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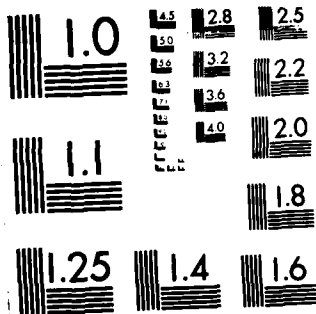
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IT'S YOUR CAREER

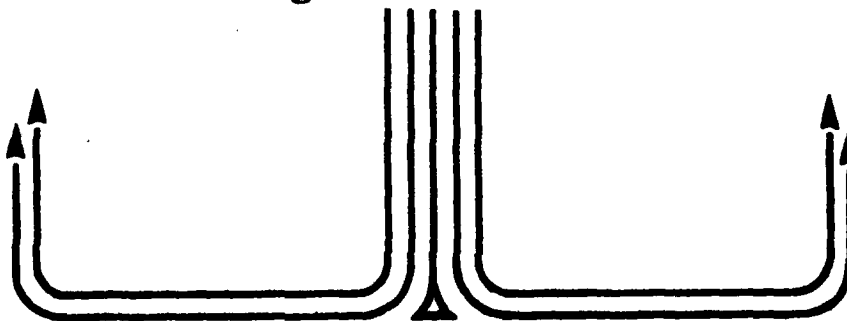
"GET INVOLVED AND GIVE IT ALL YOU GOT"

MAJOR KENT S. RINDY

MAJOR WILLIAM D. RUSSELL 85-2180

"insights into tomorrow"

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REPORT NUMBER 85-2180

TITLE IT'S YOUR CAREER - "GET INVOLVED AND GIVE IT ALL YOU GOT"

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requirements for graduation.

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19. ABSTRACT (Continue on reverse if necessary and identify by block number) This handbook is a career development guide for newly assigned and career development rated crewmembers. Its purpose is to provide the crewmember a broad perspective of the following areas: the Air Force Career Development Act, assignment process/opportunities, career counseling, promotion opportunities, and author's personal career development. The underlying theme of the handbook is individual performance as the key to successful career development. Therefore, the handbook could be a useful tool for both career development officers while counseling the young crewmember.			
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PREFACE

The intent of this handbook is to provide newly assigned Strategic Air Command (SAC) rated crewmembers information to assist them in their initial career planning. Career development is a continuing process and the authors believe it essential for each officer to get a good start in this arena. The handbook may also be beneficial to Unit Career Development Officers in their efforts to counsel and provide advice to young crewmembers. Much can be done in developing our young officers into tomorrow's leaders--a basic understanding of what they can do and expect to do throughout various stages of their careers should prove helpful in the career development process. Hopefully, this handbook will provide that foundation. Opinions presented by the authors are their own and should not be taken as official Air Force policy.

The authors wish to express their appreciation to Major Rusty Romer, ACSC faculty advisor, for his assistance and timely advice during development of this project. Additionally, a big Kudo is extended to Majors Tom Ellers and Rick Fitzhugh of HQ SAC/DPROR for their efforts and sponsorship of the handbook. Finally, we salute the resource managers at HQ AFMPC/ROR3 for giving of their time when called upon.

This document will be published as a SAC handbook after review and approval of content by CINCSAC.

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ABOUT THE AUTHOR

MAJOR KENT S. RINDY

Major Rindy received a Bachelor of Arts degree in Business Administration from the University of North Dakota in 1970 and a Master of Arts degree in Public Administration from Golden Gate University in 1982. He was commissioned through Officer Training School at Lackland AFB in 1971. In 1972, he earned his wings at UNT and completed NBT prior to departing Mather AFB. Prior to attending ACSC in-residence, Major Rindy completed SOS by correspondence and in-residence, and ACSC through seminar.

He has extensive operational and training experience in the Bomber Weapon System. After completing navigator training, he was assigned to Minot AFB, North Dakota where he served as an instructor navigator (IN) and instructor radar navigator (IRN) in both the 23rd Bomb Squadron and in the 5th Bomb Wing Standardization and Evaluation Division. In 1977, he was assigned to Castle AFB where he served as an IRN in the CCTS and TCU.

In 1980, Major Rindy was selected for a position at HQ AFMPC as Officer Retention. Also, while at AFMPC, he served as an Assignment Staff Officer in the Bomber Career Management Section and as Executive Officer to the Director of Assignments.

Major Rindy is a Senior Navigator with over 2900 hours of flying time. Upon completion of ACSC, he will return to the classroom to graduate his flying gates and compete for future assignments.

ABOUT THE AUTHOR

MAJOR WILLIAM D. RUSSELL

Major Russell received a Bachelor of Science Degree in Mathematics from the University of Georgia in 1970 and a Master of Science Degree in Human Relations and Management from Abilene Christian University in 1978. He was commissioned through Officer Training School at Lackland AFB in 1971, and earned his wings through UPT at Laughlin AFB, Texas in 1972. Prior to attending ACSC in-residence, Major Russell completed SOS by correspondence and in-residence, and ACSC through seminar.

He has extensive operational and training experience in the KC-135A. After completing pilot training, he was assigned to the 917th Air Refueling Squadron at Dyess AFB, Texas. While at Dyess AFB, he served as Co-pilot, Aircraft Commander, Instructor Pilot (IP), and as Chief of Training Flight. He also participated in Bullet Shot and Young Tiger deployments and has flown missions in support of the Alaska, European, and Pacific Tanker Task Forces. In 1978, he volunteered and was accepted for an assignment with the 93rd Air Refueling Squadron at Castle AFB as a CCTS IP.

In 1981, he was selected for a position as a Tanker Career Management Staff Officer at HQ AFMPC. His duties included management, distribution, and utilization of officers in the Tanker Weapon System. During this time, he was personally involved in manning tanker squadrons in Eighth and Fifteenth Air Forces.

Major Russell is a Senior Pilot with over 2800 hours of flying time. Upon completion of ACSC, he will return to the cockpit to complete his flying gates and compete for future opportunities.

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Chapter One

THE AVIATION CAREER INCENTIVE ACT (ACIA) AND YOU

"What is the gate system and how does it apply to me?" This question is asked frequently by rated officers. It's a good question--one whose answer you should add to your "rated vocabulary" and become intimately familiar with. Now that you've earned your wings, the ACIA will become an instrumental part of the equation in determining your future assignments. The ACIA is not the only factor in career planning, but it does have a two-fold application: it insures your viability (renewed experience/utility) within a SAC weapon system and it provides for your entitlement to Aviation Career Incentive Pay (ACIP), or flight pay, through specific points in your career. The intent of this chapter is to explain the ACIA and provide you information that will serve as a cornerstone for sound, realistic career planning. Understanding the environment in which you train and work will go a long way in enhancing your talents both as an officer and individual. Let's look at the ACIA as a first step.

ACIA

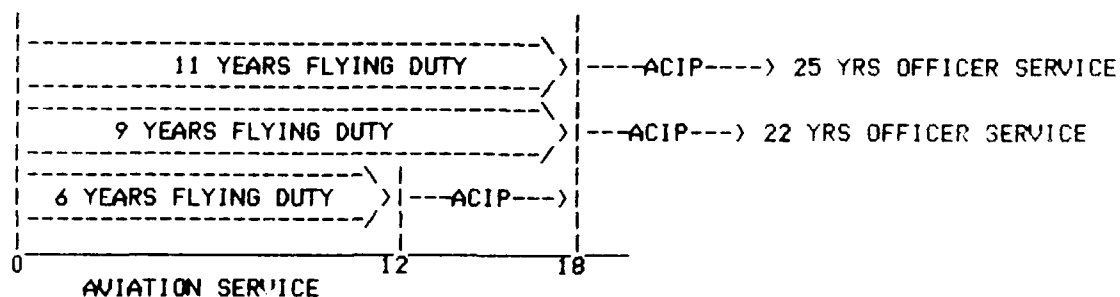
The Aviation Career Incentive Act was established in 1974 as Public Law 93-294. The Act provides for a rated officer to receive ACIP on a continuous monthly basis as long as the officer meets outlined standards (gates) during his/her career. These gates occur at the 12 and 18 year points of aviation service. Your aviation service begins once you are put on flying orders in Undergraduate Flying Training (UFT). Twelve and 18 years from that date establishes your gates. According to the ACIA, a rated officer must complete 6 years (72 months) of flying duty within the first 12 years of aviation service and 11 years (132 months) by the 18th year of aviation service. Completing 6 of 12 and then 11 of 18 entitles continuous flight pay for the officer through 18 years of aviation service and 25 years of officer service, respectively, provided the officer remains medically qualified for flying duty. Simply stated, you should plan on completing 6 years of flying duty early in your career. This is generally easy to do and will allow you to career broaden through varied assignments downstream. HQ SAC and HQ AFMPC assignment personnel will work with you in monitoring these checkpoints. Should you desire or be required to move out of rated duty for

any reason, 7 years is the magic number to watch. This is the maximum amount of time you can remain outside of operational flying and still complete 11 years of aviation service by the 18 year point.

One additional phase point you will hear a lot about is the 9-year gate. Remember, 12 and 18 years are the "gates"--the 9-year (108 months) phase point is another checkpoint. Under the ACIA, if you complete nine years of flying duty by 18 years of aviation service, you are entitled to continuous flight pay through 22 years of officer service.

Confused? Hopefully not. As you progress in your career, opportunities both in and out of rated duties will surface. Keep in mind the timing of such and what milestones you need to be aware of one or two assignments hence. The ACIA provides you and the assignment folks a guideline for career management. Varied assignments broaden your perspectives and enrich your contributions to our Air Force. A general rule of thumb is to complete 6 to 9 years of flying, broaden in a rated staff or other Air Force requirement, and return to operational flying to complete your 9 and/or 11 year phase points. Many variables may alter this pattern, but keep things moving toward that goal. You'll maintain your weapon system viability and insure your entitlement to ACIP.

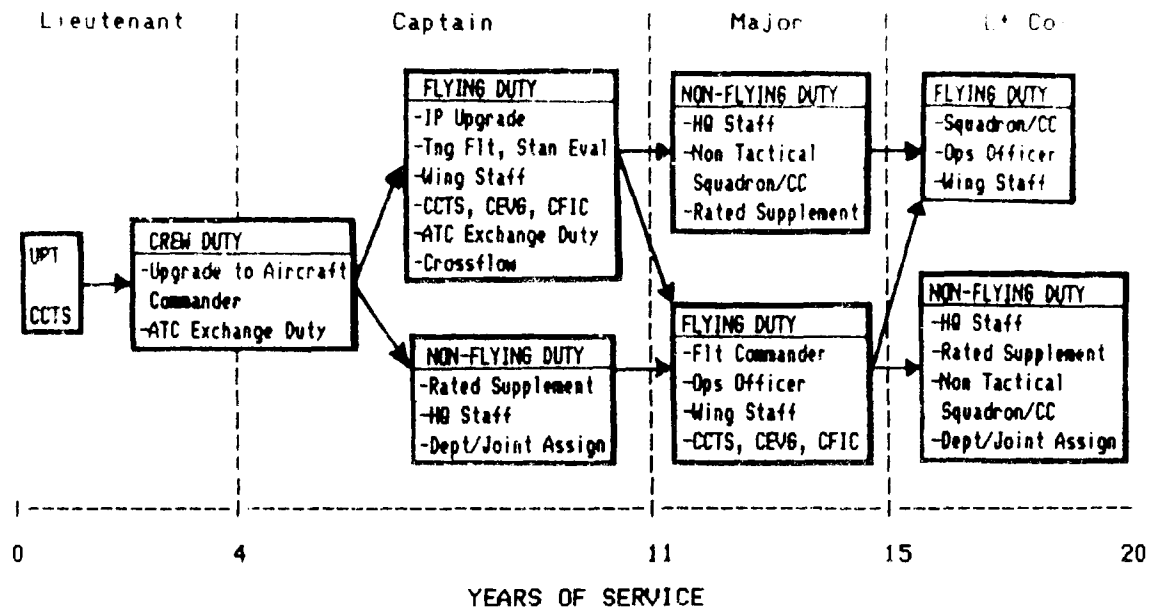
The following example is provided to further clarify the ACIA. Let's say your aviation service began 1 June 1982. By 1 June 1994, you should have performed operational flying duty (including UFT) for at least 6 years (72 months). Furthermore, by 1 June 2000, you should have performed at least 11 years (132 months) of operational flying duty. The chart below will give you some idea of ACIA utilization standards. If you have further questions, grab a copy of AFR 36-20, Officer Assignments, and read the paragraph on utilization standards.



NOTE: ACIP IS BASED ON OFFICER BEING MEDICALLY QUALIFIED

Figure 1

BOMBER-TANKER PILOTS



BOMBER-TANKER NAVS/EWOS

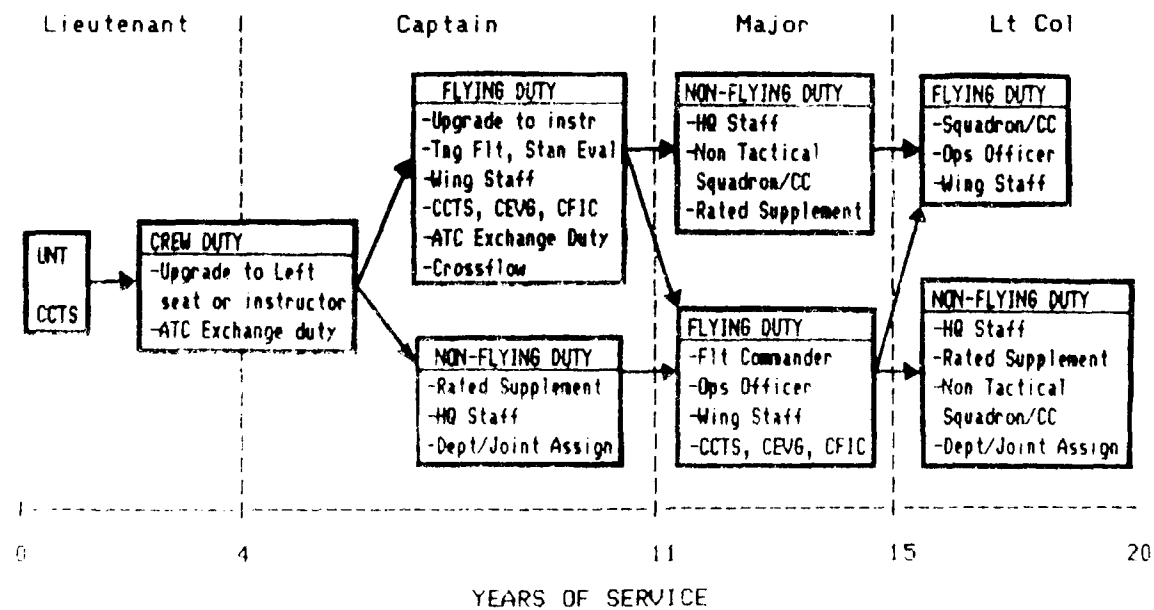


Figure 3

able to retrain rated officers in minimum time.

