

# Air and Space Force Second Lieutenant Guide



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Current as of 9 Mar 2021, Version 1

## *Acknowledgement*

The following document represents the efforts and experiences of the three authors, Captains Swanson, Meaux, and Littleton, in addition to the support and contribution of over 200 Company-Grade, Field-Grade, and General Officers across 20+ Air Force Specialty Codes and dozens of military installations world-wide.

## ***PREFACE***

Second Lieutenants,

Congratulations on commissioning into the world's greatest Air and Space Force! You entered the Air and Space Force as a Civilian; an individual. You leave your commissioning source as a leader, wingman, and warrior. You have answered your nation's call. What you have accomplished is no easy feat; be proud of your accomplishment!

With pride and reverence, consider the weight of the office which you have now entered, and understand that this duty should not be taken lightly. As a leader, you will be responsible for the well-being of your organization and its people. You must therefore lead a life that embodies the Air and Space Force Core Values; you must set the example. With this in mind, we offer the following advice as you embark upon your military career:

***“Integrity is the fundamental premise for military service in a free society. Without integrity, the moral pillars of our military strength, public trust, and self-respect are lost.”***

*–General Charles A. Gabriel, Chief of Staff, USAF*

As an officer, you will undoubtedly face significant challenges in your future. It is with the utmost importance that you maintain your character and integrity above all else. Your team and organization's success depends upon your fortitude; the strength of your voice and reputation depends upon your moral courage.

As a newly appointed officer, it is your responsibility to listen first and decide second. You will not know all the answers and that is okay. You will need to lean on your Enlisted counterparts' experience to help you understand the complete picture and make strong, effective, and productive decisions for the betterment of your troops and organization.

With your character and training, along with this counsel and the information provided by this Second Lieutenant Guide, you are truly ready to serve! Good luck as you begin your journey in the Air or Space Force. We cannot wait to see what you bring to the fight!

*–The Second Lieutenant Guide Team*

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# Chapter 1: The Beginning of your Journey

## Commissioned...Now what?

As a leader, you are responsible for knowing how your organization runs, what your commander's priorities are, and what your subordinate's roles are. The only way you are going to begin your career prepared and understand what is expected of you as a newly appointed officer is by reading, listening, and learning.

*President Truman once said, "Not all readers are leaders, but all leaders are readers."*

As you embark on your journey through the Profession of Arms and as a leader, you must consistently find ways to improve yourself and become a master of your craft. Reading is vital to enhancing your leadership skills and presence because it helps promote innovative thinking, empathy, an understanding of leading and working with diverse cultures, getting comfortable with the uncomfortable, and so much more! Below is a recommended reading list. A more extensive list is located in Appendix B.

1. **National Defense Strategy (NDS)**  
<https://dod.defense.gov/Portals/1/Documents/pubs/2018-National-Defense-Strategy-Summary.pdf>
2. **General C.Q. Brown's USAF Strategy**  
[https://www.af.mil/Portals/1/documents/2020SAF/ACOL\\_booklet\\_FINAL\\_13\\_Nov\\_1006\\_WEB.pdf](https://www.af.mil/Portals/1/documents/2020SAF/ACOL_booklet_FINAL_13_Nov_1006_WEB.pdf)
3. **General Raymond's Space Force Priorities**  
<https://www.spaceforce.mil/News/Article/2409479/raymond-document-outlines-space-forces-management-practices-priorities-and-iden/>
4. **Heirpower! Eight Basic Habits of Exceptionally Powerful Lieutenants**  
<https://www.airuniversity.af.edu/AUPress/Display/Article/1533264/heirpower-eight-basic-habits-of-exceptionally-powerful-lieutenants-online-only/>
5. **The Armed Forces Officer**  
<https://ndupress.ndu.edu/Portals/68/Documents/Books/AFO/Armed-Forces-Officer.pdf>
6. **AFI 1-1: Air Force Culture and Standards**  
[https://static.e-publishing.af.mil/production/1/af\\_cc/publication/afi1-1/afi1-1.pdf](https://static.e-publishing.af.mil/production/1/af_cc/publication/afi1-1/afi1-1.pdf)
7. **AFI 1-2 Commander's Responsibilities**  
[https://www.af.mil/Portals/1/documents/csaf/afi1\\_2.pdf](https://www.af.mil/Portals/1/documents/csaf/afi1_2.pdf)
8. **AFH 36-2618: The Enlisted Force Structure (The Little Brown Book)**  
<https://www.afrc.af.mil/Portals/87/documents/PDC/afh36-2618.pdf?ver=2020-03-10-102348-690>
9. **AFI 36-2406: Officer and Enlisted Evaluations Systems**  
[https://static.e-publishing.af.mil/production/1/af\\_a1/publication/afi36-2406/afi36-2406.pdf](https://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-2406/afi36-2406.pdf)
10. **AFI 36-2907: Adverse Administrative Actions**  
[https://static.e-publishing.af.mil/production/1/af\\_a1/publication/afi36-2907/afi36-2907.pdf](https://static.e-publishing.af.mil/production/1/af_a1/publication/afi36-2907/afi36-2907.pdf)

## Chapter 2: Permanent Change of Station Move

**Moving to your first base.** Save your money as soon as possible. Your move will be expensive, and you will not be paid nor reimbursed until you file your travel voucher and in-process with your base. You will need to plan to have at least three months of savings for your move, rent, and bills. It can take up to two pay cycles before you receive your first paycheck. Should you need financial assistance, you can contact your local Finance Office and request an advance on your monthly pay. Learn more here: [Military Advance Pay](#)

**Sponsor.** Once you receive your orders, your new unit should assign a sponsor. Your sponsor is a member from your new unit who will help with questions, provide recommendations for where to live, show you around the base, and tell you more about your job specifics. If for any reason you are not assigned a sponsor, don't be afraid to reach out to your new unit and ask for one. Having a sponsor is a fundamental part of a military move and aids with the transition because it provides you with a familiar face and friend.

**Orders.** Depending on your EAD, you may have to wait a while for your approved orders. Once you receive your orders, you will need to start your move process immediately. If you delay, this may impact your Report No Later Than Date (RNLTD).

**Military ID card.** Once you have your commissioning paperwork, you are eligible to go to a nearby military base and obtain your Common Access Card (CAC). You will need to schedule an appointment through the DEERs appointment website. Once you make your appointment, call your DEERs location and verify what documentation you need to bring with you to your appointment. In accordance with AFI 36-2036, Para. 11.7.2., "Military personnel may be photographed while wearing uniform or civilian clothes and must adhere to uniformed Service grooming standards."

Schedule DEERs appointments here: <https://idco.dmdc.osd.mil/idco/>

### You have your orders, now what?

Once you receive your orders, you will need to do the following:

1. Verify your personal information is correct on all documents.
2. If you have dependents (spouse or kids), make sure they are listed on your orders. The military pays you per diem for you and your dependent's travel, so make sure they are listed.
3. **Verify your EDD (Estimated Departure Date).** This is the date you are expected to depart your current station for your new assignment. This date is flexible and can be changed with approval from your Commander.
4. **Understand your RNLTD.** You **must** be at your next duty station and signed into your unit by this date. Any changes will need to be approved by your gaining Commander.
5. **Understand your allotted travel days.** Pay close attention to your orders and how many travel days you are allocated to relocate to your new destination.

