base driving privileges for one year. Any individual determined to be DUI will receive a mandatory one-year revocation of base driving privileges along with any *UCMJ* actions deemed appropriate by the commander for active-duty members. Civilians may face possible charges in magistrate's court. Convictions for off-base driving offenses may also result in the assessment of traffic points and suspension or revocation of on-base driving privileges, along with other possible administrative consequences (such as an LOR for military members).

Tips for Success

- Brief your unit about on-base driving privileges.
- Counsel all members on traffic violations.
- Make a remedial driving course mandatory for driving violations.
- Monitor the violator's rehabilitation. For military members, this may include referral to an alcohol abuse treatment and prevention program. Contact the mental health clinic for more guidance.
- Identify violators whose driving privileges should be suspended or revoked and make recommendations to the installation commander.
- Enforce mandatory use of seat belts and child restraints.
- Promote anti-DUI programs, especially during commander's calls.
- Ensure safe-driving information is on unit safety bulletin boards.

Airman Reassignment Restrictions (Deferments)

*Maj Jonathan Bland, 8th Maintenance
Operations Squadron Commander, 2005-6*

Reference

AFI 36-2110, *Assignments*, 20 April 2005.

The majority of the following information is excerpted directly from the above reference.

Commanders must take prompt action to prevent reassignment of Airmen not meeting minimum quality standards or those whose performance is substandard. The intent should be to address and correct, whenever possible, the individual's deficiencies in the environment in which they arose and before passing problems off to another commander. If the situation cannot be resolved, separation should be considered in lieu of reassignment. Commanders must work closely with appropriate SJA, MPF, medical, or other base support agencies.

Defer reassignment for individuals who are

- Not recommended for promotion or nonselected for NCO status or reenlistment.
- Not recommended for further upgrade training or removed for failure to progress.
- Subject of a referral evaluation on the most recent EPR.
- Not recommended for overseas duty because of mental instability.
- Undergoing treatment for drug or alcohol abuse.
- Undergoing control roster observation.
- Awaiting trial, serving a court-martial or Article 15 punishment, or serving a suspended administrative discharge action.
- Under investigation by the AFOSI or other law enforcement agency.

Bottom line: Don't PCS a problem to another commander—fix it!

Tips for Success

- Develop a positive review process for PCS assignments to ensure selected personnel are appropriate for reassignment.
- Review AFI 36-2110, table 2.1, for applicable assignment procedures.
- Work with MPF, SJA, medical, and other base agencies to ensure the right steps are taken administratively and for the individual's rehabilitation.

Selective Reenlistment

Maj Jonathan Bland, 8th Maintenance Operations Squadron Commander, 2005–6

References

AFI 36-2606, *Reenlistment in the United States Air Force*, 21 November 2001.

The Military Commander and the Law, 2006.

The majority of the following information is excerpted directly from the above references.

The objective of the selective reenlistment program (SRP) is to ensure only those Airmen who consistently demonstrate the capability and willingness to maintain high professional standards and dedication to adapt to future Air Force mission requirements are allowed the privilege of continued service. SRP applies to all first-term, second-term, and career Airmen, and the authority to select or nonselect Airmen for continued service rests with the commander.

**Tips for Success**

- Discuss each individual's situation with the first sergeant and applicable supervisor before making any decisions.
- Keep the SRP process independent of the Airman's intent to reenlist or the existence of a skill requirement.
- Base your SRP decisions on
 - o EPR ratings.
 - o UIF contents.
 - o Supervisor recommendations.
 - o Potential duty performance.
- Before recommending nonselection, ensure the decision is fully documented on AF Form 418 and understand all collateral effects.
- Remember that nonselection cancels a promotion line number.
- Personally inform all Airmen of their selection or nonselection.
- You can reverse nonselection under certain circumstances.
- Nonselected Airmen may appeal to a higher authority.

Chapter 6

Airmen and Family Assistance

In war, our top priorities are to accomplish the mission and to take care of our people. Back on the home front, the best thing we can do to support the men and women who are in harm's way is to take care of their families.

—Lt Gen Roger Brady, Air Force/A1

Commanders are called upon to assist their people in a variety of situations, many of which only tangentially relate to mission requirements or military service. How commanders conduct themselves and orchestrate available resources to help their people can have a tremendous impact. It can affect a unit's ability to accomplish its mission and serve as a litmus test to evaluate the effectiveness of the unit's leadership team. More importantly, it can have a profound impact upon the people—service members and their families—who are striving to overcome the challenges these situations pose. Successfully serving members in crises can be one of the most challenging as well as one of the most rewarding aspects of command. This chapter provides insight into the resources available to assist you when supporting our most valuable resource.



Leading Airmen and Families in Times of Distress

*Maj Jay Stewart, Commander, Detachment 5,
67th Information Group, 2004–6*

Reference

The Air Force Leader's Guide for Managing Personnel in Distress:
<http://airforcemedicine.afms.mil/leadersguide>.

The majority of the following information is excerpted directly from the above reference.

Commanders in today's Air Force face incredible challenges while helping their units deal with the stresses of a nation at war. *The Air Force Leader's Guide for Managing Personnel in Distress* is a tool you can use to help identify how personnel may react in many types of distressing situations. It summarizes relevant guidance and provides recommended actions and agencies available for consultation to provide maximum assistance to Airmen in times of crisis.



Awareness is the key to providing early help to your Airmen. Some of the common problems that you must watch for in all your Airmen are

- Death of a loved one or other unit member.
- Serious illness.
- Changes in relationships (e.g., marriage or divorce).
- Medical, financial, or legal problems.
- Changes in lifestyle (e.g., deploying, PCSing, retiring).
- Promotion (or “pass over” for promotion).
- Changes in job responsibilities.

The situations listed above can result in many problems that manifest themselves in different ways, some of which are severe: withdrawal; impulsive, suicidal, or violent behavior; depression; anxiety; and other interpersonal problems. *The Air Force Leader's*

Guide provides detailed checklists for dealing with these and many other common problems. Bookmark the site and become very familiar with the guide. The tips for success listed below offer some good ideas to help you care for your Airmen.

Tips for Success

- Get to know your people.
- Get to know the resources available for dealing with distressing situations.
- Foster a climate of mutual support.
- Help members build a community, both inside and outside the unit.
- Understand how distress may impact your Airmen and their ability to do the mission.
- Closely watch for signs of distress in your unit! Isolate problems, and provide resources to mitigate issues where possible.
- Decrease the impact of distress by linking individuals with the appropriate support agencies as soon as possible.

**Air Force Readiness Edge and
the Integrated Delivery System**

*Maj Jay Stewart, Commander, Detachment 5, 67th
Information Group, 2004–6*

Reference

Air Force Readiness Edge Web site at <https://www.airforceafp.org/afre.asp>.

The majority of the following information is excerpted directly from the above reference.

The United States Air Force is committed to taking care of its own. Our Air Force families deserve the best support possible. Steadfast home front support for family members is provided by the Integrated Delivery System (IDS) coalition.

—Lt Gen Joseph Wehrle Jr.

The Air Force Readiness Edge program assists families during all phases of deployment, reunion, and reintegration through the services of the IDS—a multidisciplinary team of professionals on each base united in providing seamless services to Airmen and Air Force families.



IDS Members

Family member programs

- Family Advocacy.
- Sexual assault response coordinator.
- Mental Health Flight.
- Health and Wellness Center.
- A&FRC.
- Wing chaplain.

The primary focus of the Readiness Edge and the IDS programs is to provide Air Force families with the resources necessary to help them cope with the AEF lifestyle—deployment, extended absence, and reintegration upon return. At the Readiness Edge Web site, guides are available that provide up-to-date, reliable information to confront the challenges of deployment, family emergency preparedness, and if needed, survivor assistance. Ensuring access to services is a crucial concern. A family's connection to the network of base, community, and national support services begins with the guide, but the program will only be successful through close involvement by you, your first sergeant, and other leaders in the chain of command.

Tips for Success

- Get involved with your Airmen and their families—make appropriate referrals to the IDS team as needed.
- After a referral, follow up with your Airmen, their family members, and the IDS team to see how things are going and to determine what you can do to help.

- Use the Air Force Readiness Edge guides and resources to assist you in this process.
- Familiarize yourself with the following checklists available in the Air Force Readiness Edge guide
 - o Predeployment.
 - o Deployment.
 - o Postdeployment.
 - o Reintegration Task Force.
 - o Homeland Security.