ASSIGNMENT TIMING

Moving into the right position at the right time is very important to you and the Air Force, as far as career development is concerned. However, you shouldn't be as concerned about this as much as you are about solid performance. Let your resource managers at HQ SAC or HQ AFMPC worry about timing--it's their job! Your input into this process is a current, realistic, well-thought-out Form 90 with the factors discussed above taken into account. Then, when the right opportunity presents itself, jump on it!

The above factors taken together mean that good performers generally have flexible assignment opportunities, provided they are not constrained by gates, viability, or MWS manning and that they take their turn with other qualified officers. This, translated into timing, means a plan with no back-to-back tours out of your MWS. This plan increases assignment equitability by allowing others to broaden, helps manage your gates, and keeps you viable in your weapon system.

As a new SAC crewmember, your primary concern should be to increase your flying experience. Your first and probably your second assignment should be in flying positions. Your second assignment might be in your primary aircraft or in another, such as an ATC instructor. In either case, you will be mastering the basic skills that you will need throughout your Air Force career as a rated officer. As you increase in rank and experience, you might broaden by moving into a rated staff position or into the rated supplement. This would normally be followed by returning to the cockpit in a more responsible position. Figure 3 on the next page graphically depicts some normal options on career development for SAC crewmembers. It is not meant to be a complete list, but it will give you a starting point. By tracing the arrows you will be able to see some of the different career paths and options normally used. These options are discussed in greater detail in the next chapter.

YOUR GATE STATUS

Although the entire first chapter was devoted to gates, it is deemphasized here because of its impact on your assignment opportunity, especially if you need to fly. You volunteered to fly and the Air Force spent big bucks training you. Because of the gate system you draw flight pay both in flying and non-flying positions, so long as you meet your gates. The assignments staff officers at HQ SAC and HQ AFMPC are tasked with the responsibility of insuring gate completion on all rated officers consistent with the needs of the Air Force. You can expect to fly at least through your first six years and perhaps through your first nine years before moving into a non-flying position. Once in a non-flying position, you should plan to limit your non-flying duty. As stated in the first chapter, 7 years of non-flying duty out of 18 years of aviation service is maximum in order to meet your gates--and this 7 year maximum usually consists of more than one assignment out of rated duty with a flying assignment in between.

EQUAL ASSIGNMENT OPPORTUNITY

AFR 36-20 stresses equal assignment opportunity for all members provided the member possesses the qualifications and potential for the job. This selection is made without regard to color, race, religion (except chaplains), ethnic background, national origin, age, or sex (except where prohibited by law and limitation of facilities) consistent with requirements for physical capabilities. Taken a step further, equal assignment opportunity in context of the SAC crewmember means that you should not expect a second shot at a specific requirement before other equally qualified and available volunteers are given a first opportunity. When you return to your MWS after a broadening tour, others will have a chance to broaden, hopefully giving some broadening opportunity to the majority of the force.

WEAPON SYSTEM VIABILITY

Your Weapon System viability relates directly to the length of time since you last flew in your MWS. If you are currently in the crew force or actively flying in your MWS, you are either building or updating your viability. A goal of the rated officer assignments community, as far as SAC rated officers are concerned, is to keep rated officers viable to the extent that full course training is not required following an assignment out of the officer's primary aircraft. The length of time an officer can remain out of his primary aircraft without having to complete full course training varies and is influenced by the officer's flying experience. Keeping a viable rated force reduces training costs and increases our war fighting surge capability by being

Chapter Three

FACTORS THAT AFFECT ASSIGNMENT OPPORTUNITY

"What assignments are available?" This is probably the most often asked question of an assignments staff officer at HQ SAC or HQ AFMPC. This is a difficult question to answer because it depends on many factors such as weapon system manning, your performance, your gate status, equal assignment opportunity, weapon system viability, and timing. This chapter discusses these factors so you can better estimate your assignment opportunities. Don't forget the impact of the factors previously discussed, such as time on station and availability. A timing chart is located at the end of this chapter to give you an idea of how these factors interact through the rank of lieutenant colonel.

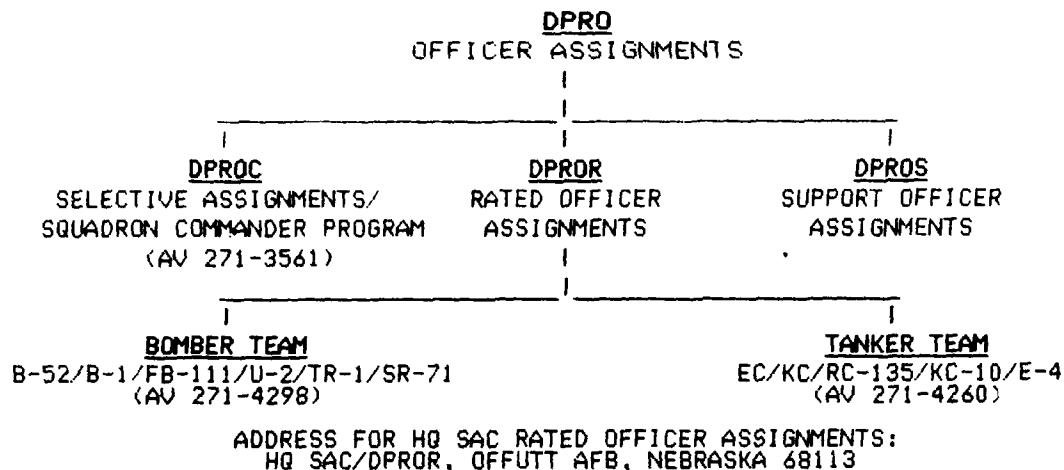
WEAPON SYSTEM MANNING

Earlier, your availability for an assignment was discussed. Now let's look at your availability from a broader perspective. The Bomber and Tanker Weapon Systems each have a finite number of officers. With this limited resource, each MWS must have the necessary manpower to fill its rated requirements. Just numbers are not enough; the experience levels within each squadron must also be maintained. Thus, your assignment opportunity is directly influenced by the condition of your weapon system manning, including experience levels. Simply stated, the better your weapon system is manned, the better chance you will have for opportunities outside your weapon system.

YOUR PERFORMANCE

Performance is probably the single most important factor that affects your assignment opportunity, especially in selectively manned assignments or other highly visible positions. Everybody wants the superstar, but the poor performer is difficult to place. If you consistently demonstrate good performance, the opportunities will come--just be patient. But remember, your first priority as a rated officer is to build a solid base of flying experience.

HQ SAC ASSIGNMENTS



HQ AFMPC ASSIGNMENTS

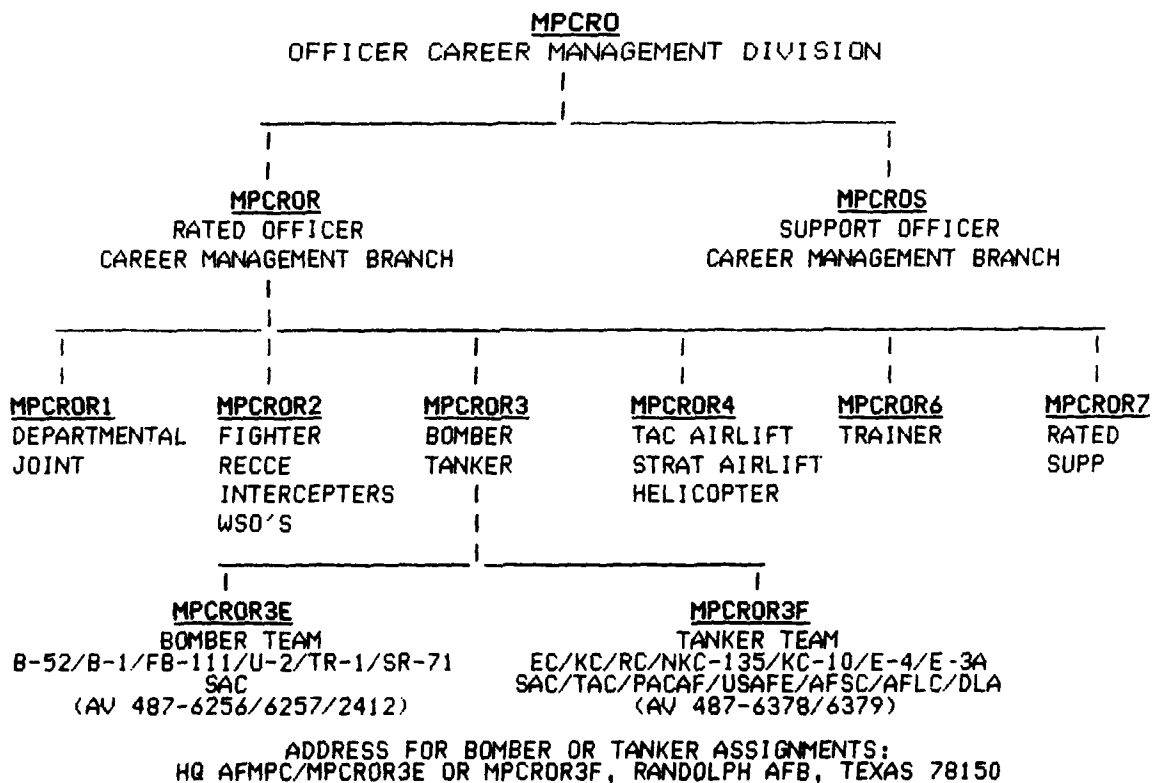


Figure 2

someone might be evaluating you on your record for a key position. Keep your record, your Form 90, and most of all your performance up to speed. Those three ingredients could make or break your future career development.

How, then, do normal availables compete for assignment? Whenever a position becomes vacant, a requirement for an officer with certain qualifications exists, i.e. captain, major, pilot, navigator, EWO, instructor, non-instructor, etc. SAC or AFMPC assignment teams scrub the computer for officers that meet these qualifications. The computer provides a list of qualified officers--volunteers, based on the Form 90, and non-volunteers, based on the eligibility criteria below. The assignments folks factor-in officer availability to the equation. That is, for an officer to be available, the losing unit should be able to sustain the loss. One more fact to remember is that volunteers are normally selected for assignment before resorting to non-volunteers, provided eligibility and availability requirements are met. Since the eligibility criteria is different for CONUS and overseas assignments, they are treated separately.

To be eligible for a CONUS assignment, an officer should have three years TOS prior to departing on assignment. The "most eligible" available volunteer that meets the requirements for the assignment is normally selected; that is, the officer with the most TOS. However, eligible officers qualifying for the SAC Northern Tier Program get priority over other volunteers for some CONUS assignments (see AFR 36-20 SAC Supplement One). If no eligible and available volunteers exist, the "most" eligible, available non-volunteer is selected.

For overseas assignments, the eligibility requirements for volunteers and non-volunteers are different. To be eligible, volunteers must have at least one year TOS prior to departure. Qualified available volunteers are selected first, based on the "most eligible" concept discussed above, with priority being given to Consecutive Overseas Tour (COT) volunteers, extended tour volunteers, and non-CONUS residents. For non-volunteers, the overseas return date and number of overseas tours are used to determine the most eligible officer. Additionally, non-volunteers must have two years TOS to be considered eligible. In the case of non-volunteers, an available officer with the most dated overseas return date and the lowest number of overseas tours is the most eligible and is normally selected.

For more detailed information on assignment selection, see AFR 36-20 Chapter Three for CONUS assignments and Chapter Four for overseas assignments.

This has been a quick overview of the assignment process. Your input into the system is vital. Even though TOS rules generally apply, the bottom line is putting the right officer in the right position. Assignment personnel are in constant motion, working hard to fill requirements six to eight months ahead. One thing to keep in your hip pocket is that you never know when

Rated Officer Review Board (RORB)

Simply stated, this is the process by which mandatory available officers are assigned. The RORB starts about 10 months before the end of an officer's controlled tour. Individual career briefs are automatically generated and sent to the appropriate MWS assignments team (Bomber or Tanker). The assignment folder (not the officer selection folder that is used for promotion) of each officer is pulled and the most recent Form 90, plus any other assignment information or correspondence, is reviewed by your MWS assignments team. In addition, the assignment folder is reviewed by the Joint/Departmental Assignments Section (MPCROR1) and the Rated Supplement Assignments Section (MPCROR7). Each reviewer makes assignment recommendations for each officer based on his/her record, experience, rank, qualifications, gate credit, and Form 90 preferences. These recommendations are also made in context of the vacancies projected for the given month. This process results in the officer being worked for assignment by either the Support Officer Branch for a rated supplement assignment, the Joint/Departmental Section for a Joint or Departmental assignment, or the Bomber/Tanker Career Management Section for a rated staff or flying assignment. Sometimes an officer is recommended for assignments in more than one of the above areas. In these cases, the Chief of the Rated Officer Career Management Branch makes the final determination based on all the inputs. If the officer is not recommended for an assignment in the rated supplement or the Joint Departmental arena, his/her folder is automatically forwarded to their rated team for final assignment. Normally, only qualified volunteers are assigned in the rated supplement or the Joint/Departmental arenas due to limited assignment opportunity. Officers undergoing the RORB process normally receive the assignments four to five months prior to their tour completion date. It is important that they have a current Form 90 and that they keep in touch with the office responsible for their final assignment.

Assignment Eligibility

If you are a normal available, you are probably wondering how you are considered for an assignment. To explain this, a discussion of assignment eligibility is necessary. The most eligible officers for assignment are the mandatory availables because they must move; however, there are usually not enough mandatory available officers to cover all the existing or projected vacancies for their assignment month. Additionally, mandatory availables are not always immediately qualified to fill all the the vacancies. For these reasons, the Bomber/Tanker assignment community must rely on normal availables to fill a major portion of the total requirements.

of the Secretary of Defense (OSD). AFMPC resource managers are likewise tasked with career counseling, but be sure to talk to your commander first, then give your resource manager at AFMPC/MPCROR3 a call if you still have questions (see figure 2).

In summary, your commander to a small degree, and SAC and AFMPC assignment personnel to a greater extent, are tasked with the job of selecting the right officer to fill Air Force requirements. You can and will play a key role in filling some of those requirements. Hence, the more realistic your career plan is, the more successful you will be in obtaining the assignments you desire. Work out your career plan with your commander and, if necessary, contact HQ SAC/DPROR or HQ AFMPC/MPCROR3, then submit your Form 90. A well thought-out, realistic Form 90 will be the first step to a successful trip down the road to career development.

THE MECHANICS OF THE ASSIGNMENT PROCESS

Now that you have submitted a Form 90 with a realistic career plan, how does that translate into an assignment? To answer this question you need to understand how the assignment process works. A discussion of assignment availability categories, the Rated Officer Review Board (RORB), and assignment eligibility should cover the subject.

Assignment Availability Categories

Air Force officers are, by regulation, considered either Mandatory Availables or Normal Availables for the purpose of assignments.

Mandatory Availables. These are officers that are in a must-move status. That is, their assignment has a tour completion date (month and year) and they will be reassigned on that date. Some examples are officers serving tours overseas, in the rated supplement, as ATC instructors, or at the Air Staff. A complete list of assignments with controlled tour lengths is located in AFR 36-20, Chapter Nine.