- a. A traveler who is authorized PCS travel by POV is allowed one day of travel for the first 400 miles between authorized points. “For any distance greater than 400 miles, the traveler is allowed another day of travel for every additional 350 miles.” See the JTR, par. 050205. <https://www.defensetravel.dod.mil/site/>
  - b. You will earn per diem for every day you travel to your base. During your move, you will be initially responsible for covering the cost of gas, lodging, tolls, etc. You will not be reimbursed nor paid per diem until you file your travel voucher with your local Finance Office.
6. **Planning your move.**
- a. Moving overseas (OCONUS)? Read expectations here: [OCONUS Move Guide](#)
  - b. Moving state-side (CONUS)? Read expectations here: [CONUS Move Guide](#)
  - c. Go to [www.move.mil](http://www.move.mil)
  - d. Register for a new Defense Personal Property System (DPS) account. DPS will allow you to register your move and claim damages once your move is complete. Should you have any questions, contact your local Travel Management Office (TMO).
7. **Scheduling your move.**
- a. Go to [www.move.mil/tutorials](http://www.move.mil/tutorials)
  - b. Key takeaways
    - i. You do not need to know the address of your first base, simply type in the city, state, zip code, and phone number.
    - ii. Contact TMO if you have not received confirmation from your movers (if you plan to do a Household Goods Shipment)
    - iii. If you plan to drive your vehicle, you will need to weigh your vehicle empty at a CAT Scale. Then you will need to add your items in the vehicle and go back to the CAT Scale to get your vehicle weighed full. You will need to maintain these weight tickets for when you file your travel voucher.
  - c. **There three different options for moving:**
    - i. **HHG (Household Goods Move).** Movers will come to your house, pack your goods, load it on the truck, and deliver it. They can store it at your new destination for 90 days without charging you. There are limits on how much they can move and what they will move. Review that information here: <https://move.mil/entitlements>
    - ii. **PPM (Personally Procured Move).** Move everything yourself with a moving van or some other method. Read this article to inform yourself: <https://www.military.com/pcs/a-dity-move.html>
    - iii. **Partial DITY (Do It Yourself Move).** While the movers are going to move the majority of your items, you should expect to pack a couple of months’ worth of clothes, uniforms, personal valuables to bring with you. You can claim the weight of these items and get paid for moving it yourself. To do this, you will need to weigh your vehicle empty at a CAT Scale. Then you will need to weigh your vehicle full at the CAT Scale. You will need to retain these tickets for when you file your travel voucher.

8. **Preparing your move.**
  - a. Before movers arrive, ensure you have secured all PII and important documents (i.e. birth certificate, SSN cards, mortgage docs, etc).
  - b. Make sure you take pictures of your valuables. There is a good chance an item might get broken or lost in your move. Before and after pictures will help you file your claim.
  - c. During packing and loading of your HHG, you will direct movers/packers. You will need to watch them and ensure there is no damage to your house or items.
  - d. Do not sign the inventory until you agree and understand!
9. **Receiving your goods.** Once you have secured a place to live, you will call your moving company to deliver your goods. The movers will help unpack your boxes and set up your furniture. **While unpacking, take note of any items that are broken or lost.** If you have an item that is broken or lost, you will need to file a claim on DPS. Go to the **File a loss and damage report** tab, then **File a Claim** tab.

### **You have arrived at your new base, now what?**

1. Once you enter the base checkpoint, you will be saluted by a Security Forces Airman. Return their salute and then proceed onto the base.
2. Once you are on base, contact your sponsor. If you arrive during duty hours, ensure you are in uniform and report to your commander. If you arrive after duty hours, note your time of arrival, check into lodging (TLF), contact your sponsor, and report to your commander on the next duty day.
  - a. **Temporary Lodging Expenses (TLE):** the military will pay for ten days of lodging in a temporary living facility (TLF) while you search for a place to live. If no base lodging is available, you will be given a non-availability letter and authorized to stay off-base.
3. Complete required in-processing and Permissive TDY leave request.
  - a. **Permissive TDY (PTDY):** If you have not found housing before you arrive, you are provided 10 days of *house-hunting* leave. A Commander must sign for this leave via a site called "LeaveWeb." Of note, if you have secured your housing before arrival, you will not receive PTDY or TLE benefits.
4. **Where to live:**
  - a. Wherever you live, make sure you are staying within your budget. The military provides Base Assistance for Housing (BAH) allowances to help offset housing and utility costs. If you surpass this allowance, you are responsible for the difference. You can locate your BAH rates here (you will need to use your base zip code): <https://www.defensetravel.dod.mil/site/bahCalc.cfm>
  - b. **On-Base:** You are not required to live on base; however, you might be required to live on base during a Formal Training Course. For example, if you are selected to attend Undergraduate Pilot Training (UPT) at ENJJPT, you will be required to live on base unless you are married.
  - c. **Off-Base:** There are many search engines to help you to either rent or buy. Here are some recommendations:
    - i. Militarybyowner.com
    - ii. Zillow



- iii. AHRN
  - iv. Apartments.com
5. Upon completion of your PTDY, go to Finance and file your travel voucher. Finance will walk you through this. **Find PCS entitlements here: <https://www.military.com/pcs/a-dity-move.html>**
  6. **In-processing**
    - a. Once you have completed your 10-days of PTDY, you are expected to return to work. Your first 30-days are comprised of completing an in-processing checklist and getting familiar with your systems. Get these done ASAP!
  7. **Additional recommendations upon arrival**
    - a. Be yourself.
    - b. Begin to make a network of CGO friends.
    - c. Find an officer mentor.
    - d. Find a SNCO and ask them to show you the ropes. You will both learn greatly from one another. They will guide you and you can provide a refreshing perspective.

## Chapter 3: Finances

**MyPay.** This is a CAC-enabled system that manages, and stores all pay-related items. You will be able to view your monthly and bi-monthly pay stub which is also known as your Leave and Earnings Statement (LES) and make contributions to your Thrift Savings Plan (TSP).

You can access MyPay here: <https://mypay.dfas.mil/#/>

**What is an LES and how do I read it?** For information on how to read your LES, view the document below. Your base finance office should help you decipher any items and any discrepancies.

[https://www.dfas.mil/Portals/98/Documents/MilitaryMembers/Payentitlements/aboutpay/AirForce\\_reading\\_your\\_LES.pdf](https://www.dfas.mil/Portals/98/Documents/MilitaryMembers/Payentitlements/aboutpay/AirForce_reading_your_LES.pdf)

**How does my pay work?** Your pay is separated into three different entitlements and allowances: Base Pay, BAH, and Basic Assistance for Sustenance (BAS). Base pay is taxable; BAH and BAS are not.

**State Taxes.** If you are stationed at a location where state taxes are waived for the military, you can change your residency by signing a form at your local Finance Office. For example, if you moved from California (a high state tax) to Texas (a no state tax), you could claim Texas as your residence. You can maintain your selected residency through all of your future military moves until you either separate or retire from the military. Of note, the authors of this guide are not tax professionals and you should seek professional tax assistance before making any decisions.

