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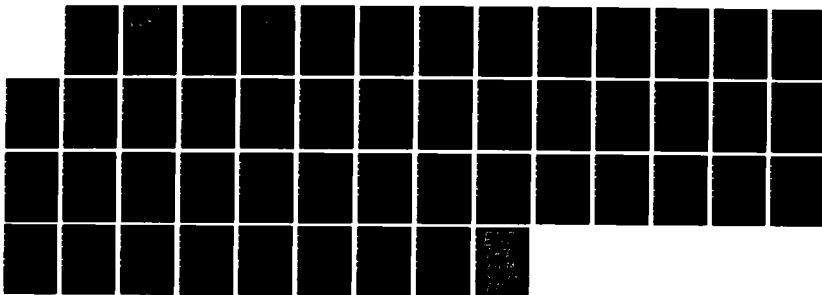
GUIDE FOR NEW CBPO (CONSOLIDATED BASE PERSONNEL OFFICE)  
CHIEFS HEADSTART TO EXCELLENCE(U) AIR COMMAND AND STAFF  
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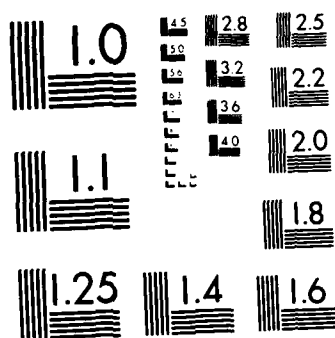
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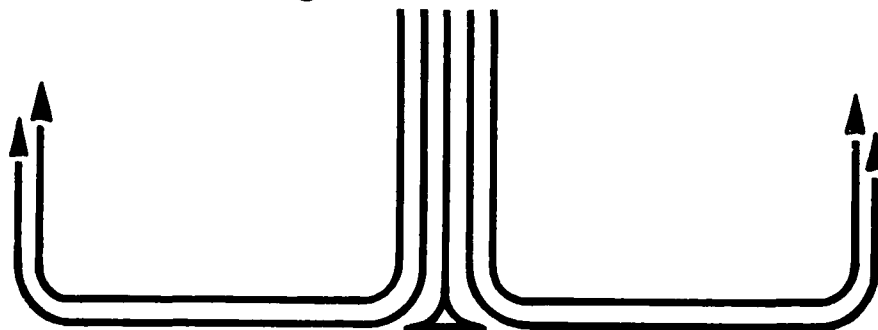
## STUDENT REPORT

GUIDE FOR NEW CBPO CHIEFS  
HEADSTART TO EXCELLENCE

MAJOR BOBBY E. GLISSON

88-1045

"insights into tomorrow"



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Submitted to the faculty in partial fulfillment of  
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## PREFACE

Currently, the Air Force Military Personnel Center (AFMPC) must assign personnel duty as Chief, CBPO who have much less experience than those assigned in past years. Initial technical training can be provided by Keesler AFB, Mississippi in the CBPO Chief Management Course although scheduling class attendance prior to report not later than dates (RNLTD) is often impossible. Many months can pass before a new CBPO Chief has the opportunity to attend this class and consequently is left to his own means to gather information and experience to effectively manage a CBPO. The Guide for New CBPO Chiefs--Headstart to Excellence was designed to give new CBPO Chiefs a headstart in understanding potential problems within a CBPO which could affect both the performance of the CBPO, service to the customer and the CBPO Chief.

This guide cannot cover every problem but does discuss those that should be looked at early on in the management cycle. It is strictly intended as a headstart and will allow the inexperienced CBPO Chief an opportunity to view problem areas either before they arrive or shortly after arrival at their new job.

The format of the guide is designed to highlight problems in accordance with the manner in which CBPOs are organized. Each section is covered in detail with specific problem areas noted.