Normal Availables. If you are currently a SAC rated crewmember with time on station (TOS) requirements met (see assignment eligibility on the next page) and do not fall in the mandatory available category, you are considered to be a normal available. You are not automatically assigned at a specific date, but can be assigned to fill a specific requirement provided it cannot be filled with a qualified mandatory available.

will go a long way in steering you on the right path, but don't forget that the most important player throughout your career will be you. First, let's examine the role of your commander.

Your commander is your primary career advisor. Of the above players, your commander is probably the only one that knows you personally. He or she should be aware of your strengths, capabilities, desires, and areas needing improvement, and can best advise you on your career plan. Also, your commander's experience within your weapon system provides a sound base for career counseling. Let's just say that your commander has been down the road before you and is the best person that can look at your career road map and advise you of the detours, stop signs, curves, and straight-aways. When you finish this handbook, you will have some definite ideas about your career development plan. Discuss your plan with your commander and then fill out a Form 90 with the help of Chapter Five or AFR 36-23, and turn in three copies to your CBPO. One copy stays with your officer record at CBPO, one goes to the assignment folks at Headquarters SAC (HQ SAC/DPROR), and one goes to your resource manager at Headquarters AFMPC (HQ AFMPC/MPCROR3).

Headquarters SAC has specific responsibilities in the assignment process and your career development. They provide the assignment folks at AFMPC with policy and guidance with respect to SAC weapon system manning. They are directly responsible for assigning officers to HQ SAC and the Numbered Air Forces (NAFs). HQ SAC is also responsible for managing crossflow programs, selecting officers for B-1, KC-10, FB-111, U-2, TR-1, E-4, and SR-71 duty, approving instructors for CCTS duty, and approving pilots and navigators for ATC duty. In the area of career counseling, HQ SAC will provide information and guidance in any of the above areas. After talking to your commander, give your career monitor at HQ SAC/DPROR a call if you have additional questions (see figure 2).

Like HQ SAC, the resource managers at HQ AFMPC have specific responsibilities in the assignment process and your career development. In the assignments arena, the resource managers at the Bomber/Tanker Career Management Section (MPCROR3) make wing level and below assignments for all SAC units and coordinate these assignments with HQ SAC. Additionally, they are responsible for all Bomber/Tanker MWS assignments outside of SAC. Most of these are in the Tanker MWS and include assignments such as 135/E-3A assignments in the Tactical Air Command (TAC), Air Force Systems Command (AFSC), Air Force Logistics Command (AFLC), Pacific Air Forces (PACAF), US Air Forces in Europe (USAFE), and Defense Logistics Agency (DLA). Some of their other duties include identifying MWS inputs for duty as Air Training Command instructors, releasing officers for rated supplement duty, and providing qualified officers for duty above MAJCOM level at the Air Staff, Office of the Joint Chiefs of Staff (OJCS), and Office

AFR 36-20 Officer Assignments

This regulation is the Bible for officer assignments, serving as the guide for the assignments community. It covers the following major areas: distribution and control of the officer resource; assignment procedures, policies, and programs; overseas duty; humanitarian, permissive, and Children Have A Potential programs; temporary duty; special duty assignments (SDA); stabilized tours; departmental and joint assignments; and assignment of military couples. AFR 36-20 SAC Supplement One contains MAJCOM guidance to the assignments community. Items of interest for you might be the following: assignment stability for Central Flight Instructor Course (CFIC) graduates, command post controllers, and officers in standardization/evaluation duty; training requirements for each aircraft in the SAC inventory; combat crew composition; units with special personnel selection procedures (1st Combat Evaluation Group (1CEVG), 2nd Airborne Command and Control Squadron (ACCS), Combat Crew Training School (CCTS), KC-10, RC-135, and FB-111); selectively manned units; and the HQ SAC Northern Tier Assignment Program.

AFR 36-23 Officer Career Development

This regulation explains the philosophy behind officer career development and provides guidance for the Air Force, MAJCOM, and base career development programs. It contains a discussion of career development and a career progression guide for each major utilization field (pilot, navigator, engineer, etc.). The career progression guide is presented as a time line which shows normal progression through the initial, intermediate, advanced, staff, and executive development stages. Areas covered on this career development time line are grade, Professional Military Education (PME), training, and education. Additionally, this is the regulation that governs the Form 90. AFR-36-23 SAC Supplement One provides MAJCOM guidance for base and unit career development programs. It also contains references for the SAC Additional Duty Career Development Program (ADSAC).

SACR 36-6 Manning of HQ SAC, Numbered Air Force Headquarters, and Selectively Manned Units/Positions

This regulation establishes the policies and procedures for manning positions in the above areas. It also contains a listing of selectively manned units.

THE ROLE OF YOUR COMMANDER, HQ SAC, AND HQ AFMPC

According to AFR 36-23, your commander, your MAJCOM, and Headquarters Air Force play important roles in your career development. Let's now take a look at the responsibilities of each of these players in your career development. Their efforts

with these systems are discussed in Chapter Four. If your primary flying experience is in the B-52, B-1, FB-111, U-2, TR-1, or SR-71, you are considered part of the Strategic Bomber Weapon System. If your primary flying experience is in the KC/EC/RC/NKC-135, KC-10, E-3A, or E-4, you are considered part of the Strategic Tanker Weapon System.

The basic reason for the shift away from universally assignable rated officers was the tremendous training costs associated with training in a new aircraft. Also, a younger crewforce following the Viet Nam era, coupled with more complex systems, created experience problems in each aircraft. Restricting crossflow of rated officers from aircraft to aircraft was one way of reducing costs and increasing weapon system experience levels. Due to the nature of our officer accession policies, the continued high training cost, and the low experience levels, you will probably remain within your MWS for the remainder of your flying career. However, some limited crossflow opportunities do exist, those being approved crossflow programs such as the SAC/MAC, SAC/TAC, and SAC/ATC exchange programs which are discussed in Chapter Four. Even in these programs, most officers return to their MWS on their next assignment.

PUBLICATIONS

The regulations and pamphlets that pertain to the assignment process are listed below with a brief description of their content. These publications should be located in your orderly room or with your unit career monitor.

AFR 36-1 Officer Classification

This publication contains a description of the Air Force Specialty Code (AFSC) structure. An attachment devoted to each specialty contains a brief description of each AFSC, including a discussion of duties, responsibilities, and qualifications.

AFP 36-6, Vol I, Assignment Information Directory

This pamphlet was rescinded as of October 1984 due to much of the material being dated. It did, however, contain a thorough explanation of rated officer assignments and an excellent chapter on filling out the Form 90. If your career monitor still has a copy, you might want to use it for reference purposes. HQ AFMPC Rated Officer Career Management Branch is developing a replacement document in shorter form which should be distributed soon. Its title is Assignments Guide For Rated Officers and will be in the handbook form. Its emphasis is on all MWS and will provide you with a good update across the spectrum of rated officer assignments.

Chapter Two

YOU AND YOUR ASSIGNMENT: HOW THE PROCESS WORKS

Am I hot for an assignment? Can I change to another aircraft? What regulations control the assignment process? Who can help me plan my career? These might be big questions now, but by the time you finish this handbook you should have the basic ingredients to answer them or at least know where to find the answer.

Your assignments are an integral part of your career development as they provide you the opportunity to gain the experience necessary to assume greater responsibility and increase your potential as an Air Force officer. Perhaps you are satisfied with your current assignment and have no desire to move. Remember, the other side of the coin is that the Air Force needs you to gain experience and associated potential in order to fill positions of increased responsibility as vacancies are created by promotions, separations, retirements, overseas rotations, etc. Reassignment is essential in broadening your skills--maintaining a positive attitude is essential to your success.

Now that two things are evident--one, you will meet your gates, and two, you will be reassigned--it becomes important that you understand the assignment process and the factors that influence it. This chapter will provide you with a basic understanding of rated officer assignments as it applies to SAC rated crewmembers. It is devoted to a discussion of your weapon system identity, regulations governing officer assignments, the roles of your commander, HQ SAC, and HQ AFMPC, and the mechanics of the assignment process. The discussions will be general in nature to provide you with a basic working knowledge. More specific assignments will be discussed in Chapter Four.

WEAPON SYSTEM IDENTITY

Several years ago the Air Force instituted a system of rated management whereby each rated officer was assigned to a Major Weapon System (MWS). These weapon systems are categorized as Fighter, Airlift, Bomber, Tanker, and Trainer. In your case, your MWS is either Bomber or Tanker and the aircraft associated

Now that you have a "hip-pocket" understanding of the ACIA and gate system, let's move to Chapter Two and take an in-depth view of the assignment process.

Chapter Four

SPECIFIC ASSIGNMENT OPPORTUNITIES

This chapter is devoted to a more specific discussion of opportunities available to members of the Bomber and/or Tanker Weapon Systems. For organizational purposes, the chapter is divided into Flying Duty, Rated Staff Duty, Rated Supplement Duty, and Special Duty Assignments. However, there are a few flying requirements mixed in with Rated Staff Duty and Special Duty Assignments. Information is presented on each specific opportunity from the perspective of a rated officer who has little knowledge of the requirement or application procedures. Now for the opportunities--read on!

FLYING DUTY

Bomber Weapon System

B-52. The "Buff" is the backbone of the Bomber Weapon System and where crewmembers gain initial bomber expertise prior to moving into other bomber requirements. The officer crew positions are pilot, copilot, radar navigator, navigator, and electronic warfare officer. B-52 squadrons are located at the following Air Force bases: Anderson, Barksdale, Blytheville, Carswell, Castle, Ellsworth, Fairchild, Grand Forks, Griffiss, K.I. Sawyer, Loring, Mather, Minot, and Wurtsmith. Some limited opportunity exists for members of the Tanker Weapon System to crossflow into this system. Having both bomber and tanker experience could prove helpful by increasing your assignment flexibility as a senior officer, especially should you remain in SAC. Officers interested in this duty should call HQ SAC/DPROR for specific eligibility criteria. Prerequisites can be found in AFR 50-5 under the heading of Strategic Air Command. Officers outside the Bomber Weapon System that meet or will soon meet the eligibility criteria can apply by submitting a Form 90 with the appropriate AFSC in the retraining block (IIB). The AFSCs for B-52 duty are 1235C for pilot, 1233C for copilot, 1525C for radar navigator, 1525A for navigator, and 1575C for electronic warfare officer.

B-1B. The B1-B is the newest addition to the Bomber Weapon System. Crew positions are pilot, copilot, offensive systems operator (OSO), and defensive systems operator (DSO).

The first base will be Dyess, which will also double as the CCTS. The eligibility criteria for entering this system was not firm at this writing; however, it will be open to crewmembers from both the Bomber and Tanker Weapon Systems since the total manning requirement is too large to be supported by bomber personnel only. Interested officers should check their eligibility with HQ SAC/DPROR. Selections for B1-B duty will be made by a selection board process at HQ SAC which will evaluate all applicants based on the whole person concept, with flying credentials weighing heavily. Thus, to be competitive, a strong record is a must. To apply, officers should enter the appropriate AFSC in the retraining block (IIB) of the Form 90. The AFSCs for B-1B duty are 1235N for pilot, 1233N for copilot, 1525N for offensive systems operator, and 1575N for defensive systems operator.

FB-111. The FB-111 program is open to all qualified SAC crewmembers from both the bomber and tanker systems. The crew positions are pilot and navigator. Officers assigned to the FB-111 are stationed at Pease AFB or Plattsburg AFB with the CCTS being at Plattsburgh. The eligibility criteria for each position is located in AFR 50-5. If you are interested, you should also call HQ SAC/DPROR to assess your specific crossflow opportunity. Officers desiring FB-111 duty should apply using normal Form 90 procedures. Like the B-1B, selections are made by HQ SAC/DOT and DPR using the selection board process. If selected, the tour length is a minimum of four years. AFSCs for FB-111 duty are 1235E for pilots and 1525E for navigators.

U-2/TR-1. The U-2/TR-1 program is open to all qualified pilot volunteers from both the Bomber and Tanker Weapon Systems. Officers in the U-2 program are stationed at Beale AFB while officers in the TR-1 program are stationed at RAF Alconbury. U-2 crewmembers have considerable TDY commitments, while TR-1 crewmembers have very little TDY. This program is a special duty assignment and all requirements and application procedures are located in AFR 36-20, Chapter Eight. Pilot applicants with experience in two or more aircraft are desired; however, this is not a mandantory requirement. Here is where that ATC exchange tour can help by gaining experience in a second aircraft. If you're interested, read the U-2 paragraph in Chapter Eight of AFR 36-20 prior to submitting a Form 90.

SR-71. The SR-71 program is open to all qualified pilots and navigator volunteers from both the Bomber and Tanker Weapon Systems. The crew positions are pilot and radar systems operator. Officers in the SR-71 are stationed at Beale AFB and, like the U-2, are involved with considerable TDY in support of SR-71's world-wide reconnaissance mission. Opportunity for this assignment is quite limited due to the limited number of positions and the stringent requirements. It is a special duty assignment and all requirements and application procedures are located in AFR 36-20, Chapter Eight. If you're interested, read

the SR-71 paragraph in Chapter Eight of AFR 36-20 prior to submitting a Form 90.

Tanker Weapon System

KC-135. The KC-135 is the backbone of the Air Force air refueling capability and where most tanker crewmembers gain their initial flying experience prior to moving to other tanker requirements. Officer crew positions are pilot, copilot, and navigator. KC-135 squadrons are located at the following Air Force bases: Altus, Barksdale, Beale, Blytheville, Carswell, Castle, Dyess, Ellsworth, Fairchild, Grand Forks, Griffiss, Grissom, Kadena, K.I. Sawyer, Loring, March, Mather, McConnell, Minot, Plattsburgh, Pease, Robins, and Wurtsmith. Primary duty consists of flying refueling missions from local bases and TDY locations. TDY operations are usually associated with the Alaska, European, or Pacific Tanker Task Forces and operate from locations at Eielson, Fairford, Guam, Kadena, Mildenhall, and Zaragoza. KC-135 duty also consists of alert in support of SAC's primary mission. Limited crossflow opportunity into the KC-135 exists for members of the Bomber Weapon System, and is controlled by HQ SAC/DPROR. Rated officers outside the Tanker Weapon System desiring KC-135 duty can apply through normal Form 90 procedures by putting the appropriate AFSC in the retraining block (IIB) of the Form 90. The AFSCs for KC-135 duty are 1065C for pilot, 1063C for copilot, and 1535G for navigators.

EC-135. The crew positions for the EC-135 are pilot, copilot, and navigator. The battle staff positions that are considered rated staff are manned by the appropriate MAJCOM. The EC-135 is owned and operated by four MAJCOMs--SAC, TAC, PACAF, and USAFE--with locations at Offutt, Ellsworth, and Grissom for SAC, Langley for TAC, Hickam for PACAF, and RAF Mildenhall for USAFE. All units fly missions in support of the world-wide command and control community. Duty includes both flying and alert with some TDY. There are no special qualifications for crewmember positions, except with the 2nd ACCS at Offutt, which requires instructor pilots for aircraft commanders. This aircraft provides an excellent opportunity for crewmembers to become receiver-qualified. Normal Form 90 procedures apply for assignment consideration in this system. Normally, only members of the Tanker Weapon System are selected for this duty unless a crossflow from the Bomber Weapon System is approved by SAC. Tanker crewmembers desiring EC-135 duty should apply by submitting a Form 90 with the appropriate AFSC in block IA. Volunteers outside the Tanker Weapon System should enter the AFSC in the retraining block (IIB) of the Form 90. The AFSCs for EC-135 duty are 1325S for pilot, 1323S for copilot, and 1565K for navigator.

