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14. ABSTRACT
A new system, Air Force Integrated Personnel and Pay System (AFIPPS), is set to be implemented in 2021 and will automate many of the functions currently by the Comptroller Squadron (CPTS). This automation coupled with the lack of Comptroller and Wing Staff Agency standardization across the Air Force creates an opportunity to reorganize. This paper evaluates the viability of three options: WSA Option, Revamping the CPTS, and the Mission Support Squadron. It then analyzes the utility of each option and the problems associated with their implementation. It forecasts the CPTS for the future.

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MASTER OF MILITARY STUDIES

TITLE: Comptroller Reorganization: Adding the Agencies

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Executive Summary

Title: Comptroller Reorganization: Adding the Agencies

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Thesis: An Organizational Change request needs to be routed and approved to provide Airmen operating in the Group and Wing Staff Agencies the benefits associated with being in a Squadron.

Discussion: A new system, Air Force Integrated Personnel and Pay System (AFIPPS), is set to be implemented in 2021 and will automate many of the functions currently performed by the Financial Operations Flight (FOF) within the Comptroller Squadron (CPTS). This automation may put the CPTS designation as a squadron at risk. It may lead to a decrease in manpower, thus endangering the CPTS's very designation as a squadron. This provides the burning platform for change. Currently, the CPTS provides administrative control for the Wing Staff Agencies; however these responsibilities are not standardized and vary across the Air Force. By standardizing this relationship across the Air Force, Airmen will benefit from increased unity of command and unity of effort. The Chief of Staff of the Air Force (CSAF), General David Goldfein, has recently made it his priority to revitalize the squadrons, as they are the beating heart of the Air Force. Air Force Instruction 38-101 also defines the squadron as the basic building block for the Air Force. For these reasons, it is important that the Airmen serving on the Wing Staff and Comptroller units are able to reap the benefits of working in a squadron. The increased unity of command and unity of effort will improve the efficacy of the Wing.

Conclusion: Currently the Force Support Squadron provides support to all personnel (the force) at the Wing level. An Organizational Change Request needs to be routed for approval to add a Mission Support Squadron to the Wing. This squadron will support the missions that support the Airmen and operations across the Wing.

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Preface

As a graduated Comptroller Squadron Commander, I witnessed the negative impacts caused by lack of standardization among the Wing Staff Agencies across the Air Force. Airmen were confused to which leader they needed to turn for direction and the lack of routine practices lent itself to unnecessary personality clashes. It is important for Wing Commanders to have flexibility in their organizational structure to meet their leadership style and mission demands, however a chain of command based on efficacy over personalities is also important. Standardizing the Comptroller and Wing Staff relationship increases unity of command and unity of effort, providing an environment where Airmen are comfortable with operational, tactical, and administrative command relationships. This paper provides a recommendation, which if implemented, will provide a better environment for future Comptroller and Wing Staff Airmen to operate and accomplish their mission.

I would like to thank Dr. Christopher Stowe for his mentorship and support, not only on this paper, but throughout my year at Marine Command and Staff. I would also like to thank my wife, Heather, and Daughters Hayden, Jordan, and Reagan for their love.

BACKGROUND

The Air Force has long sought to automate its legacy pay systems. In 1997, the Department of Defense (DoD) estimated a new automated system would cost approximately \$580 million, could be implemented beginning with the Army in 2004, and would eliminate 88 current personnel and pay systems.¹ Defense Integrated Military Human Resources System (DIMHRS), was planned to eventually be implemented across all the DoD services. In 2009, five years after the original roll-out date, Deputy Secretary of Defense Gordon England, called senior leaders from each service to discuss the viability of DIMHRS.² After their meeting, it was decided DIMHRS would only be successful if a four-star general was pulled from overseas contingency operations to manage the program.³ While DIMHRS was important, it was obviously not as important as the war effort and the call was never made for the general to return and lead the automation effort. A program started in 1997, with a 2004 implementation date, was soon dropped in 2009 after over \$1 billion dollars was spent.⁴ The decision was made to allow each service to move forward on developing its own system rather than trying to create a DoD enterprise-wide system. The thought process was that this would alleviate some of the complexity caused by the nuances between how Soldiers, Sailors, Marines, and Airmen are paid.

¹ Kelly Carr and Scot Paltrow, "How the Pentagon's Payroll Quagmire Traps America's Soldiers." Reuters, (July 2013), <https://www.reuters.com/investigates/pentagon/#article/part1>

² Kelly Carr and Scot Paltrow, "How the Pentagon's Payroll Quagmire Traps America's Soldiers." Reuters, (July 2013), <https://www.reuters.com/investigates/pentagon/#article/part1>

³ Kelly Carr and Scot Paltrow, "How the Pentagon's Payroll Quagmire Traps America's Soldiers." Reuters, (July 2013), <https://www.reuters.com/investigates/pentagon/#article/part1>

⁴ Kelly Carr and Scot Paltrow, "How the Pentagon's Payroll Quagmire Traps America's Soldiers." Reuters, (July 2013), <https://www.reuters.com/investigates/pentagon/#article/part1>

Eleven years after DIMHRS was scheduled to be implemented, the Secretary of the Air Force (SECAF) agreed with an Air Force Integrated Personnel Pay System (AFIPPS) Executive Steering Group's recommendation to move away from legacy Air Force systems in favor of automation. This new system is planned to eliminate the need for the Military Personnel Data System (MilPDS), Defense Joint Military (Pay) System (DJMS), and be utilized by Air Force Active Duty, Reserve, and Guard personnel.⁵ In other words, it is a total force solution aimed at automating actions that currently require input from Airmen. As the process stands today, Airmen are required to provide documentation to the Force Support Squadron (FSS) to update their personnel records, and then provide the same documentation to the Comptroller Squadron (CPTS) to update their pay records. If successful, AFIPPS will eliminate the need for the Airmen to provide their documentation to the CPTS as the system will automatically update their pay records. The plan is for AFIPPS to transition military pay responsibilities from the Comptroller Squadron to the Force Support Squadron in-line with traditional Human Resources roles and responsibilities common in the civilian sector. This transition is scheduled for implementation in Calendar Year 2021.

Once implemented, AFIPPS will inevitably alter the roles, responsibilities, and potentially the designation and organization of the CPTS. Currently, there are seventy-two Comptroller Squadrons located at Host Installations across the Air Force. Figure 3.5 in Air Force Instruction 38-101, *Air Force Organization*, depicts the current CPTS organization.⁶ Currently the Comptroller Squadron is comprised of two flights, the Financial Analysis Flight

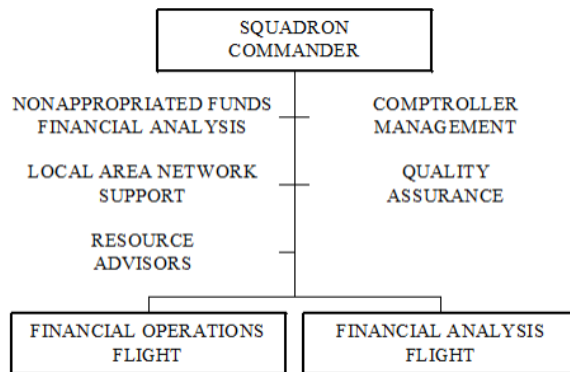
⁵ Ronald Albuquerque, Christopher Hockert, and Ralph San Antonio. *An Interface Transformation Strategy for AF-IPPS*. MITRE Corporation (2012): 5.

⁶ HQ USAF/A1MO, *Air Force Instruction 38-101: Manpower Organization*. Secretary of the Air Force, 2017, 30.

(FAF) and the Financial Operations Flight (FOF).⁷ The FAF “plans, develops and presents all budget and fund requirements for the installation to the major command or other higher headquarters.”⁸ The FOF, meanwhile, “provides military, travel and civilian pay services for all personnel.”⁹ Over the years the Resource Advisors have transitioned from working in the Comptroller Squadron to the squadrons they advise, many local area network support positions have been eliminated, and not all Comptroller Squadrons oversee non appropriated funds. However, the FOF and FAF remain prevalent and their roles and responsibilities are standard. With a basic understanding of the automation evolution, organizational structure, and organizational roles we can examine the impacts of automation.