Key Spouse Program

*Maj Terri Sheppard, Cadet Squadron
17 Commander, 2003–5*

Reference

Air Combat Command’s Key Spouse Reference Guide.

The majority of the following information is excerpted directly from the above reference.

The key spouse program is a partnership between a commander-appointed key spouse, squadron leadership, and the A&FRC. The goal is to address family member concerns and issues during deployments and extended family separations. The volunteer key spouse is empowered by the commander to help address quality-of-life concerns for squadron families, connect families in need with appropriate resources and base agencies, and offer stability and support during times of increased stress.

The program is not mandated Air Force-wide and varies greatly across MAJCOMs and bases. Contact your A&FRC to determine if a program exists at your base or to obtain information on how to start one in your unit.

Key Spouse Roles

- Communication link to squadron leadership.

- Connect families with community information, volunteer opportunities, and referral services.
- Peer-to-peer support system for military life experiences—especially in preparation for deployments and family separations.



Some Key Spouse Responsibilities

- Welcome incoming members and their families.
- Attend and actively participate in squadron and base events.
- Provide and coordinate assistance to deployed members' families.
- Help keep families informed about local events and initiatives.
- Participate in the basewide Community Action Information Board (CAIB), if permitted.
- Maintain a contact list (i.e., phone tree, e-mail list, or Web site) to ensure information flow.
- Communicate with squadron leadership and provide feedback regarding family readiness issues.

Tip for Success

- Establish, design, and direct a key spouse program to meet the needs of your squadron.
- If you implement the program, appoint your volunteer key spouse in writing.
- Meet initially with the key spouse to
 - Articulate your expectations and priorities.
 - Provide squadron focal points for information.
 - Define situations you wish reported to you.
 - Stress the necessity to follow Privacy Act guidelines and protection of sensitive information.

- Provide support to the key spouse as appropriate and practical
 - o Office space and supplies.
 - o Telephone services, use of official mail, and e-mail account.

American Red Cross Resources

*Maj Jay Stewart, Commander, Detachment 5,
67th Information Group, 2004–6*

Reference

The American Red Cross, <http://www.redcross.org>.

The majority of the following information is excerpted directly from the above reference.

The ARC and the Air Force enjoy a great working relationship. As a commander, the ARC can assist you, your Airmen, and their family members during conflict, peacekeeping, and humanitarian operations.

ARC Services

- Emergency communications. Following the death or serious illness of a family member or other important event, such as the birth of a child, the ARC quickly sends information on behalf of the family. This information can assist you in making a decision regarding emergency leave.
- Financial assistance, via the A&FRC, Air Force Aid Society program for emergency travel.
- Counseling, information, and referrals for various social services are available through a worldwide network of support providers.

Tip for Success

- Meet with your base's ARC coordinator to learn about local programs, capabilities, and procedures.

Additional Resources

The following publications are available from your local ARC chapter or base ARC coordinator

- *Get to Know Us Before You Need Us: Serving Military Families Worldwide.* This ARC publication provides a good overview of ARC services for active duty military members and their families.
- *Welcome Home: A Guide to a Healthy Family.* This well-written guide is designed for military personnel returning home after a lengthy deployment and contains many useful suggestions for making reintegration smoother for the entire family.

Alcohol and Drug Abuse Prevention and Treatment Program

*Maj Tom Smith, 42d Military Personnel Flight Commander,
42d Mission Support Squadron, 2003–4*

Reference

AFI 44-121, *Alcohol and Drug Abuse Prevention and Treatment (ADAPT) Program*, 26 September 2001.

The majority of the following information is excerpted directly from the above reference.

As a commander, substance abuse prevention and treatment at the squadron level is your responsibility. The Alcohol and Drug Abuse Prevention and Treatment (ADAPT) program is an installation-level resource available to assist you in this effort.



The ADAPT program offers

- Assistance in identifying and referring individuals needing treatment services ranging from counseling to inpatient medical care.
- Substance abuse prevention education, materials, and resources for your Airmen and their families.

Tips for Success

- Refer Airmen for an ADAPT assessment within seven days of when alcohol or substance use is suspected to be a contributing factor in any incident, on or off duty
 - The commander or first sergeant should personally review DD Form 1569, Incident Complaint Record, to screen for evidence of substance use or abuse.
- Work with your SJA and ADAPT coordinator for blood alcohol content and drug testing ASAP after a suspected alcohol-related incident, an episode of aberrant or bizarre behavior, or where there is reasonable suspicion of drug use.
- Refer individuals under investigation for drug abuse to ADAPT for assessment immediately after preferring charges (i.e., signs DD Form 458, Charge Sheet).
- With any ADAPT referral
 - Inform the Airman of the reason for the assessment.
 - Advise him or her that the assessment is not punitive in nature.
 - Instruct him or her to report in uniform for the assessment appointment at the scheduled date and time.
 - Ensure the ADAPT office is provided all relevant information relating to the referral, plus an assessment of duty performance and behavior as observed by you, the first sergeant, or the Airman's supervisor prior to the first appointment.
 - Ensure that neither the assessment nor treatment process is delayed due to ordinary leave or TDY.

Exceptional Family Member Program and the Special Needs Assignment Consideration Process

*Maj Tom Smith, 42d Military Personnel Flight Commander,
42d Mission Support Squadron, 2003–4*

References

Air Force Special Needs Web site: <https://www.afspecialneeds.org>.

vMPF, under Self-Service Actions . . . Assignments . . . Exceptional Family Member Program.

AFI 36-2110, *Assignments*, 20 April 2005.

The majority of the following information is excerpted directly from the above references.

The Exceptional Family Member Program (EFMP) is designed to identify family members of Airmen with special needs (medical, educational, or otherwise) and ensure these Airmen are assigned to valid manning requirements where suitable military or civilian resources are available for dependent care.

EFMP is not a separate assignment consideration process, nor does it ensure Airmen are assigned to specific locations. Airmen with family members identified under EFMP are still considered for and selected for assignments, including deployments, in the usual manner. EFMP only be-



comes involved after Airmen are selected for assignment and request the new location be assessed for its ability to meet their family member's special needs. Detailed information as well as access to the online application process is available to your Airmen through the vMPF.

Note: This program is under revision by the Air Staff (as of June 2007). New guidance and new terminology is already in use at some locations. As a result, you may see EFMP referred to as the Special Needs Assignment Consideration Process.

Tips for Success

- Refer Airmen with questions on EFMP to the vMPF and the EFMP or special needs coordinator.
- For Airmen desiring EFMP consideration, advise that
 - EFMP deferments or assignments are not automatic and must be requested through the vMPF.
 - EFMP assessments cannot be mandated by the commander nor requested by a family member.
 - vMPF provides information to the sponsor on what he or she needs to submit in the package.
 - AFPC ultimately determines the appropriateness of the request and makes the final decision.
- Ensure Airmen with a dependent having newly identified special needs are referred to the base MPF.
- Ensure Airmen with dependents already enrolled in the EFMP are referred to SNC at the MPF upon assignment notification for proper clearance and coordination. This is required before PCS orders are finalized.
- Advocate for the Airman and provide support and encouragement.

Health and Wellness Center

*Maj Tom Smith, 42d Military Personnel Flight Commander,
42d Mission Support Squadron, 2003–4*

References

AFI 40-XXX, *Health & Wellness Fitness Centers* (draft AFI, unnumbered).

AFI 40-101, *Health Promotion Program*, 9 May 1998.

AFI 10-248, *Fitness Program*, 25 September 2006.

The majority of the following information is excerpted directly from the above references.

As a commander, the health, fitness, and well-being of the unit are your responsibility. The installation HAWC is one resource available to assist you in this effort. The center provides education, training, and support to all Airmen and their families to promote healthy lifestyles.

The center is a key resource for, and enabler of, the Air Force Fitness Program. HAWC staff members train your unit fitness program manager and physical training leaders. They can review your unit fitness program and make recommendations for improvement.

Airmen not meeting fitness standards are referred to the HAWC for individual dietary counseling and assistance with developing an individualized physical conditioning plan.

Tips for Success

- Ensure your unit members are aware of the HAWC and the health promotion programs offered to military members and their families.
- Encourage Airmen wishing to make healthy lifestyle changes to visit the HAWC and use its programs.
- Ensure UFP personnel have appropriate training by the HAWC.
- Request a periodic fitness program review by the HAWC staff.
- Refer deploying members enrolled in the FIP to the HAWC for consultation prior to deployment.

