

AIR WAR COLLEGE

AIR UNIVERSITY

CARING FOR FUTURE LEADERS:
IMPROVING AIR FORCE RESERVE OFFICER TRAINING CORPS
(AFROTC) GRADUATES' TRANSITION TO THE ACTIVE DUTY

by

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Biography

Lieutenant Colonel Anthony Ajello is a career U.S. Air Force intelligence officer assigned to the Air War College, Air University, Maxwell Air Force Base, Alabama. He earned a Bachelor of Science degree in History from the United States Air Force Academy in 1992, a Masters of Business Administration in Aviation degree from Embry Riddle Aeronautical University in 2001, and a Masters of Strategic Intelligence degree from the Joint Military Intelligence College in 2006. Lieutenant Colonel Ajello obtained his intelligence officer badge in 1993 and has nineteen years of intelligence operations, applications, and collections experience. He has served at the squadron, group, major command (MAJCOM), Air Staff, and Joint Staff. He is also a fully qualified Joint Specialty Officer (JSO) and a graduated squadron commander from the United States Air Force Weapons School.



Abstract

The United States Air Force (USAF) does not provide adequate guidance, personnel support, and processes to ensure a smooth transition for Air Force Reserve Officer Training Corps (AFROTC) graduates from cadet status to active duty. AFROTC students have two personnel challenges unique to their commissioning source. The first challenge stems from the fact that cadets serve in an Obligated Reserve status while students in the AFROTC Detachments (DETs), and therefore, do not receive the same level of personnel support as cadets in other commissioning sources. The second personnel challenge occurs post-graduation when newly commissioned AFROTC Second Lieutenants are in a “transitory period” serving in an Inactive Reserves Status. During this transition, they are neither actively managed by either the losing DET and their servicing Military Personnel Section (MPS), nor by their active duty gaining units until reaching their extended active duty (EAD) date when signing into their first assignment. These transitory issues are unique to AFROTC graduates and do not exist with the three other sister commissioning sources, to include the USAF Academy, Officer Training School (OTS), and Commissioned Officer Training School (COTS).

Active duty Airmen do not experience the same challenges for permanent changes of station (PCSs). Therefore, this analysis identified prescriptive guidance and processes for active duty Airmen assignment activities that formed a baseline for comparison to the AFROTC transition to active duty service. The analysis revealed differences between the active duty and AFROTC, and recommends solutions to improve AFROTC graduates’ transitions to active duty service. These recommendations include changes to AFROTC curriculum, guidance, and automated systems/process recommendation to mirror existing active duty personnel systems and processes while maintaining required Obligated Reserve and Inactive Reserve status.

Introduction

The United States Air Force (USAF) does not provide adequate guidance, personnel support, and institutional processes to ensure Air Force Reserve Officer Training Corps (AFROTC) graduates effectively transition from cadet status to active duty. This paper first describes the AFROTC program's mission and organizational construct. Next, it analyzes the service status for AFROTC cadets and graduates from pre-commissioning through post-commissioning prior to entering active duty service, respectively. The paper identifies issues in surveys completed by recent graduates who stated they were not prepared for active duty as well as they should have been with respect to out-processing actions and responsibilities upon arrival at their active duty assignments. Many of these problems occur because newly commissioned AFROTC officers are in a transitory period where they no longer "belong" to the AFROTC detachment (DET) from which they graduated, but they are not "owned" by their gaining units while on Inactive Reserve status until signing into their first assignment. These unique challenges for AFROTC-commissioned officers do not exist in the three sister commissioning programs to include the United States Air Force Academy (USAFA), Officer Training School (OTS), and Commissioned Officer Training School (COTS).

Since active duty Airmen normally do not experience the challenges AFROTC students face prior to and during initial assignments, this paper identifies prescriptive guidance, processes, and key process owners for active duty Airmen which forms a baseline for comparison to the AFROTC transition situation. The analysis reveals gaps and differences between active duty and AFROTC processes. It also recommends solutions to improve AFROTC graduates' transition to active duty service.

The Air Force Reserve Officer Training Corps (AFROTC) Program

The mission of the AFROTC program is to provide quality leaders for the Air Force.¹ AFROTC is not only the Air Force's oldest commissioning source of Second Lieutenants but also its largest, producing 55% of all Air Force Line officers. In Fiscal Year (FY) 2010, AFROTC commissioned 1,097 graduates compared to 997 by the USAF Academy and 568 by Officer Training School.²

The AFROTC program is nationwide in scope. As of Academic Year (AY) 2010-2011, the program has 144 AFROTC DETs servicing students in 1,100 cross-town universities in 47 states, Washington, D.C., and Puerto Rico. Therefore, a DET located at one location may service students enrolled in classes from multiple other colleges or universities.³ According to Headquarters (HQ) AFROTC, 16,652 cadets enrolled in AFROTC during AY 2010-2011, dwarfing about 4,000 enrolled in the USAF Academy.⁴ Furthermore, Approximately 2,200 AFROTC seniors commission and serve on active duty each year.⁵

Refer to Appendix A for a detailed description of the headquarters and nationwide AFROTC organizational construct.

¹ Briefing, Jeanne M. Holm Center for Officer Accession and Citizen Development, subject: Air Force Reserve Officer Training School Mission Brief, 24 April 2011. For administrative purposes, the Air Force geographically organized the 144 DETs into four regions: Northeast Region headquartered at Wright-Patterson AFB, Ohio responsible for 36 DETs; Southeast Region headquartered at Maxwell AFB, Alabama responsible for 38 DETs; Northwest Region headquartered at the USAF Academy, Colorado responsible for 34 DETs; and the Southwest Region headquartered at Randolph AFB, Texas responsible for 36 DETs.

² Ibid.

³ Ibid.

⁴ Ibid.

⁵ Colonel Jefferson S. Dunn (Commander, Air Force Reserve Officer Training Command, Maxwell Air Force Base, Alabama), interviewed by the author, 27 September 2011.

Pre-Commissioning: Obligated Reserves Section (ORS) of the USAF Reserve

When the Air Force assigns students in the AFROTC program prior to graduation and commissioning, it puts them into the Obligated Reserve Section (ORS) of the USAF Reserve. Per AFROTC Instruction (AFROTCI) 36-2011, *Cadet Operations*, the military justice system regards AFROTC students and graduates in this status as civilians. Furthermore, they are not subject to the provisions of the Uniformed Code of Military Justice (UCMJ).⁶ Cadets must enlist in the ORS for 8 years as a prerequisite for Professional Officership Course (POC) enrollment and scholarship activation. According to AFROTCI 36-2011, this ORS enlistment "... contract is canceled when a cadet is commissioned or disenrolled from AFROTC without call to active duty as an Airman."⁷

Post-Commissioning: Inactive Reserve Status

According to AFROTCI 36-2011, following commissioning but prior to reporting for their first active duty assignments, AFROTC graduates awaiting a call to Extended Active Duty (EAD) are on assigned to the Individual Ready Reserves (IRR) in an Inactive Reserve status and belong to the Air Reserve Personnel Center (ARPC).⁸ These newly commissioned graduates are not subordinated to any unit including the losing DET from which they graduated and their gaining active duty unit. The concept behind the Inactive Reserve is to provide a pool of trained individuals who can be mobilized if necessary to fill manpower needs in specific skills. These

⁶ Air Force Reserve Officer Training Corps Instruction (AFROTCI) 36-2011, *Cadet Operations*, 15 July 2010, incorporating change 1, 20 September 2011, 203.

⁷ Ibid., 207.

⁸ Ibid., 327.

AFROTC graduates are waiting to start their active duty service,⁹ most often to technical training to earn their initial Air Force Specialty code.

Issues with AFROTC Graduates Transitioning to Active Duty Service

Recent AFROTC graduates commented in surveys that they were not prepared for active duty as well as they should have been with respect to out-processing actions and responsibilities before arriving at active duty assignments. Their feedback reveals multiple problems while transitioning to active duty. Some of them occurred during Obligated Reserve status prior to graduation and commissioning. Others occurred while in Inactive Reserve status before their call to EAD. The most common issues are as follows:

- AFROTC cadets did not receive orders to their first assignment prior to graduation
- AFROTC cadets were never told to file for temporary lodging expense (TLE)
- AFROTC cadets did not know how to amend orders after marriage
- AFROTC graduates did not know in-processing procedures to include what to do with their Military Personnel Flight (MPF) packets upon arrival at first assignment
- AFROTC graduates received orders days prior to their EAD, and the traffic management offices (TMO) would not arrange household goods shipments until issuance and receipt of orders
- AFROTC graduates did not know TMO procedures and requirements for do-it-yourself (DITY) moves such as weight tickets
- AFROTC graduates did not know where to report at their first duty assignments and in what uniform
- AFROTC graduates did not know their EAD dates for 4-5 months after commissioning
- AFROTC graduates were unaware about Permissive Temporary Duty (PTDY) for house hunting
- AFROTC graduates did not know if it was mandatory to live on base¹⁰

The Problem: The “Transitory Period” between Commissioning and First Assignment

⁹ Office of the Secretary of Defense for Reserve Affairs, *Reserve Components of the Armed Forces: Reserve Component Categories*, Pentagon: Washington, DC, revised September 2005, 11.

¹⁰ Second Lieutenant John R. Lyra, Headquarters Air Mobility Command, Scott Air Force Base, Illinois, to the author, e-mail, 14 October 2011.

Newly commissioned AFROTC officers are in a “transitory period” where they no longer “belong” to the AFROTC DET from which they graduated, but they are not “owned” by their gaining units while on Inactive Reserve status until signing in to their first assignment. The transitory period can be as long as 12 months.¹¹ Newly commissioned AFROTC graduates waiting “in limbo” before their call to EAD experience a myriad of issues during this time. Some of them include no Air Force pay, no opportunity to drill as Reservists, and no Common Access Card (CAC) issuance. The CAC is required to access the one-stop personnel website through the Air Force Portal to include Virtual Military Personnel Flight (vMPF), the Assignment Management System (AMS), and the Air Force Personnel Center (AFPC) assignment team websites.