RC-135. Crew positions for the RC-135 are pilot, copilot, navigator one, navigator two, and electronic warfare

officer (EWO). Crewmembers in the RC-135 are stationed at Offutt or Eielson and they accumulate a lot of time flying reconnaissance missions in support of SAC's strategic reconnaissance mission. This duty also includes alert and a considerable amount of TDY. Offutt crews spend from 130 to 150 days per year TDY, making regular stops at RAF Mildenhall, Athens, Eielson, and Kadena. Eielson crews are TDY about the same amount of time; however, most of their TDY is to Shemya. The RC-135 presents an excellent opportunity to obtain experience in the recce business and become receiver-qualified. Being recce-qualified allows additional staff opportunities at wing level, HQ SAC, the Air Staff, and other using agencies. The eligibility criteria for pilots is different for Eielson and Offutt. For Eielson, RC-135 aircraft commanders must be CFIC IPs with a minimum of 2500 hours flying time and be approved by HQ SAC/DPROR/DOR/DOST and HQ AFMPC/MPCROR3F. The aircraft commander assignment criteria for Offutt is a minimum of 1750 hours total flying time, 1500 hours total with 500 jet hours, or be a former 135 copilot with 1200 hours total, of which 800 are in a 135 type aircraft. Navigator applicants should have 1000 hours total flying time, of which 500 are in a 135 type aircraft. To apply for this duty, use normal Form 90 procedures. Normally, crewmembers are selected from the Tanker Weapon System with the exception of EWOs. These either come directly from Electronic Warfare Training at Mather AFB or from the Bomber Weapon System. The AFSCs for RC-135 duty are 1325G for pilots, 1323G for copilots, 1565L for navigators, and 1575L for electronic warfare officers.

KC-10. The KC-10 is SAC's newest tanker and has a dual role of refueling and hauling cargo. Rated officer crewmembers include a pilot and copilot. The KC-10 is stationed at Barksdale, March, and Seymour-Johnson. Crew duty consists of flying refueling missions to augment SAC's refueling capability. This duty currently does not include alert; however, there is a considerable amount of TDY. Crossflow opportunity exists for officers in both the Tanker and Bomber Weapon Systems, but to date, most have come from the tanker world. The KC-10 provides an excellent opportunity for those who like TDY and would like to become receiver-qualified. According to SAC Supplement One to AFR 36-20, to be eligible for this duty, pilots and copilots must meet the following criteria: aircraft commanders must possess 1750 hours total flying time with a minimum of one year as an aircraft commander in a multi-place (three or more crew positions), multi-engine aircraft, or 1500 hours total flying time with a minimum of two years as an aircraft commander in a multi-place, multi-engine aircraft. Applicants for the copilot position must possess a minimum of 1000 hours or 800 hours total flying time, of which 500 hours are as a first pilot/instructor pilot. Selections are made by HQ SAC DPROR and DOST using a board process which evaluates each record based on the whole person concept, with flying credentials weighing heavily. Since

a board process is used for selection, it should be obvious that officers must maintain a good record to be competitive. Interested officers can apply by entering 1065D for pilot applicants and 1063D for copilot applicants in the retraining block (IIB) of the Form 90.

NKC/EC/C-135. The 4952nd Test Squadron and part of the 4950th Test Wing at Wright Patterson AFB are manned from the Tanker Weapon System. Opportunities for this duty exist for pilots and navigators. Duty involves flying missions in various models of the 135 supporting the Air Force Systems Command's (AFSC) research and development program. Officers with a technical background are preferred by Systems Command; however, this is not a hard requirement for the job. For more information, contact your resource manager at HQ AFMPC/MPCROR3F or the 4952nd Test Squadron at autovon 787-2463 or 6831. Normal Form 90 procedures apply and the appropriate AFSCs are 1045H for pilots and 1545J for navigators.

E-3A. The U.S. E-3A, commonly called the AWACS (Airborne Warning and Control Squadron) is located primarily at Tinker AFB. The front end crew positions are pilot, copilot, and navigator. Crewmembers are primarily stationed at Tinker while a small number of crews are stationed at Kadena. Additionally, there are some E-3 crew positions in Germany flying the NATO AWACS. With the exception of the NATO AWACS, the E-3A is owned and operated by TAC. Duty involves extensive TDY flying world-wide warning and control missions supporting the Tactical Air Forces (TAF). The NATO version accomplishes the same mission for NATO. Manning responsibility for U.S. E-3A assignments at Tinker and Kadena rests with the Tanker Career Management Team at HQ AFMPC/MPCROR3F. The NATO AWACS positions are joint assignments and the manning responsibility rests with the Departmental/Joint Assignments Section at HQ AFMPC/MPCROR1. For more information on either assignment, including the eligibility criteria, call your resource manager at AFMPC. Officers desiring AWACS duty can apply via normal Form 90 procedures using the AFSCs of 1325T for pilot, 1323T for copilot, and 1565T for navigator.

E-4. The E-4 is a 747 aircraft owned and operated by SAC and configured for command and control operations. Crewmembers include two pilots and a navigator. This is a limited opportunity due to the small number of crews. Additionally, only highly experienced pilots and navigators are considered for this duty. E-4 duty is a special duty assignment and interested officers should read the E-4 paragraph in AFR 36-20, Chapter Eight, prior to applying via the Form 90. Selection for this assignment is made by HQ SAC DPROR.

Tanker Task Force Duty (TTF). TTF duty is rated staff duty available to highly experienced pilots and navigators

(usually instructors) in the Tanker Weapon System. Officers supporting TTF operations are assigned to Anderson AFB, Eielson AFB, RAF Fairford, Hickam AFB, Keflavik NI, Kadena AB, RAF Mildenhall, Ramstein AB, and Zaragoza AB. These officers provide the staff overhead for TDY tanker operations similar to the wing staff associated with a normal tanker squadron. Officers interested in this type of duty should contact their resource manager at HQ AFMPC/MPCROR3F for the specific AFSCs, and then apply using normal Form 90 procedures.

Instructor Opportunity (Bomber and Tanker)

Combat Crew Training School (CCTS). One of SAC's largest requirements for instructors is CCTS. Locations for CCTS duty are Castle AFB, California for the B-52 and KC-135, Plattsburg AFB, New York for the FB-111, and Dyess AFB, Texas for the B-1B. The U-2/TR-1, SR-71, E-3A, E-4, and KC-10 each have a local training program. CCTS duty is a logical progression for instructors following initial squadron/wing duty. CCTS instructors are considered experts in their aircraft specialty and are highly sought after for MAJCOM and other high level positions. Applicants must have one year experience as an instructor following the Central Flight Instructor Course (CFIC), be recommended by their commander, and be approved for CCTS duty by HQ SAC/DOTTA for bombers and DOST for tankers. Interested officers should apply via the Form 90 and contact their resource manager at HQ AFMPC/MPCROR3F.

Central Flight Instructor Course (CFIC). CFIC provides classroom and flight training for SAC's instructor candidates. CFIC instructors are selected from CCTS instructor volunteers. Bomber positions are available for pilots, radar navigators and EWOs, and tanker positions are available for pilots and navigators. CFIC is located at Castle for bombers and at Castle and Carswell for tankers. If you are interested in this type of duty, become an expert instructor and apply for CCTS duty.

1st Combat Evaluation Group (ICEVG). The 1st Combat Evaluation Group located at Barksdale AFB has the responsibility of administering SAC's standardization and evaluation program. This duty is classified as a MAJCOM-level assignment, in which both staff and crew opportunities are available. Officers showing potential for this duty are identified during the regular unit evaluations by the ICEVG. The final assignments are made by HQ SAC/DPROR and DPROG in coordination with HQ AFMPC/MPCROR3. CCTS instructors, as well as other unit instructors/evaluators, are selected for this duty.

SAC Instrument Flight Center (SIFC). The SAC Instrument Flight Center located at Castle AFB presents an opportunity for bomber and tanker instructor pilots with a strong instrument

background. Instructors are selected from CCTS, as well as from other SAC units. Being a graduate of SIFC is a prerequisite for SIFC duty. Volunteers should apply via normal Form 90 procedures.

Air Training Command (ATC). Each year, both the Bomber and Tanker Weapon Systems must supply their fair share of Air Force inputs to ATC for instructor duty at the Undergraduate Flying Training (UFT) bases. All rated specialities are needed for this duty. Qualified, available volunteers are assigned first with the remaining quota being selected from other qualified officers. ATC duty is considered a broadening tour as you are exposed to operations outside your MWS. Most officers return to their MWS following an ATC tour. Bomber and tanker officers that become ATC instructors usually have greater responsibility at an earlier point in their career due to the low experience levels within ATC. The tour length for pilots is three and one-half years after pilot instructor training (PIT) and four years for RNs, EWOs, and tanker navigators (B-52 navigators are assigned to three year tours). Flying credentials and officer records are evaluated by HQ ATC, HQ AFMPC, and HQ SAC to insure that only top notch officers are assigned to train the Air Force's new pilots and navigators. For more information, call HQ AFMPC/ROR6 (Trainer Assignments) or your resource manager in the Bomber/Tanker Career Management Section. Specific eligibility criteria is located in AFR 50-5.

Other Flying Duty (Bomber and Tanker)

Flight Test. There is a small number of requirements for bomber and tanker pilots and navigators in flight test duty at depot level maintenance or major modification centers. This duty involves monitoring Air Force contracts and flying functional check flights. Locations for B-52 flight test duty are Kelly AFB and Tinker AFB. Tanker locations are Tinker AFB, McConnell AFB, and Hayes Center at Birmingham, Alabama. The assignment responsibility for the above positions rests with the Bomber/Tanker Career Management Section at HQ AFMPC, with the exception of the positions at Hayes Birmingham, which are manned by the Joint Departmental Assignments Section at HQ AFMPC. This requirement is normally for experienced crewmembers, but all interested officers should contact their resource managers at AFMPC. The AFSCs for these positions are the normal B-52 and KC-135 AFSCs with an "F" prefix.

Exchange Programs. Pilots and navigators desiring flying duty with TAC or MAC have a limited opportunity through the SAC/TAC and SAC/MAC exchange programs. Only volunteers with six to ten years total federal active commissioned service and three years TOS are considered. Pilots must have 1300 hours total time with one year as an aircraft commander. Navigators must be fully qualified. For the SAC/TAC program, the aircraft involved are

the F-4, F-15, RF-4, and A-10, and the assignments are determined by TAC. The tour length is three years, after which the officers return to SAC. For the SAC/MAC program, the aircraft are the C-141, C-5, C-9, and C-130, and HQ MAC determines the final assignment. The tour length is also three years, but officers have the option to remain with MAC following the tour. Volunteers are selected by HQ SAC/DPROR from Form 90 inputs with the appropriate AFSC in the retraining block (IIB). For more information on this program, call HQ SAC/DPROR.

RATED STAFF

Rated officers in staff or supervisory positions and holding AFSCs of 14XX for pilots and 22XX for navigators and EWOs are occupying positions in the rated staff. There are two basic categories within rated staff--specific staff and non-specific staff. Specific staff requirements are those requiring a specific type of rated officer, such as a bomber pilot or a tanker navigator. Non-specific staff requirements simply require a pilot or navigator. Most rated staff requirements are non-flying positions, but some do involve flying duties. These are usually located at the wing level, and some examples of these are wing schedulers and command post controllers. Many opportunities exist for pilots, navigators, and EWOs in rated staff positions from wing level to the Air Staff. They usually present excellent broadening opportunities and are generally highly visible positions. For these reasons, rated staff positions are in high demand and are usually selectively manned. The remainder of this section will discuss some of these requirements and the application procedures.

MAJCOM Duty

There is a continuing need for highly qualified pilots, navigators, and EWOs to fill rated staff positions at HQ SAC, Numbered Air Forces, SAC operating locations in the CONUS and overseas, special test and evaluations squadrons, and battle staff positions in the airborne command post. These positions usually require senior captains through lieutenant colonels and are selectively manned. For a complete list of HQ SAC selectively manned positions, see SAC Supplement One to AFR 36-20. To apply for these positions, use normal Form 90 procedures. A call to HQ SAC/DPROR might be in order if you feel you meet the eligibility criteria for a particular position. Selection for a MAJCOM level assignment starts after the SAC Selective Assignments Branch receives a requisition from an agency to fill a personnel requirement. The list of qualified officers is then scrubbed to determine the volunteer and availability status of each officer. The resulting list of candidates is forwarded to the requesting agency for review. The

final selection is then cleared through AFMPC for final approval and assignment. The majority of officers selected for these positions are senior captains and majors--all with an outstanding record.

Joint/Departmental Assignments

Joint assignments refer to assignments into the Department of Defense (DoD) or combined and allied staffs. Departmental assignments refer to assignments within the Department of Air Force. Positions exist for all rated specialties and are located both in the CONUS and overseas. Most positions are for senior captains and majors--an outstanding record is mandatory due to the high level of responsibility. Although most positions are non-flying, there are a few flying positions such as the NATO AWACS and attache duty flying the C-12. The spectrum of Joint/Departmental assignments (too many to list here) range from the Pentagon to rated staff duty at Johnson Atoll. Officers interested in finding out more about this type of duty should call the Joint/Departmental Assignments Section at HQ AFMPC/MPCROR1 at Autovon 487-6261 or 6262. Also, the replacement for AFP 36-6 will have Joint/Departmental information included. For early exposure to the Air Staff, you might volunteer for the Air Staff Training Assignment (ASTRA) program. It is a special duty assignment and the details can be found in AFR 36-20 Chapter Eight.

Special Officer Personnel Request (SOPR)

SOPRs are officer requirements forwarded to the Officer Career Management Division at AFMPC by smaller commands, Special Operating Agencies (SOAs), or commands with personnel shortages. The rated requirements are fair-shared to each MWS capable of supporting these Air Force requirements. They include both specific and non-specific rated staff positions for pilots, navigators, and EWOs, and encompass the assignments spectrum from MAJCOM to wing level and from remote overseas to stabilized CONUS tours. There are some excellent opportunities to broaden, which may include moving to a desired base of choice. Your resource manager at HQ AFMPC keeps a current list of these opportunities. If you are interested, call.

THE RATED SUPPLEMENT

The rated supplement is one of the most misunderstood areas of rated officer assignments. Simply put, these are assignments where rated officers serve in non-rated AFSCs. The total requirement for rated officers in the Air Force includes the number of rated officers serving in the rated supplement, as there is a need for some rated experience in many of these areas. For example, the Air Force Academy, ROTC, and OTS need some rated

presence to provide the right rated/non-rated balance in the faculty. Rated expertise is also needed in some of the engineering AFSCs involved in aircraft acquisition. Additionally, the rated supplement presents an excellent opportunity for rated officers to gain broadening experience and executive development. It enhances your opportunity to prepare for future levels of increased responsibility.