The author of this paper has a Master of Public Administration--Personnel Management and a Bachelor of Business Administration--Personnel Management. He has over 20 years experience in the art of personnel management with two tours as CBPO Chief. He has held every section chief position in the CBPO as well as a tour at the Air Force Military Personnel Center. His most recent CBPO, Nellis AFB, Nevada, won the coveted Gerrit D. Foster Jr. CBPO Achievement Award for 1987.

The author would like to thank all of the former and current CBPO Chiefs for sharing with him the frustrations and mistakes initially made after being assigned as Chief, CBPO (Although I cannot attribute anything to a single source, this information was used to substantiate my concerns for the operation of the CBPO by a new CBPO Chief). Thanks to AFMPC/DFMYCO, Lt Col Joseph G. Giacomci, for sponsoring this project. Thanks to Maj Terry Brooks (Brooker) for his help as faculty advisor. A special thanks to Lt Col Terry D. Stevens for taking the time to train me as a CBPO Chief.

## ABOUT THE AUTHOR

Major Bobby E. Glisson graduated from The University of Texas, Austin, Texas in 1975 with a Bachelor of Business Administration in Personnel Management and was commissioned through Officers Training School (OTS) in August 1975. Initial assignment as an officer was to Tyndall AFB, Florida where he trained at every section chief position under the guidance of Lt Col Terry D. Stevens. He was next assigned to the Air Force Military Personnel Center from 1978 till his assignment as CBPO Chief, Zweibrucken AB, Germany in 1983. Later in this tour he was Executive Officer to the 26 Tactical Reconnaissance Wing Commander. From 1985 till 1987 he served as Chief, CBPO at Nellis AFB, Nevada providing outstanding personnel support to over 15,000 military personnel and winning the Gerrit D. Foster Jr. CBPO Achievement Award. While at Nellis, he received his Master of Public Administration degree. He is a distinguished graduate of the Squadron Officers School, graduate of Professional Manpower and Personnel Management School and currently a student at Air Command and Staff College.

## Chapter One

### WHY "HEADSTART TO EXCELLENCE"

Congratulations on your selection as Chief of a Consolidated Base Personnel Office! The Air Force has just added at least four hours to your workday and you have been assigned to one of the most challenging positions of your career.

More and more CBPO Chiefs are being assigned without the benefit of having served very much time as a section chief in a CBPO. In some cases people are being assigned as CBPO Chief after specializing in an area at MAJCOM, HQ USAF, or AFMPC for a number of years. This Headstart to Excellence guide was designed to make you aware of most of the problems new CBPO Chiefs face and how you can get a headstart to solving these problems and making your CBPO a better personnel service facility.

Regardless of which command you are coming from, the material in this guide will start you on the road to a successful tour as a CBPO Chief. The CBPO Chief Management Course at Keesler AFB Mississippi will provide you with excellent initial training; however, it cannot train you for every possible problem you will encounter as a CBPO Chief (DPM). Previous successful CBPO Chiefs have used the training they received at Keesler and combined it with AFMPC and MAJCOM training plus conversations with current and previous CBPO Chiefs to develop the winning attitude. The attitude of the CBPO, yours, and the other people who work in the CBPO, will be one of the most important problems you will have to solve.

Material for this guide came from my own personal experiences, working with numerous CBPO Chiefs from several different commands, telephone conversations with people at AFMPC, MAJCOM, base level, and working relationships with great NCOs and airmen in the CBPOs as well as past and present successful CBPO Chiefs. Although often maligned, AFMPC CBPO Management can be a great source for solutions to CBPO problems.

You are part of or will be working with a young, inexperienced force. Use this guide to help identify problems that you need to be aware of and help you meet the challenge of being a successful CBPO Chief. Knowledge, attitude, willingness to learn, willingness to listen, and determination to provide the best possible personnel service should be key concepts in your CBPO.