Active duty personnel also recognize other issues that may arise and require Air Force support or action during this transitory period during this Inactive Reserve status. Some common examples include changes in reporting dates, certain disciplinary incidents, and medical issues that may affect the officer’s ability to either report on time or effectively perform in their assigned technical training.¹²

Therefore, AFROTC students have two personnel support challenges unique to their commissioning source. The first is caused by the Obligated Reserve service status while serving as cadets in their AFROTC DETs. The Obligated Reserve does not afford them the same level of personnel support as cadets in the other commissioning sources. Active duty Military

¹¹ Lieutenant Colonel Damon L. Menendez, Chief, Officer Accessions Branch, Headquarters Air Force Personnel Center, Randolph Air Force Base, Texas, to the author, e-mail, 28 November 2011.

¹² Major Natalie Jolly (Commander, 42d Force Support Squadron, Maxwell Air Force Base, Alabama), interviewed by the author, 28 September 2011.

Personnel Sections (MPSs) only afford AFROTC cadets limited support to include non-CAC identification card issuance and Defense Enrollment Eligibility Enrollment System (DEERS) enrollment. In addition, AFROTC cadets do not receive the same level of personnel support during the outbound Permanent Change of Station (PCS) process as cadets in the three other commissioning sources. Exasperating this challenge is the tyranny of distance between many of the DETS and the active duty MPSs that service them. The second personnel support challenge is caused by the “transitory period.” AFROTC graduates are neither “owned” by their losing DETs nor “owned” by their gaining active duty units. This is unique to AFROTC officers and does not apply to officers of other commissioning sources.

The USAF Commissioning Sources and Service Status for Graduates

In addition to the AFROTC program, there are three other types of commissioning sources in the Air Force including USAFA, OTS, and COTS. The service status for cadets enrolled in these programs mitigates much of the personnel support issues AFROTC cadets experience while serving at the DETs and during their time “in limbo” in an Inactive Reserve status awaiting their call to EAD. A description of the other three commissioning sources is found at Appendix B.

Challenges Unique to AFROTC Graduates

AFROTC-commissioned officers experience unique challenges when compared the other three AF commissioning programs previously addressed. While attending AFROTC, active duty MPSs provide varying degrees of support, but lack of colocation with students often hampers their efforts. Unlike graduates from the other AF commissioning sources, most AFROTC graduates commission in the Inactive Reserves and must wait for their EAD dates. These waits

can be as long as 12 months in the extreme cases, but waiting period for several months is not uncommon.¹³ During the “transition period” before signing into their first assignment, AFROTC graduates exist in a “limbo” status. Their losing active duty MPS no longer provide them with the personnel support, and they no longer “belong” to their respective losing DETs.

Key Process Owners and Prescriptive Guidance for USAF Airmen

Active duty Airmen normally do not experience the challenges AFROTC students face during initial assignments. By identifying the prescriptive guidance, processes, and key process owners for active duty assignments and out-processing, one may establish a baseline for comparison to the AFROTC situation.

AFI 36-2110, *Assignments*, provides guidance for “... all officers and enlisted personnel on extended active duty (EAD), but does not apply to members of the Air Force Reserve or Air National Guard and does not apply to Reserve or Guard members brought on active duty to fill a specific Air Force Reserve or Air National Guard manpower authorization at a predetermined location for a specified period of time.”¹⁴ AFI 36-2102, *Base-Level Relocation Procedures*,

¹³ Lieutenant Colonel Damon L. Menendez, Chief, Officer Accessions Branch, Headquarters Air Force Personnel Center, Randolph Air Force Base, Texas, to the author, e-mail, 28 November 2011. According to Menendez, AFROTC cadets are accessed based upon two factors. The first and foremost is to meet the accession target for a particular fiscal year in each AFSC based upon current AF requirements and overall endstrength management objectives. Some cadets are accessed immediately upon commissioning, while others may wait up to 12 months following commissioning. Also according to Menendez, the second factor to establish an EAD date is training availability for the respective AFSC. If training seats are full, AFROTC cadets are delayed EAD until one comes available or for a maximum period of 365 days following commissioning. Per Menendez, though there are no legal requirements to access a commissioned officer at the 365 day point, there is a legal requirement to extend medical coverage for a cadet to a maximum of 365 days. Therefore, the AF Policy is to bring them on no later than 365 days to ensure they are covered medically.

¹⁴ Air Force Instruction (AFI) 36-2110, *Assignments*, 22 September 2009, incorporating through change 1, October 2011, 1.

details standard relocation processing procedures to include out-processing and in-processing for the total force.¹⁵

The Air Force Personnel Center (AFPC) also posts a wide array of current guidance on their *Air Force Personnel Service* website in the form of Personnel Service Delivery (PSD) guides and memorandums for total force Air Force personnelists.¹⁶ The PSDs provide guidance on a broad range of personnel topics, too many for the purpose of this analysis, but the four most applicable pertain to detailing assignments, accessions, out-processing, and base-level personnel services delivery execution, organization, and responsibilities.

The PSDs identify the following key process owners for Air Force assignments: AFPC, the losing commander of the individual with the assignment, the Commander's Support Staff (CSS) if one exists, and the individual's losing MPS.¹⁷ A description of each of these three key process owners is found at Appendix C.

The Active Duty Assignment Process

Assignment Generation and Notification Process

AFPC's Air Force Relocations Operations Branch (DPTSF) centrally manages the Air Force-wide assignment notification system. An assignment usually starts with a MAJCOM requirement to fill a vacancy. The MAJCOM informs AFPC Assignment Directorate who in turn identifies an individual for permanent change of station (PCS) assignment selection to the

¹⁵ Air Force Instruction (AFI) 36-2102, *Base-Level Relocation Procedures*, 18 September 2006, incorporating through change 2, 20 October 2011, 1.

¹⁶ Jolly, interview. Also, see Air Force Personnel Center, Air Force Personnel Services Website, https://gum-crm.csd.disa.mil/app/answers/detail/a_id/8417/p/8%2C11/c/858 (accessed 28 September 2011).

¹⁷ Headquarters Air Force Personnel Center, Active Duty Personnel Services Delivery Guide, *Base-Level Personnel Services Delivery Execution, Organization, and Responsibilities*, Air Force Personnel Center, Air Force Personnel Services, Randolph Air Force Base, Texas, 16 September 2011, 1.

MPS Career Development Element via the Military Personnel Data System (MilPDS).¹⁸ AFPC forwards a two-page Assignment Notification Report on Individual Personnel--Assignment RIP, through MilPDS to the member's servicing MPS. The MPS reviews the Assignment RIP, confirms the Airman's eligibility, updates their portion of MilPDS, and validates official notification to the Airman is completed through vMPF within seven calendar days. Then the MPS forwards a copy of the Assignment RIP to the Airman's commander no later than the next duty day.

The Airman's commander or designated representative reviews the Assignment RIP and verifies there are no ineligibility factors that preclude the assignment within three duty days. The Airman and commander sign the Assignment RIP and the unit's CSS returns it to the MPS Career Development Element. At this point, the Airman receives an e-mail to the account loaded in MilPDS. This e-mail has instructions for the Airman to access vMPF within seven calendar days to officially acknowledge assignment notification. If the Airman is eligible for the assignment, then the MPS notifies the Airman to complete the Initial Assignment Briefing, centrally managed by AFPC, via vMPF. Once completed, the Airman forwards the completion page to their servicing MPS for inclusion in the relocation folder.¹⁹

Assignment Orders Process

AFPC's Air Force Relocations Operations Branch also centrally manages the Air Force-wide assignment orders process. MPS chiefs appoint an organizational administrator approved and centrally managed by the AFPC Global administrator who grants MPS access to the Orders

¹⁸ AFI 36-2110, *Assignments*, 74.

¹⁹ Headquarters Air Force Personnel Center, Active Duty Personnel Services Delivery Guide, *Assignment Notification*, Air Force Personnel Center, Air Force Personnel Services, Randolph Air Force Base, Texas, 5 August 2011, 2-5.

Processing Application (OPA) system. The OPA interfaces with MilPDS, virtual Out-processing, (vOP), and other data based personnel systems. MPS personnel use the OPA to create, get official and funding authority approvals, and publish the assignment order.²⁰ The MPS personnel also use the OPA to revoke or amend orders as required. AFPC's goal is to provide Airmen with PCS orders in hand at least 60 days prior to their projected departure date.²¹

If the Airman's assignment changes after departing the base, AFPC advises the losing MPS who contacts the Airman en route. After notification, the losing MPS amends the original PCS orders and disseminates it to the Airman, the original gaining location, and the new gaining location.²²

Out-processing Processes

Additionally, AFPC's Air Force Relocations Operations Branch centrally manages the Air Force-wide virtual out-processing (vOP) process. Per AFI 36-2102, *Base-Level Relocation Procedures*, "The virtual Out-Processing (vOP) application is mandatory for all permanent party personnel on installations where the capability exists. Deviation from this requirement must be approved as an exception by HQ AFPC/DPSO."²³ Some of the key stakeholders include out-processing Airmen, MPSs, unit commanders, and base task organizations such as the Traffic Management Office (TMO), the Financial Services Office (FSO), the Medical Treatment Facility (MTF), the Logistics Readiness Squadron (LRS), TRICARE, the Education Center, the Base

²⁰ Headquarters Air Force Personnel Center Personnel Services Delivery Guide, *Orders Processing Application*, Air Force Personnel Center, Air Force Personnel Services, Randolph Air Force Base, Texas, 23 September 2011, 1-5.

²¹ AFI 36-2110, *Assignments*, 77.

²² *Ibid.*, 79.

²³ AFI 36-2102, *Base-Level Relocation Procedures*, 8.

Library, etc..²⁴ The AFPC Global Administrator grants access to the vOP link in AFPC Secure to the Base Administrator in the MPS Career Development Element. Base task organizations submit vOP-link access requests to the Base Administrator for their own organization task managers who submit checklist line items that apply to all base personnel for their respective functional areas.