Opportunity for an assignment into the rated supplement depends primarily on the condition of rated officer inventories to rated requirements. The greater the surplus of rated officers, the greater the opportunity. If you desire an assignment into the rated supplement, there are four avenues available. They are through the RORB, Air Force Institute of Technology (AFIT), special duty assignment in a non-rated AFSC, and the Form 90. For more information on rated supplement opportunity, consult your resource manager at the Bomber/Tanker Career Management Section. A complete list of non-rated AFSCs with the associated career fields, OPRs and phone numbers is located below. To apply for the rated supplement, submit a new Form 90 with the appropriate AFSC in block IIA (not IIC).

SUPPORT DUTY

CAREER FIELD	AFSC	OPR	AUTOVON
Nuclear Weapons Custodian	0005	MPCROS7	487-6355
Personnel Management	0016	MPCROS4A	487-4934
Organization Commander	0026	MPCROS6B	487-4455
Director of Logistics	0046	MPCROS1A	487-5788
Comptroller	0056	MPCROS4C	487-5031
Plans and Programs	0076	MPCROS6	487-4455
Deputy Commander for Resources	0096	MPCROS1A	487-5788
International Politico-Military Affairs	0216	MPCROS6	487-4455
Disaster Preparedness	0516/0524	MPCROS7A	487-6355
Air Officer Commander (USFA)	0900	MPCROS6B	487-2668
Air Attache	0910	MPCROS4E	487-6841
Recruiting Service	0920	MPCROS6B	487-4941
Historical Officer	0930	MPCROS4D	487-4051
Instructor (PME/LMDC)	0940	MPCROS6B	487-4455
(AFROTC/AIFOS)			487-4941
(AFIT/BMIS)			487-4941
(USFA)			487-2668
(OTS)	0950		487-4941
ADP Single Manager	0960	MPCROS5A	487-2130
Air Traffic Controller	16XX	MPCROS5C	487-5794
Combat Control	P16XX	MPCROS5C	487-5794
Weapons Director	17XX	MPCROS7B	487-3474
Missile Staff	181X	MPCROS7A	487-6355
Missile Crew	182X	MPCROS7A	487-6355

Space Operations	20XX	MPCROS7A	487-6355
Geodetic Specialist	222X0	MPCROS4E	487-6841
Audio Visual	23XX	MPCROS4D	487-4051
Weather	25XX	MPCROS5E	487-4768
Research and Development			
Team Chief	26/27/28/29XX	MPCROS5B	487-6313
Scientific	26XX	MPCROS5B	487-3834
Systems Acquisition Management	271X	MPCROS5B	487-6405
Systems Acquisition Project			
Officer	272X	MPCROS5B	487-6405
Developmental Engineering	29XX/281X	MPCROS5B	487-6405
Electrical Engineering	282X	MPCROS5B	487-3834
Mechanical Engineering	283X	MPCROS5B	487-3834
Aeronautical Engineering	284X	MPCROS5B	487-3834
Astronautical Engineering	285X	MPCROS5B	487-3834
Project Engineer	289X	MPCROS5B	487-3834
Research and Development			
Dept/Joint Assignments		MPCROS5B	487-6405
Communications	30XX	MPCROS5C	487-5794
Missile Maintenance	31XX	MPCROS7A	487-6355
Aircraft Maintenance/Munitions	40XX	MPCROS1B	487-3556
Computer Systems	51XX	MPCROS5A	487-2130
Civil Engineering	55XX	MPCROS5D	487-3451
Cartography	57XX	MPCROS4E	487-6841
Transportation	60XX	MPCROS1D	487-4024
Services	62XX	MPCROS5D	487-2768
Fuels/Supply Management	64XX	MPCROS1E	487-6417
Contracting/Manufacturing	65XX	MPCROS1C	487-3566
Logistics	66XX	MPCROS1A	487-5788
Financial	67XX	MPCROS4C	487-5031
Management Analysis	69XX	MPCROS4C	487-5031
Administration	70XX	MPCROS4B	487-6771
Personnel/MWR	73XX	MPCROS4A	487-4934
Manpower	733X1	MPCROS4F	487-2292
Social Actions	734XX	MPCROS4A	487-4934
Manpower Management	74XX	MPCROS4F	487-2292
Education and Training	75XX	MPCROS6A	487-2668
Public Affairs	79XX	MPCROS4A	487-4051
Intelligence	80XX	MPCROS4E	487-6841
Security Police	81XX	MPCROS7C	487-6751
Special Investigation	82XX	MPCROS7C	487-6751
Band	87XX	MPCROS4D	487-4051
JAG	88XX	HQ USAF/JAEC	224-3021
		Wash DC 203301	
Chaplain	89XX	MPCHC	487-3243
Medical	91XX	MPCSG	487-2641/3644

SPECIAL DUTY ASSIGNMENTS

Special Duty Assignments (SDAs) offer unique opportunities

in both rated and non-rated specialities. AFR 36-20, Chapter Eight, is devoted entirely to SDAs and covers the basic eligibility criteria, application procedures, and assignment selection procedures. Rather than duplicate all the data here, the list below will give you the general assignment categories and the reference paragraph in the regulation. If you're interested, you should read the appropriate paragraph in Chapter Eight before attempting to submit a Form 90. Then, if you still have questions, you should contact your resource manager at HQ AFMPC/MPCROR3 or the OPR for the particular SDA. As you will see in the list below, there is a wide range of assignment opportunity and there are even some flying assignments in the list.

<u>Assignments</u>	<u>Reference</u>
Military Aides for General Officers	8-5
Air National Guard and USAF Reserve Program Advisors	8-6
Overseas Security Assistance Management Organizations	8-7
Defense Attache System	8-8
Human Intelligence Activities	8-9
Air Force Audit Agency	8-10
Instructors-Air Training Command (flying, OTS, and BMTS)	8-11
Air University Faculty Duty in AU Colleges and Schools (Faculty duty in other than Air Force colleges and schools is a joint assignment.)	8-12
Air Force Reserve Officer Training Corps Duty (AFROTC)	8-13
Civil Air Patrol	8-14
Foreign Technical Activities	8-15
Air Force Office of Special Investigations (AFOSI) and Defense Investigative Service (DIS)	8-16
U.S. Air Force Academy	8-17
U.S. Air Force Recruiting Service	8-18
SAC/E4-A/B Aircraft Program	8-19
SAC/U-2 Program	8-20
USAF Postal Service and Air Force Element DoD Armed Force Courier Service (ARFCOS)	8-21
USAF Air Demonstration Squadron (ADS) (Thunderbirds)	8-22
Officer Special Duty Educational/Executive Development Programs	8-23

(Included in this section are the following:
Graduate Degree Programs, Undergraduate Engineering
Conversion Program, Education With Industry (EWI),
Senior Commander Sponsored Education Program, Blue
Chip, Olmsted Scholar Program, Armed Forces
Communications Electronics Association Fellowship,
Daedalian Foundation Fellowship, USAF Research
Associates Program, Air Staff Training Program (ASTRA),
and White House Fellows Program.)

MAC/AWS Aerial Reconnaissance Weather Officer	8-24
Officer Exchange Programs	8-25
89th Military Airlift Wing (They fly some 135 models)	8-26
3320th Correction and Rehabilitation Group	8-27
(Not as a prisoner!)	
Pararescue Flight Nurse Duty	8-28
Equal Opportunity Management Institute	8-29
Community College of the Air Force	8-30
USAF Field Training (ATC)	8-31
Air Reserve Personnel Center	8-32
SAC/SR-71 Program	8-33
(8-34 Deleted)	
USAF Liaison Officer, National Scouting Organizations	8-35

CONCLUSION

This chapter has outlined the majority of assignment opportunities available to rated officers in the Bomber and Tanker Weapon Systems. The intent was not to go into great detail about any specific assignment opportunity, but rather to introduce you to the many opportunities available and give you a starting point for further research. Now, let's look at the Form 90 and see how to realistically plan for your next assignment.

Chapter Five

THE AF FORM 90, OFFICER CAREER OBJECTIVE STATEMENT (IT'S MORE THAN A DREAM SHEET)

Do you really understand the AF Form 90? If not, you're not alone. In fact, you have a lot of company. That's the purpose of this chapter--to explain how to successfully complete your Form 90. To accomplish this, let's first discuss sources of Form 90 guidance, how the form is processed, and tips for a realistic Form 90; then, we will discuss the Form 90 block by block. As each section is discussed, you can refer to the sample Form 90 at the end of this chapter, which has been annotated with helpful hints. Follow the examples, use the information in this handbook, and talk to your commander and resource manager to ensure an effective AF Form 90.

SOURCES OF FORM 90 GUIDANCE

AFR 36-23, Officer Career Development, is the regulation that covers Form 90 completion. Other regulations discussed in this handbook provide specific information on assignments and career development that directly relate to Form 90 completion. For example, AFR 36-20 covers officer assignments while AFR 36-1 covers AFSCs. Both are sources to be used when filling out the Form 90. Much of the information in this chapter was taken from AFR 36-6 (now obsolete); however, the Form 90 data within the pamphlet is still good. We've taken the best from that pamphlet, combined with AFR 36-23 and firsthand assignment experience, to come up with this guide for a realistic Form 90. One last, but good source for Form 90 information, is your CBPO. Most have handouts or pamphlets readily available at customer service.

HOW THE FORM 90 IS PROCESSED

Usually, you turn in three copies of your Form 90 to your CBPO. The CBPO will use one copy to update the applicable information in the Personnel Data System (PDS), and this copy goes into your record at your servicing or local CBPO. You can recognize the information that will be input to the computer by looking for the circled items on the form (see example). The other copies will be sent to SAC headquarters and AFMPC.

The Air War College (AWC) is the Air Force senior-level PME school. Its mission is to prepare officers for eventual assignment to key command and staff assignments where they will be responsible for developing, managing, and employing airpower as a part of national security. Methods for completion are: 1) in-residence, 2) by correspondence, or 3) by seminar.

In-residence. The resident program, like ACSC, is a 10-month PCS conducted once each year. Classes begin in mid-August and end in late May. You are not eligible for consideration for in-residence attendance until you are selected for lieutenant colonel or colonel. As with ISS, you must be nominated and subsequently designated for resident attendance to attend. This process is similar to that previously discussed.

Correspondence. The AWC correspondence program is available to active duty Air Force officers, lieutenant colonels and above, lieutenant colonel selectees, and majors with 1 or more years in grade. Officers must have completed an ISS in-residence or an ACSC non-resident program (seminar or correspondence).

Seminar. The AWC seminar program provides the unique advantage of group discussion, as local base seminars meet weekly and are composed of 10-20 students. The program is divided into two phases--each approximately 20 weeks in length--and begins in January and August of each year. Eligibility requirements for active duty Air Force officers are the same as those of the AWC correspondence program. Curriculum for both non-resident programs parallels that of the resident program.

The bottom line for senior and intermediate PME is to accomplish some method as soon as possible. The Air Force makes every attempt to send as many SSS and ISS nominees to school; however, not all will attend for various reasons. It's crucial, therefore, to obtain both levels of PME via other than the in-residence mode if and whenever possible. This will keep you competitive with your peers and provide you with a base of experience across the entire spectrum of military operations.

As you can see, various opportunities are available throughout your career to complete specific levels of PME. It's your option to do as much or as little as you deem necessary. You'll find accomplishment of PME to be a valuable "additive" to your career development tank. You'll reap the benefits and never stop to look back! Stay in touch with your Base Education Office for details of all military PME programs.

AIR FORCE INSTITUTE OF TECHNOLOGY (AFIT)

AFIT is designed for individuals to pursue advanced degrees during their Air Force career. Its mission is to plan,

is similar to that of the resident and correspondence programs. Seminars are conducted by a group of officers at a specific base for approximately one year, meeting for 40 weekly sessions. Program start date is the last week in August of each year and requests for enrollment must be received at ACSC by 31 May. Eligibility requirements are the same as those for the correspondence course.

Resident Selection Process. Let's talk a little about being selected for in-residence attendance. Determining candidates for ISS resident attendance is a two-fold process: nomination and designation. ISS nomination boards convene immediately after each majors promotion board to select nominees for potential ISS attendance. These boards will usually select all below-the-promotion zone selectees and approximately the top 25 percent of those officers selected in or above-the-promotion zone. Additionally, captains who are nominated to the central majors board but not selected below-the-promotion zone, will be considered for ISS attendance. Toward the end of each year, a Central ISS designation board convenes to designate a certain portion of the pool of best qualified ISS nominees, with respect to availability, for ISS resident attendance. The board also determines the specific school for each individual based on such things as desired career area mix, individual's preference as reflected on the Form 90, command representation, and fair representation of minorities and women. In reality, you have roughly a 3-year window to attend ISS in-residence. All in all, ISS attendance is highly competitive and provides those officers selected a unique opportunity to fine-tune future skills.

Senior Service School (SSS)

SSS is the final level of PME. As with ISS, various programs are offered with similar methods of accomplishment. Senior Service Schools include:

- NATO Defense College
- Interamerican Defense College
- Royal College of Defence Studies
- Canadian National Defence College
- US Dept of State, Executive Seminar in National and International Affairs
- National War College
- Industrial College of the Armed Forces
- Air War College
- Army War College
- College of Naval Warfare, Naval War College
- Royal Air Force College of Air Warfare
- Australian Joint Staff College
- French Air War College

Our focus in this section will be Air War College.

Intermediate Service School (ISS)

ISS is the next level of PME after SOS. Various programs are offered by the USAF, DoD, other sister-services, and allied countries. These programs offer in-residence and some non-resident (correspondence and/or seminar) methods for accomplishment. Intermediate Service Schools include:

- Air Command and Staff College
- Armed Forces Staff College
- Army Command and General Staff College
- College of Naval Command and Staff
- Command and General Staff Course, US Army School of the Americas
- Federal Armed Forces Staff College (West Germany)
- Marine Corps Command and Staff College (Does not qualify as ISS prerequisite requirement for Air Force SSS)
- Royal Air Force Staff College
- Canadian Forces College, Command and Staff Course

For brevity, we will focus on Air Command and Staff College.

The Air Command and Staff College (ACSC) is the Air Force intermediate PME school. Its mission is to provide midcareer officers with the skills, knowledge, and understanding that will enhance their value to the Air Force in responsible command and staff positions. Additionally, the school conducts student and faculty research of value to the Air Force and DoD, and makes available products of this research (such as this handbook). Methods for completion of ACSC are: 1) in-residence, 2) by correspondence, or 3) by seminar.

In-residence. The resident program is a 10-month PCS conducted once each year. Classes begin in August and end in June. You are not eligible for consideration for in-residence attendance until you compete for promotion to major. You must be nominated and subsequently designated for resident attendance to attend. This process is discussed later.

Correspondence. The correspondence course for ACSC parallels the resident program in an attempt to provide PME to those officers who are unable to attend in-residence. Curriculum covers staff communications, command and management, the military environment, and military employment. The ECI administers the correspondence program, which is available world-wide. Active duty officers (that's you) become eligible on the day after they complete 6 years commissioned service, provided they have completed SOS either by correspondence or in-residence. When the time approaches, check with your base education folks should you desire ACSC by correspondence.