3.5. Comptroller Squadron.

Figure 3.5. Comptroller Squadron Structure.



THE PROBLEM

With some of the roles and responsibilities currently performed by the FOF transitioning to FSS once AFIPPS is implemented, the Airmen currently performing those duties will no

⁷ HQ USAF/A1MO, *Air Force Instruction 38-101: Manpower Organization*. Secretary of the Air Force, 2017, 31.

⁸ HQ USAF/A1MO, *Air Force Instruction 38-101: Manpower Organization*. Secretary of the Air Force, 2017, 30.

⁹ HQ USAF/A1MO, *Air Force Instruction 38-101: Manpower Organization*. Secretary of the Air Force, 2017, 30.

longer be earned on the CPTS Unit Manning Document (UMD). AFI 38-201, *Management on Manpower Requirements and Authorizations*, defines Manpower Standard as, “the basic tool used to determine the most effective and efficient level of manpower required to support a function. It is a quantitative expression that represents a work center’s man-hour requirements in response to varying levels of workload.”¹⁰ The UMD provides the Commander the ability to see how many positions are earned through the manpower standard. Without performing the work associated with military pay, travel pay, and civilian pay, the CPTS UMD may be reduced by the number of Airmen currently accomplish the work. In other words, the automation would either lead to the elimination of the manpower positions earned on the UMD or those positions would transition to the organization responsible for accomplishing the work. The likely benefactor of the positions is the Force Support Squadron as they will manage AFIPPS. Losing positions on the UMD may not have a tremendous impact on large squadrons, but the losses may have serious implications on the CPTS.

Comptroller Squadrons vary in size, but are generally relatively small compared to other functional communities. Table 1.2 below from a RAND report shows the vast differences in squadron sizes across the Air Force.¹¹ Of the communities listed below, the average squadron size is 217. As the below chart shows, the average size of a Comptroller Squadron is approximately 41.¹² The largest squadron is 94 and the smallest is 21. There are regulations

¹⁰ HQ USAF/A1MR. *Air Force Instruction 38-201: Management of Manpower Requirements and Authorizations*. Secretary of the Air Force, 2014 92.

¹¹ John Ausink, Miriam Mathews, Raymond Conley, and Nelson Lim. *Improving the Effectiveness of the Air Force Squadron Commanders: Assessing Squadron Commander Responsibilities, Preparations and Resources*. (2018): 6.

¹² Comptroller Squadron Size (February 22, 2019), Unpublished excel spreadsheet as email attachment from CMSgt Kendall Briscoe, Microsoft Excel Spreadsheet.

regarding the minimum number of positions required to be earned on the UMD to earn the designation of a Squadron. AFI 38-101 requires the minimum adjusted population of at least 35.¹³ If a Comptroller Squadron does not earn 35 funded positions outright, it can still earn the designation of a squadron through the adjusted population. This option is available to “Comptroller squadrons that provide administrative and UCMJ support to their parent wing headquarters staff IAW AFI 38-101, Paragraph 3.4.11.”¹⁴ If the Commander is authorized ADCON for the WSA he or she “may adjust their population to include one-third of that wing staff’s funded military manpower authorizations. This additional population can account for no more than 30 % of the adjusted population needed to meet squadron size minimums. In other words, before wing staff may be considered, a comptroller squadron has at least 25 funded manpower authorizations.”¹⁵

¹³ HQ USAF/A1MO, *Air Force Instruction 38-101: Manpower Organization*. Secretary of the Air Force, 2017, 16.

¹⁴ HQ USAF/A1MO, *Air Force Instruction 38-101: Manpower Organization*. Secretary of the Air Force, 2017, 19.

¹⁵ HQ USAF/A1MO, *Air Force Instruction 38-101: Manpower Organization*. Secretary of the Air Force, 2017, 19-20.

Table 1.2. Distribution and Some Characteristics of Selected Squadron Types

Squadron Type	Number of Squadrons	Average Squadron Size	Average % of Enlisted Personnel	Average % of Civilians (Government and Contractor)
Aircraft maintenance	81	470	72	26
Airlift	33	109	49	6
Air mobility	12	220	75	22
Air refueling	19	123	56	1
Civil engineering	76	458	36	63
Communications	65	166	66	32
Fighter	58	48	33	6
Force support	72	255	34	63
Intelligence	52	225	84	8
Operations support	91	149	60	24
Security forces	79	256	85	13
Special operations	23	126	40	9

NOTE: This selection of squadron types includes 661 squadrons, or about 33 percent of the 1,984 squadrons in the Air Force. Average squadron size includes funded officer, enlisted and government civilian personnel, and contractor civilian personnel.

COMPTROLLER SQUADRON SIZE							
Base	UMD Total	Base	UMD Total	Base	UMD Total	Base	UMD Total
Altus	39	Incirlik	29	Laughlin	31	Peterson	42
Anderson	31	JB Charleston	42	Little Rock	42	Pope	23
Aviano	49	JB Elmendorf	57	Luke	40	Ramstein	94
Beale	40	JB Langley Eustis	40	MacDill	48	Schriever	25
Buckley	30	JB Hickam	46	Maxwell	38	Scott	46
Columbus	28	JB McChord	33	McConnell	33	Seymour Johnson	38
Davis Monthan	43	JB McGuire	53	Mildenhall	38	Shaw	41
Dover	37	JB Lackland	59	Misawa	41	Sheppard	47
Eilson	34	JB Randolph	21	Moody	41	Spangdahlem	36
Fairchild	31	Kadena	58	Mountain Home	39	Travis	44
Ft Sam Houston	77	Keesler	42	Nellis	48	Tyndall	38
Goodfellow	35	Kunsan	40	Offutt	49	Vance	28
Grand Forks	31	Lajes	9	Osan	64	Vandenberg	52
Holloman	54	Lakenheath	36	Patrick	50	Yokota	48
AVERAGE SIZE: 41							

The implementation of AFIPPS and the current requirements to earn the squadron designation places the Financial Management community in a perilous situation. John Kotter developed an eight-step model to help organizations successfully transition. The first step of his process is to “establish a sense of urgency” as this “burning platform” is a requirement to get the

company energized to move away from longstanding inertia.¹⁶ In this instance, the burning platform does not need to be built, automation is being thrust upon the community and the impacts will be realized regardless of how well prepared the community is. Some may argue this effort is less of burning platform and more of a gentle nudge. After all, with DIMHRS starting in 1997 and no major improvements being implemented, it is easy to cling to the inertia and prophesize the collapse of another well-intentioned update. However, the writing is on the wall: “In its annual HR survey, recruitment firm Harvey Nash concluded that AI and automation will have a major impact on HR over the next five years. The survey found that 15% of HR leaders were already affected by AI and automation, while 40% think it will impact them in the next two to five years. Looking further ahead, an Oxford University study concluded that, by 2035, HR administrative jobs had a 90% chance of being automated.”¹⁷ The dissenters can turn a blind eye and wait for the inevitable, or roll up their sleeves and start identifying solutions.

THE SOLUTIONS

Any number of solutions can be provided to address this problem. In an attempt to provide limited analysis on the pros and cons of the solutions, this paper is limited to three potential organizational restructures. Each solution assumes an organizational restructure will be required to mitigate obstacles identified in the background and issue portion of the paper. These portions of the paper establish that some Comptroller Squadrons will not meet the manning threshold required to earn a squadron designation once AFIPPS is implemented. The three

¹⁶ John Kotter. “Kotter’s 8-Step Change Model.”: 1, https://www.mindtools.com/pages/article/newPPM_82.htm.