After publishing PCS orders, the MPS initiates and grants out-processing Airmen access to the vOP checklist via vMPF. Base organizational task managers virtually sign off out-processing checklist items once completed by out-processing personnel. The MPS ultimately closes out a given vOP checklist after the outbound Airman completes the tasks on the list, attends the final out-processing appointment, and departs the base.²⁵

Key Process Owners and prescriptive Guidance for AFROTC Airmen

AFI 36-2110, *Assignments*, and AFI 36-2102, *Base-Level Relocation Procedures*, also apply to the AFROTC program, but not to same extent as active duty Airmen since the Air Force directly accesses graduates from their DETs. AFROTCI 36-2011, *Cadet Operations*, also provides prescriptive guidance to fill in the gaps with the other instructions. AFPC also posts current guidance for MPSs through PSD guides and memorandums that pertain to accessing AFROTC graduates. The PSDs identify the same process owners for all active duty Air Force assignments, but important process differences emerge with AFPC, the losing commander of the individual with the assignment, and the MPS.

²⁴ Headquarters Air Force Personnel Center, Active Duty Personnel Services Delivery Guide, *Virtual Out-Processing (vOP)*, Air Force Personnel Center, Air Force Personnel Services, Randolph Air Force Base, Texas, 7 September 2010, 1.

²⁵ *Ibid.*, 4-7.

Air Force Personnel Center (AFPC)

AFROTC students attend school in an Obligated Reserve status and serve in the Individual Ready Reserve in an Inactive Reserve status after graduation and before their EAD dates. In order not to count AFROTC students against Air Force end strength numbers, AFPC does not assess AFROTC students into the Air Force until after they reach their EAD and report to their first permanent duty stations, unlike OTS and COTS students. Therefore, AFPC does not publish instructions and PSD guides and memorandums that pertain to AFROTC students. As a result, the MPSs serving their respective DET personnel receive no guidance from AFPC on supporting AFROTC cadets and graduates until they reach EAD. Most importantly, AFROTC graduates in the Inactive Reserves are not entered into MilPDS; therefore, they do not have access to the AFPC centrally controlled and automated processes for assignment notifications, orders publication, and virtual out-processing.²⁶

Military Personnel Sections (MPS)

As stated above, no prescriptive guidance exists for active duty MPSs servicing assigned AFROTC DETs. Though the MPS is the base-level manager for personnel programs for all assigned units and members on base or geographically separated units including most AFROTC DETs, AFROTC students serving in an Obligated Reserve status are not monitored unless the DETs' unit staff push personnel actions to them. Active duty MPSs provide limited manpower and personnel support for the DETs assigned regionally under their purview to include enrollment in DEERS for TRICARE health benefits issuance of identification cards and

²⁶ Headquarters Air Force Personnel Center, Active Duty Personnel Services Delivery Guide, *Accessions (Confirmation of Arrival, Verification of Service Dates and Establishment of a Pay File)*, Air Force Personnel Center, Air Force Personnel Services, Randolph Air Force Base, Texas, 1 March 2011, 1-5.

processing of leave forms. The MPSs are not involved in the assignment notification and the PCS orders process for AFROTC cadets, and they do not manage the DETs virtual out-processing checklist.²⁷

Detachment Commanders and Unit Staff

Most personnel support actions for AFROTC cadets attending school and graduates waiting for their EAD dates fall on the commander and staff. However, AFROTCI 36-2011, *Cadet Operations*, provides no out-processing guidance. Though it does provide limited administrative guidance for Airmen Education Commissioned Program students (these students are Enlisted active duty Airmen), these personnel are already in Active duty status.²⁸

AFROTCI 36-2011 provides some guidance on how to support AFROTC graduates who are awaiting EAD: “Detachments should maintain contact with cadets and serve as the cadet’s first line of support. If the detachment commander becomes aware of misconduct on the part of a newly commissioned 2d Lt waiting for EAD, they should contact the Holm Center/JA. The Holm Center/JA will coordinate details and work with ARPC/JA on the correct course of action.”²⁹

AFROTC Assignment Guidance, Policies, and Processes Gaps

By comparing active duty and AFROTC assignment generation and notification, assignment orders as well as out-processing processes, gaps emerge and are instructive on how to mitigate the challenges raised by AFROTC graduates.

Assignment Generation and Notification Process for AFROTC

²⁷ Jolly, interview.

²⁸ AFROTCI 36-2011, *Cadet Operations*, 350.

²⁹ *Ibid.*, 327.

AFPC has a separate branch for Air Force accessions. The Accessions Branch (DPSIP) centrally manages the Air Force-wide assignment notification system for initial assignments for all accession points to include AFROTC, USAFA, and OTS. For COTS, the JAG and medical corps branches at AFPC work initial assignments. The key difference from the active duty process is AFPC's Accessions Branch works directly with the DET rather than through Airmen's servicing MPS. Since AFROTC cadets serve in the Obligated Reserve, their servicing MPFs do not enter them in MilPDS.³⁰ Therefore, AFPC does not generate and forward Assignment RIPs through MilPDS to the members' servicing MPS. Instead, AFPC works directly with the AFROTC's DET Commanders and their staff. AFROTC Airmen do not have access to vMPF; therefore, they do not benefit from completing the Initial Assignment Briefing centrally managed by AFPC.

Per AFROTCI 36-2011, *Cadet Operations*, for assignment classification and accession to EAD, the DET must counsel each cadet "... that classification and assignments are primarily based on the needs of the Air Force at the time of entry onto EAD ..."³¹ AFPC Officer Accessions provides EAD orders to the DETs. Also according to 36-2011, "Upon assignment notification, cadets must complete an AF IMT 60, *Request for Sponsor*, and forward to their gaining unit. This ensures cadets receive a sponsor in a timely manner."³²

Assignment Orders Process for AFROTC

Since AFPC does not work through the serving MPS for AFROTC students, cadets do not reap the benefits from the AFPC and MPS centrally managed OPA system. The OPA

³⁰ Arnell Gaskin (Headquarters Air Force Personnel Center, Accessions Branch (DPSIP), Randolph Air Force Base, Texas), interview by the author, 28 November 2011.

³¹ AFROTCI 36-2011, *Cadet Operations*, 315.

³² Ibid.

interfaces with MilPDS, vOP, and other databased personnel systems. Since the Air Force does not enter AFROTC cadets in MilPDS, they do not have access to vOP that supports and facilitates smoother PCSs for active duty Airmen.

As previously discussed regarding the active duty, if an Airman's assignment changes after departing their last duty assignment, AFPC advises the losing MPS who contacts the Airman en route. However, MPSs are not involved in AFROTC assignments. Therefore, per AFROTCI 36-2011, *Cadet Operations*, the responsibility to inform AFROTC graduates of any pertinent changes post-graduation but pre-EAD resides with DET staff.

Out-processing Processes for AFROTC

Since the Air Force does not enter AFROTC cadets in MilPDS, cadets do not reap the benefits from the AFPC and MPS centrally managed virtual Out-processing (vOP) that supports and facilitates PCSs for active duty Airmen. In addition, since AFPC does not work assignment orders through the servicing MPS for graduating AFROTC students or newly commissioned graduates, MPSs do not get involved with out-processing support for AFROTC cadets graduating from DETs they service. This creates an environment where DETs must push specific personnel support requirements, if any, to their respective servicing MPSs rather than the MPS pushing out-processing personnel support via vMPF as it does for the active duty. The result is AFROTC cadets on Obligated Reserve status and graduates on Inactive Reserve status do not receive the same amount of personnel support as their active duty counterparts.³³

³³ Second Lieutenant John R. Lyra, Headquarters Air Mobility Command, Scott Air Force Base, Illinois, to the author, e-mail, 14 October 2011. According to Lyra, AFROTC DETs do not issue identification cards, but rather, the servicing MPS for each given AFROTC DET. MPSs issue cadets a green E-3 Inactive Reservist card. Upon graduation, graduates had the option of updating our E-3 Inactive Reservist card to O-1 card. These identification cards are not a common access cards (CACs) card, and therefore, do not allow access into any Air Force automated system.

Recommendations

AFROTC students have two personnel support challenges unique to their commissioning source. The first is caused by the Obligated Reserve service status they serve in while cadets at their AFROTC DETs. The Obligated Reserve does not afford them the same level of personnel support as cadets in other commissioning sources. Since they are not assessed into the Air Force due to end strength restrictions, they are not entered into MilPDS, which centrally manages important personnel support processes. The second personnel support challenge is caused by the “transitory period,” where AFROTC graduates are neither “owned” by their losing DETs nor “owned” by their gaining active duty units. This is a unique circumstance for many AFROTC officers and not to officers commissioned by the other sources.

Curriculum Recommendations

The Holm Center through its Curriculum Directorate’s AS-402 course, titled, “Preparation for Active Duty,” ensures AFROTC students receive a standardized curriculum across all 144 DETs. AS-402 is the last formal course for AFROTC cadets before graduation and is an excellent means to impart to the cadets how Air Force out-processing and in-processing works. Instructors can also provide personal experiences on the “ins and outs” of how to navigate the process, and advise cadets on their personal responsibilities to enable a smooth transition to active duty. This centralized, top down approach would provide an opportunity for AFROTC to address common issues that graduates experienced during their transition periods

AFROTC graduates do not have access to any of the virtual sites until after CAC issuance after in-processing their first assignments.

mentioned previously under the “Issues with AFROTC Graduates Transitioning to Active Duty Service” section of this analysis.