## Chapter Two

### WHAT CAN I DO BEFORE I ARRIVE AT MY NEW CBPO?

The CBPO is the hub of base personnel activity. Every action affecting an Air Force member flows through the CBPO. The mission of the CBPO is to provide personnel service and staff assistance to all base units and Air Force members. The CBPO does this through a series of sections and units. You as the DPM are the leader, commander, and expert everyone will look to for leadership, advice, and sound judgement in the personnel arena. You are the commander's personnel expert and believe me, the commander will ask questions, and seek advice and guidance on a myriad of subjects. Prior to your arrival, some items can be accomplished to get you a headstart to excellence.

#### CALL INCUMBENT CBPO CHIEF

After you have confirmed with AFMPC/Palace Man the incumbent CBPO Chief knows you will be the replacement, call and discuss departure/arrival times. Some overlap can be good, but once you arrive, it should be your CBPO quickly. Based on the incumbent's departure schedule you will be able to determine whether you will be able to attend the CBPO Chief Management Course at Keesler AFB, Mississippi. Determine manning shortages and experience levels and corrective actions taken with the MAJCOM to eliminate or minimize the deficits. Discuss serviced population, tenant units, geographically separated units (GSU), uncommon service agreements, and unique programs. Ascertain the current working relationship between the CBPO and the MAJCOM. Find out exactly what you can do to insure a smooth transition.

#### CALL YOUR NEW BOSS

A phone call to your new boss would be appropriate to discuss your new job. Based on what you have learned from the incumbent CBPO Chief, discuss the CBPO's prestige with the base population. Discuss your arrival time plans and the need for you to attend the CBPO Chief Management Course prior to your arrival on base. Determine if the DP sees any shortcomings of the CBPO now and what you might do or research to solve these upon your arrival. Discuss the possibility of you visiting the MAJCOM either prior to or shortly after your arrival. Again, determine what your new boss wants you to do to insure a smooth transition.

#### CALL CBPO MANAGEMENT

Call the CBPO Management offices at the MAJCOM and AFMPC to determine how your new CBPO is operating. Let them give you not

only their evaluation of deficient areas but their recommended solutions of the problems. These are the people who will be a world of help to you in the future to not only solve problems, but to keep problems from ever developing, so establish a relationship that shows you are interested in providing the best possible personnel service. Convince your MAJCOM to arrange for your visit enroute if possible. If not, ask for an invitation shortly after your arrival. Face to face contact with MAJCOM and AFMPC will be extremely beneficial later in your tour as CBPO Chief.

#### SHADOW CBPO CHIEF

If you are currently a Section Chief in a CBPO, convince your CBPO Chief to let you shadow him until your departure. Find out how he and the DP share responsibilities for staff meetings and meetings in general. Find out how he learned to be an effective CBPO Chief and what things he has found to be successful and those to be avoided. How does he adjust the attitude of the CBPO when he finds it lacking in some respect? What motivates the people? What does he use as management indicators to show a program is working or not working according to expectations? What relationships has he established on base to insure effective and efficient CBPO service? What guidance would he give to a person about to assume the role of CBPO Chief? Ask him to arrange for you a meeting with the base and wing commander to determine what programs they see as most beneficial to them. Ask these commanders for their advice, write it down, and be prepared to use it at your next location.

#### BEG. BORROW. OR STEAL

Beg, borrow, or steal every effective program, policy letter, operating instruction, self-inspection checklist, people program, in-processing procedures, out-processing checklist, and good idea your current CBPO has and be sure to ship them so that you can put your hands on them as soon as you arrive at your new job. Arrange a meeting either individually or collectively with your fellow Section Chiefs and get their input on programs or procedures they feel are exceptionally effective. Find out in detail how they work, when to use them, and indicators of success or failure. Upon arrival at your new CBPO ask if these programs or procedures are being used and then decide which CBPO has the best idea. Don't fall in the trap of just because it worked well at your past CBPO, it was the best idea. Your new CBPO may have found a more effective way to complete the program.