¹⁷ Bernard Marr. “If 1 in 5 Jobs Is ‘Displaced’ Due to Automation, What Does That Mean For HR?” Forbes (2018), <https://www.forbes.com/sites/bernardmarr/2018/04/20/if-1-in-5-jobs-is-displaced-due-to-automation-what-does-that-mean-for-hr/#10d4a88a5868>

proposed solutions rotate around attempting to stay as close to status quo as possible, revamping current roles and responsibilities, and restructuring the current organizational structure. To simplify, the options will be called the WSA option, Revamped CPTS, and Mission Support Squadron.

The WSA option is as close to the status quo option as possible. It assumes the roles and Comptroller responsibilities are not revamped and there is no effort to restructure the current Wing organization. The Comptroller Squadron is the only squadron that reports directly to the Wing Commander. The below charts are from AFI 38-101 and depict the standard Wing and Wing Staff Agency organizational charts.¹⁸ As the chart depicts, the Comptroller does not fall under a Group Command. As the AFI states, “Generally, only the wing staff, comptroller unit and the four group commanders report directly to the wing commander. Thus, the wing commander concentrates on the wing’s primary mission and delegates authority to subordinates so they can accomplish their responsibilities.”¹⁹ The AFI then goes more into the organizational structure of the WSA, “A wing staff function may be referred to as an office, for example: a public affairs office. The senior staff member is referred to as the chief. The following offices are commonly on the WSA: Sexual Assault Prevention and Response (CVS), Drug Demand Reduction Program (CVD), Installation Resilience Program (CVB), Public Affairs (PA), Safety (SE), History (HO), Staff Judge Advocate (JA), Command Post (CP), Chaplain (HC),

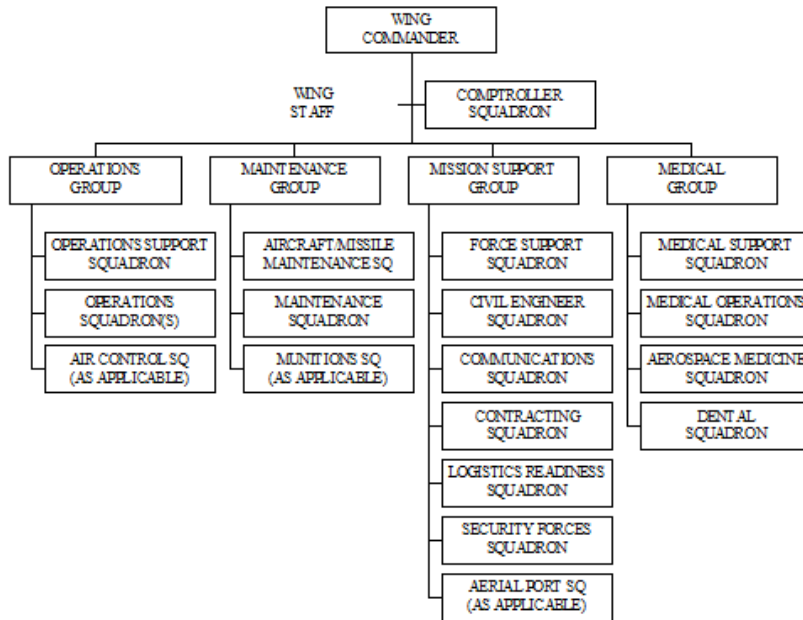
¹⁸ HQ USAF/AIMO, *Air Force Instruction 38-101: Manpower Organization*. Secretary of the Air Force, 2017, 26.

¹⁹ HQ USAF/AIMO, *Air Force Instruction 38-101: Manpower Organization*. Secretary of the Air Force, 2017, 26.

Information Protection (IP), Plans (XP), Equal Opportunity (EO), and Inspector General (IG).²⁰

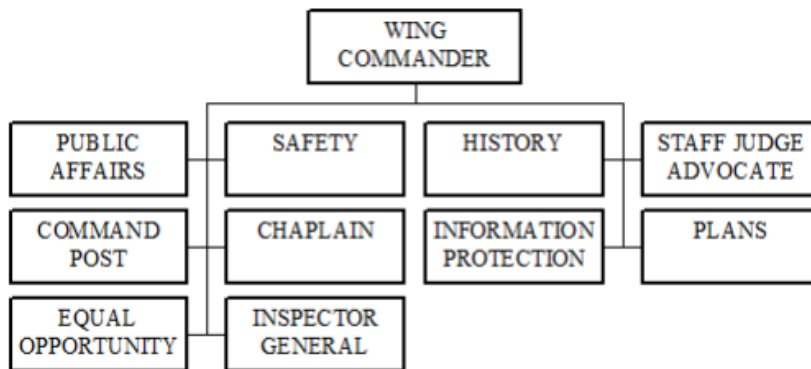
3.3. Standard Wing.

Figure 3.3. Wing Structure.



3.4. Wing Staff.

Figure 3.4. Wing Staff Structure.



²⁰ HQ USAF/AIMO, *Air Force Instruction 38-101: Manpower Organization*. Secretary of the Air Force, 2017, 29.

In this option, the Comptroller Squadron loses its designation and becomes an office on the Wing Staff. This also means there is no Commander as the leader is referred to as the chief. The benefit of this plan is that it does not require revamped roles or a major restructure, however it places significantly more burden on the Wing Commander. Without a CPTS Commander, the administrative control they currently provide on behalf of the Wing Commander will be absorbed within the staff. While a Vice Commander or Director of Staff may be able to help absorb some of the administrative workload, some administrative responsibilities can only be accomplished by a commander on g-series orders (See Appendix A for a detailed breakdown). Additionally, not all Wings' have a Vice Commander or Director of Staff. This will erode the Wing Commander's ability to focus on the mission. Table 2.1 is taken from a RAND report and highlights the administrative burden placed on various levels of leadership.²¹ While every level of leadership took issue with the current management and administrative responsibilities, the Wing Commander leadership was the highest at 50 percent. This option taxes and already overburdened level leadership.

²¹ John Ausink, Miriam Mathews, Raymond Conley, and Nelson Lim. *Improving the Effectiveness of the Air Force Squadron Commanders: Assessing Squadron Commander Responsibilities, Preparations and Resources*. (2018): 17.

Table 2.1. Recommendations for Responsibility-Related Changes and the Proportion of Commanders Who Mentioned Them

General Recommendation Theme	Squadron Commanders (%)	Group Commanders (%)	Wing Commanders (%)
Management and administrative responsibilities should change	29	36	50
Leadership expectations should change	25	27	13
Higher-level leadership direction should change	18	27	0
Air Force instructions should change	7	18	38
More human interaction should occur	20	0	13

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The Revamped CPTS option attempts to replace the mission that was automated by AFIPPS with a worthwhile mission set. Finding new mission sets to plug in for the FOF will not be a difficult task. There are currently a lot of centralized capabilities that the Wing may benefit from if they were decentralized and the manning was able to support. Currently the Air Force Financial Service Center (AFFSC) centralizes travel pay associated with Permanent Change of Station (PCS) moves. This was a responsibility previously held by the FOF, prior to the AFFSC standing up in 2007. The AFFSC generally takes 15 days to process a voucher and pay members, however this timeline extends to 20 days when the Center has to reach back to the Squadron, and 30 days during surge periods.²² When the payments were processed at the base level, the average time to pay the customer was closer to five days.²³ The Air Force messaging to support the centralization was based on standardization; however the move also came at a time where manning cuts were required. This automation could serve as an opportunity to use the

²² AFIPPS Follow-Up. “AFIPPS Due-Outs for Friday 12 April 2019” Unpublished email from Capt Raymond Mims. April 8, 2019. Microsoft Outlook.

²³ Interview with Sitting Comptroller Squadron Commander, Feb 6, 2019.

FOF to provide quicker payment to the customers as the automation returns some manpower to the community.