The Holm Center should also continue to address issues raised by AFROTC graduates via post-graduation surveys. After identifying the most common issues raised, the Holm Center can incorporate them into the AS-402 course as a topic to cover by the DET instructors. They in turn can leverage their respective servicing MPS’s expertise to explain personnel processes. The current Holm Center’s Leadership Laboratory (LLAB) Curriculum Handbook, *Cadet’s Guide to LLAB*, lesson titled, “Transitioning into Your First Assignment” mandates instruction on the proper procedures and events to transition to their first duty assignment. Samples of behavior include: Outline travel and pay entitlements; state the process and options for household goods shipments; define the purpose of the Air Force Sponsor program; and explain how to report and in-process for into the first duty assignment.³⁴ The lesson plan directs DET instructors to reference “The Flyby,” a USAF preparation for active duty pamphlet. Though “The Flyby” is a handy and comprehensive reference guide that covers a broad range of topics, it lacks details to inform DET instructors and AFROTC graduates that address the specifics issues identified in the surveys.³⁵ For instance, by including a generic active duty out-processing checklist in the AS-402 lesson plan, instructors would have a tailorable and detailed “checklist” of topics to cover for out-processing requirements representative of all applicable base agencies. Representative active duty checklists for continental U.S. (CONUS) and outside continental U.S. (OCONUS) are

³⁴ Jeanne M. Holm Center for Officer Accession and Citizen Development Curriculum Division, *Holm Center’s Leadership Laboratory (LLAB) Curriculum Handbook: Cadet’s Guide to LLAB*, Maxwell Air Force Base, Alabama, 2011/2012 Edition T-508, 30.1-3.

³⁵ Jeanne M. Holm Center for Officer Accession and Citizen Development Curriculum Division, *The Flyby: USAF Preparation for Active Duty Pamphlet*, 2011 Edition.

found at appendixes D and E respectively. These example checklists also can be placed in the “Flyby” to serve as reminders after cadets graduate to help them with their transition to active duty.

The AS-402 “Transitioning into Your First Assignment” also prescribes insightful activities that mitigate the problems raised by graduates. For instance, the lesson plan states, “Task cadets to develop detachment PCS checklist and then have all cadets begin doing items on the checklist.”³⁶ However, the lesson plan does not have checklist examples for instructors to use. Since the Holm Center centrally develops and standardizes the curriculum, it could tailor the checklists to ensure they address the distinct common issues graduates identified and ensure all 144 DETs receive a common baseline.

Guidance and Policy Recommendations

Most of the personnel support actions for AFROTC cadets and graduates waiting for their EAD dates resides with the DET commander and staff. However, AFROTCI 36-2011, *Cadet Operations*, provides no out-processing guidance.³⁷ AFROTCI 36-2011 should contain guidance that mandates DET commanders work with their respective servicing MPSs to tailor the Holm Center provided standardized out-processing checklists. Furthermore, the instruction should mandate DET commanders ensure all graduates complete the checklist before graduation and commissioning.

AFROTCI 36-2011 already states DETs should maintain contact with graduated cadets and serve as their first line of support while awaiting EAD in the Inactive Reserve status. The

³⁶ Holm Center, *LLAB Curriculum Handbook*, 30.1-4.

³⁷ AFROTCI 36-2011, *Cadet Operations*, 350.

DETs must remain in contact for initial orders issuance for graduates who did not receive orders to their first assignment prior to graduation, order amendments if required, changes in reporting instructions to include EAD dates and assignment locations, etc. This policy will likely have to endure since the servicing MPSs are not in the process loop for initial orders issuance for AFROTC graduates. However, guidance can be written to drive part of the burden of responsibility to AFROTC graduates to ensure they provide accurate contact information at graduation and update as required while in Inactive Reserve status.

Systems and Process Recommendations

AFROTC students attend school in an Obligated Reserve status and serve in the Individual Ready Reserve in an Inactive Reserve status before their EAD dates. In order not to count AFROTC students against Air Force end strength numbers, AFPC does not access AFROTC graduates into the Air Force as they do with OTS and COTS students until they reach their EAD and report to their first permanent duty stations. Therefore, AFROTC students and graduates in the Inactive Reserves are not entered into MilPDS, and therefore, do not have access to the AFPC centrally controlled and automated processes for assignment notifications, order publication, and virtual out-processing.³⁸

A way to address the personnel support challenges AFROTC faces is to mirror select active duty permanent change of station processes. Assuming the Air Force cannot assess AFROTC students into the Air Force like other commission sources due to end strength restrictions, then leveraging existing active duty personnel systems and processes while they retain their Obligated and Inactive Reserve status could mitigate many of the challenged the

³⁸ Headquarters Air Force Personnel Center, Accessions (Confirmation of Arrival, Verification of Service Dates and Establishment of a Pay File, 1-5.

AFROTC graduates identified. The point of entry for the active duty personnel process is the MilPDS system. If AFROTC cadets and graduates awaiting EAD have access to MilPDS, then they would benefit from the same vOP that supports and facilitates PCSs for active duty Airmen. Like the active duty, AFPC could provide AFROTC servicing MPSs administrative personnel and DETs with permissions to tailor vOP checklists for AFROTC cadets. By mirroring the active duty process, the servicing MPSs would provide the same level of personnel support as for active duty Airmen, and put them “back in the loop” between the DET staff, cadets, and graduates.

The key to make MilPDS work for AFROTC is to enable the servicing MPSs to “code” an AFROTC cadet or graduate awaiting EAD in MilPDS so they do not count against Air Force end strength numbers. This technical solution is worth exploring.

Since the MPSs enter AFROTC cadets into MilPDS, then CAC issuance should also be technically feasible. CACs would allow access to not only vOP for PCS actions, but also vMPF and the Air Force Portal for a host of other personnel support links while they are on the Inactive Reserve awaiting EAD. Since vMPF requires updated contact information, both the servicing MPF and losing DETs should have little difficulty reaching the AFROTC graduates for changes to orders, reporting dates, etc. while they are on Inactive Reserve status.

Conclusion

The paper described the AFROTC program’s mission and organizational construct. Then, it analyzed the service status of AFROTC cadets before commissioning and as graduates after commissioning but prior to entering active duty service. In addition, the paper identified issues based on recent AFROTC graduates survey comments with respect to their lack of

preparedness for active duty regarding out-processing actions and responsibilities upon arrival at their active duty assignments. Many of these problems occurred because AFROTC-commissioned officers experience unique challenges compared to the three other AF commissioning programs discussed above.

Since active duty Airmen normally do not experience the challenges AFROTC students face during initial assignments, the paper recommends changing AFROTC and active duty guidance and processes to improve the process of transitioning its graduates to active duty service.



Appendix A -

The Air Force Reserve Officer Training Corps (AFROTC) Program

The AFROTC chain of command runs from the Commander of Air University, to the Commander of the Holm Center, to the Commander of Headquarters AFROTC. All three of these commands are located at Maxwell Air Force Base (AFB), Alabama and are subordinate to Air Education and Training Command (AETC). An active duty Air Force Colonel commands the AFROTC program, who reports to the Jeanne M. Holm Center for Officers Accessions and Citizen Development (referred as the Holm Center).³⁹ An active duty Brigadier General commands the Holm Center that is not only responsible for the AFROTC program, but also the Air Force's Officer Training School (OTS), the Air Force's Junior ROTC program, and Civil Air Patrol. The Holm Center commander subsequently reports directly to the active duty Lieutenant General Commander of Air University.⁴⁰ Of note is active duty officers lead the AFROTC chain of command, subordinate to AETC, and not by Air Force Reserve Command (AFRC) located at Robins AFB, Georgia. Figure 1 depicts the Holm Center organizational structure.

³⁹ Briefing, Jeanne M. Holm Center for Officer Accession and Citizen Development, subject: The Holm Center Mission Brief, 2011.

⁴⁰ Holm Center Mission Briefing.

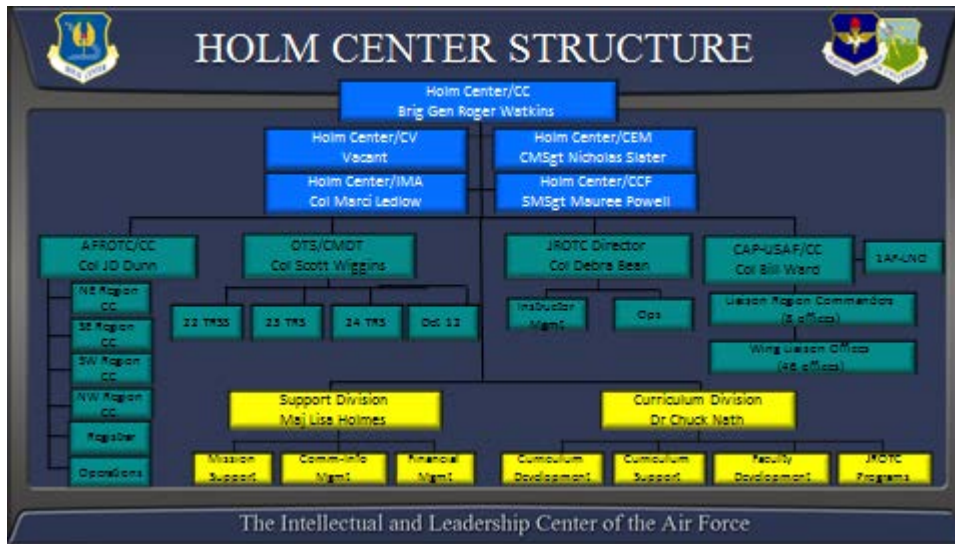


Figure 1. Holm Center Organizational Structure⁴¹

In order to ensure AFROTC students receive a standardized curriculum across all 144 DETs, the Holm Center through its Curriculum Directorate (shown in above Figure 1) centrally develops, authors, publishes, and disseminates the entire curriculum taught to its students. The Curriculum Directorate achieves this by publishing instructor textbooks for their aerospace studies (AS) courses: AS-100, AS-200, AS-300, and AS-400. AFROTC instructors at the DETs use these standardized texts and instructor guides to instruct their respective cadets.⁴² Of particular note is the AS-402 course, titled, “Preparation for Active Duty.” AS-402 is the last formal course given to AFROTC cadets before graduation. A major objective of AS-402 is to prepare AFROTC graduates for their transition to active duty service. According to the course description:

⁴¹ Holm Center Mission Briefing.