Mental Health Flight

*Maj Tom Smith, 42d Military Personnel Flight
Commander, 42d Mission Support Squadron, 2003–4*

Reference

AFI 44-109, *Mental Health, Confidentiality, and Military Law*, 1 March 2000.

The majority of the following information is excerpted directly from the above reference.

The mental health flight is a section within the installation MTF. It is staffed by trained, professional psychologists, psychiatrists, and social workers to support and assist Airmen and

their family members during times of unusual stress or difficulty. The staff provides counseling, therapy, and educational programs on mental health and related issues including, but not limited to, anger and stress management.

Mental health is a tremendous resource to you, as a commander, in three primary ways: (1) it provides your Airmen individual assistance for interpersonal or emotional difficulties, (2) it helps your unit recover in the aftermath of a loss or trauma, and (3) it conducts commander-directed mental health evaluations (CDE) of your Airmen should questions arise regarding safety or suitability/fitness for duty. This resource becomes increasingly important during times of war when stress, trauma, and loss can be intense and unavoidable. As a commander, you must ensure your Airmen understand that getting advice from a professional—even just talking to someone who understands—is a healthy behavior and is the right thing to do for themselves, their families, the unit, and the mission.

Tips for Success

- Initiate contact with your mental health flight commander. Develop this relationship *before* a crisis occurs in your unit.
- Put the *Leaders Guide to Managing Personnel in Distress* Web site in your favorites: <http://airforcemedicine.afms.mil/leadersguide>. This resource answers many “just-in-time” questions you might have, especially when a mental health staff member cannot be reached immediately.
- Ensure your Airmen are aware of services and programs offered and that they understand that participation in a mental health program does not equate to having a mental health problem.
- Dispel misperceptions that voluntarily seeking mental health services is detrimental to a military career.
- Encourage Airmen to seek advice and assistance from the mental health flight (or chaplaincy*) during times of overwhelming or exceptional stress, trauma, or loss. Emphasize that this is a healthy behavior, not a “sign of weakness.”
- Do *not*, under any circumstance, coerce members to “voluntarily” seek a mental health evaluation.

- If you believe an Airman may have a mental health problem that impacts his or her fitness for duty, consult with the SJA and the mental health flight for advice on how to proceed.
- Do *not* request post-evaluation feedback from the mental health flight after encouraging an Airman to “voluntarily” seek an evaluation.
- If you believe an Airman is an imminent danger to him or herself or others due to mental or emotional issues, do what is reasonably necessary to safely detain the Airman and immediately contact SJA and mental health for assistance.

**Note:* Some Airmen prefer to visit with a chaplain or other spiritual leader during difficult times instead of consulting a mental health provider. This is a personal choice and should be respected. Chaplains regularly work hand in hand with the mental health staff in such cases.

Chaplain Resources

*Maj Jay Stewart, Commander, Detachment 5, 67th
Information Operations Group, 2004–6*

References

AFI 52-101, *Chaplain Planning and Organizing*, 10 May 2005.

AFPD 52-1, *Chaplain Service*, 2 October 2006.

Chief of Air Force Chaplain Service Policy Letter, 15 January 2000.

The majority of the following information is excerpted directly from the above references.

Chaplains help you watch over the spiritual and moral welfare of members under your command. Chaplains manage the wing’s religious programs and are key to assuring accommodation of religious practices by military members.

Base chaplains are key members of casualty notification teams and are expertly trained in ministering to the bereaved. Additionally, they



serve on traumatic stress response (TSR) teams to help educate Airmen and, when necessary, intervene in times of intense stress. Chaplains also receive applied suicide intervention skills training (ASIST) and can help you set up training in this vital area for members of your unit. They are an invaluable resource in helping evaluate and understand organizational, institutional, and individual dynamics often involved in problems common to military life.

In addition to administering the wing's religious programs, chaplains provide religious ministry and offer counseling to military members, family members, DOD civilians, and retired military personnel. Your unit should have an assigned chaplain; integrate him or her into your unit. The more familiar unit members are with the chaplain, the more likely they are to use his or her services.

The only person on base who can offer total confidentiality in counseling is the chaplain. The chaplain is often preferred for individuals or families in need of expert advice in the areas of marriage counseling, marriage enrichment, and pre- or post-deployment care. They also offer confidential counseling to commanders and provide ethical and moral guidance.

Tips for Success

- Meet regularly with your unit's assigned chaplain to discuss the health of your unit.
- Make your unit's chaplain an integral part of the unit
 - o Invite him or her to commander's call and social functions.
 - o Invite him or her to "walk around" the unit to talk to your Airmen.
 - o Include his or her name and phone numbers on key personnel listings and recall rosters.
- Encourage members to become familiar with the chaplain's counseling services.
- Complete the ASIST course yourself to improve your understanding of when unit members need help.

Sexual Assault Prevention and Response Program

Maj Kathy Goforth, 898th Munitions Commander, 2004–6

References

DODD 6495.1, *Sexual Assault Prevention and Response (SAPR) Program*, 6 October 2005.

DOD Policy, *Prevention and Response to Sexual Assault*, 4 January 2005.

Air Force Policy, *Prevention and Response to Sexual Assault*, 14 June 2005.

The majority of the following information is excerpted directly from the above references.

Sexual assaults are a major challenge to the United States, and the Air Force is not immune. Sexual violence in the military creates leadership and readiness problems by eroding trust and morale. To counter this problem, the DOD has established a new DOD-wide Sexual Assault Prevention and Response program. The program is designed to offer support services to victims of sexual assault, with the goal of assisting victims in their physical and emotional recovery. Each base has a sexual assault response coordinator to help victims and to provide advice and training to the base population.

In the event of a sexual assault, active duty members (or anyone on active duty orders) now have the option of restricted (confidential) reporting. This allows a victim of sexual assault to access care and treatment without notifying a commander, law enforcement personnel, or triggering an investigation. To maintain confidentiality, the victim must disclose information only to the SARC, the chaplain, or an MTF provider. Reporting a sexual assault to any other person or agency is considered an unrestricted report. An unrestricted report must be coordinated through appropriate command, legal, and law enforcement channels.

Tips for Success

- Provide a clear “zero tolerance” policy on sexual assault.
- Foster a unit environment that makes victims more comfortable with reporting assaults and publicize contact information for your installation’s SARC.

- Ensure Airmen are aware of their right to make a confidential, restricted report of assault to the SARC, an MTF provider, or a chaplain.
- Ensure all personnel receive sexual assault prevention training.
- Once you or someone in the chain of command becomes aware of an alleged sexual assault (i.e., the report is unrestricted), action must be taken to investigate.

Health Insurance Portability and Accountability Act

Maj Kathy Goforth, 898th Munitions Squadron Commander, 2004–6

References

Health Insurance Portability and Accountability Act of 1996, Public Law No. 104-191, 110 Stat. 1936 (1996).

DOD 6025.18-R, *DOD Health Information Privacy Regulation*, 24 January 2003.

The majority of the following information is excerpted directly from the above references.

The Health Insurance Portability and Accountability Act (HIPAA) made significant changes to the US health care industry. It is more stringent than the Privacy Act and limits the information that can be shared with non-medical personnel. As a commander, you have access to information that is covered under this act, and the corresponding responsibility to protect it under very stringent guidelines.

Tips for Success

- Commanders, or their designees, may get information from an MTF as it relates to a member's fitness for duty or to ensure proper execution of the mission.
- Appoint, in writing, members authorized to receive HIPAA information.

- Notify the MTF in writing of HIPAA-trained personnel.
- Ensure members complete HIPAA training prior to accessing personal medical data.
- Ensure all personal information covered by HIPAA is accessed only on a need-to-know basis.

If you have questions regarding potential personal information covered by HIPAA, contact your SJA and local MPF.

Critical Incidents

Maj Jay Stewart, Commander, Detachment 5, 67th Information Operations Group, 2004–6

References

AFI 44-153, *Traumatic Stress Response*, 31 March 06.

Air Force Leader's Guide for Managing Personnel in Distress, <http://airforcemedicine.afms.mil/leadersguide>.

The majority of the following information is excerpted directly from the above references.

Critical incidents are extraordinary events that go beyond the scope of normal experiences and usually involve death, or a perceived threat of death, or injury. The nature of these incidents is usually so severe that it overwhelms an individual's or unit's ability to cope. Such incidents include natural disasters, acts of terrorism, violence, mass-casualty accidents, observed traumatic accidents, and death.