Other areas of opportunity include decentralizing cost and audit. These areas have been highly emphasized by the most senior levels in the Air Force and Department of Defense. The downside to this option is the lead time required to train enough Airmen to bring these competencies back to the base level. This plan would need to be implemented relatively soon to allow the expertise to be built by the scheduled AFIPPS implementation date of 2021. The Airmen can perform all travel pay, cost, and audit functions but these competencies are not currently included in their training. Additionally, this option assumes the Air Force will allow the Financial Management community to keep the Airmen and reassign their task and purpose. However, with shortages in communities like maintenance and growing mission sets within space and intelligence, this assumption is far from a guarantee.

An additional benefit of this option is ability to provide quality support during times of crisis and increased processing requirements. When crisis arise like Hurricane Michael demolishing Tyndall, the major flooding at Offutt AFB in 2019, or even heavy PCS cycles like the summertime occur; the AFFSC struggles to quickly and accurately process vouchers. This leads to delayed payments to the Airmen impacted as the AFFSC does not have the ability to adapt to the surge in voucher processing. Pushing this role to the squadron level is a better model to adjust to the surge in workload as squadrons not impacted by tragedy can help offset the increase in mission. Additionally, unlike the AFFSC, these responsibilities are carried out by Active Duty Airmen allowing for increased hours without an increase in pay.

The Mission Support Squadron is an option requiring the least amount of resources to include personnel, time, and money. This allows a clean break between support functions for the

force and mission. The Force Support Squadron will manage all personnel records and military pay impacting the force while the Mission Support Squadron will be responsible for funding and supporting agencies that support the mission. Additionally, it supports the Chief of Staff of the Air Force's priority to revitalize the squadron and Air Force Doctrine.

United States Air Force Doctrine 1-1 highlights the importance of unity of command to achieve unity of effort. It states, "Modern warfare demands that disparate parts of different Services, different nations, and even differing functions within a single Service be brought together intelligently to achieve unity of command and unity of effort. However, merely placing different organizations together in an area of operations is insufficient to meet these demands. A single, cohesive organization is required with clearly defined lines of command and commanders with requisite authorities at appropriate levels."²⁴ Currently, the Wing Staff Agencies model employed across the Air Force fails to provide the single, cohesive organization to which the Air Force doctrinally subscribes. Depending on the Wing; the Commander, Vice Wing Commander, Deputy Commander, Director of Staff, and Comptroller work together to provide a myriad of OPCON and ADCON responsibilities to the WSA. This fails to meet the doctrinal requirement to establish clearly defined lines of command.

Furthermore, this idiosyncratic approach is not standardized across the Air Force. A simple vignette illustrates the point. A Technical Sergeant in the Safety Office is selected for promotion to Master Sergeant. The Comptroller Squadron has ADCON of the WSA and begins preparing the certificates to congratulate the Technical Sergeant. However, the Wing Commander is also preparing a certificate as the individual is on their staff. To complicate

²⁴ HQ USAF, *Basic Doctrine*. AFDD Volume 1-1, Headquarters US Air Force, 27 February 2015, 5.

matters even more, top performing members on the Wing Staff are often pulled up from the squadron level. The Technical Sergeant may have served a few years in a Maintenance Squadron before being assigned to Safety. Due to a blurred unity of command the Maintenance Squadron Commander also prints a certificate to present to the Technical Sergeant. On the morning of notification, the Wing Commander, Comptroller Commander, and Maintenance Commander all show up with certificates to present to the Technical Sergeant. According to a current Comptroller Squadron Commander, this situation is not only plausible--it happened.²⁵ To frustrate the matter even more, the Safety Chief was offended they were not provided the opportunity to notify their member.²⁶ The unfortunate truth is, all parties had a reason to believe it was their responsibility in this convoluted command structure. Consolidating the agencies and Comptroller into a squadron increases unity of command and unity of effort. The 35th FW WSA Responsibilities chart depicted in Appendix A is an example of leadership attempting to assign roles and responsibilities to each leadership position. It also identifies how many roles the Comptroller is currently able to provide as a g-series commander in support of the Wing Commander. It is important to remember; portions of this chart are not binding and vary from Wing to Wing. The duties are personality driven and this leads to a lack of standardization across the Air Force and requires Airmen to function in blurred lines of command.

AFI 38-101 builds on AFD 1-1 and states, "Squadrons are the basic "building block" organizations in the Air Force, providing a specific operational or support capability. A squadron may be either a mission unit, such as an operational flying squadron, or a functional unit, such as

²⁵ Interview with Sitting Comptroller Squadron Commander, Feb 6, 2019.

²⁶ Interview with Sitting Comptroller Squadron Commander, Feb 6, 2019.

a civil engineer, security forces, or maintenance squadron.”²⁷ A squadron and not an office is the basic building block, it is pervasive in how the Air Force functions from how information is disseminated to how Airmen are supported with Superintendents and First Sergeants. The Mission Support Squadron concept creates a functional unit to support mission sets across the Wing. Every element in the MSS enables others squadrons to successfully accomplish their missions. Whereas the Force Support Squadron supports the personnel comprising those squadrons, the MSS will support the resources, mechanisms, and processes that accomplish the mission. The elements comprising the MMS ensure good order and discipline, test the Airmen competencies to ensure they meet the AF standard, and provide religious and professional support to ensure the Airmen are supported.

The AFI continues, “A squadron has a substantive mission of its own that warrants organization as a separate unit based on factors like unity of command, functional grouping and administrative control, balanced with efficient use of resources.”²⁸ By providing a standard unit in the MSS that can be implemented across the AF, unity of command will be improved, functional grouping will be achieved, and efficiency will be realized. Squadrons earn a Command Support Staff that is “responsible for providing direct support for a unit or section commander, primarily in administering unit personnel and administrative programs.”²⁹ The offices comprising the WSA do not earn their own Command Support Staff. As the organization chart for the 43d Air Mobility Operations Group Safety Office illustrates, the following positions earned in the agency each support safety operations there is no dedicated administrative support.

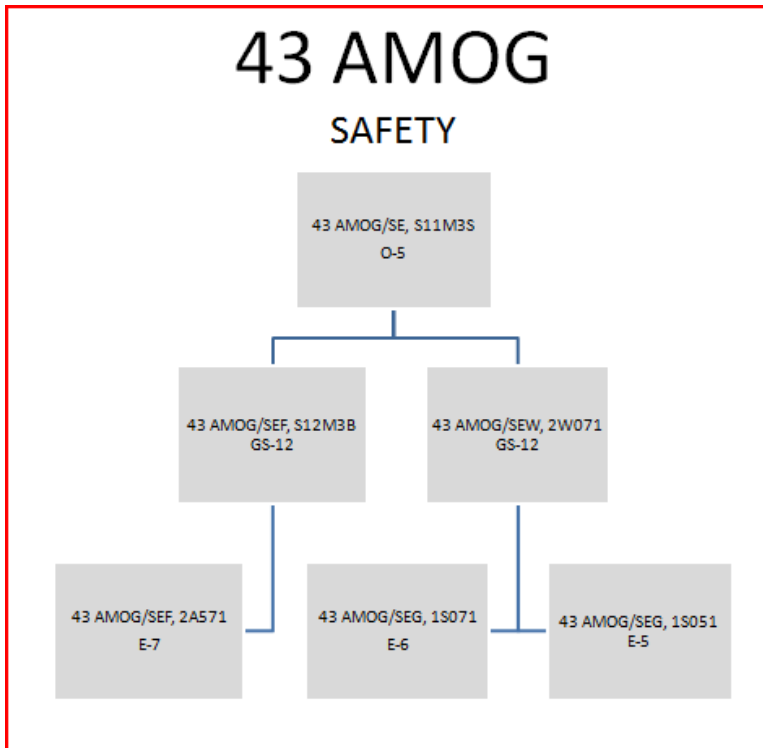
²⁷ HQ USAF/AIMO, *Air Force Instruction 38-101: Manpower Organization*. Secretary of the Air Force, 2017, 16.

²⁸ HQ USAF/AIMO, *Air Force Instruction 38-101: Manpower Organization*. Secretary of the Air Force, 2017, 16.