⁴² Dr. Charles Nath, (Director of Curriculum Development, Jeanne M. Holm Center for Officer Accession and Citizen Development, Maxwell Air Force Base, Alabama), interviewed by the author, 27 September 2011.

Designed for college seniors and gives the foundation to understand their role as military officers in American society. This course builds upon the subject matter previously covered in AS 401 and also further examines regional studies, advanced leadership ethics, military justice, the military as a profession, and officership. **Preparation for active duty life is one of the core elements of this course**, and students will learn the role of an Air Force commander in addition to the different services and programs available on a military installation. Emphasis is also given to refining oral and written communication skills.⁴³

Therefore, the AFROTC program recognized the requirement to instruct students on their transition from student status to active duty status. HQ AFROTC seeks to provide this instruction through a centrally developed curriculum, top-down approach where instructors at each of the DETs prepares graduates for their first days on active duty. This approach ensures standardization across all of the DETs ensuring all 16,652 cadets enrolled AFROTC across the nation receive some form of instruction on transitioning to the active duty. According to the Holm Center Director of Curriculum Directorate, the standardized AS-400 instructional texts represent the minimum of curriculum content that DET instructors should instruct on any given subject matter. This top-down approach still permits AFROTC DET instructors the flexibility to adopt the given instruction based on local environments and circumstances, as well as the ability to tailor instruction based on individual DET instructors' experiences with the subject matter and active duty service.⁴⁴

USAF active duty Military Personnel Sections (MPSs) services each of the 144 AFROTC DETs' students for all personnel actions.⁴⁵ The AFROTC DET commanders are responsible for

⁴³ University of Massachusetts Lowell, "AS 400 Courses," Air Force ROTC at University of Massachusetts Lowell Website, http://www.uml.edu/afrotc/aerospace_studies/as400.html (accessed 23 November 2011). Author bolded text for emphasis.

⁴⁴ Nath, interview.

⁴⁵ Lieutenant Colonel Patricia Sergey (Headquarters Air Force Reserve Officer Training Corps, DOV, Maxwell AFB, Alabama) interviewed by author, 28 September 2011. According to 42 FSS/CC at Maxwell Air Force Base,

their respective AFROTC students prior to graduation and commissioning, and the active duty MPSs are responsible for all personnel actions while the cadets are still subordinate to their DETs. Active duty MPSs provide limited manpower and personnel support for the DETs assigned regionally under their purview to include enrollment in the Defense Enrollment Eligibility Reporting System (DEERS) enrollment for Tri Care health benefits and identification card issue⁴⁶ and also process leave forms.⁴⁷ The support is limited when compared to manpower and personnel support for active duty service members which also includes Common Access Card (CAC) issuance, awards and decorations processing, separations, outbound assignments processes to include assignment reports on individual personnel (RIPs)⁴⁸ and checklists, career development and employments, changes in duty information, and assignment in-processing tasks.⁴⁹ Upon student enrollment in the AFROTC program, the individual DETs normally bring their students in person to their respective active duty serving MPS to enroll into the DEERS system and issue an identification card.⁵⁰

An active duty USAF MPS normally services multiple AFROTC DETs assigned to it.

Alabama, most Air Force bases no longer have serving Military Personnel Flights (MPFs), but have serving Military Personnel Sections (MPS). Air Force instructions and policy directives reference both with varying consistency. Therefore, for the purpose of this analysis, the author assumed both terms used the term “MPS” unless specifically cited in a source document as “MPF.”

⁴⁶ Office of the Secretary of Defense, The Defense Enrollment Eligibility Reporting System (DEERS) Website, <https://www.dmdc.osd.mil/appj/deerswebsite/home.do;jsessionid=e632cb815eeb0a5360ed95698220ef5880af52d8ac8a652a34e12c0a3b1cb86d> (accessed 25 November 2011). According to the website, DEERS “includes over 23 million records pertaining to active duty and reserve military and their family members, military retired, Department of Defense (DoD) civil service personnel, and DoD contractors. DEERS is comprised of the National Enrollment Database (NED), the Person Data Repository (PDR), and several satellite databases. This system provides accurate and timely information for supporting DoD ID smart cards.”

⁴⁷ Jolly, interview.

⁴⁸ Air University, *Terms and Acronyms*, <http://www.au.af.mil/au/ccaf/catalog/2005cat/terms.htm> (accessed 23 November 2011).

⁴⁹ 42nd Mission Support Squadron, 42nd Mission Support Group Fact Sheet, 42nd Force Support Squadron Mission Statement, <http://www.maxwell.af.mil/library/factsheets/factsheet.asp?id=7325> (accessed 25 November 2011).

For instance, in the state of Alabama, the 42nd MPS at Maxwell AFB, Alabama serves the AFROTC DETs located at eight universities with distances from Maxwell to their DETs it serves ranging from only miles away to a staggering 1,587 miles. Distances from each of these DETs and the 42nd MPS are noted in parenthesis after the school: Auburn University (58 miles), Samford University (90 miles), Tuskegee University (43 miles), Troy University (60 miles), Alabama State University (5 miles), University of Puerto Rico – Rio Piedras Campus (1,587 miles), University of Puerto Rico – Mayaguez Campus (1,587 miles), and Tennessee State University (285 miles).⁵¹



⁵¹ Headquarters Air Force Reserve Officer Training Corps, *Senior Unit Roster*, Maxwell Air Force Base, Alabama, 1 September 2011.

Appendix B –

The USAF Commissioning Sources and Service Status for Graduates

For the USAF, in addition to the AFROTC program, there are three other types of commissioning sources to include the United States Air Force Academy (USAFA), Officer Training School (OTS), and Commissioned Officer Training School (COTS). The service status for cadets enrolled in these programs mitigates much of the personnel support issues AFROTC cadets experience while serving at the DETs and during their time “in limbo” while in an Inactive Reserve status awaiting their call to EAD.

Officer Training School (OTS)

Upon successful completion of Officer Training School (OTS), graduates receive commissions on Extended Active Duty as Second Lieutenants in the Air Force. OTS trains and commissions second lieutenants to fill both Air Force active-duty and Air Force Reserve requirements based on projected and actual Air Force Academy and AFROTC officer accessions, and Air Force end-strength requirements. Most of these new lieutenants attend follow-on training soon after graduating OTS.⁵² Unlike AFROTC students, while attending OTS the Air Force accesses students into the Air Force. Also unlike AFROTC students, dedicated Military Personnel Element (MPE) are responsible for personnel support actions for the OTS students, to include out-processing and outbound PCS actions, is collocated at Maxwell AFB.⁵³ Since most graduates commissioned are on Extended Active Duty, they still “belong” to their

⁵² Officer Training School, Officer Training School Website, Officer Training School Fact Sheet, posted 24 November 2010, <http://www.af.mil/information/factsheets/factsheet.asp?id=4703> (accessed 26 November 2011).

⁵³ The 22nd Training Support Squadron’s Military Support Personnel Center (22 TRSS/MSPC) provides full-range training support to include personnel actions, finance, and equipment issue services.

losing unit for administrative purposes, and therefore, are not in a “limbo” status before signing into their first active duty assignments.

The United States Air Force Academy (USAFA)

Upon successful completion of the United States Air Force Academy (USAFA), the USAF appoints and commissions graduates as second lieutenants in the Air Force. Graduates serve as commissioned officers in the Regular Component of one of the armed services for a minimum of six years. Graduates may serve as a commissioned officer in the Reserve Component for eight years, but only if authorized to resign from the Regular component.⁵⁴ While attending the USAFA, cadets serve full time on active duty. The USAFA and the co-located 10th Force Support Squadron (10 FSS) provides all personnel support actions to include out-processing and outbound PCS actions.⁵⁵

Commissioned Officer Training (COT)

The Commissioned Officer Training (COT) program “... provides initial officership and leadership developmental education to direct-commissioned medical, legal, and chaplain services officers for the Air Force. There are two primary programs: COT and Reserve COT (RCOT).”⁵⁶ The 23d Training Squadron (23 TRS) executes both courses. The course is mandatory for all reserve or active duty direct-commissioned officers who serve in the Judge Advocate General's Corps (JAG), Chaplain, and Health Professionals.⁵⁷ Like the OTS students' Military Personnel Element (MPE),

⁵⁴ Air Force Instruction (AFI 36-2019), *Appointment to the United States Air Force Academy*, 16 May 1994, 3.

⁵⁵ Academy graduates earn 60 days of paid leave upon graduation before reporting to their first training or duty assignments, and do not wait as long as most AFROTC graduates. Since cadets graduate with Regular commissions, they are members of the active duty and still “belong” to the USAFA and 10 ABW before signing into their first assignments.

⁵⁶ Air Force Instruction (AFI) 36-2013, *Officer Training School (OTS) and Enlisted Commissioning Programs (ECPS)*, 23 October 2008, certified current 29 October 2010, 85.

⁵⁷ Ibid.

the 23 TRS, collocated with COT on Maxwell AFB, is responsible for its students personnel support actions, to include personnel actions, finance, out-processing and outbound PCS actions. COT students receive direct commissions (regular for COT and reserve RCOT) before their training begins and are rewarded their military rank based on their professional credentials in their respective fields. Upon completion of COT, JAGs and chaplain officers normally attend their respective career specialty schools located at Maxwell AFB. Medical scholarship recipients report to assigned medical schools, and most health professions officers report to their operational Air Force units.⁵⁸



⁵⁸ Officer Training School, *Officer Training School Brochure*, Officer Training School Website, <http://www.au.af.mil/au/holmcenter/OTS/documents/OTSBrochure.pdf> (accessed 26 November 2011).