#### READ, READ, READ

Start reading now! Start with AFM 30-130 to find out what CBPO responsibilities are, while remembering that you are ultimately responsible for everything in this directive. Copy every

inspection report your current CBPO has and take them with you to your next base. It is amazing how many problems the IG has discovered at your current base that will also be at your future base. These will be especially helpful as you prepare for your first inspection, be it a staff assistance visit from the MAJCOM or an IG inspection. Obtain either from your next MAJCOM or the CBPO Chief a copy of past inspection reports and staff assistance visits. Pay particular attention to repeat writeups because these will be inspected first and with the greatest detail when staff assistance and inspection teams arrive. Find out when the last IG visit occurred and when the next visit is likely to occur. If the next visit is shortly after your arrival, find out what preparations have been made. A count down to inspection team arrival should have been started with specific action items completed or corrective action started and suspense dates established.

Plan ahead and get to know as much as possible about your new job before you arrive. A headstart to excellence starts with you!

## Chapter Three

### I'M HERE---WHAT NOW ?

Welcome to one of the most challenging jobs of your Air Force career.

#### LOCATING CBPO

The challenge begins by finding your new CBPO. If the CBPO was not easy to find, one of your first actions should be to get signs put in proper places to direct people to the CBPO. Finding the Director of Personnel and the CBPO Chief may be your next challenge. Each of them are busy and regardless of popular belief, do not sit behind their desk all day. Once you have found them, discuss their plans for you to include some time to get you and your family settled in housing. It is difficult for you or anyone else to concentrate on their new job if housing has not been settled. In addition, reconfirm the current CBPO Chief's plans for departure.

#### INITIAL MEETING

After a lengthy discussion with the DP and DPM, a meeting with your section chiefs should be arranged. This meeting should be a "get to know you" type meeting with a later meeting individually scheduled so they can brief you on their sections. This briefing should include what they do, how and why they do it, problem areas and planned solutions, goals and progress they have made toward achieving those goals, past accomplishments of the section and the section chief, and status of training programs within the section. Determine how well they work with other CBPO sections as well as other base agencies. Determine if they see particular weaknesses in the CBPO. Be prepared to share your philosophy with them either at the initial meeting or when they brief you on their section. Let them know what you want and how you want it or they will spend their time trying to interpret what you said or what they thought you meant. Do it early !

#### CBPO TOUR

The sooner you tour the CBPO the better. Either with the incumbent CBPO Chief or NCOIC Personnel meet everyone in the CBPO. The people that work for you will be most impressed if you learn their first names and what they do in the CBPO. Be acutely aware of the working conditions within the CBPO and the environment that is created by your CBPO. Is it professional, do your people present a professional image, are the offices

decorated tastefully, are customers treated courteously, would you want to conduct business in the environment of your CBPO or does it need to be changed? Don't let this be your last visit to the offices of your CBPO. You will find that random daily visits to work centers will provide you with adequate information to see who is the busiest, how customers are treated, and exactly the type personnel service you are providing to the base population. Remember, everyone who visits your CBPO including commanders are evaluating you and your people both on performance and the looks of the facility in which you provide the service.

#### IN PROCESS

No matter what others may say, you should in-process. It provides you with a first hand view of how your CBPO is welcoming people to the base and how they are initially treated. You are the first base function new arrivals come in contact with. Be prepared to critically examine and question in-processing procedures with a view of making it more responsive to people's needs and providing a warm, welcome reception to new arrivals.

#### BEFORE THEY MEET YOU

In case your DP has forgotten, ask him to arrange to meet the base and wing commander. Rather than wait until a staff meeting, an arranged meeting with both will provide them and you an opportunity to discuss the reputation the CBPO currently has and any special programs that are important to the commanders. The harmony established at these meetings will serve you well since you will have frequent occasions to discuss personnel programs and problems with them.

#### BASE MISSION

Find out what the base does by having someone take you on a base-wide visit. Introductions to commanders and key individuals now will lead to a better relationship in the future. Sincerely offer to help them with their personnel problems and determine if they currently have problems with your CBPO. If so, write down what the problem is, go back to the CBPO, research the problem and give them an answer--quickly.