²⁹ HQ USAF/AIMO, *Air Force Instruction 38-101: Manpower Organization*. Secretary of the Air Force, 2017, 13.

This is another opportunity for improved unity of command, unity of effort, and standardization.

The implementation of a MSS would allow the support staff to provide personnel and administrative support to the Airmen serving in the WSA.



In this new organizational structure the offices currently comprising the Wing Staff Agencies will transition to Functional Flights. A Functional Flight is “Usually part of a squadron and composed of elements performing specific missions. Because a functional flight is not a unit, it is not subject to unit reporting. Example: Manpower and Personnel Flight in a force support squadron.”³⁰ These Functional Flights will continue to conduct their mission, support the Airmen, and the Wing Commander. This new organizational structure standardizes duties and responsibilities across the Air Force, relieving Wing leadership from solving the problem,

³⁰ HQ USAF/AIMO, *Air Force Instruction 38-101: Manpower Organization*. Secretary of the Air Force, 2017, 17.

eliminating personality driven decisions, and still allows the units to perform their essential functions to support the mission.

A recent RAND report rigorously researched how to be revitalize the squadron, “The present study used a variety of data sources and interviews with 75 squadron, group, and wing commanders to develop recommendations for how the Air Force can address squadron commander responsibilities, improve commander preparation, and monitor resources better.”³¹ Unsurprisingly administrative burden was a top priority. A sitting commander captured the sentiment, “I believe that the administrative impact of being a squadron commander is pretty intense, especially as you move up the chain, or move up to a large unit like myself where, you know, I’ve got 500 people that I have to command. The number of things that I have to sign, the administrative minutia of what I do is very intense.”³² The MSS removes the staff agencies from being disparate organizations and places them in a squadron where the administrative workload is handled at a lower level than the Wing Commander. As the RAND report also highlights the benefits go further than simply administrative, “Goldfein’s letter describing squadrons as the “beating heart” of the Air Force highlighted the profound and lasting impact squadron commanders have on Airmen and their families. By improving how the Air Force develops and assigns squadron commander responsibilities, standardizing squadron commander training as appropriate, and establishing and monitoring resource metrics, the Air Force can ensure that squadron commanders are postured for success.”³³ Transitioning the agencies to a squadron

³¹ John Ausink, Miriam Mathews, Raymond Conley, and Nelson Lim. *Improving the Effectiveness of the Air Force Squadron Commanders: Assessing Squadron Commander Responsibilities, Preparations and Resources*. (2018): iii.

³² John Ausink, Miriam Mathews, Raymond Conley, and Nelson Lim. *Improving the Effectiveness of the Air Force Squadron Commanders: Assessing Squadron Commander Responsibilities, Preparations and Resources*. (2018): 14.

³³ John Ausink, Miriam Mathews, Raymond Conley, and Nelson Lim. *Improving the Effectiveness of the Air Force Squadron Commanders: Assessing Squadron Commander Responsibilities, Preparations and Resources*. (2018): 50.

brings the Airmen on the staffs into the standardized hierarchy used to care for and resource Airmen and their families.

Col. Russell Williford was the director of the revitalizing squadrons task force. He laid out three main tenants of a squadron, “According to the findings indicated in the implementation plan, Williford said there are three key attributes to a successful squadron: verifiable mission success, purposeful leadership and esprit de corps.”³⁴ The agencies could also benefit from the squadron structure, unified role in a larger mission, effort towards a common purpose, and improved morale. The Wing, Group, and Squadron Commanders set the vision for their organizations, but the agencies currently do not have a commander setting and aligning their vision to the mission. The connection to the mission is important as Col Williford points out, “Verifiable mission success means aligning a clearly stated mission purpose from the command-level down to each task an Airman performs.”³⁵ Transitioning the agencies to a squadron organization structure connects the disparate organizations and unifies their support to mission success. Rather than individual organizations operating on an island, the squadron structure permeates commonality of purpose. Being part of a squadron is important, “It means belonging to a group that’s respected, and they are accomplishing something that’s larger than themselves,” he said. “They are warfighters who belong to a valued team doing meaningful work. That alignment of purpose to the respective unit, to being a member of this group is what we found

³⁴ Robert Barnett. “Revitalizing Squadrons, Air Force Outlines Progress.” U.S. Air Force (August 2018), X, <https://www.af.mil/News/Article-Display/Article/1598301/revitalizing-squadrons-air-force-outlines-progress>.

³⁵ Robert Barnett. “Revitalizing Squadrons, Air Force Outlines Progress.” U.S. Air Force (August 2018), X, <https://www.af.mil/News/Article-Display/Article/1598301/revitalizing-squadrons-air-force-outlines-progress>.

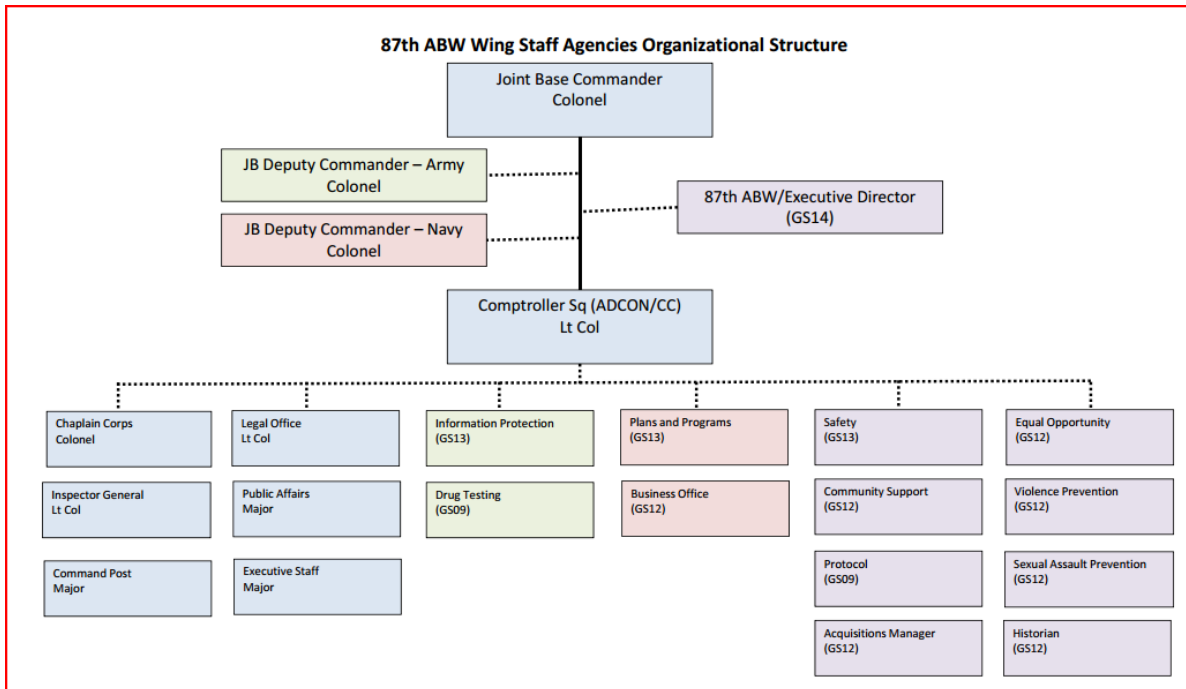
creates a high level of esprit de corps.”³⁶ As with most changes, this course of action is not without obstacles.