Each base has a traumatic stress response (TSR) team, or access to a TSR team from a supporting facility, to help individuals recover from or remain functioning despite the potential negative effects of critical incidents. The TSR team enables people to understand the normal reactions to traumatic events and promotes the use of effective coping skills.

As a commander, you need to collaborate with the TSR team in the aftermath of a critical incident to address the needs of your Airmen. Typically, a TSR team is on site within 24 hours of a traumatic event; however, you can request TSR team services whenever an incident has the potential to produce distress in your unit.

Tips for Success

- Make awareness and coping skills part of annual training to prepare personnel before an incident occurs.
- When dealing with the aftermath of a critical incident
 - o Demonstrate concern for unit members' well-being.
 - o Ensure that the basic needs of survivors are met (i.e., shelter, food, safety, and security).
 - o Let people talk about their experience ("emotional first aid").
 - o Minimize exposure to environmental stressors (i.e., heat, cold, noise, disturbing visual scenes).
 - o Be attentive to the needs of family members.
 - o Provide factual information; prevent the spread of rumors.
 - o Continually evaluate the environment for additional threats; ensure needs are met.
 - o Foster unit cohesion.
 - o Foster resilience and recovery through social support mechanisms (i.e., friends, family, and religious organizations).

Death of a Unit Member

*Maj Jay Stewart, Commander, Detachment 5, 67th
Information Operations Group, 2004–6*

References

- AFI 44-153, *Traumatic Stress Response*, 31 March 2006.
- AFI 34-242, *Mortuary Affairs Program*, 7 January 2005.
- AFI 34-244, *Disposition of Personal Property and Effects*, 1 March 2001.
- Air Force Leader's Guide for Managing Personnel in Distress*, <http://airforcemedicine.afms.mil/leadersguide>.
- The majority of the following information is excerpted directly from the above references.

When a unit member dies, it is important for the entire base community to work together to provide reassurance and a sense of security for those experiencing the loss. Support for unit members to cope with feelings of loss is very important during this critical time.



In some cases, surviving members may experience distress associated with shock and guilt. They feel that something could have been done to prevent the death. This most commonly occurs following suicides and accidental deaths.

As the commander, unit members will look to you and the first sergeant for answers as to why the unit member died. Survivors are especially sensitive to comments or suggestions that imply responsibility. It is important to avoid passing judgment, providing simplistic explanations of the death or suicide, or publicly placing blame. Minimize the spreading of rumors by keeping people informed while protecting privacy.

A casualty affairs team will provide guidance and checklists to help you meet mandated timelines for notifications and reporting. Everybody will look to you for information and guidance, so be prepared to provide information up and down the chain of command.

Your unit needs to see you as often as possible following the first days after the incident. Keep an eye on your Airmen; be conscious of individuals (especially close friends and team mates) who are taking the incident harder than expected.

Tips for Success

- Always use proper channels to accomplish next-of-kin notification.
- Provide basic information to unit members surrounding the death and contact unit members away from the unit.
- Consult with the TSR team chief concerning what services may be appropriate to support your unit.
- Announce the details for the memorial and funeral arrangements.
- Appoint an escort to transport remains to a burial site, if necessary.

- Attend the funeral service if possible and if welcomed by the family.
- Hold a memorial service for unit members who are unable to attend the funeral.
- Consult public affairs, casualty affairs, and the IDS agencies to best determine what to say and what not to say to the member's family or in public statements.
- Make personal contact to express your condolences. Send a condolence letter to the member's family, and visit the member's family when appropriate.
- Recommend to the installation commander a unit member to serve as summary court officer. This officer will
 - o Secure the work and living area once AFOSI and SFS investigations are finished.
 - o Pack the deceased member's residence, if necessary.
- Periodically check on unit members who were closest to the deceased.
- One year after the member's death, send a follow-up condolence letter to the member's family. Consult casualty affairs for assistance.

Violence Involving a Unit Member

*Maj Jay Stewart, Commander Detachment 5, 67th
Information Operations Group, 2004–6*

References

AFI 44-153, *Traumatic Stress Response*, 31 March 2006.

AFI 40-301, *Family Advocacy*, 19 January 2005.

Air Force Leader's Guide for Managing Personnel in Distress, <http://airforcemedicine.afms.mil/leadersguide>.

The majority of the following information is excerpted directly from the above references.

There are two main categories of violence involving a squadron member: violence at home and violence at the workplace. “Domestic violence” normally refers to the verbal, physical, or sexual abuse of one’s spouse or intimate partner but can include child abuse. The risk of domestic and family violence increases when one or more family members are in distress, experiencing high stress, abusing alcohol, drugs, or is diagnosed with mental illness (such as depression).

Prevention is the Air Force’s primary means of dealing with family violence. You can contribute to prevention and early identification of family violence by promoting

- An overall healthy lifestyle.
- An awareness of the helping agencies.
- An environment which offers assistance without fear of retribution.
- Opportunities for military members and their families to build “informal connections” within the squadron and their neighborhoods.

Violence in the workplace is the other area of concern. Workplace violence most often involves aggressive behavior toward a fellow colleague, subordinate, or supervisor and can range from verbal abuse to physical violence. Common examples are when an individual faces the loss of his or her job, gets passed over for promotion, or perceives favoritism toward others in the work environment.

Possible Indicators of Impending Violence

- Anger over personal or work-related events.
- Recent major change in behavior, demeanor, or appearance.
- Intimidating, verbally abusing, harassing, or mistreating others.
- Escalation of work-related problems or domestic problems.
- Increasing resentment toward authority.
- Viewing self as a victim; preoccupation with violent incidents.
- Making threats to harm self, others, or property.

Common Violence Triggers

- Perceived rejection or loss of love, status, or advancement.
- Perception of supervisor as unjust.
- Loss of employment benefits or entitlements.
- Feelings of humiliation and rage.
- Projection of blame, “I didn’t do anything, they’re out to get me.”
- Concluding that “They can’t get away with this.”

Tips for Success

- When dealing with violence at home
 - Create an environment that encourages individuals to seek help. Get people to the help they need!
 - Raise awareness of the signs of domestic and family violence.
- When dealing with violence in the workplace
 - Establish a clear policy that any form of workplace violence is unacceptable.
 - Provide training and education about stress and violence in the workplace.
 - Create an environment of mutual support and open communication.
- If violence seems imminent
 - Remove nonessential personnel from the area.
 - Make sure there is an escape route if the situation escalates.
 - Keep a safe distance (five to seven feet) between you and the person; do not turn your back to the person.
 - Leave the door open or open a closed door; be sure someone is near to help if needed.
 - Calmly and firmly set limits (i.e., “Please help me understand what you need so that I can try to help you.”)

- o If the person is shouting, do not try to talk. When the person gives you a chance to say something, speak in a normal tone of voice.
- o Never touch the individual to try to remove him or her from the area; even a gentle push or holding the person's arm may be interpreted as an assault by an agitated individual who may respond with violence.
- o Call for help! Safety is paramount.

Chapter 7

Compliance and Inspections

Whether in the pre-inspection, inspection, or post-inspection phase, mastering a major graded event requires time and focus. This chapter provides details on your role in the inspection process and highlights inspection criteria. Further, it outlines many programs and actions to help you prepare for inspections and ensure your unit is meeting its wartime and peacetime mission requirements.



Preparing for Inspections

Maj Shelley Strong, Commanders Connection Facilitator

As a commander, you are solely responsible for preparing your unit to meet its mission requirements and for demonstrating that readiness through the inspection process. Air Force units should always be inspection ready. The keys to a successful inspection are developing a good inspection preparatory plan in the months prior to the visit and then following the plan. It is in following the plan where many units come up short. Nowhere is the commander's maxim "prior proper planning prevents poor performance" more true than in this critical area. The tips below provide a few basic actions to get you started.

Tips for Success

- Identify all applicable governing directives and inspection areas
 - Your MAJCOM IG Web site and the other commanders in your wing are the best sources for this information.
 - Paying a visit to both your MAJCOM and wing IG helps build a good working relationship with these critical agencies.
- Implement a solid self-inspection program.
- Review past inspection reports and crosstell information; identify trends and repeat findings
 - Ensure your programs do not have these same problems.
 - Ensure all previous findings for your unit are closed.
- Request one or more SAVs before the inspection to ensure your programs are in top-notch shape
 - Sources for SAV teams are other squadrons with excellent programs or group/wing/NAF/MAJCOM staffs.
- Observe another unit during its inspection, if possible.
- Support MAJCOM IG augmentee requests. Augmentees gain valuable insights on IG procedures as well as significant crossfeed information.
- Crossfeed inspection results and observations with other units.