#### CHIEFS POW WOW

If you have an NCOIC, Personnel, plan for an uninterrupted session to discuss the health and welfare of the CBPO. Find out exactly what has happened in the past and where the CBPO is headed. Determine from his point of view the most pressing problems and planned solutions. What has been the working relationship between he and the CBPO Chief in the past? How do you plan to work with him in the future?

### HOW WERE THEY DOING BEFORE YOU ARRIVED

Review management indicators first by yourself and then with the section responsible for the indicator. Determine how statistics are calculated and how the satisfactory point was determined. Should there be more/less indicators? Are the indicators telling you what you should know? If management indicators have not been established, immediately get with your MAJCOM CBPO Management personnel to determine what factors are used at the MAJCOM to indicate whether a CBPO is healthy or not. As an initial step, adopt the MAJCOM indicators and add others after you have reached a satisfactory point.

More and more inexperienced personnel are being assigned as CBPO Chief and are successfully managing CBPOs. Your arrival is a time to evaluate this CBPO as it currently operates before you start making changes. This Headstart to Excellence guide will help you evaluate the weak points and fashion a solution to identified problems. Advice from a previous wing commander, "Don't fix it if it ain't broke" still holds true today. Attitude, knowledge, willingness to listen, willingness to learn, and determination to provide the best personnel service will put you on track to being a successful CBPO Chief from arrival.

## Chapter Four

### HOW IS THE CBPO ORGANIZED?

The following listing shows the various activities at a typical CBPO. Where your CBPO is housed could dictate separation of some sections into other facilities. Co-location of all CBPO sections in one facility should be a short term goal. This provides convenience for the customer and better supervision for the DPM.

#### CBPO

|                                           |       |
|-------------------------------------------|-------|
| Chief, Consolidated Base Personnel Office | DPM   |
| Administration Section                    | DPME  |
| Base Career Advisory Section              | DPMH  |
| Personnel Systems Management Section      | DPMD  |
| Customer Assistance Section               | DPMA  |
| Customer Service Unit                     | DPMAC |
| Records Unit                              | DPMAR |
| Personal Affairs Unit                     | DPMAP |
| Quality Force Section                     | DPMQ  |
| Special Actions Unit                      | DPMQA |
| OER/APR Unit                              | DPMQE |
| Separations Unit                          | DPMQS |
| Personnel Utilization Section             | DPMU  |
| Manning Control Unit                      | DPMUM |
| Outbound Assignments Unit                 | DPMUO |
| Personnel Readiness Unit                  | DPMUX |
| INTRO Unit                                | DPMUI |
| Career Progression Section                | DPMP  |
| Classification and Training Unit          | DPMPC |
| On-The-Job Training Unit                  | DPMPO |
| Promotions and Testing Unit               | DPMPF |

NOTE: CBPOs are service organizations and depending on the service population of each base, the CBPO structure may vary. If you really want a head start to excellence, take a few minutes of your time now and review the following "hints". What you may find either now or later is they save you from making mistakes made before or might provide you with the beginning of a good idea for your CBPO. There are no patents on the following gems

of wisdom so adopt them and make them work in your situation.  
Each section will be covered.

## Chapter Five

### CBPO ADMINISTRATION

DPME provides administrative support to the CBPO. It controls administrative personnel changes submitted on AF Forms 209X and P-Series Orders. Changes are being made by AFMPC to eliminate the 209X and P-Series orders in favor of the PC-III design. DPME is also responsible for ensuring that the CBPO has an adequate supply of regulations both for their use and for the rest of the CBPO. Your Chief of Administration should establish at least an annual inspection of DPME's regulation as well as the remainder of the CBPO. Make sure the inspection is done, done on time and done well or come inspection time you will be well-done. It is difficult to provide the best possible personnel service if you don't have the regulations or you don't have the latest changes.