THE CHALLENGE

The main benefit of the implementation of the Mission Support Squadron also poses one of its substantial challenges. It creates a more standardized chain of command with roles and responsibilities doctrinally supported and cemented in Air Force Instructions. However, the position of a commander carries with it legal requirements and authorities that established in AFI 56-604, *Appointment to and Assumption of Command*, and United States Code. There are currently no legal issues as the Wing Staff Agencies and Comptroller Squadron each have their own Personnel Accountability System Codes (PAS Code). The PAS code is a data field used to designate units.³⁷ The separate PAS Codes allow delineation between the Wing Commander and Squadron Commander authorities. As illustrated above with the 43d AMOG Safety Office, the Chief position is designated as a Lieutenant Colonel and is generally filled by the requisite rank. However, the Comptroller Squadron earns a Lieutenant Colonel position that is held by a Major. This means the Safety Chief outranks the Comptroller and this is not an anomaly. The below organizational chart for the Joint Base McGuire-Dix-Lakehurst Comptroller and Wing Staff Agency demonstrates an example where multiple Chiefs are of higher rank than the Comptroller Commander fulfilling the Administrative Control responsibilities of the staff. Legal authorities have to be considered when implementing the Mission Support Squadron recommendation.

³⁶ Robert Barnett. “Revitalizing Squadrons, Air Force Outlines Progress.” U.S. Air Force (August 2018), <https://www.af.mil/News/Article-Display/Article/1598301/revitalizing-squadrons-air-force-outlines-progress>.

³⁷ HQ USAF/AIMO, *Air Force Instruction 38-101: Manpower Organization*. Secretary of the Air Force, 2017, 71.



The *Appointment to and Assumption of Command AFI* sets forth the requirements to become a Commander. The first step is being assigned or attached to the organization. “An officer may command an organization to which he or she is assigned or attached, in which he or she is present for duty, and for which he or she is otherwise eligible and authorized to command.”³⁸ The AFI continues with restrictions that will need to be addressed in the proposed plan. “An officer who is assigned to duty in a unit which he or she is eligible to command but which is commanded by another officer of the same grade, but of lower rank, is subject to the command authority of the officer of lower rank. However, an officer cannot command another officer of higher grade, who is otherwise eligible to command, whether by assumption or appointment.”³⁹ This requirement eliminates the ability for Agency Chiefs of higher rank to be placed under a more junior ranking Comptroller. To provide more context, “The term “grade”

³⁸ HQ USAF/JAA. *Appointment to and Assumption of Command*. Washington, DC: Headquarters US Air Force, 2 Jan 1997, 2.

³⁹ HQ USAF/JAA. *Appointment to and Assumption of Command*. Washington, DC: Headquarters US Air Force, 2 Jan 1997, 2.

equates to the office held (Captain, Lieutenant Colonel, Colonel, etc.). The term “rank” is generally used to denote seniority within a grade, although it also refers to the relative precedence among the different grades. [See 10 U.S.C. § 101(b)(7) and (8)].”⁴⁰ In simpler terms, there is no conflict as long as the Comptroller and Agency Chief are of equivalent grades; the problem only arises then the Agency Chief is of a higher grade as the rank is not a prohibiting factor. While it is not prohibited, it does require the appointment to come from the correct authority, “When two or more officers of the same grade are on duty in an organization and are eligible to command, and they are senior in grade to any other officer assigned to that organization, present for duty and eligible to command, the President, the Secretary of the Air Force, or his or her delegee(s) (See paragraph 2.6.) can appoint to command, without regard to rank in that grade.”⁴¹

This challenge can be overcome in two ways: 1) ensure the Mission Support Squadron Commander is of equal or higher rank than the Agency Chiefs or 2) maintain 2 distinct PAS Codes as is currently standard and assign officers more senior the MSS/CC to the Wing Commander PAS Code. The requirement for the MSS/CC to be equivalent in rank cannot be solved by the practice of frocking the commander, “Frocked officers have no legal authority by virtue of their frocked grade (10 U.S.C. § 777). Command succession questions must be resolved using the frocked officer’s permanent grade, not his or her frocked grade.”⁴² Of the 72 current Comptroller commanders, 1 is a Captain, 54 are Majors, 18 are Lieutenant Colonels, and

⁴⁰ HQ USAF/JAA. *Appointment to and Assumption of Command*. Washington, DC: Headquarters US Air Force, 2 Jan 1997, 3.

⁴¹ HQ USAF/JAA. *Appointment to and Assumption of Command*. Washington, DC: Headquarters US Air Force, 2 Jan 1997, 3.

⁴² HQ USAF/JAA. *Appointment to and Assumption of Command*. Washington, DC: Headquarters US Air Force, 2 Jan 1997, 2.

0 are Colonels.⁴³ With the majority of commanders being Majors it is reasonable to expect the need to mitigate rank conflict will be common at many Host Installations.

The following excerpts from AFI 51-604 eliminate Chaplains and provide restrictions from Judge Advocates taking command:

4.2.3. Chaplains cannot exercise command (10 U.S.C. § 3581). They do have the authority to give lawful orders and exercise functions of operational supervision, control, and direction.

4.2.4. Judge advocates can exercise command only with the express authorization of The Judge Advocate General; or as the senior ranking member among a group of prisoners of war; or under emergency field conditions such as described in paragraph 1.7.⁴⁴

This reduces some of the likelihood of having problems due to grade and rank, but it does not eliminate it. Requiring MSS/CC's to be of higher rank than current CPTS/CC's may not be palatable. There are huge second-order and third-order effects of requiring a higher grade for this many positions that are worthy of their own analysis. Some obvious issues with requiring a higher grade is identifying new positions for the current Majors and Lieutenant Colonels too junior in rank to hold. In a force trying to reduce manning across staffs, finding another non-command position at the Wing level to develop the officers could prove difficult. Requiring a higher rank for the MSS/CC would alter current career and development paths unnecessarily as the challenge can be overcome with an administrative solution. Simply aligning the appropriate officers under the PAS Code provides a legal solution while reducing unnecessary and undesirable impacts.

⁴³ Comptroller Roster. "CPTS/CC Rank and Location." Unpublished excel spreadsheet as email attached from Capt Gabe Denny. February 22, 2019. Excel Spreadsheet.

⁴⁴ HQ USAF/JAA. *Appointment to and Assumption of Command*. Washington, DC: Headquarters US Air Force, 2 Jan 1997.

CONCLUSION

Visionary leaders like Secretary of the Air Force and Chief of Staff of the Air Force have provided an exciting time to serve. They, along with the Chief Master Sergeant of the Air Force, have pushed back against decades- old dogma and in many ways broken through institutional inertia. There are now pockets of leaders who are pushing back against the pervasive risk adverse culture and driving positive change. In September of 2017, General Goldfein gave an Air Force update: “Air Force senior leaders are minimizing computer-based training and adding commander support staffs and civilians back into the squadrons to take on some of those roles. They are also reviewing all Air Force instructions and empowering commanders to maneuver and make decisions. In turn, Goldfein encouraged wing commanders to let squadron commanders make these decisions.”⁴⁵ In just a few years, the Air Force has changed rules on High Year Tenure, the uniform Airmen wear, the way Airmen promote, and now the Air Force can change the way it is organized to support their Airmen and their mission sets.

AFIPPS provides the burning platform and Senior Air Force leaders have set the environment to enable the implementation of the Mission Support Squadron. In fact, this would not be the first massive organizational change embraced by this leadership team. General James “Mike” Holmes is the Commander of Air Combat Command and he has implemented an even more aggressive organizational change construct at Mountain Home Air Force Base.⁴⁶ The MHAFB concept removes the vice and group commander positions while adding two deputy

⁴⁵ Megan Friedl. “Goldfein Delivers AF Update.” Defense Media Activity (19 September 2007): <https://www.saffm.hq.af.mil/News/Article-Display/Article/1316603/goldfein-delivers-air-force-update/>

⁴⁶ 366th Fighter Wing Public Affairs. “ACC to Test New Wing Organization at Mountain Home.” Air Combat Command, (May 2018): <https://www.acc.af.mil/News/Article-Display/Article/1524165/acc-to-test-new-wing-organization-at-mountain-home/>.

commanders, eliminates the Aircraft Maintenance Squadron and places its role under the fighters squadrons, and establishes an A-Staff.⁴⁷ The A-Staff is led by a Chief of Staff that liaises with higher headquarters and manages functions not tied to the squadrons core missions.⁴⁸ The concept aims to flatten decision making, “This experiment is about our desire to improve lethality and create an environment where leaders are empowered to lead and squadron personnel can focus on their core missions,” Holmes said. “This concept should flatten the decision-making structure within wings to encourage faster, decentralized decision-making and to remove some duties from our front-line units.”⁴⁹

Senior leaders have set the environment for innovative thinking and even taken steps to implement new organizational concepts to improve mission effectiveness. This paper provides 3 options for the Financial Management community to pursue to adapt to a post AFIPPS environment where their livelihood at the Wing level is at risk. In absence of any action, some CPTS will not meet the threshold to be a squadron and will lose their commander designation. This will shift commander responsibility to the next commander in the chain of command, which is the Wing Commander. The Wing Commander is already task saturated with administrative burden and this will only exacerbate a problem effecting mission effectiveness. The Financial Management community owes it to the Airmen to evaluate viable options, make a decision, and prepare for a future where automation reduces manning.