### 1. How do I know how much my base pay is?

- Review the below chart using your rank and time in service
- <https://www.dfas.mil/MilitaryMembers/payentitlements/Pay-Tables/Basic-Pay/CO/>

### 2. How do I know how much my BAH is?

- Input your bases zip code and your rank into the calculator below
- <https://www.defensetravel.dod.mil/site/bahCalc.cfm>

### 3. How do I know how much my BAS is?

- Find more information here:  
<https://militarypay.defense.gov/pay/allowances/bas.aspx>

### 4. What is my Overseas Housing Allowance (OHA)?

- Learn more here: <https://www.defensetravel.dod.mil/site/oha.cfm>

### 5. What is my Overseas Cost of Living Allowance (COLA)?

- Learn more here: <https://www.defensetravel.dod.mil/site/cola.cfm>

### **Tips for Budgeting.**

1. Start saving now. It will feel like you have all the money in the world, but you will have expenses and desires in the future that you will need to plan and budget for appropriately. It is recommended you create a budget utilizing a financial planner or while using the free financial planning service at your base's Airmen and Family Readiness Center (AFRC).
2. Start building an emergency fund. Most experts recommend you set aside six months of your salary for unexpected life events.

**Blended Retirement System.** While it is far away, you need to know how your retirement will work and how to maximize your benefits. Bottom line: maximize your 5% matching contributions.

**Find more information here:**

<https://www.military.com/benefits/military-pay/blended-retirement-system.html>

**GI Bill.** GI Bill benefits help you continue your college education post-military service. See the below link to learn about the different types and use the comparison tool to determine which one is best for you. You can also transfer your Post 9/11 Bill to a spouse or child, but you will accrue an additional service commitment of four years.

**Find more information here:**

<https://www.va.gov/education/about-gi-bill-benefits/>  
<https://militarybenefits.info/air-force-tuition-assistance/>

**Tuition Assistance.** In addition to your GI Bill, the military offers tuition assistance for all Enlisted and Officers. Tuition Assistance is beneficial in helping you reach your goals by furthering your education and reducing out-of-pocket costs. Of note, as an Officer, if you use TA, you will incur a two-year service commitment after your graduation date.

**Find more information here:**

<https://www.afpc.af.mil/benefits-and-entitlements/military-tuition-assistance-program/>  
<https://militarybenefits.info/air-force-tuition-assistance/>

**One-Time Officer Clothing Allowance.** You will need to file an AF1969 Form with your Finance Office to receive your one-time officer clothing allowance.

**Find your AF1969 Form here:**

<https://www.arpc.afrc.af.mil/Portals/4/DRIO/RIO-AF1969-Officer-Uniform-Clothing-Allowance.pdf?ver=2016-11-01-135653-173>

## Chapter 4: Military Personnel Systems

**Aeromedical Services Information Management (ASIM/IMR).** You will use this system to access and track your medical profiles, immunizations, key medical due dates, and readiness.

**Air Force Fitness Management System (AFFMS).** You will use this system to pull your most up-to-date fitness report. The fastest way to find this website is through the Air Force Portal.

**Air Force Portal.** The site allows you to quickly find authoritative, relevant data and information, applications, and collaboration tools to help you do your job and live your life in the Air and Space Force! Here are some examples of what you can access from this website: DTS, MyPay, LeaveWeb, AFFMS, etc. You will need a Common Access Card (CAC) to access this site.

You can access this site here: <http://my.af.mil/>

**Defense Travel System (DTS).** This is a CAC-enabled website that is used for planning and submitting Temporary Duty (TDY) requests. To successfully submit your TDY request, you will need to have an active Government Travel Card (GTC). Once your request is submitted, you will need to verify your travel was paid by your Commercial Travel Office (CTO) and print multiple copies of your orders before you depart location.

You can access this site here: <http://www.defensetravel.osd.mil/>

**Electronic Publishing (E-Pubs).** This is the official website to pull all approved and up-to-date Air Force Instructions, Handbooks, Forms, Publications, and Tongue and Quill Templates. Select the **Publications + Forms** tab at the top of the website. Additionally, this is an unclassified website and does not require CAC access.

You can access this site here: <https://www.e-publishing.af.mil/>

**Email (Outlook).** This is your primary means of communication and appointment scheduling.

### *Tips*

- 1) If you are asked to find an individual in **Global or GAL**, you will refer to your **Outlook Address Book** to find the specified individual.
- 2) Recall Email: Open the email you want to recall, then Select **Message > Actions > Recall This Message**.
- 3) Out-of-Office Message: Anytime you are going to be away from the office for long periods of time, it is expected that you will set up an automatic out-of-office message. Leave specifics to a minimum (OPSEC). Add a point of contact for the individual who will take over your program(s) temporarily while you are away.
- 4) Add a signature block to every email correspondence.

FIRST M. LAST, Rank, USAF  
Duty Title  
Location  
Official Email  
Office Number

Proper e-mail etiquette found here: [AFH 33-337, Tongue and Quill, Chapter 12](#)

**LeaveWeb.** This is your primary means to request leave (time off). Once you EAD, you will accumulate 2.5 days of leave every month. Leave request approval is not automatic. Leave requests are dependent on unit's manning and operations tempo. The best way to mitigate leave request disapprovals is by conversing intentions and leadership expectations ahead of time. Of note, LeaveWeb will only allow you to submit your leave request **30 days in advance for CONUS** (state-side) travel and **60 days for OCONUS** (overseas) travel. *Do not* make any financial obligations until your leave has been approved **and** has an authorization number. Once you have a leave authorization number, print the AF988 (these are your leave orders). As a brand-new Lieutenant, you will start with **ZERO** leave, so make sure you **save** for the holidays or other important dates.

You can access this site here: <https://leave.af.mil/login>

### How to input New Leave

1. Go to LeaveWeb. Select **CAC login** and input your pin.
2. Verify **Profile** information is correct. (Reference Figure 1)
3. Then, on the left-hand side (under Profile), select **New Leave**.

**LEAVEWEB**  
Air Force Financial Leave Request and Approval System

Profile

- New Leave**
- Return from Leave
- Approve Leave
- Subordinate History
- AF Regulations
- Help Contents

Captain

**Edit Profile**

SSN XXX-XX  
Service Air Force  
Unit AFROTC SE RG  
Email  
Phone  
Section Recruiting

Current Leave 62.5  
Use/Lose Balance 85.0  
Available ETS 0.0  
Last Updated: 25 Jan 2021 - Systems Administrator

Open Leave | Leave History | Role/Privileges | Profile Audit | Login Audit | Privilege Audit | Subordinates

View	Entered	First	Last	Days	Type	Status	Leave #
Q	29 Aug 2013	27 Sep 2013	6 Oct 2013	10	A - Ordinary	Denied	

Figure 1

4. Then, go to **Type** and select dropdown (Reference Figure 2). Before you select your leave, you will need to determine which type of leave you are planning to use.