#### DPME

##### Supplies

Where do I get them. Find out how the supply system for the CBPO has worked in the past. Is DPME responsible for getting everyone pencils, pens, paper, etc., and distributing them or does each Section have a charge card to visit the supply store? Watch carefully how much you spend but always be sure your people have the amount of administrative supplies they need. An age old trick is to blame DPME for the lack of supplies when no one has ordered supplies until they were out.

##### Forms

Another area where CBPO personnel frequently blame DPME when forms run out; however, you need to ask when and how other sections order forms and if DPME follows up when they have not received a request. Could prevent an embarrassing moment when the commander asks for an awards binder or an AF Form 1160 (retirement) and you have to tell him the CBPO doesn't have any.

##### Messages

How many message runs does DPME accomplish during the day? When? What do other sections do when messages are not turned in time to make the last message run of the day? Are all of your messages being turned in to DPME for the last message run of the day? If they are, your section chiefs are not making sure their people are getting the messages out as fast as possible or the section chiefs are the bottle neck. Spread out the message flow

over the course of a day and not give the communications center an overwhelming workload at the end of the day. Decide which messages you want to coordinate on and inform everyone in the CBPO. CBPO Administration can ensure you see each message or the ones you designate. I suggest you see all messages going to higher headquarters (Numbered Air Force, MAJCOM, AFMPC) but you may want to start off by reviewing all messages to see what your troops are telling the rest of the world. It is easier to back off if you are happy with the content and the tone of the messages being sent. Reviewing messages is also a good way to see where the CBPO is making mistakes or missing suspenses. Recommend you have DPME retain a copy of all messages sent the previous day and include these with your next morning's read file.

#### Read File

An excellent idea is to have one of your administrative people come in at least 30 minutes prior to your arrival and have the read file of incoming messages available for your review. By quickly and thoroughly reviewing messages and making appropriate notes to section chiefs, you can have the messages ready for the entire CBPO by the time of their arrival. CBPO personnel habitually review incoming messages before they do anything else so don't slow down the operation by holding up the messages.

#### Phones

If your CBPO is designed like most all others, someone from your administrative staff will be answering the phone for you. Phone courtesy starts with your office and travels throughout the CBPO. Tell the DPME staff how you want the phone answered (personnel, CBPO, Capt Sklunk's office, etc.) and when you do and do not want to be interrupted. It is always advisable to accept a call from the wing commander or base commander. There is little that you will do that is more important than accepting their phone calls.

## Chapter Six

### PERSONNEL SYSTEM MANAGEMENT (PSM)

DPMD provides the CBPO with computer support. They should be your absolute experts in DESIRE writing, on-line inquiries, computer products, how to produce and interpret them, and are your direct link with the host computer on base and the network of computers available.

#### DPMD

##### On-Line Time

Without the proper amount of on-line time it is difficult for your people to make timely updates and have a reliable data base. Have your PSM advise you when the computer is down or will be down for more than an hour. If maintenance is unscheduled find alternate ways to accomplish updating (from floppy disks, weekends, etc.). You have a report to furnish your MAJCOM and AFMPC of your on-line time--be sure you review the report and discuss with PSM to identify negative trends in computer support. For scheduled downtime, the PSM should ensure notification to all sections well in advance of the downtime. Don't be afraid to become involved. One of your first visits should be with the PSM to the on-base computer facility to introduce yourself to the people who will be providing you computer support.

##### Weekly Transaction Registers (TRs)

The weekly TR will provide you a listing of computer updates required but not made. Have your PSM count each repeat entry for each section and provide you with a count and type of repeat transactions. This document will give you a view of what is not being accomplished in the data area. Sometimes there are valid reasons why a transaction cannot be cleared however, the PSM should know whether it is a valid reason and how often that valid reason is being used. Quite often, a detailed discussion of weekly repeat transactions with section chiefs and/or NCOICs quickly reduces repeat items and helps you maintain an accurate data base.