⁴⁷ 366th Fighter Wing Public Affairs. “ACC to Test New Wing Organization at Mountain Home.” Air Combat Command, (May 2018): <https://www.acc.af.mil/News/Article-Display/Article/1524165/acc-to-test-new-wing-organization-at-mountain-home/>.

⁴⁸ 366th Fighter Wing Public Affairs. “ACC to Test New Wing Organization at Mountain Home.” Air Combat Command, (May 2018): <https://www.acc.af.mil/News/Article-Display/Article/1524165/acc-to-test-new-wing-organization-at-mountain-home/>.

⁴⁹ 366th Fighter Wing Public Affairs. “ACC to Test New Wing Organization at Mountain Home.” Air Combat Command, (May 2018): <https://www.acc.af.mil/News/Article-Display/Article/1524165/acc-to-test-new-wing-organization-at-mountain-home/>.

APPENDIX A – 35TH FW WSA RESPONSIBILITIES

35th Fighter Wing Staff Agency Responsibilities		Current as of 14 Sep 16				
Excerpts from AFI 38-101						
Operational Control (OPCON): The control exercised by a commander or constituted authority over persons or units to compose forces, to assign tasks, to designate objectives and to give directions through subordinate commanders for the conduct of operations.						
Administrative Control (ADCON): Direction or exercise of authority over subordinate or other organizations regarding administrative and other matters not included in the operational mission of the subordinate or other organizations. Examples of administrative control are UCMJ authority, personnel classification, effectiveness reports, granting leaves and so on.						
		Y = Yes	C = Can	No = Can't		
DUTY/RESPONSIBILITY	ADCON	OPCON				Notes
	CPTS/CC	FW/CC	FW/CV	FW/DS	FWSA Chief	
ORDER & DISCIPLINE						
Unit Commander	Y	Y	No	No	No	FW/CC will be the unit CC for almost every officer and SMSgt and CMSgt action.
Art 15, UCMJ	Y (E-6 and below)	Yes (E-7 and below)	No	No	No	Officers, SMSgt, and CMSgt Article 15s will be completed at the NAF/CC level.
Commander Directed Investigations	Y (O-3 and below; E-7 and below)	Yes (Officers, SMSgt, and CMSgt)	No	No	No	FW/CC generally directs all O-4 and above CDIs as well as SMSgt and CMSgt
Authority to Investigate Matters	Y	Yes (same as for CDIs)	Yes	Yes	Yes	Any officer may investigate matters within their purview
Issuing No Contact Orders, Military Protective Orders and Similar Orders	Y	Yes (same as for CDIs)	Yes	Yes	Yes	Any officer may issue a no contact order as may the First Sergeant. Generally, however, the Squadron CC will issue no contact orders for O-3 and below and E-7 and below. The FW/CC will issue for O-4 and above and SMSgt and CMSgt
Establish UIFs	Y (Below CC's Grade)	C, Y (Grades equal to or above CPTS/CC)	No	No	No	
Remove enlisted UIFs early	Y	Yes (CMSgt/SMSgt)	No	No	No	
Remove officer UIFs early	No	Yes with caveats	No	No	No	If officer received Art 15, LOR/UIF from NAF/CC or equivalent, then NAF/CC or equivalent must authorize the early removal
LOC, LOA	C (Below CC's Grade)	C	C	C (Below DS Grade)	Y (Below AC Grade)	LOCs and LOAs should be completed at the Agency level whenever possible. Ensure LOCs and LOAs sent to the 1st Sergeant for inclusion in member's PIF.
LOR	C	Yes (All officer)	C	C	Y (Below Chief's Grade)	LORs should be completed at the Agency level whenever possible except for officer LORs. Officer LORs are completed by the FW/CC. Ensure LORs are sent to the 1st Sergeant for inclusion in member's PIF
Establish Security Info Files (SIFs), Suspend access to classified	C	C	C	Y	Y	

DUTY/RESPONSIBILITY	ADCON		OPCON			Notes
	CPTS/CC	FW/CC	FW/CV	FW/DS	FWSA Chief	
Traffic tickets & rebuttal endorsement, missed appt letters	C	C	C	Y	Y	Agency Chiefs should endorse tickets and handle no-show. Ensure a copy of endorsed tickets and no-show letters are sent to the 1st Sergeant for inclusion in member's PIF
Standards of conduct inbrief for newcomers	C	C	C	Y	Y	Inprocessing checklist will be updated to reflect FWSA Chief or CPTS/CC
Enlisted Demotion	No	Yes	No	No	No	CPTS/CC can initiate, but FW/CC must approve for E-7 and below; SMSgt and CMSgt demotions must go to the NAF/CC
Remove personnel from Agencies due to disciplinary infractions	No	C	Y	Y	Y	
LEAVE & PASSES						
Approve annual (ordinary) leaves: Delegated to no lower than 1st line supervisors	C	C	C	Y	Y	Ordinary leave should be approved by the member's supervisor or Agency Chief. Agency Chief's leave should be approved by the FW/DS in LeaveWeb after coordination with FW/CV.
Approve special passes, post-deployment down time, en route leave	C	C	C	Y	Y	Special Passes must be in compliance with 35 FW policy letter and AFI 36-3003.
Perform and sign monthly leave audits	Y	C	No	No	No	
Approve PTDY, paternity leave, terminal leave, advance leave, excess leave, convalescent leave, emergency leave	Y	C	No	No	Depends	These types of leave generally require G-Series Commander approval and are automatically routed by LeaveWeb. However, certain types of leave like excess leave/appellate leave is approved by the FW/SJA. CPTS/CC should coordinate with Agency Chief before approving.
Special Leave Accrual approval recommendation to AFPC	Y	C	No	No	No	CPTS/CC should coordinate with Agency Chiefs before approving.
FITNESS						
Ensures compliance with all Fitness Program (FP) reqts (FA currency, BE WELL & FIP enrollment, etc.)	No	No	No	Y	Y	The UFPM and First Sergeant will assist as needed but Agency Chiefs are responsible for ensuring their personnel are in compliance with FP requirements.
Appoint UFPMs, PTLs to lead unit fitness programs & execute FAs, as directed by FAC	No	No	No	UFPMs	Agency PTLs	
In consultation with 35 CPTS/CCF, take administrative action in response to unsatisfactory FAs	No	No	No	No	Y	
Documents response to unsatisfactory FAs in Case Files, including signing MFRs for missing documentation	No	No	No	No	Y	The UFPM and First Sergeant will assist as needed but Agency Chiefs are responsible for ensuring their personnel are in compliance with FP requirements.
Ensures Fitness Case Files, through the MPS, are transferred to follow-on units at PCS/PCA	Y	No	No	No	No	This is accomplished by the Unit Program Coordinator
Grant deployment or Commander's composite exemptions	Y	C	No	No	No	Agency Chiefs should know when their members need these exemptions and inform the proper authority
Unit CC signature for fitness failures on AF Form 108	Y	C	No	No	No	
In consultation with MTF providers, make the determination to invalidate a test due to injury	Y	C	No	No	No	