Reference AFI 36-3003, *Military Leave Program* here:

<https://leave.af.mil/downloads/afi36-3003.pdf>

a. **Types of Leave**

- i. **Annual: (chargeable)** – Also known as “ordinary” leave. If a member fails to use their allotted annual leave in a timely manner, they will accrue

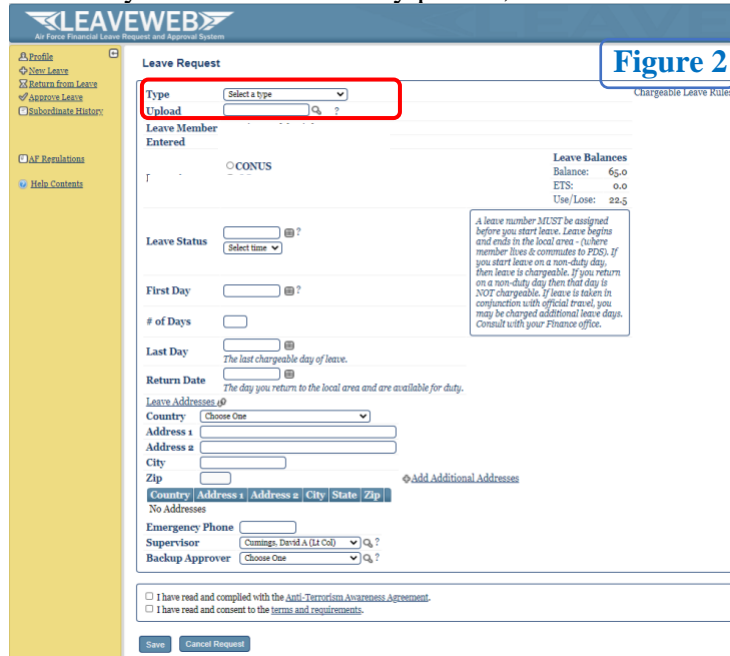
a **Use or Lose** balance. If a member's Use or Lose balance is not used before the start of the next fiscal year, that member will lose their leave.

- ii. **Convalescent: (Non-chargeable)** The Unit Commander will approve convalescent leave, including any associated and cleared travel, up to 30 days based on the recommendations by either the medical facility's authority or the attending physician most familiar with the member's medical condition. Examples include, but are not limited to childbirth (Primary and Secondary Caregiver Leave), pregnancy, medical procedures, etc.

**1. Primary and Secondary Caregiver Leave**

- a. The Primary Caregiver is authorized 42 days of non-chargeable leave for qualified births or adoptions.
- b. The Secondary Caregiver is authorized 21 days of non-chargeable leave for qualified births or adoptions.

- iii. **Emergency: (chargeable).** Leave granted for personal or family emergencies involving the immediate family and may be approved in initial periods of no more than 30 days and extensions for no more than 30 days. Traditionally, this leave is for immediate family member funerals, terminally ill immediate family person, etc.



**Figure 2**

**Special Rules**

1. **Special Passes.** A Unit Commander may award 3-or 4-day special passes for special occasions or circumstances, such as reenlistment or some type of special recognition or compensatory (e.g. Exercises through the weekends).
2. **Half Days.** An average work schedule is Monday through Friday from 0730 to 1630. Members will not be charged leave if they worked 50% or more of their workday. For

example, the individual works 50% of the workday on Tuesday and starts official leave the following day, the member's first chargeable day of leave will be Wednesday.

3. **Advanced Leave Requests.** Members can request advance leave based on a reasonable expectation that a member will accrue leave during the remaining period of active military service. For example, you would like to go home for the holidays but do not have any leave remaining. You can request up to 30 days of leave to return home to see your family. However, you will need to be mindful of requesting advance leave. Once you return to work, you will be in "leave debt", meaning you will have to pay back the leave you owe before you are authorized to take any more annual leave.
4. **Local Area.** The local area is the place where the member lives and from which he or she commutes to the duty station. Commanders have the authority to increase restrictions or loosen restrictions. Many commanders will create an hour distance requirement over the weekend. For example, you may find yourself stationed in Texas and your commander authorized a 4-hr travel radius for your local area. Once you exit the 4-hr travel radius, you will now be charged leave and are responsible for inputting dates into LeaveWeb. Remember, Integrity is the Air Force's Core Value!

**Mentorship Program.** Whether you would like to find a mentor early on in your career field or if you would like to become a mentor yourself, you will have the opportunity to become a mentor or mentee as soon as you choose. You will need a CAC to access this website.

**Sign-up here:** <https://myvector.us.af.mil/myvector/PublicHome/NoticeAndConsent>

**MyLearning.** You will use this system to accomplish all mandatory computer-based trainings.

**MyPers.** This is a CAC-enabled system that provides you with a one-stop-shop to submit your Officer Performance Report (OPR) and decorations through the (virtual Processing Center) vPC link. Additionally, this is where the Air Force and Space Force will be able to look up messages that were sent out to the enterprise on policy or program changes and career field updates. Furthermore, this system is vital in finding Personnel Services Delivery Guides (PSDMs) which supplement AFIs with the process and procedure breakdowns.

**You can access MyPers here:** <https://mypers.af.mil/>

**Personnel Records Display Application (PRDA).** PRDA is a CAC-enabled system that holds all your personnel records electronically. You will be able to find all OPRs, decorations, PCS orders, and selection documents. This is important to know for stratification/OPR close-out dates. When it is time for your OPR to close-out, you will be required to create a Record of Performance (ROP) file. Your ROP will include your Training Report (TR), fitness report retrieved from AFFMS, and your SURF.

**You can access PRDA here:** <https://afpcsecure.us.af.mil/PKI/AppRedir.aspx?applID=108>

**Single Unit Retrieval Format (SURF).** A SURF is a one-page summary of your career, and it is used frequently by commanders to obtain a quick picture of an individual. You will need to ensure all information is up-to-date and accurately reflects your duty title, duty history, awards

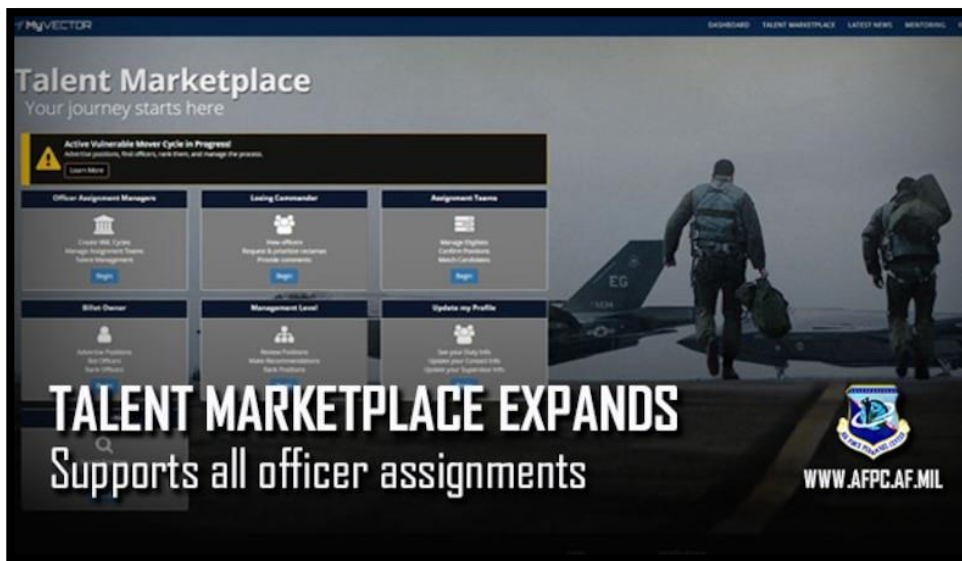


and decorations, and Air Force Specialty Codes. If your SURF is incorrect, contact your Commanders Support Staff (CSS), and they will help you fix it. For example, if you commissioned as a Distinguished Graduate from your university, you would need to go to your CSS and provide them with proof to make the update.