Appendix C –

Key Active Duty Assignment Process Owners

Air Force Personnel Center (AFPC)

AFPC is the lead Air Force organization for personnel actions. Its mission: “AFPC provides direct personnel services and support on all centralized personnel programs to commanders, Air Force members, civilian employees and their families through a service center approach.”⁵⁹ Specifically, AFPC’s Directorate of Assignments “... develops, coordinates, and executes Air Force assignment policies and procedures to ensure effective utilization and professional development of enlisted active duty personnel and officers below the grade of colonel (except Judge Advocate career field).”⁶⁰ AFPC centrally manages the Air Force assignment process through web-enabled systems, to include centrally managing assignment RIPs, orders, and vMPF out-processing checklists working through the base-level MPS.

Commander’s Support Staff (CSS)

The CSS, if one exists at the unit, is responsible for providing direct personnel support to the unit commander.⁶¹ Their responsibilities include (not inclusive): create and manage unit in and out-processing checklists, monitor completion of vMPF in and out-processing checklists, manage the unit introduction and sponsorship program, and manage the unit leave program. Specifically with respect to assignment notifications, the CSS contacts the member and monitors assignment RIP completions, routes assignment RIPs through unit for signatures, processes

⁵⁹ Headquarters Air Force Personnel Center, *Air Force Personnel Center Fact Sheet*, 29 March 2010, AFPC Website, <http://www.af.mil/information/factsheets/factsheet.asp?id=147> (accessed 27 November 2011).

⁶⁰ Ibid.

⁶¹ Headquarters Air Force Personnel Center, *Active Duty Personnel Services Delivery Guide, Base-Level Personnel Services Delivery Execution, Organization, and Responsibilities*, Air Force Personnel Center, Air Force Personnel Services, Randolph Air Force Base, Texas, 2.

Personnel Reliability Program (PRP) and Personnel Processing Code (PPC) actions, submits assignment RIPs to the MPS. For many Air Force bases, these CSS duties transferred to the MPS under the Base Level Service Delivery Model (BLSDM) organizational model.⁶² The BLSDM construct centralized all personnel assets, to include CSSs and MPSs, "... into a single base personnel service unit" regardless of Major Command (MAJCOM) affiliation.⁶³ For units without a CSS, unit commanders and/or their designees often execute the actions previously taken by the CSS.⁶⁴

Military Personnel Section (MPS)

The MPS is the base-level manager for "... military personnel programs for all units and members being serviced, whether on base or geographically separated from the MPS for maximum economy, efficiency, and service. The mission of the MPS is to provide quality personnel support, through the administration of personnel programs, in both peacetime and wartime, to commanders, Air Force members and their families."⁶⁵ The MPS's personnel responsibilities are far too comprehensive to mention here, but one finds a detailed listing in the Active Duty Personnel Services Delivery Guide, *Base-Level Personnel Services Delivery*

⁶² Headquarters Air Force Personnel Center, Base-Level Personnel Services Delivery Execution, Organization, and Responsibilities, 49-50.

⁶³ Ibid., 1-2. According to the PSD, "IAW the BLSDM Concept of Operations (CONOPS) organizations and units that retain 3S0 CSS authorizations for the purpose of performing CSS work will continue to perform those CSS duties and be vulnerable to higher headquarter inspection of those duties, unless an agreement is established with the MPS to service that population in a particular program. Without formalized agreements between both squadron commanders / directors, CSS responsibilities / functions will only be provided by the MPS to commanders and military / Individual Mobilization Augmentee (IMA) populations that did not retain CSS manning as indicated during the MAJCOM / Field Operating Agency (FOA) / Direct Reporting Unit (DRU) validations."

⁶⁴ Personal experience of author who is a graduated squadron commander that did not have a CSS assigned.

⁶⁵ Headquarters Air Force Personnel Center, Base-Level Personnel Services Delivery Execution, Organization, and Responsibilities, 6.

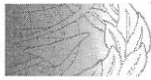
Execution, Organization, and Responsibilities, pages 21-45 available on-line at:

<https://gumcrm.csd.disa.mil/ci/fattach/get/1521678/1316784625/redirect/1>.



Appendix D –
Virtual MPF CONUS-to-CONUS Out-processing Checklist Example





Out Processing Actions

Secure
Log Out

VMPF Home · Out Processing Home · Help

COMMUNITY
COLLEGE OF THE
AIR FORCE Unit
Admin

[Introduction](#)

[Members](#)

[Member Search](#)

[Task Organizations](#)

COMMUNITY
COLLEGE OF THE
AIR FORCE
Administrators

[Contact Information](#)

Outprocessing

[View Member](#)

Privacy Act Statement

Authority: 10 U.S.C.; 8013, SECAF

Purpose: To provide a means of positive identification for the purpose of processing applications or retrieving data.

Routine Uses: None (no one outside DoD has access).

Disclosure: Voluntary. Failure to provide the requested information may result in a delay or termination of your request.

Name	SSAN	Phone
XXXX-XX-XXXX	XXX-XX-XXXX	XXX-XXX-XXXX
Email	Process	Departure Date
RHONDA.BALL@US.AF.MIL	Outprocess CONUS	Oct 15 2011 12:00AM
Losing Unit	Gaining Duty Location	Gaining Unit
COMMUN COL AF CL FFWVQ0	HILL AFB UT 840560000	368 USAF RECRUITING SQ FFG110

Member Task List

[Update Status](#)

☒ Overdue Suspense ☐ Within 3 Days of suspense ☒ Complete or Removed [View Orders](#)

Status	Description	Comments	Org	Suspense Date
☒ Complete	OUTBOUND ASSIGNMENTS	Contact Outbound Assignments at 3-5678 or by e-mail at 42fss.fsmpr@maxwell.af.mil to schedule your final out appointment. Final out appointments are conducted 1 duty day prior to PCS departure or the day of departure. ***All items on vMPF checklist must be complete prior to final out. This item will pertain to scheduling your final-out will be cleared at your final out appointment. Members will not be allowed to out-process with pending actions on any other items***	OUTBOUND ASSIGNMENTS	Friday, October 14, 2011
☒ Removed	ESM (Meal Card)	For Meal Card holders only. Please email 42fss.fsmpr@maxwell.af.mil informing Customer Support you are PCSing so you can be removed from the ESM listing.	42 FSS CUSTOMER SUPPORT	Wednesday, October 12, 2011
☒ Complete	Medical Service Account (MSA)/Cashier	MSA will automatically clear you from vMPF if no debts owed. **You can only be cleared 30 days prior to your departure** If any outstanding debts exist, report to the MSA office for payment collection and clearance. (Check or cash for the exact amount only). All members that owe outstanding debts will be contacted via telephone or vMPF will state Visit Required. Please call 3-4943 if you have not been cleared within 30 days. If you have requested a copy of your medical records you must physically outprocess with the MSA/Cashier.	RESOURCE MANAGEMENT OFFICE	Monday, October 10, 2011
☒ Removed	CITRIX/MILPDS/BLSDM/CMS	Please contact your unit to be removed from the MILPDS/CMS/AMS/BLSDM access list or e-mail Maxwell/Military PSM.	MSD/MSPSM	Monday, October 10, 2011
☒ Complete	Outprocessing Dental Records	Dental records may be picked up within 5 duty days of final outprocessing appointment. They are handcarried to MPF by the member.	DENTAL CLEARANCE/RECORDS	Monday, October 10, 2011
☒ Complete	ACTIVE DUTY TRICARE CLEARANCE	Active duty member should report to the Maxwell Clinic, Beneficiary Support Office, Bldg 760, Room #3E-02 to receive a TRICARE outprocessing briefing. No appt is required.	TRICARE OFFICE	Monday, October 10, 2011
☒ Complete	Pick up Flight Records	Bring 2 copies of PCS Orders. Please call 953-7520 or 953-5582 to schedule an appointment.	FLIGHT RECORDS	Monday, October 10, 2011
☒ Complete	Medical Records	1. Five days before your final out processing, please bring a copy of your orders to pick up your medical records. 2. Dependent medical records will be mailed to the gaining MTF **Sign in at the computer located in Window 4 of the Pharmacy	MEDICAL RECORDS	Monday, October 10, 2011