DUTY/RESPONSIBILITY	ADCON		OPCON			Notes
	CPTS/CC	FW/CC	FW/CV	FW/DS	FWSA Chief	
Request review of a fitness case file at the DAWG/MEB consideration, based on multiple/recurring exemptions	Y	C	No	No	No	
Unit CC initiation (enlisted) or recommendation (officer) for admin discharge to Installation CC	Y	C	No	No	No	CPTS/CC should coordinate with Agency Chiefs when making such determinations for their members
HEALTH						
Commander Directed Mental Health Eval	C	C	Y	Y	Y	Supervisors and agency chiefs can direct mental health evaluations, but only if they are a commissioned officer or GS-9 and above.
Direct urinalysis/drug testing	Y	C	No	No	No	
ADAPT referral	Y	C	No	No	No	
Commander input for MEB/PEB	C	C	C	C	Y	
Commander representative for Central Registry Boards	C	C	C	C	Y	
Sign AF Form 469 Mobility Limiting Conditions	Y	C	No	No	No	CPTS/CC should make Agency Chiefs aware of Duty and Mobility Limiting Conditions
Ensure preventive health assessment and individual medical readiness reqts are met	No	No	No	No	Y	
Run CC checklist for unrestricted sexual assault reports	C	C	C	C	Y	
SEPARATIONS & RETIREMENTS						
Initiate involuntary administrative discharge actions for enlisted	Y	Y	No	No	No	CPTS/CC should coordinate with Agency Chiefs when making such determinations for their members.
Initiate administrative discharge actions for officers (including Fitness)	No	No	No	No	No	NAF/CC must initiate all officer involuntary separation actions.
Unit Commander actions on retirements & separations	Y	C	No	No	No	CPTS/CC should coordinate with Agency Chiefs when making such determinations for their members
REENLISTMENT						
Unit Commander selection/non-selection on reenlistments, extension of enlistment requests, career job reservation, selective reenlistment bonus	Y	C	No	No	No	CPTS/CC should coordinate with Agency Chiefs when making such determinations for their members
DEPLOYMENT						
Commander actions for deployments	Y	C	C	C	No	
Appoint UDMs and manage readiness / deployment programs, including signing tempo band assignment letters	No	No	No	Y	No	
Ensure FA currency prior to deployment	No	No	No	Y	Y	
Sign Commander Selection letters appointing Agency Chiefs to a tempo band, on 'Supervisor' line	No	No	C	Y	No	
Sign reclaims	Y	C	No	No	No	Agency Chief and FW/DS coordination required
OPR/EPR						
Responsible for unit performance report program (PFW, OPR/EPRs)	Y	No	No	Y	Y	
Direct a Commander directed PR	Y	C	C	Y (Agency Chiefs)	Y	
Senior Rater (SR) endorsement on OPRs and SNCO EPRS	No	Y	Y	No	Y	

DUTY/RESPONSIBILITY	ADCON		OPCON			Notes
	CPTS/CC	FW/CC	FW/CV	FW/DS	FWSA Chief	
SR Deputy endorsement on SNCO EPRs	No	No	Y	No	No	
Review EPRs and sign "Unit Commander/Authorized Reviewer" block	Y	C	No	No	No	
Sign memo requesting PR closeout extension	Y	C	C	C	No	
DECORATIONS & RECOGNITION						
Negative Quality Indicator check, sign Decor 6	Y (For Agencies w/o O-4 or higher OIC)	Y (Agency Chiefs)	C	C	Y (If OIC is O-4 or higher)	The First Sergeant will do a thorough review of the members PIF but all levels of review should identify any known negative indicators
Approve decorations	No	Y	No	No	No	
Presentation of decorations	No	C	Y (Agency Chiefs)	C	Y (Agency mbrs)	FW/CV may also present decorations to members of small agencies such as EO and CVK
Manages Award Program	Y (FWSA)	No	No	Y (FWSA)	Y (Agency)	
Presents Awards	C	C	Y	C	Y (Agency)	
PROMOTIONS						
Initiating CC for propriety actions on officer promotions	Yes (CPTS officers)	Y	No	No	No	
Reviewing CC for propriety actions on officer promotions	No	Y	No	No	No	
Negative Quality Indicator check	Y	C	C	No	No	
Access to early promo release for officers & SNCOs	No	Y	Y	No	No	CC, CV & CCC receive from FSS and disseminate as appropriate.
Notify FWSA members of promotion selection	C	C	Y (Agency Chiefs)	C	Y	
Non-recommend, defer or withhold (in writing) enlisted promotions	Y	C	No	No	No	CPTS/CC should coordinate with Agency Chiefs when making such determinations for their members
Nominate airmen for BTZ and STEP promotions and ensure eligibility	Y	C	No	No	No	CPTS/CC should coordinate with Agency Chiefs when making such determinations for their members
Verify WAPS eligibility & grant re-test	Y	C	No	No	No	
ASSIGNMENTS						
Initiate reclama through MPS to cancel assignment or change RNLTID	C	C	C	C	Y	
Sign PCA 2096s	C	C	C	Y (If OIC is O-3 or below)	Y (If OIC is O-4 or higher)	
FINANCE						
Approve advance pay	C	C	C	C	Y	
Approve Career Status Bonus application Financial mgmt responsibility (budget, GTC, GPC)	C	C	C	C	Y	
DISASTER PREPAREDNESS						
Establish Unit Control Center (UCC)/accountability	Y	No	No	No	No	The CPTS/UCC doubles as the FWSA. In coordination with DS/Agency Chiefs, the UCC will be manned by members of both organizations.
MISC						
Appointment letters	No	No	No	Y (FWSA)	Y (Agency)	

DUTY/RESPONSIBILITY	ADCON		OPCON			Notes
	CPTS/CC	FW/CC	FW/CV	FW/DS	FWSA Chief	
EO military personnel commander issues	Y (Enlisted)	Y (Officer)	C	No	No	
Grant access to BLSDM, PAS Code access to AMS	Y	C	No	No	No	
Grant access to PRDA	Y	C	No	No	No	
Grant PAS Code access to Personnel Records Display Application (PRDA, formerly ARMS)	Y	C	No	No	Depends	Some FWSA can grant access such as JA for JA-specific military justice reasons.
IGQ commander issues	Y	Y	Y	Y	Y	
Manage Family Care Program	Y	No	No	No	No	The First Sergeant will attempt to identify members needing family care plans during inprocessing. However, Agency Chiefs should know their people and ensure those needing a FCP have established one.
Manage unit Safety Program	No	No	No	Y (FWSA)	Y (Agency)	
Manage unit Self Inspection Program	No	No	No	Y (FWSA)	Y (Agency)	
Mishap Report CC signature	C	C	C	C	Y	
Off duty employment	No	C	C	C	Y	
Receive monthly enlisted upgrade training briefing	No	No	No	C	Y	
Receive Out-Of-Scope Security Investigation Official Notifications	No	No	No	No	Y	
Sign COMSEC Inspection Responses	C	C	C	C, Y (CCK)	Y (O-3+)	
Appoint Key Spouses and Mentors	Y (FWSA)	C	C	C	Y (Agency)	
Sign as supervisor on documents	No	C	C	Y (Agency Chiefs)	Y (Agency mbrs)	
Manages Additional Duties	No	No	No	Y (FWSA)	Y (Agency)	
Signs Equipment Inventory for LRS	C	C	No	No	Y	This is automatically a function of the G-Series Commander but can be delegated to responsible Agency Chiefs
FWSA Security OI	Y	C	No	No	No	Signature authority varies based on participants experience and risk level. Consult the Misawa HRA Wing CC Memo and PACAF HRA Guide.
High Risk Activity (HRA) Forms	C	C	C	C	C	
Motorcycle Safety Course Approval Letters	C	C	C	Y (If OIC is O-3 or below)	Y (If OIC is O-4 or higher)	

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