**How to retrieve your SURF**

1. Go to Assignment Management Application (AMS):
2. <https://www.my.af.mil/gcss-af/USAF/content/CcVqM>
3. Confirm profile information
4. Hover over the “**Personnel Information**” dropdown tab
5. Select “**My Career Brief**” tab

**Talent Marketplace.** This is where you will input your future job and location preferences. Additionally, if you were to compete for a special board (i.e. AFROTC Instructor billet), you would go through Talent Marketplace to submit your application. Talent Marketplace is also a place for your career field to communicate with you, track your experience, and so much more.



You can access Talent Marketplace here: <https://myvector.us.af.mil/myvector>

**Virtual Military Personnel Flight (vMPF).** This system is used to track your initial assignment briefing, out-processing checklist, career data brief, duty history, evaluation appeals, record of emergency data, separation/retirement actions, deployment information, and much more!

You can access vMPF here: <https://vmpf.us.af.mil/vMPF/Hub/Pages/ConfirmInfo.asp>



## Chapter 5: Medical

**TRICARE.** Tricare is the primary healthcare provider for all uniformed military members, retirees, and their families. Under this insurance, you will have your medical, dental, vision, pharmaceutical, and other special needs met for you and your family.

**Medical coverage while waiting to EAD.** Once you commission, you will be eligible to enroll in **TRICARE Reserve Select**. In order to enroll, you will need to call TRICARE at 1-800-444-5445. What does this mean for you? If you have a medical issue arise during your waiting period before you EAD, you can go to a Military Treatment Facility (Base Medical Facility) and get seen for free. If you choose to be seen off-base, you will be required to pay a co-pay. Should you have questions, contact TRICARE to further discuss your benefits. Once you EAD, you will transition into **TRICARE Prime**. If you have EAD'd and need to go to the ER, call the TRICARE Nurse Line and go to the ER! Of note, you will need your military ID in order to use this benefit.

**Plans.** If you are stationed state-side at a military installation, you will have **TRICARE Prime**. If you are stationed state-side but are more than 50 miles from the nearest military installation, you will have **TRICARE Prime Remote**. If you are stationed overseas, you will have **TRICARE Prime Overseas**.

**Additional information on TRICARE Plans can be found here:**

<https://www.tricare.mil/Plans/HealthPlans>

**TRICARE phone numbers found here:**

<https://www.tricare.mil/ContactUs/CallUs/AllContacts>

**TRICARE Online (Patient Portal).** This is a CAC-enabled system that will allow you to check and create medical appointments, review your health record, view, refill, and check on the status of your prescriptions, contact the Nurse Advice Line, and privately message your medical provider, also known as your Primary Care Manager (PCM).

**You can access your TRICARE Patient Portal here:**

<https://www.tricareonline.com/tol2/prelogin/mobileIndex.xhtml>

**Appointments.** You can either schedule your appointments through TRICARE Online or you can call the appointment line at your Medical Group. Once you have a confirmed appointment, add it to your shared calendar with your boss. You do not need to add exactly what you are getting seen for. Example: Lt Doe- Dr. Appt (1200-1300). The only individuals privy to your medical history is your Commander, First Sergeant, CSS (to an extent), Unit Deployment Manager (to an extent), and PCM.

**Sick call.** If you are not feeling well or have a dental emergency, your Medical Group will have walk-in hours and sick call hours. Ensure you are aware of these hours. If you do choose to utilize sick call expect to have a long wait before being seen by the provider. Additionally, ensure your supervisor knows where you are.

## Chapter 6: Base Services and Resources

**Air Force Club.** This is where many official and unofficial events occur. You can order food, drinks, sing karaoke, relax, and so much more.

**Airman & Family Readiness Center (AFRC).** Provide family readiness before, during, and after deployments; financial management counseling; special needs programs (i.e. Exceptional Family Member Program); Transition Assistance Program (TAPs) for military members separating/retiring from service, and so much more!

**Army & Air Force Exchange Service (AAFES).** Military department store and food court.

**Base Gym and Pool.** You will have a free gym membership! Provides a place for military members and families to decompress. Pool pricing will vary from base to base.

**Chaplains.** Manage and support spiritual centers on military installations around the world. They conduct worship services, liturgies, and rites. They advise leadership on spiritual, religious, ethical, moral, morale, and quality-of-life issues. They supervise and manage chapel personnel, operations, and religious ministry programs.

**Child Development Center and Youth Centers.** Subsidized on-base childcare. Learn more here: <https://www.myairforcelife.com/CYPOfferingsCatalog.pdf>

**Command Post.** They are the central command point for mission operations. They are a 24-hr work center for base communications and provide crisis management assistance for the base.

**Commissary.** Military grocery store/supermarket.

**Company Grade Officer Council (CGOC).** This group is comprised of USAF/USSF Lieutenants and Captains. This is not an official military unit, but it is an association for CGOs to network and volunteer their off-duty time to give back through professional development and community service. Joining your CGOC will be the fastest way for you to make new friends at your base.

**Education Office.** A central point of contact for duty education and local programs. They provide College Level Examination Program (CLEP) testing for Enlisted members and provide Tuition Assistance (TA) for all military members. TA can be used on your Masters.

**Equal Opportunity (EO).** - Promotes an environment free from personal, social, or institutional barriers that could prevent Air and Space professionals from rising to their highest potential.

**Information, Tickets, Tours (ITT).** ITT will help you save money on traveling and amusement park tickets.

**Inspector General (IG).** IG independently assesses the readiness, discipline, and efficiency of the units.

**Key Spouse.** This program was designed to enhance readiness, personal/family resiliency, and establish a sense of an Air Force Community. Key spouses are commander-appointed and are a vital resource to command teams. Key Spouses are a direct link to better understanding the pulse of the force. Find out more here: [Key Spouse Program](#)

**Legal Office.** This is a free service for military members and dependents. They provide wills and estate planning (which is highly encouraged prior to deployment); provide Power of Attorney assistance (which legally authorizes someone else to act on your behalf; this arrangement is quite common in the military because dependents may need to complete documentation while the service member is unavailable). Additionally, provide tax and legal claims assistance (such as if some personal items were damaged by the contractor when moving them for a permanent change of station). Lastly, they can help with Victim and Witness Assistance Program (VWAP) and Special Victims Counsel. The VWAP ensures all victims and witnesses of a crime who suffer physical, financial, or emotional trauma receive assistance and protection. Additionally, the Special Victims' Counsel (SVC) addresses sexual assault victim's needs. The SVC is comprised of military lawyers who received specific training to handle sensitive cases.

**Mental Health (MH).** Service is provided to enhance the health and readiness of the community by providing mental health assessments, education, consultation, and treatment services to the beneficiary population through a variety of evidence-based therapeutic modalities. They provide Family Advocacy, Automated Neuropsychological Assessment Metrics (ANAM) for Deployments, Behavioral Health Optimization Program (BHOP), and Alcohol & Drug Prevention and Treatment Services (ADAPT).

**Outdoor Recreation (ODR):** ODR is your hub for year-round adventure programs, equipment rental, ticket sales, and more! ODR oversees FamCamp (an RV Storage lot), Archery, Disc Golf, and Skeet Ranges, as well as seasonal operations of the pools and Splash Pad.

**Protocol Office (CCP).** Receives dignitaries, understands ceremonial etiquette and briefs the commander, creates itineraries and agendas, and plans official functions for distinguished guests and commanders.

**Public Affairs (PA).** Aid leaders and military personnel to deliver the right message, at the right time, to the right audience. They run official social media sites, provide public speaking assistance, product development, maintain the official policy, maintain a fair and transparent licensing program, and coordinate public outreach (band requests, public speakers, aerial demonstration teams) for community engagements.