- Prepare your Airmen for when the inspectors arrive—stress the following during your preparation
 - o First impressions are most important!
 - o Focus on doing the mission, not on the inspection requirement or graded task. Demonstrate your unit’s capability to do the mission. Fight the scenario, not the IG!
 - o Maintain a positive attitude.
 - o Look sharp!
 - o Pay special attention to customs and courtesies.
 - o Exhibit a sense of urgency.
 - o Present information openly; don’t make inspectors dig for the data needed to grade your programs.
 - o Emphasize and demonstrate teamwork.

Self-Inspection Program

Maj Shelley Strong, Commanders Connection Facilitator

Reference

AFI 90-201, *Inspector General Activities*, 22 November 2004 (incorporating through change 2, 29 November 2006).

The majority of the following information is excerpted directly from the above reference.

Self-inspection is your best method for determining the health of your unit. The program is designed to provide you with a tool for internal assessment and to complement external inspections. While primarily focused on commander’s programs, self-inspections also provide you with a good idea of your squadron’s mission effectiveness while highlighting areas that need improvement.

Your self-inspection program (SIP) should be tailored to your unit and contain mechanisms that ensure adequate coverage of your mission, resources, training, and people programs. Most often implemented as a series of periodically administered checklists, other mechanisms for self-inspection include quality-control reviews, internal audits, functional inspections, and SAVs. The following tips will get you started with developing a solid program.

Tips for Success

- Appoint a unit SIP monitor.
- Obtain the most recent higher headquarters (HHQ)-approved SIP checklists and guidance
 - A good source for most recent checklists and program guidance is the MAJCOM IG Web site.
 - Talk to your wing IG to determine if any NAF, wing, or local checklists complement MAJCOM guidance.
- Create local supplements for checklists, if necessary, to meet your mission requirements
 - Consider the uniqueness of your mission, facilities, and people.
 - Review previous inspection reports such as SAVs, nuclear surety inspections (NSI), safety inspections (SI), and operational readiness inspections (ORI), and ensure checklist steps are included to prevent these problems.
 - Get your local supplements approved by the wing IG before any formal inspection.
- In completing the self-inspection
 - Ensure self-inspections are conducted periodically (quarterly or semiannually, depending on your HHQ); don't wait until right before a formal inspection to run your SIP!
 - Select qualified inspectors to run the checklists and your programs. Swapping inspectors with another squadron is a good method to get a different set of eyes on your programs.
 - Mark each checklist step, as applicable, with a written explanation, and have a list of supporting documents.
 - Fully document discrepancies and annotate corrective actions.
- Work to correct all identified discrepancies as quickly as possible
 - For problems that cannot be corrected immediately, establish a timeline for resolution.
 - Monitor progress on all open discrepancies regularly (weekly staff meetings are a good place to do this).
 - Keep discrepancies open until fully resolved.

- o Provide status updates on critical findings, chronic findings, or limiting factors and the progress of corresponding corrective actions, as necessary, to HHQ or the inspection functional agency.
- Encourage discovery, review, and implementation of cross-tell information, lessons learned, and best practices from other units. *Commanders Connection* is a good place to share your best practices!

Readiness Exercises

*Maj Kathy Goforth, 898th Munitions
Squadron Commander, 2004–6*

References

AFI 10-204, *Readiness Exercises and After-Action Reporting Program*, 12 July 2002.

AFI 10-2501, *Air Force Emergency Management (EM) Program Planning and Operations*, 24 January 2007.

AFI 90-201, *Inspector General Activities*, 22 November 2004 (incorporating through change 2, 29 November 2006).

AFPD 10-8, *Homeland Security and Civil Support*, 7 September 2006.

The majority of the following information is excerpted directly from the above references.

In no other profession are the penalties for employing untrained personnel so appalling or so irrevocable as in the military.

—Gen Douglas MacArthur

Exercises are critical to ensuring our Airmen are prepared for current operations at home and across the globe. Exercises are an important investment in the safety of your Airmen and the successful execution of your mission. Exercises enhance readiness and improve crisis response, both of which affect your ability to get the job done. It is imperative that you accurately identify local and worldwide training requirements



for your Airmen and provide the necessary instructions in a timely manner, in person, by formal course, or via computer-based training. Your wing IG, base safety office, and installation deployment officer can help in identifying the requirements for your unit.

Types of Exercises

(See AFI 10-2501 for frequency requirements.)

- Accident response exercises, depending on the base and its mission, may be called major accident response exercises (MARE), full-spectrum threat responses (FSTR), or emergency management (EM) exercises.
- Natural disaster exercises.
- Terrorist use of chemical, biological, radiological, nuclear, or high-yield explosive exercise.
- Operational readiness exercise (ORE).

Tips for Success

- Build your unit exercise program IAW these key concepts
 - o Embody the “train the way we fight” concept. Don’t develop disparate exercise and real-world methods of doing business.
 - o Ensure all unit personnel participate in exercises. Resist the temptation to “stack the deck” with an “A-Team” of exercise participants.
 - o Apply real-world command structures and local community relationships in exercises when possible.
 - o Keep simulations to a minimum.
 - o Integrate logistics, support, force protection, and operational security requirements with mission requirements.
 - o Develop exercise scenarios to validate actual plans, policies, procedures, processes, and doctrine using existing command, control, and communications systems.

- o Plan, prepare, and exercise with local communities in local emergency or disaster recovery actions to support AFD 10-8.
- Support the installation deployment plan and exercise plan (if any)
 - o Provide input during exercise planning. Decide which objectives or tasks you want tested, which UTCs you want tasked, and which actions and requests from other units your Airmen can support.
 - o Understand your unit's responsibilities IAW the deployment and exercise plan, and ensure that your Airmen are postured to meet the requirements.
 - o Appoint unit and base EET members. If you appoint more than one EET member, then you will designate one as the unit's EET manager.
 - o Appoint a UDM.
- Conduct a review, or "hot wash," after each exercise
 - o Ensure key unit members attend.
 - o Publish an after-action report containing identified discrepancies and corrective actions.
 - o Establish a plan to get the unit back on track.
 - o Attend group-level and wing-level post-exercise meetings; provide input as required.

Additional Resource

AFMAN 10-100, *Airman's Manual*, 1 June 2004, contains information to help your unit deploy, employ, fight, and survive. Ensure each of your Airmen has a copy.

Staff Assistance Visits

Maj Shelley Strong, Commanders Connection Facilitator

MAJCOMs and NAFs conduct staff assistance visits to ensure compliance with DOD, Air Force, MAJCOM, NAF, base, and unit guidance. Base-level agencies also provide SAVs for specific programs (i.e., CSS, safety, or security). A SAV team is comprised

of functional experts from staff agencies and is augmented with support personnel from field units. Since these visits often identify deficient areas, they are a valuable tool for unit assessment and should be included in your inspection preparation plan.

Tips for Success

- Schedule SAVs early! Ensure sufficient time to fix identified discrepancies before a major inspection.
- Before the SAV
 - Plan the same way you would for a major inspection.
 - Ensure the purpose of the SAV and areas to be assessed are clear.
 - Review any special-interest items and ensure compliance.
 - Ascertain the approximate duration of the visit.
- During the SAV
 - Request an inbrief and set expectations for the visit. Invite key leaders from your unit.
 - Review findings daily; correct problems identified on the spot (if possible).
- After the SAV
 - Request a report that clearly and concisely documents the health of the areas assessed, identifies deficiencies, and recommends improvements.
 - Track recommended improvements to closure.
 - Report status to HHQ as required. (Many units are required to respond in writing to SAV reports—check your MAJ-COM and wing requirements).
 - Maintain a copy of past SAVs for review during inspection prep.

Formal Inspections

*Maj Thomas Kirkham, 509th Munitions
Squadron Commander, 2004–6*

References

AFI 90-201, *Inspector General Activities*, 22 November 2004 (incorporating through change 2, 29 November 2006).

TO 11N-25-1, *Department of Defense Nuclear Weapons Technical Inspection*, 1 January 2007.

The majority of the following information is excerpted directly from the above references.