				Waiting area for all services listed above. Please contact 953-2244 or 953-4901 for any questions.		
✓	Removed	USLM Replacement	Unit Software License Managers (USLM) Only. Assurance by the Base Software License Manager (BSLM) that an updated USLM appointment letter with the incoming USLM has been submitted to the BSLM. Per AFI 33-114 AETC Sup 1. Contact Information: Joanne Kendall MSD/ITIS 953-1128	BSLM	Saturday, October 08, 2011	
✓	Complete	Security Manager Outprocessing Date	Members need to out-process with the Security Manager 5 days before Final Outprocessing the CSS.	HOLM CENTER SECURITY MANAGER	Wednesday October 05, 2011	
✓	Complete	Line badge turn-in	You will need to retrieve your AF Form 2586 from your unit Security Manager and bring that, along with your line badge, to the Visitor Center, Bldg 518. If you have never had a line badge while at Maxwell-Gunter, you may call us to get you cleared off. Thank you.	42 SFS/PASS & ID	Wednesday October 05, 2011	
✓	Complete	SFMIS	All personnel departing Maxwell-Gunter AFB will be cleared by 42 SFS Reports & Analysis Section of Security Forces Management Information System (SFMIS) Reports before departure. This does not require a visit, a file check will be done for pending action if no action is pending then you will be cleared from this check list. If you have not been check off 10 days prior to final out call 953-4101 or 953-4102.	42 SFS/PLANS/PROGRAMS	Wednesday October 05, 2011	
✓	Complete	Equipment Custodians DRA 5745	All Equipment Custodians (EC's) must perform a joint inventory with the newly appointed Primary EC prior to the turn over of the account. Per AFI 33-112. Contact: Jack Welsh at DSN 493-9972, Brian Tillery at 493-9961 or Joel Horton at 493-9962.	ADPE	Wednesday October 05, 2011	
✓	Removed	USLM Joint Physical Inventory	Unit Software License Managers (USLM) Only. Assurance by the Base Software License Manager (BSLM) that a joint physical inventory of the units' software was completed by the outgoing and the incoming USLM. Per AFI 33-114 AETC Sup 1. Contact Information Joanne Kendall MSD/ITIS 953-1128	BSLM	Saturday, October 01, 2011	
✓	Removed	Government Travel Card	For all 42 ABW Personnel (WSA, MDG, MSG) please visit 42 ABW/CGB, Mr. Bob Candelaria, ext 3-3387 and bring your government travel card. Located in Bldg 804.	GOV'T TRAVEL CARD	Saturday, October 01, 2011	
	Awaiting Org	Maxwell Comm. Focal Point	Please coordinate with your appropriate organizational Client Service Technician (CST) to confirm a date to delete your email and any other network accounts with the Enterprise Service Desk (ESD). Contact the Maxwell Comm. Focal Point at 953-1000 with any questions.	MSD/ITSU - EMAIL ACCOUNT	Friday, September 30, 2011	
✓	Complete	Outprocessing		SECURITY MANAGER	Friday, September 30, 2011	
✓	Complete	Final Outprocess for Finance	Appointments are not necessary to Final Outprocess the Finance Office. It is mandatory to visit the Finance Office 20 days prior to your projected date of departure from Maxwell AFB. Please ensure all orders are settled in DTS prior to visiting our office.	FINANCE	Sunday, September 25, 2011	
✓	Complete	Unity Security Manager	As Unit Security Manager, I am required to delete employee out of system when they are outprocessing.	42 ABW (SECURITY CLEARANCES)	Thursday, September 15, 2011	
✓	Complete	Outprocessing/Grades	Everyone must come by the Education Office and bring a copy of their orders.	EDUCATION OFFICE	Thursday, September 15, 2011	
✓	Complete	Government Purchase Card (GPC) Out Processing	All Military Members are required to contact, or stop by the GPC office, (Maxwell AFB/Bldg 804/2nd floor/room SW236) and obtain clearance from the GPC office before they final Outprocess through the MPF. You may contact the GPC office @ the following numbers: 953-3079, 5252, or 6663.	GPC PROGRAM MANAGER	Thursday, September 15, 2011	
✓	Removed	Promotions	Narrative Only Promotion Recommendation Form required (N-O PRF). Officers will not be allowed to out-process unless MPS Promotions unit verifies the Senior Rater has completed the narrative-only PRF and provided a copy to the ratee as required by AFI 36-2402.	BASE PROMOTIONS OFFICE	Wednesday August 31, 2011	
✓	Complete	Claims Smooth Move Briefing	Please access and view the Smooth Move Briefing at	42 ABW/JA	Tuesday, August 16,	

			https://claims.jag.af.mil/legalassistance/player.html Email completion certificate to christina.contreras@maxwell.af.mil or charissa.pipes@maxwell.af.mil to be removed from list. Note: The system will not allow us to clear your suspense if you are not within your 30 day window of departure. For questions please contact MSgt Pipes at 953-8975.		2011
✓	Complete	Turn In Mobility Gear	If you have any Mobility Gear, A bag, B bag, A-1 bag, CWDE Gear (C bag, Gas Mask, Training Gear), Individual Body Armor or Flak Vest you must report to the Mobility Section of Base Supply	BASE SUPPLY	Tuesday, August 16, 2011
✓	Complete	Equipment Custodian Verification	If you are an Equipment Custodian, report to Equipment Management with new appointment letter so a joint inventory with you and new custodian can be completed.	BASE SUPPLY	Tuesday, August 16, 2011
✓	Complete	Munitions Custodian	If you are the Munitions Custodian, report to the Munitions Section of Base Supply to transfer your account to the new Munitions Custodian.	BASE SUPPLY	Tuesday, August 16, 2011
✓	Complete	Mobility Weapons	If you deployed and still have weapons assigned you must turn them in.	BASE SUPPLY	Tuesday, August 16, 2011
✓	Complete	SATS	If you are authorized to sign for Supplies or Equipment through Base Supply you must clear through Customer Service.	BASE SUPPLY	Tuesday, August 16, 2011
✓	Complete	Report of Survey	If you have a report of survey pending you need to call Tina Austin @ 953-3298	BASE SUPPLY	Tuesday, August 16, 2011
✓	Complete	Individual Medical Clearance	1. Overseas medical clearance- Report to the Med Gp, to have your clearance initiated. Once completed, sign in at the computer located at window 4 of the Pharmacy waiting area to be outprocessed through VMPP. ***MEMBERS ON FLYING STATUS ONLY- Please see Flight Medicine Clinic for Medical Clearances when specific assignment requirements are needed i.e Special physical, AF Form 422, etc. and ask for the PE Tech on duty.	MEDICAL CLEARANCE	Sunday, July 17, 2011
✓	Complete	PCS Retainability	Please contact Reenlistments/Extensions at DSN 493-7542 for an appointment. We work on appointments only and you must have a source document from outbound assignments stating the required amount of retainability before we can schedule an appointment. This must be completed WITHIN 30 DAYS of assignment acknowledgement. PCS Orders will not be generated until this is accomplished.	REENLISTMENTS AND EXTENSIONS	Sunday, July 17, 2011
✓	Complete	AF 4380 Special Needs Screener	This message applies to all AD members with dependents. In accordance with AFI 40-701, please complete AF Form 4380. The Special Needs screener can be obtained from the Special Needs website (www.afspecialneeds.org) or upon request. Upon completion of AF 4380 please submit form to the special needs office via email (42mdos.efmp@maxwell.af.mil) or in person. A copy will need to be retained and submitted to the MPF in order to receive orders. If you have any questions, please feel free to call 953-5430 or email the 42 MDOS/EFMP Program.	FAMILY ADVOCACY	Monday, April 18, 2011
✓	Removed	Special Needs Clearance	Only those that have family members in the Special Needs Program (formerly EFMP) or needed to enroll in Special Needs Program. Required to be seen at the clinic. Please contact the Special Needs Office at 953-5430.	FAMILY ADVOCACY	Monday, April 18, 2011

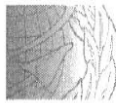
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Appendix E –
Virtual MPF CONUS-to-OCNUS Out-processing Checklist Example





Out Processing Actions



VMPF Home Out Processing Home Help

OFFICER TRAINING
SCHOOL Unit Admin

[Introduction](#)

[Members](#)

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[Task Organizations](#)

OFFICER TRAINING
SCHOOL
Administrators

[Contact Information](#)

Outprocessing

[View Member](#)

Privacy Act Statement

Authority: 10 U.S.C.; 8013, SECDEF

Purpose: To provide a means of positive identification for the purpose of processing applications or retrieving data.

Routine Uses: None (no one outside DoD has access)

Disclosure: Voluntary. Failure to provide the requested information may result in a delay or termination of your request.

Name	SSAN	Phone
JEREMIAH DIBOLL@US AF MIL	[REDACTED]	[REDACTED]
Email	Process	Departure Date
JEREMIAH.DIBOLL@US AF MIL	Outprocess OS	Sep 30 2011 12:00AM
Losing Unit	Gaining Duty Location	Gaining Unit
24 TRAINING SQ FF8BGO	KLEINE BROGEL ABS BELG 097130000	701 MUNITIONS SPT SQ FFG8NO

Member Task List

[Update Status](#)

☒ Overdue Suspense ☒ Within 3 Days of suspense ☒ Complete or Removed [View Orders](#)

Status	Description	Comments	Org	Suspense Date
☒ Awaiting Org	OUTBOUND ASSIGNMENTS	Contact Outbound Assignments at 3-5878 or by e-mail at 42fss/fmpd@maxwell.af.mil to schedule your final out appointment. Final out appointments are conducted 1 duty day prior to PCS departure or the day of departure. ***All items on VMPF checklist must be complete prior to final out. This item will pertain to scheduling your final-out will be cleared at your final out appointment. Members will not be allowed to out-process with pending actions on any other items***	OUTBOUND ASSIGNMENTS	Thursday, September 29, 2011
☒ Complete	Unit Anti Terrorism Awareness Training	Only applies to sponsors and family members (14 yrs or older) outprocessing overseas. Sponsors and family members must complete AT Level 1 training and provide certificates prior to final base outprocessing appt. AOR specific training will be completed within 3 months of PCS. Website is www.at-awareness.org . Contact Unit AT rep if you have further questions.	UNIT ANTI TERRORISM OFFICER	Tuesday, September 27, 2011
☒ Removed	ESM (Meal Card)	For Meal Card holders only. Please email 42fss/fmpd@maxwell.af.mil informing Customer Support you are PCSing so you can be removed from the ESM listing.	42 FSS CUSTOMER SUPPORT	Tuesday, September 27, 2011
☒ Complete	OTS/ADMIN Outprocessing	Bring a copy of your orders.	OTS COMMAND SECTION	Sunday, September 25, 2011
☒ Complete	CITRIX/MILPDS/BLSDM/CMS	Please contact your unit CSS to be removed from the MILPDS/CMS/AMS/BLSDM access list or e-mail Macarelli/Military FSM.	MSD/MSPM	Sunday, September 25, 2011
☒ Complete	Medical Records	1. Five days before your final out processing, please bring a copy of your orders to pick up your medical records. 2. Dependent medical records will be mailed to the gaining MTF. **Sign in at the computer located	MEDICAL RECORDS	Sunday, September