**Safety Office (SE).** They are responsible for aviation and occupation safety programs (e.g. Motorcycle riding program).

**Sexual Assault Response Coordinator (SARC).** The primary point of contact for the Sexual Assault Prevention and Response (SAPR) program. They coordinate the appropriate response to allegations of sexual assault at that installation.

## Chapter 7: Evaluations

**Officer Performance Reports (OPRs).** Your OPR communicates to you, your boss, and your career field of your career progression and next job/assignment/school/special duty push. You will want to take your job and bullets very seriously. You will need to ensure all bullets are formatted in an **Action-Impact-Result** format. Additionally, the more statistical data you can capture, the stronger your report will be. For example, you can capture how many manhours or dollars were saved as a result; or how many agencies or personnel you worked with to create x product. Lastly, reach out to your supervisor to see if your unit has a **Unit Writer Guide**. This guide will outline evaluation deadlines, approved acronyms, awards and decoration processes, performance recommendations, and so much more.

- 1) **Filling out your OPR.** You will need to refer to AFI 36-2406 Table 3.1 and Attachment 3 for instructions on how to **complete AF Form 707**.

### AF707 Section I & II example.

OFFICER PERFORMANCE REPORT (Lt thru Col)					
I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)					
1. NAME (Last, First, Middle Initial) ROGERS, STEVE C.	2. SSN 123-45-6789	3. RANK Capt ▾	4. DAFSC 81C0	5. REASON FOR REPORT Annual ▾	6. PAS CODE MG0JF8BG
7. ORGANIZATION, COMMAND, LOCATION, AND COMPONENT 24th Training Squadron (AETC), Maxwell AFB AL with duty at 217th Training Squadron, ANG Readiness DU (NGS), Maxwell AFB AL			8. PERIOD OF REPORT FROM 5 Feb 2019 THRU 6 Feb 2020		9. NO. DAYS SUPV. 365 NO. DAYS NON-RATED 0
II. JOB DESCRIPTION (Limit text to 4 lines) DUTY TITLE Instructor					10. SRID 0J2RO

- 2) **Record of Performance (ROP).** You will need to compile your Training Report and Letter's of Evaluation (LOEs), SURF, FA Report, and OPR RIP Shell. This will need to be compiled into a single PDF file. This will be added to your Virtual Processing Center (vPC) site.
- 3) **Training Report, Change of Rating Official, and Annual Report.**
  1. **Training Report (TR).** When you attend Tech school, you will receive a training report instead of a performance report. If you earn any accolades such as Distinguished Graduate or Honor Graduate, you can capture this on your OPR. Ensure your CSS updates your records in MilPDS.
  2. **Change of Rating Official (CRO).** If your current supervisor has rated on you for 120 days and they are expected to depart, you will have a CRO report close-out instead of an annual OPR. Your annual OPR time will then restart. If your current supervisor did not have 120 days of supervision, you will maintain your original OPR close-out date.  
**Learn more here: [AFI36-2406, Para. 3.7.](#)**
  3. **Annual OPR.** "RegAF and ARC officers' reports will close-out one year from the closeout date of the last evaluation. **The first evaluation will close-out one year minus one day from the Entered Active Duty date.** For example, the officer's Extended Active Duty date is 15 Jun 18 then the close-out date would be 14 Jun 19."

**Stratifications.** Stratifications are captured on your OPR and Letters of Evaluation (LOEs). Stratifications will now be limited to peer groups: grade, command position, and duty title. Second Lieutenants **will not** be stratified.

To learn more, read here: [Air Force announces officer stratification guidance](#)

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**Enlisted Performance Reports (EPRs).** “All enlisted personnel in the grade of SrA through CMSgt will receive an evaluation as of the appropriate static close-out date (SCOD) for their grade. AB, Amn, and A1Cs will receive an evaluation upon completing a minimum of 36 months in service (TIS) as of the SrA SCOD, 31 March.” (Reference AFI 36-2905, Para. 4.3.1.).

#### 4.2. EPR Forms.

- 4.2.1. For AB through TSgt, use AF Form 910. See [Table 4.9](#).
- 4.2.2. For MSgt (including selects) through SMSgt, use AF Form 911. See [Table 4.10](#).
- 4.2.3. For CMSgt (including selects), use AF Form 912. See [Table 4.12](#).

#### SCODs.

Rank	Next Available SCOD
SrA	31 March 2020
SSgt	31 Jan 2019
TSgt	30 Nov 2020
MSgt	30 Sept 2019
SMSgt	31 July 2020
CMSgt	31 May 2019

As a supervisor, you can encourage the ratee to provide you with inputs for their EPR on specific accomplishments, but you **will not** direct them to write or draft any portion of his or her performance report (Reference AFI 36-2905, Para.1.6.3.6).

**Feedback.** “The new AF Form 724-A is designed to guide raters and facilitate discussion when providing constructive feedback to their ratees. The addendum should be used in conjunction with the primary Airman Comprehensive Assessment (AF 724), not in lieu of it” (Reference AFI 36-2406). Feedback will be provided three times a year for ratees. As a Second Lieutenant, when you first arrive to your duty station you will receive your first feedback session which is called your **Initial Feedback**. During your initial feedback session, your supervisor will outline their standards and expectations. At the half-way point of your evaluation year, you will receive a second feedback called your **Midterm Feedback**. This feedback will cover your performance, strengths, weakness, and create an environment for candid dialogue with your supervisor. Your third feedback is your **OPR**. Before you sign your OPR, your supervisor will sit down with you and discuss the outcome of your annual report. Once again, this provides an opportunity for two-way dialogue. If you are in a supervisory role, you will do the same three- step process for your Enlisted Troops.

## Chapter 8: Additional Information and Advice

- 1) **Additional Duties.** There are a lot of additional duties that each member in the unit does to complete the mission. This is not an all-comprehensive list, but it provides a great start.
  - a) **Unit Training Manager (UTM).** These airmen oversee all the education and training programs for maintenance, operations, and support personnel across the Air Force. They prepare education services and develop curriculum and instructor activities, and in many cases administer the training courses themselves.
  - b) **Unit Deployment Manager (UDM).** They ensure people are scheduled for individual training in the areas of weapons proficiency; self-aid buddy care training; nuclear, biological, and chemical warfare defense training; and pallet buildup. Besides ensuring the people are professionally trained, managers must ensure people are personally ready for deployment.
  - c) **Unit Fitness Program Manager.** They oversee unit fitness, Physical Training Leaders (PTLs), and any matters dealing with fitness.
  - d) **Security Manager.** They ensure proper handling of classified information, security clearances for all unit personnel, and controlled entry into a protected area.
- 2) **Special Duties.** The list highlights a few key ones in the unit.
  - a) **First Sergeant.** First sergeants provide a dedicated focal point for all readiness, health, morale, welfare, and quality of life issues within their organizations. They are responsible for helping both Enlisted and Officers with their lives.
  - b) **Superintendent.** They provide leadership, management, and general supervision of the organization's enlisted force; and guidance in organizing, equipping, training, and mobilizing the unit to meet home station and expeditionary mission requirements.
  - c) **Ops Superintendent.** They perform a similar work role as a Superintendent, but mainly focus on the mission aspect. The Superintendent and Ops Superintendent will work together to ensure that all Airmen achieve their goals on their job.
  - d) **Career Field Manager.** They help manage their career field or other career fields in the unit. They help with ensuring proper placement of Airmen as they continue their careers.
- 3) **Civilians.** If you have civilians in your organization, it is recommended you latch on to a Senior Civilian to learn the ins and outs of learning how to properly lead a civilian employee. Civilians can receive special awards (i.e. Monetary Awards) and have a special system for processing their records. Unlike military personnel who use myPers to submit their annual reports, Civilians will use a system called Defense Civilian Intelligence Personnel System (DCIPS).