Three major types of formal inspections that you may experience during your command tour are operational readiness inspections, compliance inspections (CI), and nuclear surety inspections. This section provides an overview of the three and recommends actions common to all inspections once a team arrives at your unit.

Operational Readiness Inspections

ORIs evaluate and measure the ability of a unit to perform its assigned operational mission. An ORI assesses how well a unit meets its designed operational capability (DOC), mission essential task list (METL), and assigned OPLAN taskings.

An ORI consists of two phases. Phase I evaluates three key functions: (1) ability to transition from peacetime readiness into a wartime posture, (2) ability to deploy forces and materiel, and (3) ability to maintain and sustain essential home-station missions during and after the deployment of forces. Phase II evaluates a unit's ability to meet its wartime taskings and its ability to perform its mission in a wartime environment. While optimum frequency varies among the MAJCOMs, ORIs are conducted no more than 60 months (three full AEF cycles) apart for any unit. MAJCOMs may waive ORI Phase I activities for units that have recently demonstrated capability through an actual deployment.



ORIs are graded on a five-tier rating scale—outstanding, excellent, satisfactory, marginal, and unsatisfactory. Each major graded area receives a tiered grade, and the wing receives an overall grade.

There are four major graded areas in an ORI: (1) initial response, (2) employment of forces, (3) support of forces (mission support), and (4) ability to survive and operate. In these major graded areas, the following common core readiness criteria are examined: (1) readiness to respond to a threat, (2) safety, (3) security, (4) communications and information, (5) training, (6) operational risk management (ORM), and (7) emergency management.



A nuclear ORI (NORI) is a special ORI in which applicable areas of nuclear surety are inspected as a subset of the overall readiness inspection. Where applicable, nuclear surety criteria are applied and reported in a separate area of the ORI report, or as a separate report. See the section on NSI for more information.

Tips for Success

- Fully understand all potential taskings from your DOC statement and other sources.
- Appoint squadron EET members; utilize them wisely to help prepare the squadron.
- Identify key warfighting positions and ensure primary and alternate personnel are properly trained in their responsibilities.
- Review previous inspection reports to ensure no repeat discrepancies.
- Conduct squadron exercises and in-house training to enhance wartime skills, identify deficient areas, and continue to train.
- Talk to squadron commanders at recently inspected bases to obtain insight on the inspection process and potential taskings.

Compliance Inspections

Compliance inspections assess areas mandated by law as well as mission areas identified by senior USAF and MAJCOM leadership as critical or important, to assess the health and performance of organizations. Failure to comply with established directives in these areas could result in significant legal liability, penalty, or negative mission impact. CI frequency varies among MAJCOMs, but generally no more than 60 months apart.

CIs are graded on either a three-tier scale (in compliance, in compliance with comments, or not in compliance), or the standard five-tier scale. CIs assess unit programs for compliance with current guidance in three general categories: (1) mission areas, (2) common core compliance areas, and (3) special-interest items (SII). The programs covered are listed in table 2 below.

Table 2. Compliance Inspection Focus Areas

<i>Mission Area</i>	<i>Common Core Compliance Area</i>	<i>Special-Interest Item</i>
Logistics Readiness	Intelligence Oversight	Vary, based on SAF/IG or MAJCOM IG focus areas
Contracting	Transition Assistance Programs	See your MAJCOM IG Web site for a list of SIIs applicable to your unit
Munitions (Nonnuclear) Civil Engineer	Voting Assistance Program Sexual Assault Prevention and Response	
Communications and Infrastructure	Homosexual Conduct Policy	
Emergency Management (replaced Full-Spectrum Threat Response)	Technology Protection Trafficking in Persons	
Safety	Post-Competition Accountability	
Occupational Health Installation Security Services Financial Management and Comptroller Personnel Aircrew Protection Intelligence		
<i>(MAJCOMs may supplement these areas as required)</i>		

Tips for Success

- Ensure your unit has current copies of MAJCOM checklists, SIIs, and inspection guides, as applicable.
- Conduct a thorough self-inspection and identify areas for improvement at least six months prior to the team's arrival; begin correcting deficiencies.
- Review previous inspection reports to ensure no repeat discrepancies.
- Review reports from other bases to gather crosstell information.
- Be involved in the inspection team's validation process.
- Ensure a knowledgeable person is always with the inspectors.
- Highlight your innovations and promote your best people.

Nuclear Surety Inspections

NSIs evaluate a unit's capability to manage nuclear resources while complying with all nuclear surety standards. Nuclear weapon systems require special consideration because of their political and military importance, their destructive power, and the potential conse-



quences of an accident or unauthorized act. When inspecting a nuclear-capable unit, inspection teams follow the inspection procedures in AFI 90-201, in addition to guidance contained in TO 11N-25-1. Each unit's management of nuclear resources is evaluated against approved safety, security, and reliability standards. An NSI may be combined with other MAJCOM inspections to reduce the number of unit inspections.

Types of NSI Inspections

- **Initial NSI (INSI)**—designed to evaluate a unit's readiness to assume or resume a nuclear mission.
- **Limited NSI (LNSI)**—limited in scope and does not evaluate all NSI areas applicable to the unit. Generally used to

inspect one or more areas specifically designated by the MAJCOM commander or IG, or following an unsatisfactory inspection rating.

- **Multi-MAJCOM NSIs (MMNSI)**—an NSI where two or more MAJCOMs share nuclear surety responsibilities at one base. These inspections are designed to ensure host-tenant responsibilities are fully assessed and properly integrated to support the nuclear mission.
- **Joint NSI (JNSI)**—an inspection conducted by the Defense Threat Reduction Agency.

NSIs are conducted by MAJCOMs on each nuclear-capable unit at least every 18 months. They are graded in the same manner as ORIs, but with findings listed on a three-tier scale—critical deficiency, major deficiency, or minor deficiency.

Tips for Success

- Fully understand all potential nuclear taskings
 - AFI 90-201, chapter 3.
 - Applicable MAJCOM checklists.
 - Unit maintenance capability letter.
 - Minimum essential equipment list.
- Appoint squadron EET members; utilize them wisely to help prepare the squadron.
- Review previous inspection reports to ensure no repeat discrepancies.
- Conduct squadron exercises to hone skills.

Post-Inspection Activities

*Maj Thomas Kirkham, 509th Munitions
Squadron Commander, 2004–6*

After an inspection is complete, it is critical to ensure the timely correction of any findings or discrepancies identified by an inspection team. An electronic spreadsheet is an excellent

way to track the status of write-ups and ensure appropriate follow-up actions are taken.

Equally important is to capture lessons learned and incorporate safeguards in your programs to prevent repeat (or similar) problems in the future. All program managers and the unit SIP monitor should maintain a continuity book containing historical data on past inspections to prevent repeat discrepancies and to provide continuity for new personnel. You may also want to keep a copy of inspection reports for future commanders to review.

Tips for Success

- Work to correct all findings or discrepancies identified by the inspection team as quickly as possible
 - Talk to the IG or MAJCOM staff for clarification on required actions, if necessary.
 - For problems that cannot be corrected immediately, establish a time line for resolution.
 - Monitor progress on all open discrepancies regularly; weekly or monthly staff meetings are a good place to do this.
 - Keep discrepancies open until fully resolved.
- Update HHQ regularly
 - Provide status updates on critical findings, chronic findings, or limiting factors and the progress of corresponding corrective actions, as necessary, to HHQ or the inspection functional agency.
 - Provide a formal response to the wing commander (via wing IG) for fix actions on minor discrepancies.
 - Provide a formal response to the MAJCOM IG through your wing commander (via the wing IG) for fix actions on major discrepancies.
- Take care of your Airmen
 - Your unit has worked hard to prepare for the inspection. Consider holding a unit sporting event, picnic, or down day to reward and rejuvenate your Airmen.
 - Recognize outstanding or superior performers.

Documenting and Sharing Best Practices

Maj Shelley Strong, Commanders Connection Facilitator

Reference

AFH 38-210, *Air Force Best Practices Clearinghouse*, 9 April 2001.

The majority of the following information is excerpted directly from the above reference.

A “best practice” is a superior method or innovative practice that contributes to improved performance as agreed upon by multiple sources. The “best” moniker is subjective, based on several factors such as an expert review or breakthrough efficiencies.

The Air Force Manpower Agency (AFMA) is the clearinghouse and repository for best practices identified by the MAJCOM IG teams. AFMA sets the criteria for retention, removal, and archiving of best practices. Before implementing a best practice, you need approval from the chain of command, process owner, or functional OPR. Remember, not all best practices can be adapted to every Air Force working environment.