Seminar. The curriculum within the ACSC seminar program

training available to military personnel and civilian employees of the USAF and USAF Reserve Forces. It establishes policy for submitting, coordinating, and publishing changes, and prescribes responsibilities of HQ USAF and MAJCOMs.

PROFESSIONAL MILITARY EDUCATION (PME)

Simply stated, PME can be the straw that breaks the camel's back. Lack of accomplishment can demonstrate a lack of concern on the part of the individual. The intent of the above words is not to kindle a negative feeling about PME, but rather to express the importance of making it a part of your career development. There are three levels of PME available--Squadron Officer School (SOS), Intermediate Service School (ISS), and Senior Service School (SSS). We'll cover each separately, highlighting the methods for accomplishment and general timing involved.

Squadron Officer School (SOS)

SOS is the first level of PME available. The school provides for the professional development of company grade officers to assist them in conducting and supporting combat operations and other aspects of the Air Force mission. There are two methods for completion: 1) in-residence or 2) by correspondence.

In-residence. The resident course is an 8 1/2-week TDY conducted five times each year. Quotas are established by HQ USAF and supported by MAJCOMs. You must be selected to attend. In your case, your wing commander is a designation authority and will forward, through personnel channels, the names of primary and alternate candidates for in-resident attendance. Continued strong performance on your part will go a long way in your opportunity to become a designated candidate. You can attend SOS as a first lieutenant or captain until you reach 7 years of commissioned service, provided you have not failed promotion selection and are within weight limits prescribed in AFR 35-11.

Correspondence. The correspondence course covers, to a large measure, the resident program study materials and is administered by the Extension Course Institute (ECI) to all officers. It is highly recommended that you make a trip down to your local education office and enroll in this method of study as soon as possible, provided you haven't already done so or attended in-residence. There's no guarantee that you will attend SOS in-residence and having it completed by correspondence will assure that you receive the basic background knowledge offered by the course. Additionally, it will enhance your competitiveness and provide you with the prerequisite for future enrollment in the Air Command and Staff College non-resident program.

Chapter Six

EDUCATION

Thus far, you've worked your way through the ACIA, the assignment process, assignment factors, specific assignment opportunities, and the Form 90. The ingredients within this chapter can, and often will, prove essential in making you competitive for key assignments. Additionally, a strong educational background interwoven with broadened experience will add to that whole person concept that is required for future promotions and increased responsibilities. You control much of what you accomplish or don't accomplish in the educational arena. We'll deal with Professional Military Education (PME), the Air Force Institute of Technology (AFIT), and off-duty education relative to advanced degrees. All three areas are important--you're the driver, so keep yourself in the driver's seat! In reality, you will find your peers striving across the board to increase their abilities and contributions to our Air Force. Keep "truckin" with them and you'll find yourself a player in most any opportunity that surfaces. Building your education credentials is a big plus on your side of the scoreboard--make it happen!

PUBLICATIONS

This section highlights two regulations that deal with the education process, AFR 53-8 and AFR 50-5. Additionally, AFR 36-20, Chapter Eight can be used as a source of information, but we have not highlighted it below since it was previously discussed in Chapter Two. Each regulation should be available within your squadron or CBPO for ready reference.

AFR 53-8 USAF Officer Professional Military Education System

This regulation explains the rationale for and describes the operation of the PME system for USAF commissioned officers. It presents a definition of PME, outlines PME objectives, establishes selection criteria, and describes the basic elements of the system.

AFR 50-5 USAF Formal Schools

This regulation contains information on formal education and

OFFICER CAREER OBJECTIVE STATEMENT (Lt Col and below) (THIS FORM IS AFFECTED BY THE PRIVACY ACT OF 1974 - See reverse)						Use reverse for remarks.
1. GRADE O-1, O-2, etc.		2. SSAN		3. NAME (Last, First, Middle Initial)		4. DATE (Y & M) KEEP IT CURRENT
I. IMMEDIATE ASSIGNMENT OBJECTIVES						
A. CONUS		DAFSC	BASE		DUTY TITLE OR POSITION AND LEVEL	
FIRST PREFERENCE		5.	6.		DAFSC - Rated or Rated Staff in your MAS or Gen Ops Area BASE - Use all three unless you have no preference Not your current base! -Consistent with AFSC and duty -CONUS only TITLE/POSITION - Consistent with above.	
SECOND PREFERENCE		7.	8.			
THIRD PREFERENCE		9.	10.			
B. OVERSEA		DAFSC	COUNTRY OR AREA	TOUR LENGTH	20. OVERSEA VOLUNTEER STATUS (check only one)	
FIRST PREFERENCE		14. SAME AS ABOVE	15.	16. CONSISTANT WITH (20)	<input type="checkbox"/> NONVOLUNTEER <input type="checkbox"/> VOLUNTEER <input type="checkbox"/> COT <input type="checkbox"/> EXTENDED TOUR <input type="checkbox"/> ANY SHORT TOUR <input type="checkbox"/> ANY LONG TOUR <input type="checkbox"/> WORLDWIDE <input type="checkbox"/> NON-CONUS RESIDENT	
SECOND PREFERENCE		17.	18.	19.		
C. MAJCOM/GEOGRAPHIC PREFERENCES SHOULD YOUR BASE OR OVERSEA VOLUNTEER PREFERENCES BE UNAVAILABLE						
21. CONUS STATE		22. 1ST CONUS AREA	23. 2ND CONUS AREA	24. 1ST	25. 2ND	26. 3RD
II. SPECIAL ASSIGNMENT PREFERENCES						
A. CAREER BROADENING (Complete only if you desire this assignment next)						
ASSIGNMENT		DAFSC	DUTY TITLE OR POSITION AND LEVEL			
FIRST PREFERENCE		27.	28. Here is where you volunteer for Rated Supplement Duty.			
SECOND PREFERENCE		29.	30. Use nonrated AFSCs and duty titles.			
B. RETRAINING (Complete if you want to leave your current AFSC permanently)						
DAFSC		31. FIRST PREFERENCE	32. SECOND PREFERENCE	33. THIRD PREFERENCE		
Here is where you apply for the B-1B, KC-10, SAC/MAC or SAC/TAC exchange programs, etc.						
C. RATED SUPPLEMENT: THIS INDICATES PREFERENCE ONLY AND DOES NOT CONSTITUTE A VOLUNTEER STATEMENT. TO VOLUNTEER COMPLETE SECTION IIA ABOVE.						
ASSIGNMENT		DAFSC	DUTY TITLE OR POSITION AND LEVEL			
FIRST PREFERENCE		34.	35.			
SECOND PREFERENCE		36.	37.			
D. SPECIAL DUTY APPLICATION: DO NOT COMPLETE THESE BLOCKS UNLESS YOU ARE A VOLUNTEER FOR A SOA ON YOUR NEXT ASSIGNMENT AND MEET THE ELIGIBILITY CRITERIA IN AFR 36-20, CHAPTER 8.						
38. TYPE		39. DATE DESIRED		40. LOCATION/POSITION		
Read the appropriate section in AFR 36-20 Chapter 8 prior to making an entry.						
III. Optional, except for ISS/SSS nominees-- LONG RANGE OBJECTIVES --Gives Designation Board your desires						
A. NEXT ASSIGNMENT PLUS ONE						
41. DAFSC		42. DUTY TITLE OR POSITION			43. MAJCOM/LEVEL/LOCATION ETC.	
B. ACADEMIC AND PROFESSIONAL MILITARY OBJECTIVES						
		ACADEMIC MAJOR OR COURSE	DEGREE	STUDY METHOD	ENTRY DATE	COMPLETION DATE
ACADEMIC		44.	45.	46.	47.	48.
PME		49.	50.	51.	52.	53.
IV. CURRENT ASSIGNMENT INFORMATION						
VOLUNTEER STATUS FOR PCS MOVE WITHIN CONUS						
<input type="checkbox"/> VOLUNTEER		<input type="checkbox"/> NO PREFERENCE		Volunteer to remain at current station here, not IA or B.		
CURRENT		BASE	MAJCOM	DAFSC	AUTOMV AND EXT	DEROS
DATE ARRIVED STATION		DUTY TITLE		SIGNATURE		
				KEEP IT CURRENT		
Be sure to sign!						

AF FORM 90 PREVIOUS EDITION IS OBSOLETE

Figure 4

should reevaluate your long range plans. Consider the job as well as location. If you have developed a realistic plan, then some jobs at "desirable" locations may not fit your objectives. You may enhance your potential with more challenging duty at a "less desirable" location.

A properly completed Form 90 will be very effective in obtaining your desired assignment. Build your game plan based on a realistic understanding of what can and cannot be done in the assignment process. Once your game plan is established, use your Form 90 to convey your plan. Your preferences will be given the fullest possible consideration during the assignment process.

REMEMBER: An incomplete or unrealistic Form 90 forces the assignments community to make all the decisions that should be yours--in the blind!

Section II: Long Range Objectives.

Entries in this area of the Form 90 are optional, except for Intermediate Service School (ISS) and Senior Service School (SSS) nominees. Officers nominated for these schools should update this area to indicate which residence course they wish to attend. A brief description of the Professional Military Education (PME) system and the schools available may be found in Chapter Six of this handbook. The space is provided to enable you to document your long range assignment preferences. Completing this section should help you determine whether or not your next assignment preferences actually fit into your long range plans.

Section IV: Current Assignment Information

This section helps our personnel administrative specialists process your Form 90. This information also provides a record of your current duty when you prepared the form. One particularly helpful item for your resource manager would be for you to keep your phone number current, especially if you move from one office to another.

Use the Remarks Section

After you complete Section IV and have signed your Form 90, you might assume that the form is complete. No way! You may have overlooked the most important section of the Form 90: the REMARKS section. Turn the form over and tell us anything you think will add to your assignment preferences.

You may want to expand your base preferences for a particular DAFSC so that your resource manager has a complete picture of your geographic preferences. You can also tell us how your geographic preferences should be weighed against your duty preferences. If you're willing to take a wider range of assignments to enable you to get a particular location, tell us. We also recommend that you include a statement that rank orders your preferences for the higher probability assignments that you include in Sections I or II. The importance of the REMARKS section cannot be overstressed, since the complete Form 90 is reviewed when you are being considered for an assignment.

CONCLUSION

That's it for the mechanics and processing of the form. To make it effective, you should develop a realistic career plan with assignment preferences based on your career objectives and the assignment factors discussed earlier. When you list your preferences, think in terms of how they fit into your career plan. Do they coincide with your objectives? If not, maybe you

Code	States
1	TN-NC-SC-MS-AL-GA-FL
2	ME-VT-NH-MA-NY-CT-NJ-PA-MD DE-DC-VA-WVA-OH-RI
3	IN-IL-MI-WI-MN-IA-NE-SD-ND
4	WY-MT-ID-WA-OR
5	CO-NM-AZ-NV-CA-UT
6	AR-LA-KS-OK-MO-TX
8	No Preference

Section II: Special Assignment Preferences

Section II-A: Career Broadening. Completion of this area means you are a volunteer for a rated supplement tour only in the listed career fields as your next assignment. DAFSC preferences should be limited to non-rated duty areas. Do not list flying or rated staff DAFSCs.

Section II-B: Retraining. To be completed only if you desire retraining into another weapon system group. This is also a good place to volunteer for the B-1B, KC-10, SAC/TAC or SAC/MAC exchange programs as previously discussed.

Section II-C: Rated Supplement. As shown on the Form 90, entering preferences in this section does not constitute a volunteer statement for rated supplement duty. Enter areas in which you're interested. Volunteer statements for the supplement should be entered in Section IIA. Entries in Section IIC only establish preference if selected as a non-volunteer for rated supplement duty.

Section II-D: Special Duty Application. Refer to AFR 36-20, Chapter Eight, for a complete listing of positions requiring a special duty assignment (SDA). Chapter Four gives a brief synopsis of what is available. To apply for a special duty area, you should follow the procedures listed in AFR 36-20 and submit a Form 90 that includes the special duty code. The date desired, location, and position information entries are self-explanatory. When officers submit a special duty application, a separate career brief is generated by the computer folks at AFMPC and forwarded to the office of primary responsibility for the special duty area. Members of this office will add your name to the list of volunteers for their program. The resource managers who review your application will send a response to your CBPO to let you know your SDA application was received. If your SDA is disapproved, you will be notified and provided the reason for the disapproval.

Volunteer. You are a volunteer for only the DAFSCs, countries and tour length listed in blocks 14-19. (Note: the match of the DAFSC number and suffix are considered when assigning volunteers. With very few exceptions, the DAFSC prefix is not considered in the assignment selection process for overseas assignments.) If you wanted to go to England but did not want to limit yourself to only consideration for TTF duty, you could indicate "no preference" under DAFSC.

Consecutive Overseas Tour (COT). Only applies to officers currently assigned or projected to go overseas. Checking COT indicates you are a volunteer for a consecutive overseas tour. Your volunteer status for a COT moves you to one of the top positions on the volunteer list. Again, your volunteer status only applies to the DAFSCs, locations, and tour lengths you have listed in spaces 14-19.

Any Long Tour. If your listed preferences are not available, you are volunteering for any accompanied tour.

Any Short Tour. If your listed preferences are not available, you are a volunteer for any short tour (tour lengths less than 18 months).

Extended Tour. You are volunteering to serve the normal tour length plus 12 months. The tour length entered in block 16 and 19 should correspond--a small point, but one that is essential if your Form 90 is going to be accurate. This volunteer status places you in a higher priority status than the normal volunteers.

World-wide. You are willing to go anywhere, to any job, for any length tour.

Non-CONUS Resident. Not everyone is eligible to enter this preference. To be eligible, your home of record must be a location outside of the 48 lower continental states (that is, Alaska, Hawaii, Guam, and so on). Non-CONUS residents assigned to their home state or area as a non-CONUS volunteer will not have a DEROS and will be considered for assignments similar to CONUS residents assigned to the CONUS.

Section 1-C: MAJCOM and Geographic Preferences

Self-explanatory. Note that your CONUS state or MAJCOM do not have to be consistent with your bases in Section IA. Refer to the following list for CONUS area codes.

Section 1-B: Overseas Duty. Filling out this section is only mandatory for overseas volunteers; however, non-volunteers can enter information also. The overseas section of the Form 90 has traditionally been the most confusing. To eliminate this confusion, you should understand how this section is completed and how your volunteer status affects your assignment selection. The DAFSC preferences in this section should be limited to the same areas identified in the explanation of Section 1A: your current weapon system group and the related general operations area. In the country or area section, you should list your preferences of overseas locations by area or country. Keep in mind, that if you volunteer for an area instead of a country, you volunteer for any country within that area so long as your AFSC and tour length entries match the assignment. The following is a listing of the areas out of AFR 36-23 with the associated countries.