- a) DCIPS incorporates all DoD intelligence positions under a single, performance-based, mission-focused personnel management system. DCIPS serves as the common Defense Intelligence Enterprise system that helps to attract, retain, and reward the workforce needed to successfully carry out critical national security missions. It supports consistency and transparency across the Defense Intelligence Enterprise while simultaneously providing the flexibilities to embrace the individual cultures of the DoD Components with DCIPS positions.
- b) Whether you need to move a civilian, praise them, or reprimand them, work with your Senior Civilian Leader. If they are unavailable, contact your Civilian Personnel Office!

4) **Staff-Level Writing Tips.**

- a) **Bottom-Line Up Front (BLUF).** You will utilize BLUF's most often when you are writing/sending emails. A BLUF is a quick snapshot of your key takeaways and action items. It should be short and to the point. The background information, way forward, discussion, and recommended pieces would then be included in the body of your email.
- b) **Electronic Staff Summary Sheet (eSSS).** An eSSS is a versatile tool that introduces, summarizes, and coordinates staff packages electronically while utilizing the chain of command and staff officers to get your information to the correct decision-makers. The decision-maker will then have the final draft of the package so they may approve, sign and implement actions outlined in the requested package.

**For more information and examples go here:**

**[AFH 33-337, Tongue and Quill, Chapter 18 \(pp. 242-243\)](#)**

- c) **Ready to Send Email (RTS) or Generated Email (GEM).** A RTS or GEM is an email you will draft on behalf of your commander. You will write the email as if you were your commander writing the email. You would then go to **Save As**, type in appropriate title, then select in the dropdown box **outlook template** before you save the document. This would then save them template to your desktop. Once you have the saved template, you will add it to another email and send it to your Commander.
- 5) **Physical Fitness.** Depending on your Commander and Operational Tempo, you will be able to go to the gym during your duty day to workout. See if your unit as a Physical Fitness Policy Letter in place. AFI 36-2905, para 2.25.4. states, "unit PT programs will encourage Airmen to participate in physical fitness training for up to 90 minutes, 3-5 times per week. (T-1). Consistent with mission requirements, commanders are encouraged to schedule or authorize Airmen time to participate in physical fitness training during the duty day." If there is not a policy letter in place, do not be afraid to ask if you could go to the gym during your duty day.
- a) It is your responsibility to stay physically fit for your FA.
  - b) It is your responsibility to know when your FA due date is, schedule your FA, and ensure you do enter a noncurrent status.
  - c) If you are authorized PT time, go to the gym! Your troops are watching you, be their champion and go to the gym so they will not have guilt asking for gym time.

**For more information go here: [AFI36-2905, Fitness Program](#)**

- 6) **Lunch.** There are going to be days where your To-Do list is a mile long. Try your best to not get stuck in a bad habit of eating at your desk. If your troops never see you leave and see you eating your lunch at your desk, they are going to feel obligated to do the same.
- 7) **Medical Appointments.** It is your responsibility to ensure you are fit-to-fight. Do not neglect medical appointments. Encourage your troops to document their ailments early in their career. Be the leader for change and help destigmatize seeking help.
- 8) **Step away from your desk.** Ensure you are consistently setting time aside to check in on your troops. Get to know them, encourage open communication and feedback, and create an open-door policy and mean it!
- 9) **Buy into the mission and organization!** The number one way to feel like you are making a difference and feel like you are a part of a team is when you buy into the mission. This organization will be your family for the next 2-4 years, go out there and participate in as many events as possible and network!
- 10) **Volunteer for Murder Boards.** This will be the fastest way for you to learn proper bullet formatting structure and what the unit expects when it comes to writing bullets. During the murder board, you will help go line by line through the award winner's packages to help them make their packages stronger for when they compete at the next level.
- 11) **Be Transparent.** If you make a mistake, it is okay as long as you learn from that mistake. Own your mistakes. Additionally, if one of your troops makes a mistake and your boss gets upset, it is your responsibility to take ownership for your troops mistake. Your troops will see you have their back, and they will work even harder for you.
- 12) **Join the CGOC.** This is vital to creating new friends and networking. Say you are a Pilot, and you need help from a Force Support Officer or a Finance Officer because your boss is having issues with their pay or records. If you networked properly, you would have these new friends on speed dial!
- 13) **Make mentors early!** You should have three different types of mentors. An officer higher ranked than you are, a senior enlisted member, and a peer mentor. Having these three types of mentors will provide you with 360 degrees of feedback.
- 14) **Be humble.** You will not know more initially than your subordinates when you first arrive to your organization. Be a sponge and learn as much as possible. The moment you stop accepting feedback and refuse to learn is the moment you stop growing as a leader.
- 15) **A Message to Garcia.** Run in any direction and use your best judgement. If your boss has to answer 20 different questions about the project that was handed to you, they would have done the project themselves. They are showing they trust you and know you can get the task done. **Read this story here: [A Message to Garcia](#) or listen here: [A Message to Garcia](#)**



## Appendix A: Glossary

### Acronyms & Common Military Terms

**ACC: Air Combat Command**

**ADC: Airman Defense Counsel**

**ADLS: Advanced Distributed Learning System**

**ADSC: Active Duty Service Commitment**

**AEF: Air Expeditionary Force**

**AETC: Air Education and Training Command**

**AFFMS: Air Force Fitness Management System**

**AFMC: Air Force Material Command**

**AFPC: Air Force Personnel Center**

**AFSC: Air Force Specialty Code**

**AFSOC: Air Force Special Operations Command**

**ALCON: All Concerned**

**AMC: Air Mobility Command**

**AMS: Assignment Management System**

**ARMS: Automated Record Management System**

**AWOL: Absent Without Official Leave (i.e. Desertion)**

**BL: Bottom Line**

**BLUF: Bottom Line Upfront**

**BOP: Base of Preference**

**BTZ: Below-the-Zone**

**CAC: Common Access Card**

**CED Orders: Contingency, Exercise, and Deployment Orders**

**CPO: Civilian Personnel Office**

**CRO: Change of Reporting Official**

**CSS: Commander Support Staff**

**DAV Code: Deployment Availability Code**

**DDR: Drug Demand Reduction**

**DEERS: Defense Eligibility Enrollment Reporting System**

**DITY: Do-It-Yourself**

**DOR: Date of Rank**

**DTS: Defense Travel System**

**EAD: Enter Active Duty**

**EFDP: Enlisted Force Distribution Panel**

**EPR: Enlisted Performance Report**

**eSSS: Electronic Staff Summary Sheet**

**FGLI: Family Group Life Insurance**

**FYI: For Your Information**

**FYSA: For Your Situational Awareness**

**GEM: Generic Electronic Email**

**Global: Refers to address book in Outlook**

**GPC: Government Purchase Card**

**GTC: Government Travel Card**

**HHG: Household Goods**

**IAW: In accordance with**

**IG: Inspector General**

**IPR: Installation Personnel Readiness**

**LES: Leave and Earnings Statement**

**MEL: Master Eligibility Listing**

**Of Note: This becomes an actionable item or is meant to bring emphasis to a point**

**OPR: Officer Performance Report**

**PCA: Permanent Change of Assignment**

**PCM: Primary Care Manager**

**PCS: Permanent Change of Station**  
**PRDA: Personnel Records Display Application**  
**PRP: Personnel Reliability Program**  
**PSDG: Personnel Service Delivery Guide**  
**PSDM: Personnel Service Delivery Memorandum**  
**RIP: Report on Individual**  
**ROP: Records of Performance**  
**SARC: Sexual Assault Response Coordinator**  
**SCOD: Static Close-out Date**  
**SDAP: Special Duty Assignment Pay**  
**SGLI: Servicemembers' Group Life Insurance**  
**SRB: Selective Reenlistment Bonus**  
**SURF: Single Unit Retrieval Format**