##### Direct English Statement Information Retrieval System (DESIRES)

You will receive at one time or another many requests for inquiries into the data base. Some of these will be valid requests and some will be for "nice to have data." The PSM is usually the best judge of what is valid but sometimes the request

will come directly to the DPM. Plan ahead and talk to your PSM now on what he considers valid and invalid requests and how you will respond to requests you receive. Remember, for each DESIRE you run that is an invalid request, you usually take away the opportunity to run a DESIRE that is valid. There is only a limited amount of DESIRE time available if you expect to accomplish normal updating and run end-of-day routines. DESIRES run by the PSM can be used periodically to audit the data base and discover problem areas. Whether it is comparative or selective data that you are retrieving, you should be involved as soon as the analysis has been completed. Most MAJCOMs and AFMPC provide data analysis DESIRES. Most often, IG teams use similar DESIRES to audit your data base. Prudent use can detect problems early and your PSM can be the key to solution of the data problem.

### Training

Simply stated, the PSM should be involved with every training program you have: in-house, section/unit, new personnel, and unique program training. The PSM should have designed a program to provide in-depth training to all technical school training graduates. You will find that the quicker you have this set of people trained, the quicker they will become a productive part of your CBPO. Instead of a training burden, look on this as a training opportunity that will pay off in the near future.

### Innovate

Hopefully you have an innovative PSM who can help you solve problems or keep them from ever happening. Don't be afraid to seek the advice of the PSM, the knowledge of the data base and what can be learned from comparative and selective data or time saving steps may mean the difference between success and failure for the entire CBPO.

## Chapter Seven

### CUSTOMER ASSISTANCE SECTION

Although every person within your CBPO is charged with providing the best possible service, it all begins with Customer Assistance Section. The majority of your walk-in traffic occurs within the units assigned to this section and it is particularly important that each customer receives a welcome and helpful attitude.

#### CUSTOMER SERVICE UNIT

The Customer Service Unit can be a work saver for the remainder of the CBPO. Questions answered and problems solved at Customer Service prevents walk-in traffic in other areas that are more routine structured. Create a traffic flow that allows your customers to be seen and waited on quickly. You need to decide in what order you will service customers. Do military in uniform have priority? What about retirees and dependents? Suggest you develop a sign in log with the customers name, time signed in, time you started servicing the customer and the time completed. In addition, a column for type of action or customer need will also be important. If you will have your customer service personnel review these logs at the end of the month you will be able to see how many customers you serviced, the busiest times of the day, week, month and the predominant actions required by customer service personnel, the amount of time required to service active duty, retired and dependent personnel. Over the course of a year this information will become invaluable to evaluate the need for additional personnel or need for publicity items. It will be an informative management tool.

#### ID Cards

Integrity is the name of the game when dealing with ID card applications. A strict set of rules established by DOD and further defined by Air Force exists; however, documentation requirements are subject to loose interpretation and therefore abuse. Defense Eligibility Enrollment System (DEERS) enrollment is a must and proper documentation is required. Unauthorized issuance of ID cards results in thousands of dollars of unauthorized medical care in an already overburdened system. There will be a time when an irate customer comes to you as the CBPO Chief and ask that you require you people to issue an ID card because they have served over 30 years, fought two or three wars and been married for over 30 years and now you require proof that he/she is married to this lovely woman. Integrity time--

just because he/she has never had to provide the documentation before does not allow you to loosely interpret the guidelines nor should you break the integrity of the customer service folks to get an irate customer out of your office. The people who work for you will appreciate the confidence you have shown in them and do an even better job for you when you back them up in cases like this.

### Publicity

Customer Service should be the key to your publicity program. They should not have to write all the articles, that is the job of the OPRs, but be sure all new programs and renewal of old programs are routed through Customer Service so when customers come in with questions Customer Service will already have the answers.