The AFMA Web site (see below) contains a searchable list of approved best practices for many different types of units and programs. Some best practice descriptions may or may not include attachments, policies, or checklists to help in your implementation. However, squadron contact information is provided so you can contact the unit directly to obtain implementation advice.

Tips for Success

- Scan the AFMA Best Practices Web site periodically for new ideas to improve how your squadron manages its programs and executes its mission.
- Visit your IG and review crosstell information on best practices applicable to your wing.
- Share your good ideas with other commanders at *Commanders Connection*.

Additional Resource

AFMA Best Practices Web site: <https://www.afma.randolph.af.mil/orgunits/MAP/MAPI/awards>.

Appendix 1

Commander's Transition Checklist

*Compiled by the Faculty of
Air Command and Staff College*

The following list of items will assist you, as a new commander, in making a smooth transition into your squadron. Some areas can be addressed prior to taking command, whereas others must wait until after the change of command ceremony. Since this list is extensive and all are important, you will need to prioritize the items to use your time wisely.

Plans, Policies, Programs, and Budgets

- What is the squadron's mission?
- What is the squadron's mission statement? Vision statement?
- What is *your* vision for the squadron? Does it match the current vision statement?
- What are the squadron's goals (short and long term)?
- What are the squadron's priorities?
- In what plans (MAJCOM, wing, and group) does the squadron currently play a role?
- What policy letters does the squadron have? Are they still current? Do they match your policies? What changes are necessary? What policies do you need to implement?
- What is your command philosophy? When and how do you plan to articulate it to the squadron?
- What are your zero-tolerance areas?
- What programs is your squadron responsible for within the group or wing?
- Who manages the following programs, and how effective are the programs: security, safety, environmental, fitness, government travel card, training and rotation, readiness and deployment, self-inspection?

- Discuss budget with your RA. What is his or her experience level?
 - o Current budget status and spend plan?
 - o Unfunded requirements?
 - o Furniture, facility, and computer upgrade plans?
 - o Who are the GPC holders? When was the last GPC SAV and what were the results?
 - o End-of-year plan? Do you have your requirements ready for end-of-year fall-out funds?
 - o What contracts does the squadron use? Are they funded?
 - o What are the projected TDY and training requirements?
 - o Is the budget centrally managed by the RA or do the flights have their own budgets?

Facilities, Grounds, and Equipment

- What organizations are in the same building? What's the relationship and interaction? Any shared space?
- Who is the building custodian?
- How are janitorial services accomplished? How often?
- Computers? How many computers does the squadron own? Who has them and when do they need to be upgraded? Who are the ADPE custodians? Are they trained and effective?
- Who are the equipment custodians? Are they trained and effective?
- Who is the work group manager?
- Who obtains supplies and equipment for the squadron? How?
- Any logistics problems? Supply shortages?
- Walk through all squadron facilities. What is their condition? What improvements need to be made? Review projects currently in-work and outstanding work orders.

- Physically view all major equipment items. What is the condition? How is the equipment maintained? How is the maintenance funded?
- Is all equipment properly accounted for by the equipment custodians?
- Does everyone have the equipment and tools needed to do their job? If not, why not?
- Who accomplishes landscaping, mowing, sweeping, snow removal, and so forth? How often?
- How many vehicles does the squadron own versus the number authorized? What is their condition? Are they adequate to meet mission requirements? Who is the vehicle control officer? Is he or she trained and effective?

Organization

- What is the size and structure of the squadron?
- What is the relationship to the group, wing, and base?
- Are you responsible for supporting or leading any geographically separated units (GSU)?
- Review the unit manning document (UMD). Numbers authorized? Assigned? Inbound? Outbound? Attached? On loan? Assigned for flying?
- What flights and sections make up the squadron?
- Do you have training and readiness flights?
- Who are members of the commander's support staff? Do they understand their functions?

Leadership

- Who is the boss? What type of communication does he or she prefer? Expectations? Recurring suspenses? Pet peeves?
- What is his or her leadership and management style?
- Staff meetings? When? Who attends? Format? Deliverables?
- How often do the bosses visit?

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- Does the squadron or group have any mentorship programs? What levels? Who leads them? What is your role?
- Does the first sergeant understand his or her role and responsibility? Who is the back-up first sergeant? Is he or she trained?
- Do you have a section commander? Are his or her role and responsibilities clearly understood?
- What is the relationship between the members of the squadron leadership team? Between the commander and the leadership team?
- Who is the dorm manager? How often do you plan to visit the dorm? What projects are in-work for the dorm?
- Who leads the Top 3? How often do they meet? What are their plans and objectives?
- Is there an Airmen's Council? Who leads it?
- When do you plan to meet with your leadership team to discuss your vision and expectations?

Personnel

- Who are the key personnel in the squadron? What are their strengths and weaknesses?
- Of the key personnel, who has an assignment action in-work? Who is on the VML?
- What are the assignment preferences of your key personnel?
- When are the next promotion boards? When will the next promotion results be released? What is the squadron procedure for notifying and recognizing promotees?
- Review the additional duty roster. Who maintains it?
- Are there any disciplinary actions pending resolution?
- Are there currently any IG or MEO issues in-work? Any past complaints?
- Are there any health problems in the squadron? Anyone on profile? Are there any issues with alcoholism or drug abuse?

- When was the last driving-under-the-influence (DUI) incident in the squadron? What is the squadron's plan for reducing DUIs?
- What are the demographics of the squadron?
 - o Officer, enlisted, civilian, and contractors
 - o Education levels, PME completed, skill levels
 - o MDS history
 - o Flight qualification and flying hours
 - o Duty history (overseas, staff, joint, short, career broadening)
 - o Deployment history
 - o Race
 - o Religion
 - o Marital status, number of dependents, and single parents
 - o Members living on base (dorms or family housing); members living off base
 - o Newlyweds or recently divorced
 - o Married couples working in the squadron
 - o Non-US citizens
- Are there guard or reserve personnel assigned to or working in the squadron?
- Review PIFs, UIFs, and control rosters.
- Who manages the fitness program? What is the schedule for group fitness activities? When is the next fitness assessment? What were the results of the last assessment? Who is in the fitness improvement program?
- What is the squadron leave policy (radius, sign-out log, safety briefs, holiday time off, etc.)?
- Who monitors use-or-lose leave status? Have leaves been projected for the rest of the year?
- Who monitors the Government Travel Card? Is the use policy clear to all members?

- Is there anyone with low income, high debt, or pay advance concerns?
- Does the squadron have personnel involved with the base honor guard?
- Does anyone perform off-duty employment? Has it been properly approved and documented?

Communications

- When do you plan to meet informally with individual squadron groups (officers, SNCOs, NCOs, Airmen, civilians) to obtain their thoughts about the squadron?
- When do you plan to meet with the squadron union representative?
- When is your first commander's call? How often do you plan to conduct commander's calls? Plan to schedule one soon after the change of command to clearly present your vision for the squadron, command philosophy, and expectations.
- Does the squadron have a newsletter? Read file? Who is responsible for these?
- Is e-mail used extensively? How effectively does it distribute information?
- Which base organizations and individuals should you briefly visit? (e.g., other squadron commanders in your group, legal, ADC, OSI, IG, MEO, CPO, CES, FM, CS, ARC, A&FRC, chaplain, SVS, MSS, medical).

OPR, EPR, Awards, PRF, Decorations, Feedback, and Civilian Appraisals

- Who reports directly to you? Why? Why not others?
- When is their next feedback due? Is it on your calendar?
- How well is feedback conducted in the squadron? How is it tracked? By whom? How is feedback conducted for civilians?
- Who tracks OPRs and EPRs? How are they tracked? Any currently late? Who reviews them for quality? Is the status reviewed at the group or wing level?

- What are the current group or wing policies regarding senior-rater endorsements?
- What is the procedure for promotion recommendation forms?
- How are your officers and SNCOs currently stratified?
- Does the squadron have an active awards program? Who were the last wing winners? Who manages the program for the squadron? What functional awards do squadron members compete for? When are the next awards packages due? How are squadron winners recognized?
- Does the squadron have in-house awards or special recognition programs (e.g., sharp troop, star performer, and commander's coins)?
- What are the wing, group, or squadron policies on end-of-tour decorations? Does the wing publish a decorations guide?
- When are civilian appraisals due? Who has the lead for managing these? What are the wing policies and procedures? Are supervisors fully aware of their responsibilities?