**TA: Tuition Assistance**  
**TDY: Temporary Duty**  
**TLE: Temporary Living Expense**  
**TLF: Temporary Living Facility**  
**TMO: Travel Management Office**  
**TSP: Thrift Savings Plan**  
**USTRANSCOM: United States Transportation Command**  
**VML: Vulnerable to Move List**  
**vMPF: Virtual Military Personnel Flight**  
**vPC: Virtual Personnel Center**  
**vRED: Virtual Record of Emergency Data**  
**VSABP: Volunteer Stabilized Base Assignment Program**  
**WAPS Testing: Weighted Airmen Promotion System**

## Appendix B: Recommended Reading List

- 1776:** *David McCullough*
- 360 Degree Leader:** *John C. Maxwell*
- 7 Habits of Highly Effective People:**  
*Stephen Covey*
- A Few Great Captains:** *Dewitt Coop*
- A Fiery Peach in a Cold War:**  
*Neil Sheehan*
- All Quiet on The Western Front:**  
*Erich Maria Remarque*
- American Generalship:** *Edgar Puryear*
- Atomic Habits:** *James Clear*
- Band of Brothers:** *Stephen Ambrose*
- Black Hawk Down:** *Mark Bowden*
- Boyd: The Fighter Pilot Who Changed the Art of War:** *Robert Coram*
- Call Sign Chaos:** *James Mattis*
- Cincinnatus and The Citizen-Servant Ideal:** *Michael Hillyard*
- Company Command: The Bottom Line:**  
*John Meyer*
- Company Commander:**  
*Charles MacDonald*
- Crucial Conversations:** *Al Switzler*
- Dare to Lead:** *Brene Brown*
- Deep Work:** *Cal Newport*
- Democracy in America:**  
*Alexis de Tocqueville*
- Dichotomy of Leadership:** *Jocko Willink*
- Difficult Conversations:** *Bruce Patton*
- Extreme Ownership:** *Jocko Willink*
- Getting Things Done:** *David Allen*
- Ghost Fleet:** *August Cole*
- Grit:** *Angela Duckworth*
- How to Read a Book:** *Mortimer Adler*
- How to Win Friends and Influence People:** *David Carnegie*
- It Starts With Why:** *Simon Sinek*
- It Worked For Me:** *Colin Powell*
- Its Your Ship:**  
*Captain D. Michael Abrashoff*
- Leaders Eat Last:** *Simon Sinek*
- Leadership and Self-Deception:**  
*Arbinger Institute*
- Leading With Honor:** *Lee Ellis*
- Let Your Life Speak:** *Parker Palmer*
- Lincoln on Leadership:** *Donald T. Phillips*
- Make Your Bed:** *William McRaven*
- Mindset:** *Carol Dweck*
- Nineteen Stars:** *Edgar Puryear*
- Once An Eagle:** *Holt McDougal*
- Platoon Leader:** *James McDonough*
- Radical Candor:** *Kim Scott*
- Sharing Success and Owning Failure:**  
*David Goldfein*
- Small Unit Leadership:**  
*Dandridge M. Malone*
- Sun Tzu: Art of Warfare:**  
*(translated by Roger Ames)*
- Team of Teams:** *General McChrystal*
- Thanks for The Feedback:** *Douglas Stone*
- The Coaching Habit:** *Michael Stanier*
- The Hundred Year Marathon:**  
*Michael Pillsbury*
- The Intelligent Investor:**  
*Benjamin Graham*
- The Kill Chain:** *Christian Brose*
- The Leader's Bookshelf:** *James Stavridis*
- The Looming Tower:** *Lawrence Wright*
- The Martian:** *Andy Weir*
- The Mission, The Men, and Me:**  
*Pete Blaber*
- The One Minute Manager:**  
*Ken Blanchard*
- The One Thing –** Gary Keller
- The Simple Path To Wealth:** *J.L. Collins*
- The Things They Carried:** *Tim O'Brien*
- Thinking Fast and Slow:**  
*Daniel Kahneman*
- This Kind of War:** *T.R. Fehrenbach*
- Tipping Point:** *Malcom Gladwell*
- Turn The Ship Around:**  
*L. David Marquet*
- War:** *Sebastian Junger*
- War As I Knew It:** *George S. Patton*
- Writing Without Bullshit:** *Josh Bernoff*

# Appendix C: USAF Rank Structure

## Enlisted

E-1	E-2	E-3	E-4	E-5	E-6	E-7	E-8	E-9	E-9				
no insignia													
Airman Basic (AB)	Airman (Amm)	Airman First Class (A1C)	Senior Airman (SrA)	Staff Sergeant (SSgt)	Technical Sergeant (TSgt)	Master Sergeant (MSgt)	First Sergeant (E-7)	Senior Master Sergeant (SMSgt)	First Sergeant (E-8)	Chief Master Sergeant (CMSgt)	First Sergeant (E-9)	Command Chief Master Sergeant (CCM Sgt)	Chief Master Sergeant of the Air Force (CMSAF)

## Officer

O-1	O-2	O-3	O-4	O-5	O-6	O-7	O-8	O-9	O-10	
										
2nd Lieutenant (2nd Lt.)	1st Lieutenant (1st Lt.)	Captain (Capt.)	Major (Maj.)	Lieutenant Colonel (Lt. Col.)	Colonel (Col.)	Brigadier General (Brig. Gen.)	Major General (Maj. Gen.)	Lieutenant General (Lt. Gen.)	General (Gen.)	General of the Air Force (reserved for wartime only)



## Appendix E: Civilian Rank Structure

*IAW DoD 7000.14-R Financial Management Regulation Volume 11A, Chapter 6 Appendix B*  
[https://comptroller.defense.gov/Portals/45/documents/fmr/Volume\\_11a.pdf](https://comptroller.defense.gov/Portals/45/documents/fmr/Volume_11a.pdf)

MILITARY GRADE	CIVILIAN GRADE EQUIVALENT Based on GS Pay Scales
O-9	ES Level III
O-8	ES Level IV
O-7	ES Level V
O-6	GS-15
O-5	GS-14
O-4	GS-13
O-3	GS-12
O-2	GS-11
O-1	GS-09
WO-5	GS-12
WO-4	GS-12
WO-3	GS-11
WO-2	GS-09
WO-1	GS-09
E-9	GS-08
E-8	GS-07
E-7	GS-06
E-6	GS-05
E-5	GS-05
E-4	GS-04
E-3	GS-03
E-2	GS-02
E-1	GS-01