<u>Asia</u>	<u>European</u>	<u>North Atlantic</u>	<u>Pacific</u>
Japan	Germany	Greenland	Hawaii
Korea	Spain	Iceland	Johnson Island
Taiwan	United Kingdom		Midway
Philippines	Italy		Wake
Okinawa	Netherlands		Guam
	Norway		
	Belgium		

To complete the tour length block, enter the tour length that you prefer. See AFR 36-20, Chapter Four, which lists all overseas locations with their applicable tour lengths. This tour length should also match item 20. If you check extended tour, the tour length entered should be 12 months longer than the normal tour.

So far, the information in the overseas section (DAFSCs, locations, and tour length) has only expressed your preferences if selected for overseas. The last area of this section, your overseas volunteer status, will tell your resource manager if you want overseas duty and could be the primary player in whether or not you're selected. Before you determine your status, you should understand what it means when you indicate a specific preference. Each of these terms is explained below.

Non-volunteer. When you check non-volunteer, you are indicating that you do not desire an overseas assignment even if your preferences listed in blocks 14-19 can be matched to an assignment. Non-volunteer means you are not a volunteer to be assigned overseas. However, marking non-volunteer and indicating country/preference is acceptable. In this case, you are saying you do not desire an overseas assignment at this time, but if you are selected, you'd like those countries.

FILLING OUT THE FORM 90

Blocks 1-4

This section is self-explanatory with the exception of grade. Here, use the numeric code; for example, O-1, O-2, O-3...etc. Most officers get their name right; however, an error in your social security number will cause a problem in your information being entered into the computer system.

SECTION 1--IMMEDIATE ASSIGNMENT OBJECTIVES

Section 1-A. List your preferences of DAFSC, base, duty title, and level for your next assignment. Entries in this section should be selected from your primary weapon system group or the related general operations area. All entries in each preference row should be consistent. For example, "1065C/Grissom AFB IN/KC-135 Aircraft Commander, Sq" would be a viable entry for a tanker pilot, while "1065/Eglin AFB, FL/KC-135 Aircraft Commander, Sq" would not because there are no KC-135 squadrons at Eglin. Immediately below are listed the available duty levels and corresponding designations. Only rated positions and CONUS locations should be entered in this first section of the Form 90.

<u>Assignment Preference Level</u>	<u>Designation</u>
Detachment	DET
Squadron	SQ
Base	BASE
Group	GP
Wing	WG
Air Division	AIR DIV
Numbered Air Force	NAF
Major Command	MAJCOM
Headquarters USAF	HAF
USAF Separate Operating Activity (AFR 36-20, table 9-1	SOA
DoD Special Category Activity (AFR 36-20, table 9-1	DoD
Activities Outside DoD (AFR 36-20, table 9-1)	FEDAG
Miscellaneous	MISC

Remember, you should only enter the AFSCs in your current weapon system group or in the related general operations area in Section 1 of the Form 90.

for the particular AFSC, base, country, etc. The resource manager selects the most eligible, available officer that meets the qualifications for the job. It is in this last process that individual assignment folders are pulled and Form 90s read. Officers that do not fully use the applicable spaces on the form lessen their chance of being selected for an assignment based on their Form 90. The following are examples of not effectively using the spaces. Some officers list the same base three times in Section IA, in hopes of increasing their chances of getting there. One time is sufficient to be identified as a volunteer. They have wasted two spaces where alternatives could be entered, should their first choice not be available. Another example is the officer who enters his/her current base three times. That's where the officer is! Checking the box "Desire to remain at current station" will let the assignments folks know your personal desires in this area. In volunteering for another aircraft system such as the B-1B, KC-10, or even the SAC/MAC or SAC/TAC exchange programs, use the retraining block instead of one of the blocks in Section IA. This accomplishes your goal by getting your name to the right people, while allowing you more flexibility within the computer. By not effectively and efficiently using the spaces on the Form 90, you increase your chances of not being assigned from your Form 90 data. Instead, you will probably stay at your current location, unless you are in a must-move status, until you are the most eligible to move. By then, your options may be quite limited.

Form 90 Currency

Another common mistake is one of currency. A general rule of thumb is that you should submit a new Form 90 any time your game plan changes or once each year, whichever comes first. You never know when someone is looking at your career plan. A current Form 90 indicates you are interested in your career--an outdated one may say the opposite.

Keep Your Comments Professional

Your Form 90 represents you to the assignments folks and anyone else that is authorized to read it. Be positive and professional. This does not mean volunteer for everything or that you can't say you would rather not volunteer for a specific assignment, such as overseas. Everyone has their opinions and desires. It's how you state those desires that makes the difference. For example, many officers do not desire a northern tier assignment, and they say that they do not prefer one; however, many list their choices in order on the back of the form, should they have to go. Being professional and positive in all your activities can really enhance your career opportunities. Now, let's get on with filling out the form.

When your Form 90 arrives at SAC, it is reviewed by your assignments team and then goes into your MAJCOM personnel record. Your MAJCOM personnel record, along with your Form 90, is used in any HQ SAC directed assignment action as well as any board actions held at SAC that pertain to you.

When your Form 90 arrives at AFMPC, it is forwarded to your resource manager, where it is reviewed and placed in your assignment selection folder (this is not your officer selection folder that is used in promotions). This form will be used for your next reassignment and will remain on file until you submit an update.

TIPS FOR A REALISTIC FORM 90

The reason you fill out a Form 90 is to let the assignments community know your preferences for your next assignment. Hopefully, this handbook has made it clear that you will eventually receive an assignment--so it is to your advantage to make your desires known. To increase your chances of success with your Form 90, it is important that you are realistic in your career plan. Below, we have pointed out some factors that can maximize your chances of satisfying one of your choices on your Form 90.

Assignment Factors

To be realistic with your Form 90, use all the assignment factors discussed previously in your plans for your next assignment. To refresh your memory, these factors were weapon system manning, performance, gate status, equal assignment opportunity, weapon system viability, and timing. A plan that does not consider these factors will be limited in its success. Here are some examples of what is meant here. If you have gate problems, don't list all non-flying jobs. Don't apply for the Air Staff as a lieutenant. If you are currently out of your MWS, include some flying assignments to give the assignments folks something to work with. Unrealistic choices will probably result in your being disappointed and upset with the assignments system as well as frustration on the part of the assignments community, because you have given them nothing realistic to work with.

Effectively Using The Spaces

One error common to many Form 90s is not making maximum use of the items that are entered into the computer--the circled ones. These are the only items entered into the personnel computer. It is impossible to remember what is on five or six thousand Form 90s, so the resource managers at SAC and AFMPC use the computer to line up volunteers for specific jobs. Simply stated, the computer provides a list of officers that volunteer

organize, and conduct education programs directed by HQ USAF in scientific, technological, managerial, medical, and other fields as required. Basic responsibilities of AFIT fall into four areas as discussed below.

Degree Programs

These programs are conducted either at Wright-Patterson AFB, Ohio, or at designated civilian institutions. The programs are designed to give officers the ability to analyze and solve complex technical and managerial problems faced by the Air Force and DoD.

Professional Continuing Education (PCE) programs

The PCE programs are also conducted at Wright-Patterson and other civilian institutions. Programs are designed for specific officers who must maintain currency in technical and managerial skills.

Medical programs

AFIT administers Air Force medical programs at selected civilian, Army, or Navy institutions. Designed programs educate career officers and often attract qualified medical professionals into the various USAF medical corps.

Education with Industry (EWI) programs

AFIT administers management education programs in cooperation with leading companies throughout the country. Programs are designed to give officers an insight into the operation and management of a civilian organization with emphasis in their specialty.

Since AFIT is a function of the assignment process, your selection to any program is based on those assignment factors previously discussed in Chapters Two and Three. An AFMPC AFIT selection board will convene to select academically eligible rated officer volunteers to attend AFIT programs. Both rated and support resource managers serve as technical advisors and provide inputs to the board. Graduates of AFIT receive a directed duty assignment in the AFSC for which they were educated and incur an active duty service commitment. For clarification purposes, directed duty assignments are follow-on assignments from your AFIT education. Three years is a good target for length of these assignments. Bear in mind that the selection of rated officers for AFIT is strongly influenced by the needs of the rated supplement. Officers who are eligible for training in areas that will result in assignment to a technical or scientific area have higher probabilities for AFIT selection.

For brevity, specific programs have not been listed. You can find a rundown of AFIT degree-granting schools, programs, selection procedures, eligibility and availability requirements, academic prerequisites, application procedures, information on processing of applications, post-application responsibilities, central identification of officers, and selection notification procedures in AFR 50-5.

In summary, if you are interested in AFIT education programs, discuss your interests with your unit Career Development Officer, Base Education Office, and AFMPC resource manager. AFIT academic counselors at Wright-Patterson AFB can also be of assistance to you.

OFF-DUTY EDUCATION

We've discussed PME and AFIT opportunities and now finalize the education chapter with a word on off-duty education. Obtaining an advanced degree can be a big plus for you in many ways. A better educated officer is most often a more well-rounded, experienced individual capable of making tough decisions in key situations. Degree achievement demonstrates your desire to update your credentials and keep yourself competitive with your peers. Quite frankly, if trends continue as they have, you will find that a vast majority of your contemporaries have advanced degrees by the time they're eligible for promotion to major. It's a good bet you may find yourself behind the power curve if you don't pursue additional education.

Off-duty education opportunities exist at many Air Force installations. Colleges and universities often administer programs on base or at least within driving distance of the associated base proper. Classes are normally held at night and/or on weekends and provide officers with unique opportunities to expand their knowledge in their own areas of interest. Some food for thought--when selecting a program, it might be a good idea to find one that may have future potential to you within the realm of Air Force activities. This could further enhance your overall potential as an officer to handle increases of responsibility. Check with your base education officials for specifics on each program offered. It's an opportunity you really can't afford to pass up and one that may prove to be a future tie-breaker when it comes to selecting the right individual for a challenging position. Off-duty education is another area where you control the strings--make the most of what you've got!

CONCLUSION

This chapter was designed to give you an "eye-opener" on educational opportunities within our Air Force. PME is absolutely essential to sound career development and should receive first priority from your end. AFIT and off-duty educational programs increase your knowledge base and help round you out in that whole person concept we mentioned earlier. If you manage your time wisely, you'll be amazed at what you can do. Efforts in the education arena are well worth the dividends received throughout your career. They can have an effect on promotions and that's what we'll discuss in the next chapter. So keep these ideas in mind and put that best foot forward. Read on, now, for insights on promotion issues.

Chapter Seven

PROMOTIONS: KEY THINGS YOU SHOULD BE AWARE OF

Promotion to the next higher grade is of interest to almost every officer. It definitely plays in one's career development, through advancement in grade and added responsibilities in new, challenging positions. This chapter is not designed to explain the entire promotion process or to give you the "one" thing that will insure future promotions--we haven't broken that code yet! The chapter will, however, provide you an insight to the whole person concept, promotion phase points, contents of your master personnel record (including your selection folder), and Regular Appointment vs. Indefinite Reserve Status. Hopefully, you will learn some new things and be better equipped to evaluate yourself in the years ahead. As you advance in grade, competition for future promotions will dramatically increase. Remember that not everyone can be promoted--there are only so many positions authorized for field grade officers (major and above), and only a certain percentage of many hardworking, capable officers will achieve the next higher grade. You can do a lot to keep yourself in the running. Factors affecting your career development are numerous, but the one that will have the greatest impact--the one over which you have the most control--is job performance. How you do the job today, not the one downstream, is what will make or break your career development. If you don't take care of today's responsibilities, if you spend all of your waking moments worrying and gaming for the "pie-in-the-sky" of tomorrow, you probably won't be in the position to see it. You'll be in tomorrow's rear view mirror! Do your job to the very best of your ability, logically set your career development plan in motion, take care of many of those things you control, and you will see tomorrow's opportunities present themselves in a most interesting and, sometimes, surprising way. This chapter is designed to help you "make yourself a player".

PUBLICATIONS

This section highlights sources that deal with promotions, officer master personnel records, appointment of officers to the Regular Air Force, and Indefinite Reserve Status. Once again, the sources of information should be readily available within your squadron or CBPO.

AFR 36-89 Promotion of Active Duty List Officers

This regulation states objectives, policies, and procedures for promoting active duty list commissioned officers to grades below brigadier general.

AFR 36-5 Appointment of Officers in the Regular Air Force

This regulation explains how appointments are made in the Regular Air Force. It applies to Reserve of the Air Force officers on Extended Active Duty (EAD) and to U.S. Air Force Academy graduates.

AFR 36-14 Indefinite Reserve Status

This regulation tells how a Reserve of the Air Force officer may attain Indefinite Reserve Status (IRS).

SACR 35-2 Management of Officer Command Selection Records

This regulation establishes policies and procedures for the use and control of the SAC Officer Command Selection Record by all users.

AFP 36-32 You and Your Promotions-The Air Force Officer Promotion System

This pamphlet provides information to help personnel better understand the Air Force officer promotion program. It applies to all Air Force officer personnel serving on active duty. Additionally, it is intended to be read by spouses and other family members of Air Force officer personnel. The pamphlet is an excellent overview of the officer promotion program, written in a capsule glance format. A must for each of you to read!

WHOLE PERSON CONCEPT

You'll hear this term a great deal throughout your career, and as you progress through different stages, its meaning will take on greater significance. Think of the concept simply as a well-rounded individual who's ready to take on any challenge, any time. Numerous factors making up the whole person concept are outlined below and can be found in AFR 36-89 and AFP 36-32. Each one is important and your record will highlight each on its own merits. Keep them on the "front burner"--you'll find that doing one well will lead to maximum accomplishment of the others. See if you can guess which "one" that might be.

Job Performance

Your Officer Effectiveness Reports (OERs), in conjunction

with your Training Reports (TRs), are the instruments used in evaluating your overall performance as an Air Force officer. They are the keys in showing not only promotion board members, but anyone who might glance at your record for any number of reasons, how well you have performed over the years. Superb, consistent job performance marks you as one who can handle challenges--sluggish performance will do just the opposite. Don't get caught short!

Leadership

This area can be evaluated on a daily basis. Leadership is the key in staff, operations, and command positions. As a young crewmember, you have opportunities to set the example, to encourage those around you. Don't ever forget that the enlisted force looks to and assesses you for leadership traits. Know your people, be responsive, and serve them well.

Professional Competence

Professional competence is considered as having expertise as a specialist, supervisor, operator, etc. This term covers a vast area, but it boils down to your demonstration of confidence in what you do and how well you do it. Don't be satisfied with status-quo. Work to increase your competence and encourage those around you to do the same.

Breadth of Experience

Your breadth of experience is increased every time you do something different. It evolves through varied assignments, the level of each position (squadron, wing, MAJCOM, etc.), timing of each, variety of jobs and tasks, etc. You can see that how well you perform in each position will be directly proportional to the amount of experience you're able to obtain.

Job Responsibility

Here we emphasize the scope of responsibility, exposure, opportunity to make decisions, resources managed, etc. As you become more competent, broaden your experience base, and build upon your leadership traits, you will probably be afforded as much responsibility as you can handle, and maybe more. Keeping your head above water and shouldering each measure of responsibility will surely strengthen your capabilities in this arena.