Morale and Family Issues

- Who is currently deployed or preparing to deploy? Do they have family members in the local area? How does the squadron support them?
- Does the squadron have a booster club? Who leads it? How often do they meet? What are their plans and objectives?
- What social gatherings does the squadron conduct?
- Does the squadron celebrate birthdays, babies, or weddings?
- Do the officers occasionally meet informally, such as at the Officers Club on Fridays?
- Does the squadron have an active spouses' group? Who leads it? How often do they meet? What are their plans and objectives? Does the base have a key spouse program? Does the squadron participate?

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- When was the last climate assessment conducted? What were the results?
- Any organizational or personnel skeletons in the closet?
- How effective is the squadron INTRO program? Do welcome packages contain a letter from the squadron commander? If so, you will need to sign a new letter.
- How does the squadron recognize incoming and outgoing personnel?
- How does the squadron raise funds? Who leads the effort? Has it been successful? How much money is currently on hand? How is it managed? Are proper guidelines followed?
- How are families involved in the squadron? How often?
- What are the emergency leave procedures and policies?
- Are family care plans up-to-date?
- Is next-of-kin notification information up-to-date for squadron members?
- Who is the squadron chaplain? How often does he or she participate in squadron events?
- Are there currently any family medical issues in the squadron? Do any families have special needs? Is anyone assigned for humanitarian reasons?
- Who is the squadron public affairs officer? Are hometown news releases and letters to parents regarding special events (e.g., reenlistments, promotions) accomplished?
- Who is the sports representative for the squadron?
- What intramural teams does the squadron have? When is the next game?

Readiness

- What OPLANs does the squadron support? What are the responsibilities of the squadron?
- What requirements are found in the DOC statement? Is it current? Have you reviewed and signed it?
- Who prepares the SORTS and ART reports for the squadron? Review the most recent reports. Does the group commander

require a monthly briefing on these reports before submission?

- What are the squadron responsibilities according to the installation deployment plan?
- Who is the squadron UDM? Is he or she trained and effective?
- How does the UDM select personnel for deployments?
- What AEFs are squadron members assigned to?
- Are squadron personnel ready for deployments? What are the requirements (wills, immunizations, training, family care plans, etc.)? How is personnel readiness tracked? Is readiness tracked at a level above the squadron?
- Where is the squadron unit control center? Who manages it? Is he or she effective? Is the UCC the focal point for receiving and disseminating critical information during exercises and contingencies? If not, how is information disseminated?
- Obtain a squadron recall roster. Who ensures the recall roster is current? How effective was the last recall?
- What is the wing exercise schedule?
- Who are the squadron EET representatives? Are they trained and effective?
- What squadron personnel are assigned as READY augmentees? Does the squadron receive any READY augmentees?
- Who are the squadron disaster control group members?

Operations and Flying

- Who handles scheduling? What are the procedures? How are personnel notified?
- What are the alert procedures?
- What are the training and currency requirements for the squadron? Are there any MAJCOM- or wing-directed training requirements? Are you current on the aircraft in this squadron?

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- Review other training requirements (life support, chemical warfare defense equipment, etc.).
- When are training meetings held? Who conducts them?
- Who conducts the operations meetings? What is the schedule?
- How is mission planning conducted and by whom?
- What is the upgrade policy for the squadron?
- How did you deal with delays? Maintenance group versus operations group issues? What are the procedures for assigning delay codes? Who briefs delays and in what forum?
- Review aircraft commander trip and mission reports. Look for issues.
- Meet with functionals to discuss your standardization and evaluation policy.
- Meet with the chief of Air Force operations resource management system (AFORMS) to discuss any aircrew and mission flight documentation issues.

Standards

- Regarding the following inspections, when were the last ones conducted, what were the results, and when is the next one scheduled?
 - o MAJCOM inspections (e.g., ORI, UCI, NSI)
 - o Wing safety inspection
 - o Wing security inspection
 - o Wing ECAMP inspection
 - o Wing records inspection
 - o Squadron self-inspection
- Who is the safety representative for the squadron? Is he or she trained and effective? How does he or she ensure personnel follow safety requirements?

Heritage

- What is the history of the squadron? How are squadron personnel made aware of their history?
- Does the squadron have a mascot or a cheer?
- What are the squadron's recent major accomplishments?

Questions for the Outgoing Commander

- What initiatives did you try that worked well? Not so well?
- What initiatives are still in-work?
- What initiatives were you not able to start?
- What does the boss like or dislike?
- What disciplinary actions are still in-work?
- What was your schedule like?
- How and when did you schedule your "priorities"?
- What meetings did you attend?
- What are the toughest problems and issues I should expect to face during the first few months?
- Which areas do you recommend I focus on initially?
- Who are the key informal leaders in the squadron?
- Who were your "go to" people (inside and outside the squadron)?

Appendix 2

How to Keep Your Boss Happy

*Brig Gen Everett Thomas, 5th Space Launch
Squadron Commander, 1996–98*

The article below was taken from the 2007 Air Force Medical Service *Handbook for New Commanders*. The handbook contains valuable information for commanders in all career fields and can be accessed at the following link: <https://afkm.wpafb.af.mil/DocView>.

Years ago, before mentoring was considered the Air Force way or even cool, my group commander took the time and cared enough to grow young Air Force officers, enlisted, and civilians.

One of the most memorable things this wise commander shared was his “How to Keep Your Boss Happy” philosophy. Now, I’m privileged to share this philosophy with you. Knowing what your boss expects is a clear indication of your ability to get things done and communicate.

Here are 11 hints to keep your boss happy:

1. **Meet suspenses.** One way to really please your boss is to get things done on time. If a suspense can’t be met, tell the boss. The boss is faced with meeting suspenses also.
2. **Give straight answers.** When advising or advocating a position, don’t hedge. If you don’t know, say so. “I don’t know” is much better than an inaccurate response. Most commanders, especially the good ones, make decisions on what their subordinates or staff tells them.
3. **Never, never, never tamper with the truth.** No exceptions! This statement goes hand in hand with our core values. Use a four-way test when deciding to relay bad news: (1) Is it the truth? (2) Is it fair to all concerned? (3) Will it build goodwill and better friendships? (4) Will it be beneficial to all concerned?
4. **Three things to do with an instruction.** There are three things you must do with an Air Force instruction—follow it, get a waiver approved, or change it. Nothing else is acceptable. Most bosses don’t know the technical data associated

with an AFI. Don't let the boss go against existing instructions unless these three things have happened.

5. **Understand your tasking.** If you don't know what the boss asked of you, neither you nor your boss will be satisfied with the end product. You'll waste time sitting at your desk wondering what the boss really wants you to do. Sometimes, the boss doesn't really know either. A little discussion leads to a much more efficient solution. Take the time to ask.
6. **Be innovative.** Don't be afraid to fail. Show me a person who has never made a mistake and I'll show you a person who has never done anything.
7. **Be positive.** Orient your thinking to completing the mission. Don't waste time developing theories that defeat the goal. Don't write negative rules. Tell what can be done—not what can't be done. For example, a sign may read "Keep off the grass." Wouldn't it be better if the sign read "Please use the sidewalk?" The negative sign used 15 letters, the positive sign used 16. For one more letter, in a much subtler way, you can change attitudes. Try it some time; you may like it.
8. **Don't let your boss be surprised.** There are very few bosses who like to get that phone call or question from their supervisor about an important issue only to learn the staff hadn't told him or her about the issue. Keep your boss informed. Make the boss look smart. You'll be rewarded for your effort. Confidence in the staff is every boss' dream.
9. **Notify your boss of negative responses.** If you are required to notify an agency or person above your boss of a negative response, take the time to inform your boss. Even though your reasons are valid, agencies or persons above the boss don't like to hear no.
10. **Don't hide problems.** Problems only get worse with time. If you know there is a problem, there is a very good chance that someone else does too. I often tell young people this: it is not about the mistake, it is about how you recover. In essence, do you and others learn from your mistakes?
11. **The right to criticize.** The performance of people senior to you is reserved for your boss. Explain your position to

your boss and stop there. When a decision is made, you carry out the decision.

These 11 hints have worked for me, and I'm sure they will work for you. I'm sharing them so our philosophy will, hopefully, guide a new generation of Air Force officers, enlisted, and civilians.

AU-2
Guidelines for Command

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