			in Window 4 of the Pharmacy Waiting area for all services listed above. Please contact 953-2244 or 953-4901 of any questions.		25, 2011
✓	Complete	Medical Service Account (MSA)/Cashier	MSA will automatically clear you from vMPF if no debts owed.***You can only be cleared 30 days prior to your departure** If any outstanding debts exist, report to the MSA office for payment collection and clearance. (Check or cash for the exact amount only). All members that owe outstanding debts will be contacted via telephone or vMPF will state Visit Required. Please call 3-4943 if you have not been cleared within 30 days	RESOURCE MANAGEMENT OFFICE	Sunday, September 25, 2011
✓	Complete	Outprocessing Dental Records	Dental records may be picked up within 5 duty days of final outprocessing appointment. They are handcarried to MPF by the member.	DENTAL CLEARANCE/RECORDS	Sunday, September 25, 2011
✓	Complete	ACTIVE DUTY TRICARE CLEARANCE	Active duty member should report to the Maxwell Clinic, Beneficiary Support Office, Bldg 750, Room #3E-02 to receive a TRICARE outprocessing briefing. No appt is required.	TRICARE OFFICE	Sunday, September 25, 2011
✓	Complete	Pick up Flight Records	Bring 2 copies of PCS Orders. Please call 953-7520 or 953-5582 to schedule an appointment.	FLIGHT RECORDS	Sunday, September 25, 2011
✓	Removed	USLM Replacement	Unit Software License Managers (USLM) Only. Assurance by the Base Software License Manager (BSLM) that an updated USLM appointment letter with the incoming USLM has been submitted to the BSLM. Per AFI 33-114 AETC Sup 1. Contact Information: Joanne Kendall MSD/ITIS 953-1128	BSLM	Friday, September 23, 2011
✓	Complete	Equipment Custodians DRA 5745	All Equipment Custodians (EC's) must perform a joint inventory with the newly appointed Primary EC prior to the turn over of the account. Per AFI 33-112. Contact: Jack Welsh at DSN 493-9972, Brian Tillery at 493-9961 or Joel Horton at 493-9962.	ADPE	Tuesday, September 20, 2011
✓	Complete	Line badge turn-in	You will need to retrieve your AF Form 2586 from your Unit Security Manager and bring that, along with your line badge, to the Visitor Center, Bldg 518. If you have never had a line badge while at Maxwell-Gunter, you may call us to get you cleared off. Thank you.	42 SFS/PASS & ID	Tuesday, September 20, 2011
✓	Complete	SRMIS	All personnel departing Maxwell-Gunter AFB will be cleared by 42 SFS Reports & Analysis Section of Security Forces Management Information System (SRMIS) Reports before departure. This does not require a visit, a file check will be done for pending action if no action is pending then you will be cleared from this check list. If you have not been check off 10 days prior to final out call 953-4101 or 953-4102.	42 SFS/PLANS/PROGRAMS	Tuesday, September 20, 2011
✓	Complete	Security Manager Outprocessing	Members should outprocess with the Security Manager 5 days prior to outprocessing the CSS.	OTS SECURITY MANAGER	Tuesday, September 20, 2011
✓	Complete	GTC/CSA	Transfer letter given to members that still have the GTC card, email sent to base finance for members that have the CSA card. Terminate card for members retiring and separating.	GTC/CSA TRANSFER/TERMINATION	Tuesday, September 20, 2011
✓	Complete	Security Manager Outprocessing Date	Members need to out-process with the Security Manager 5 days before Final Outprocessing the CSS.	HOLM CENTER SECURITY MANAGER	Tuesday, September 20, 2011
✓	Complete	Unit Out-Processing	You must out-process the unit 1 day prior to base out-processing. We will ensure all out-processing actions are complete and sign off on your vOP checklist.	HOLM CENTER CSS FINAL OUT (OTS)	Tuesday, September 20, 2011
✓	Removed	USLM Joint Physical Inventory	Unit Software License Managers (USLM) Only. Assurance by the Base Software License Manager (BSLM) that a joint physical inventory of the units' software was completed by the outgoing and the incoming USLM. Per AFI 33-114 AETC Sup 1. Contact Information: Joanne Kendall MSD/ITIS 953-1128	BSLM	Friday, September 16, 2011
✓	Complete	Family Readiness Remote Briefing	Deployed members must attend a pre-deployment family readiness briefing within 45 days of departure. This includes members going on remote assignments as well.	FAMILY READINESS	Friday, September 16, 2011
✓	Removed	Government Travel Card	For all 42 ABW Personnel (VISA, MDG, MSG) please visit 42 ABW/CGB, Mr. Bob Candalaria, ext 3-3387 and bring your government travel card. Located in Bldg 804.	GOVT TRAVEL CARD	Friday, September 16, 2011
	Complete	Outprocessing		SECURITY MANAGER	Thursday,

✓					September 15, 2011
✓	Complete	Final Outprocess for Finance	Appointments are not necessary to Final Outprocess the Finance Office. It is mandatory to visit the Finance Office 20 days prior to your projected date of departure from Maxwell AFB. Please ensure all orders are settled in DTS prior to visiting our office.	FINANCE	Saturday, September 10, 2011
✓	Complete	Overseas Clearance exam	An overseas clearance exam is required for all Remote/Isolated duty assignments. Please contact the Dental Flight to schedule an appointment at 953-7821/7822. Obtain the Dental Clearance Letter from your CSS. Once completed and endorsed by appropriate dental personnel, turn in to Outbound Assignments. Clearance letter is required.	DENTAL CLEARANCE/RECORDS	Wednesday, August 31, 2011
✓	Complete	Outprocessing/Grades	Everyone must come by the Education Office and bring a copy of their orders.	EDUCATION OFFICE	Wednesday, August 31, 2011
✓	Complete	Unity Security Manager	As Unit Security Manager, I am required to delete employee out of system when they are outprocessing.	42 ABW (SECURITY CLEARANCES)	Wednesday, August 31, 2011
✓	Complete	Government Purchase Card (GPC) Out Processing	All Military Members are required to contact, or stop by the GPC office, (Maxwell AFB/Bldg 804/2nd floor/room SVA236) and obtain clearance from the GPC office before they final Outprocess through the MPF. You may contact the GPC office @ the following numbers: 953-3079, 5252, or 6663.	GPC PROGRAM MANAGER	Wednesday, August 31, 2011
✓	Removed	Promotions	Narrative Only Promotion Recommendation Form required (N-O PRF). Officers will not be allowed to out-process unless MPS Promotions unit verifies the Senior Rater has completed the narrative-only PRF and provided a copy to the rater as required by AFI 36-2402.	BASE PROMOTIONS OFFICE	Tuesday, August 16, 2011
✓	Complete	Claims Smooth Move Briefing	Please access and view the Smooth Move Briefing at https://dclains.jag.af.mil/legalassistance/player.html . Email completion certificate to christina.contreras@maxwell.af.mil or austin.chamberlain@maxwell.af.mil to be removed from list. Note: The system will not allow us to clear your suspense if you are not within your 30 day window of departure. For questions please contact S-A Contreras at 953-5133.	42 ABW/JA	Monday, August 01, 2011
✓	Complete	Turn In Mobility Gear	If you have any Mobility Gear: A bag, B bag, A-1 bag, CWDE Gear (C bag, Gas Mask, Training Gear), Individual Body Armor or Flak Vest you must report to the Mobility Section of Base Supply.	BASE SUPPLY	Monday, August 01, 2011
✓	Complete	Equipment Custodian Verification	If you are an Equipment Custodian, report to Equipment Management with new appointment letter so a joint inventory with you and new custodian can be completed.	BASE SUPPLY	Monday, August 01, 2011
✓	Complete	Munitions Custodian	If you are the Munitions Custodian, report to the Munitions Section of Base Supply to transfer your account to the new Munitions Custodian.	BASE SUPPLY	Monday, August 01, 2011
✓	Complete	Mobility Weapons	If you deployed and still have weapons assigned you must turn them in.	BASE SUPPLY	Monday, August 01, 2011
✓	Complete	SATS	If you are authorized to sign for Supplies or Equipment through Base Supply you must clear through Customer Service.	BASE SUPPLY	Monday, August 01, 2011
✓	Complete	Report of Survey	If you have a report of survey pending you need to call Tina Austin @ 953-3298	BASE SUPPLY	Monday, August 01, 2011
✓	Complete	Individual Medical Clearance	1. Overseas medical clearance- Report to the Med Gp, to have your clearance initiated. Once completed, sign in at the computer located at window 4 of the Pharmacy waiting area to be outprocessed through VMFP. ***MEMBERS ON FLYING STATUS ONLY- Please see Flight Medicine Clinic for Medical Clearances when specific assignment requirements are needed i.e. Special physical, AF Form 422, etc. and ask for the PE Tech on duty.	MEDICAL CLEARANCE	Saturday, July 02, 2011
✓	Complete	PCS Reliability	Please contact Reenlistments/Extensions at DSN 463-7542 for an appointment. We work on appointments only and you must have a source document from outbound assignments stating the required amount of retainability before we can schedule an appointment. This must be completed WITHIN 30 DAYS of assignment acknowledgement. PCS Orders will not be generated until this is accomplished.	REENLISTMENTS AND EXTENSIONS	Saturday, July 02, 2011

✓	Complete	Dependent Overseas Medical Clearance	Contact SrA Gerardo Sahagun or SrA George Goll through e-mail (gerardo.sahagun@maxwell.af.mil, george.goll@maxwell.af.mil) to receive directions on completing the required forms. ADM or Dep can contact the Mental Health Clinic at 334-953-5430. You will not receive orders until this process is complete. The process may take up to 3 weeks to complete. Thank you.	FAMILY ADVOCACY	Sunday, April 03, 2011
✓	Complete	Special Needs Clearance	Only those that have family members in the Special Needs Program (formerly EFMP) or needed to enroll in Special Needs Program. Required to be seen at the clinic. Please contact the Special Needs Office at 953-5430.	FAMILY ADVOCACY	Sunday, April 03, 2011
✓	Complete	AF 4380 Special Needs Screener	This message applies to all AD members with dependents. In accordance with AFI 40-701, please complete AF Form 4380. The Special Needs screener can be obtained from the Special Needs website (www.afspecialneeds.org) or upon request. Upon completion of AF 4380 please submit form to the special needs office via email (42mdos.efmp@maxwell.af.mil) or in person. A copy will need to be retained and submitted to the MPF in order to receive orders. If you have any questions, please feel free to call 953-5430 or email the 42 MDOS/EFMP Program.	FAMILY ADVOCACY	Sunday, April 03, 2011

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Member has completed all tasks within the unit and base
 and is cleared to out-process.



HOLM CENTER/CSS

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