Academic and Professional Military Education

But you thought we beat this horse enough in the previous chapter. Here it is raising its "educated" head again! The

whole person concept has lots of room for education. We stress the level, relationship to career field and possible assignments, timing, etc. in this area. We'll say it again--you have control, so stay ahead.

Specific Achievements

Specific achievements include awards, decorations, special recognition, etc. These are direct results of the other factors discussed, especially job performance.

Did you guess which factor, done well, will lead to the others? The authors firmly believe that if one takes care of present responsibilities, works hard and strives for top-notch job performance, then all the other factors will fall into place. Doing today's job to the best of one's ability will most assuredly lead to development and usage of all remaining factors. They all build the whole person--interweaving each trait to enhance the next. The more you help yourself become that whole person, the more confident, the more successful you will be.

PROMOTION PHASE POINTS

Let's take a minute to discuss promotion phase points to give you a feel for timing of such throughout your career.

First Lieutenant

Most of you are first lieutenants, having made that milestone at the 24-month time-in-grade point as a second lieutenant. (Do you still believe there is no rank among lieutenants?)

Captain

The phase point to captain is 24 months time-in-grade as a first lieutenant. You will meet a selection board approximately 6-10 months prior to that point for promotion to captain. If selected, you will be promoted on the day you complete 24 months time-in-grade.

Major

Generally, you will be considered for promotion to major after about 10 years commissioned service. Date of Rank (DOR), when you actually pin on, will vary between 11 and 12 years.

Lieutenant Colonel

Consideration for promotion to lieutenant colonel falls at about the 15-year commissioned service point. DOR occurs at about 16 years service.

Colonel

Consideration for promotion to colonel falls after about 20 years commissioned service. DOR will generally be between 20 1/2 and 21 1/2 years service.

The above phase points are approximate, but do serve as a good guide for planning purposes. They are structured around the concept of In-the-Promotion Zone (on time). Individuals can be promoted Below-the-Promotion Zone (early) and Above-the-Promotion Zone (late). The following definitions from AFP 36-32 are provided to explain each term.

Below-the-Promotion Zone (BPZ). This includes officers who are eligible for consideration in each competitive category (major, lt col, col) and are junior to officers eligible for consideration In-the-Promotion Zone.

In-the-Promotion Zone (IPZ). This includes officers who are eligible for consideration and are senior to officers being considered BPZ, but are junior to officers being considered Above-the-Promotion Zone.

Above-the-Promotion Zone (APZ). APZ includes officers who are eligible for consideration and are senior to officers being considered IPZ.

Selected individuals are considered for promotion BPZ up to 3 years earlier for major and 2 years earlier for lieutenant colonel and colonel. This is accomplished through a nomination process and is highly selective. Refer to AFR 36-89 for additional information on the entire promotion process.

CONTENTS OF YOUR MASTER PERSONNEL RECORD (MPR)

Your personnel record is maintained at three locations: your local CBPO, HQ SAC, and HQ AFMPC. It is composed of two parts: 1) the Correspondence and Miscellaneous Documents file and 2) the Officer, HQ USAF Selection Board Group (selection folder). The record tells much of your "story" and is accessible to individuals who have an official need to review its contents. As you can see, you never know when someone may assess your record in attempting to find the right person for a challenging position. You have control over much of the MPR contents and should make it a point to review it periodically for accuracy. Contents of both parts of the MPR are shown on the next page.

Correspondence and Miscellaneous Documents File

The content of this file is basically administrative in nature. The file contains such things as your Record of Emergency Data, Servicemen's Group Life Insurance Election form, AF Forms 2095, Form 90, Training certificates, etc. You have an opportunity to review each of these items as they become part of your record, so make sure each document is correct before CBPO officials post them to the file.

Officer, HQ USAF Selection Board Group (selection folder)

This portion of your record will be reviewed each time you compete for promotions. It's crucial that you insure your record is up-to-date. In addition to promotions, its accuracy could be key in future opportunities during your career. The following items are included in the selection folder:

- Officer Effectiveness Reports and Training Reports
- AF Form 11, Officer Military Record (only included if officer was commissioned prior to 5 April 1974)
- Citations for approved US decorations
- Official photograph
- Officer Selection Brief
- Documentary evidence (letter or certificate of specialty board certification for members of the Medical, Dental, Biomedical Sciences, and Medical Services Corps)
- Letters pertaining to non-attendance or ineligibility for PME
- Letter to the board from an eligible officer
- Letters recommending that an officer be considered not qualified for promotion
- Information in the HQ USAF Digest File System, as appropriate
- Court-martial orders containing or reflecting approved findings of guilt
- AF Forms 366, 368, and 3070 through 3073 regarding non-judicial punishment
- AF Form 330, Records Transmittal Request

A few words about your control of certain documents. To a large measure, your overall performance will be reflected within each OER and TR. Do your best to achieve the maximum. Additionally, you can insure that your official photograph is current, i.e. double-knit uniform, insignia/badges/ribbons current and properly placed, personal appearance within AFR 35-10 guidelines, etc. This may seem insignificant to you, but it can tell a story to those assessing your record. Keep your Form 90 undated, projecting realistic career milestone plans. As previously stated, a periodic review of your MPR by you can insure its completeness. If you are unable to review your record at HQ AFMPC, you can write HQ AFMPC/MPCDOM5D, Randolph AFB, Texas 78150 for a free microfiche copy. It takes little effort on your part and the dividends could be great.

REGULAR APPOINTMENT VS. INDEFINITE RESERVE STATUS

If you were not commissioned through the USAF Academy, or the U.S. Military/Naval Academies with subsequent transfer to the Air Force, then you are probably a Reserve officer. Being a Reserve officer is not a strike against you, as you will compete for Regular appointment at certain points during your career. Guidelines for appointment of officers in the Regular Air Force are outlined in AFR 36-5. Basically, line officers (that's you) are considered for Regular appointment when selected for promotion to captain and when they have completed 5 and 7 years of Total Active Federal Commissioned Service. Additionally, officers selected for promotion to major, lieutenant colonel, or colonel are recommended for Regular appointment, as long as they meet eligibility requirements. Pilots, navigators, and nonrated officers compete within their respective categories, with each category usually having a separate quota. Once selected, officers have the option to accept or decline Regular appointment. When your time comes, seriously evaluate your decision. The following are some items you might keep in mind: 1) Regular officers selected for lieutenant colonel and colonel may serve for 28 and 30 years of Total Active Commissioned Service, respectively, while Reserve officers are limited to 20 years of Total Active Military Service; 2) Regular officers may not be involuntarily released from active duty because of a reduction in the size of the officer force, whereas Reserve officers may be involuntarily released at any time if no longer needed, unless they are within two years of mandatory date of separation; 3) Because of Regular officers' greater tenure, they have some advantage over reserve officers in education and training opportunities, since there's a good chance of payback for training received; 4) AFR 30-30, Standards of Conduct, puts additional limitations on actions of Regular officers upon completion of their careers.

As the Air Force strives for an all-Regular force, should you be selected for Regular and subsequently decline, you may give others a signal of non-commitment to an Air Force career. A Regular appointment is a big step and can be an additional boost to your career development--don't take it lightly.

CONCLUSION

This chapter was not designed to make you a promotion expert, but rather to provide information that will assist you in initial career planning. Our Air Force is ever-changing, so do whatever you can to keep yourself up-to-speed in all areas. You'll build upon that whole person concept that is so vital to future success. Keep your records current--they do tell a story, one that's yours for the making. Take the lead and keep yourself a step up on the competition--make the most of what you've got!

Chapter Eight

POTPOURRI

Our final chapter is devoted to a conglomeration of ideas/opinions for you to consider throughout your career. By no means do we attempt to provide all the answers to all those questions you have or may have later on. Everyone is different--motivation factors vary from one person to the next. Your career will be different from that of your peers. There is no "book" solution to success--success can only be measured in the eyes of the beholder. Your career will take many twists and provide numerous challenges. You hold the key to important factors influencing your development as an officer and individual in our Air Force. You're the one that determines how hard you work, how much you lead, how much you sacrifice, and how much you want to contribute to this profession. Don't limit yourself through neglect--if you don't understand, ask questions. There's a lot of expertise within arm's reach. There are people within your wing that have been down some of the roads that lie before you. Some have succeeded more than others, but they each have a story to tell. Listen with an open mind--there will be both good and bad advice. Don't take any one thing for granted. Keep some good, common sense in your hip pocket and always make room for laughter. A sense of humor will come in awfully handy during some of those trying moments. It can smooth the rough spots and keep your battery charged! You have much to offer, so give it all you got. You make our profession of arms what it is today and will be tomorrow. If we work together, learn from our mistakes, and help those before and after us, we'll make those contributions necessary to a strong defense.

OFFICERSHIP

Throughout your career, you'll have a tendency to think of yourself in terms of your rated specialty (pilot, navigator, or EWO). In the operations arena, you'll be assigned against your specialty AFSC. It's important that we utilize your expertise--big bucks were invested in your training. Don't ever forget, however, that your number one responsibility is that of an officer. You gave an oath to defend this nation--not as a pilot or navigator, but as an officer. Upon commissioning, you were given public trust. It's your responsibility to insure that trust is not violated. Your assignments will put you in the

public's eye wherever you go and you'll serve as a mirror for the rest of the force. People will often gauge the quality of our profession simply on the merits of your actions. Keep that in mind throughout the years ahead.

JOIN SPOUSE

A few words on join spouse assignments--the Air Force strives to keep military couples together; however, with the increasing number of military couples, that goal is becoming tougher to fill. If you're married to another military member, don't count on being assigned together throughout your careers. Requirements don't always exist at the same location, especially as you increase in rank. You each will be assigned in your own right. This insures equitability throughout the system and matches individual talents against global requirements. You can request a join spouse assignment each time you move and it's crucial that you use the Form 90 to highlight that you are married to another military member. No guarantees are made, but at least when you're being considered for reassignment, the players involved will be aware of your situation. Your join spouse status is normally on your Officer Career Brief, but use the back of the Form 90 to indicate your intentions and desires. Take a look at AFR 36-20, Chapter Ten, for more information.

One more thing about assignments as a whole--don't let yourself stagnate. Believe it or not, you can spend too much time in one location. Maximize your talents wherever you are and make your career plans known. You have your commander, a telephone, and a Form 90 to keep things moving the right direction. Yes, we told you earlier to take care of today's responsibilities and not worry about tomorrow's job, but that doesn't mean to forget about future plans. You need to think about that next step and plan for it. Working hard today will open the door of tomorrow. If you allow yourself to become content with just what you're doing--if you let geography override responsibilities--you may find yourself gathering barnacles on your rear end! Keep plugging and make those opportunities happen.

FACTORS YOU CONTROL

The factors are many and we've hit them all pretty hard--job performance, the Form 90, education, and official photo. When mapping out your plans, don't try to do three things at once. You'll only stretch so far. Take one opportunity at a time and do it well. Keep everything in perspective. Maintain an updated Form 90 and photo--these two items can tell a story themselves. Push PME and work on that advanced degree. And last, but not least by a long shot, do your job the best you can. Know your

environment and compete within it. Keep an eye on what others are doing and seek advice. Again, maximize your potential.

We've included a chart below that ties together the career development factors discussed throughout the handbook. Use it as a reference, but remember that everyone tracks differently. You can see where gates play in the picture, as well as promotions, PME, advanced education, and career flow (ops, staff, rated supplement, etc.). Plot yourself at any point in time and see where you fare. If you think you're behind, get moving--you have control!

CAREER DEVELOPMENT

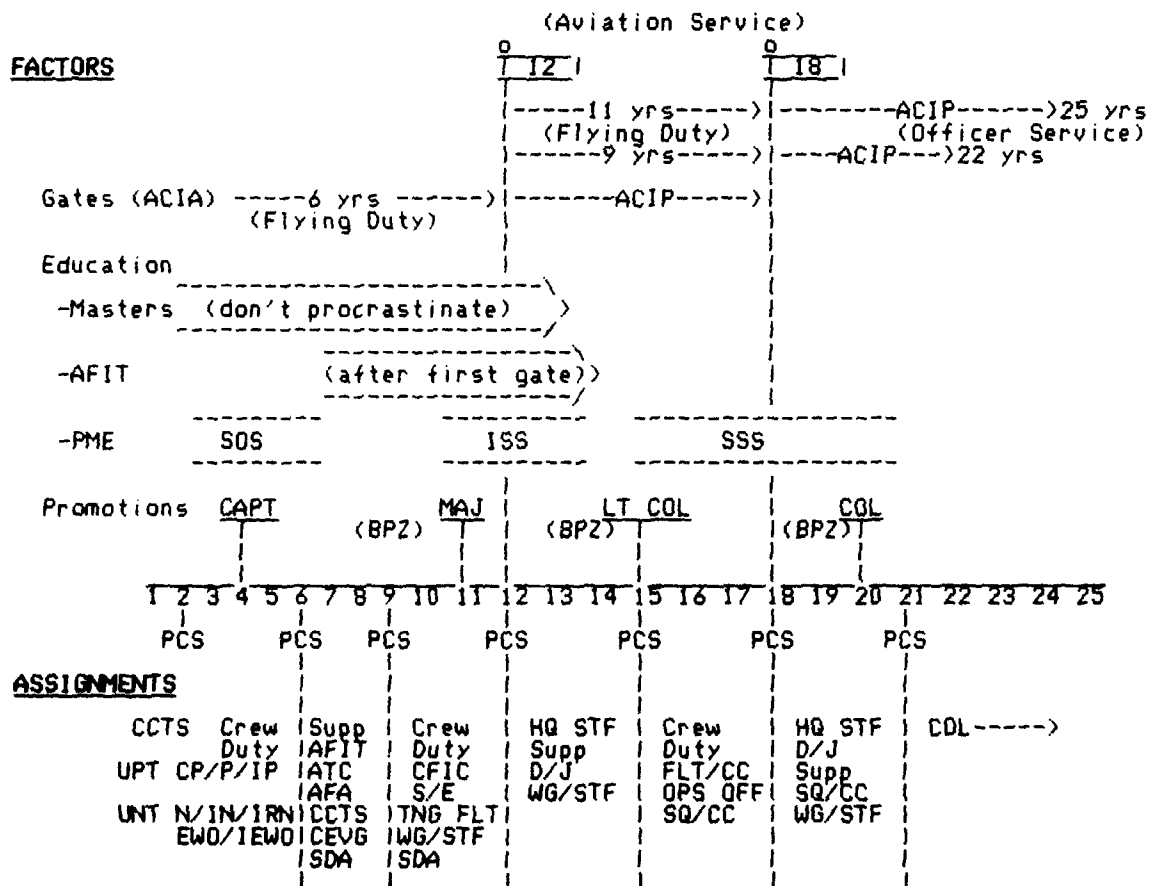


Figure 5

CONCLUSION

Hopefully, this handbook has given you an insight you may not have had before. Career development is important to everyone. Getting started on the right foot is essential and will pay big dividends later on. As you embark on your Air Force career, we leave you with one more (but not new) perspective on career development. Take it wherever you go and use it in whatever way you choose:

...The essence of career planning lies not so much in the selection of your next assignment as it does in the manner in which you are carrying out your present one. So far as you are concerned, the best career development job is the one you have right now.

Good luck!

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