### Training

Customer Service personnel will be ineffective unless they are properly trained. In addition to the training they receive to do their day to day tasks, someone from Customer Service should be trained on every new program that comes to the CBPO. Remember, every question answered at Customer Service is one less interruption to your other work units.

### Suggestion

Place the following sign at each exit : STOP! If you are not satisfied with the service you received please stop by the CBPO Chief's office located in room \_\_\_\_\_. This could cause some alarm in the CBPO at first, however, it can be explained by the fact that you want to know if there are customers that are unhappy with CBPO service. In actuality, this sign serves this purpose plus in the long run will require the NCOICs and section chiefs to become deeply involved in making the customers happy.

### Environment

The work environment in Customer Service should be the showplace of the CBPO. If the entire CBPO is less than adequate and a long range plan is needed to refurbish, suggest you start in Customer Service. You need an area for private counseling because many of the problems brought to Customer Service are either confidential, sensitive, or very personal. The waiting area should be comfortable with adequate seating. Caution should be taken in the type furnishings made available for customers for you will have many small children who have a habit of climbing and spilling liquids. Design an attractive area to display general information such as reenlistment bonuses, promotion line numbers, date of next promotion board, port calls, etc. When a customer walks into Customer Service it should be obvious where

they are and how to get to the section of the CBPO they need to be in. A conspicuous directory should be at every entrance.

### RECORDS UNIT

Accurate accountability of records and filing of documents within those records is the link between the military member and whoever is reviewing the records.

#### Filing

When is filing completed? Is filing done during the day, is there a time set aside for filing of documents or do the documents received yesterday get filed today? How do documents such as reenlistment contracts, NCO appointment certificates, 209X forms that are completed in other parts of the CBPO get to the Records Unit? Is there a form to sign for these documents to show that someone is Records received them? In other words, what control mechanisms have been established to control the documents that make up the record?

#### Records Access

Records access and accountability are the most frustrating problems in this unit. Hoards of people want access to the records so that the record can be checked out of the CBPO and reviewed in someone else's office. Procedures must be established for who can have access to the records and how long a record can be checked out of the CBPO. When a record is checked out, does the Record Unit keep a copy of the Emergency Data Form and the SGLI election statement. If not, what happens when there is an emergency or a casualty and the data is not available? Decide now the length of time you will allow a record to be out of the CBPO; however, keep in mind that a commander is busy and may need to exceed this time occasionally. Decide now how you will resolve or who will resolve this conflict. Records accountability, access and length of time away from the CBPO will be inspection items by the IG.

#### Official Photographs

Officer official photograph program requires patience, persistence, and a critical eye. Although the photo lab reviews each photo, it would be in your best interest and that of the officer for a complete review of each official photograph. Review each for common errors and pay particular attention to AFR 35-10 standards. When a photo is found that appears to be in error, diplomatically contact the officer so that a new photo can be accomplished as soon as possible. Be prepared for the "board rush" and establish and publish the last date you will be able to accept photos and guarantee their arrival in time for the next promotion board. The people arriving with late photos are

usually the ones you have called, sent six letters to and finally had to get their commander involved. For the sake of true emergencies, establish now a procedure for using "next day mail" to get a photograph to the promotion board on time.

### Record Reviews

Face to face record reviews provide the member an opportunity to see and hear what is in their record. I personally do not approve of record audits except in the most unusual circumstances. Quite often, a member is able to detect an error in the record that otherwise would go unnoticed. Errors detected during record reviews can also highlight data base problems or problems in other sections of the CBPO. A summary of errors found during record reviews and error trends should be shared with the NCOIC, OIC, and CBPO Chief. A quarterly random sample of the records will reveal just how well our record review personnel are accomplishing their job. If you service a Geographically Separated Unit (GSU) you should provide an occasion where these personnel can personally review their records. Travel by CBPO personnel to their location or a special appointment system may be developed to service these personnel. As CBPO Chief, you should visit each GSU and determine from the commander or senior person how they perceive the service provided by your CBPO.

### Walk-In Customers

How does the Records Unit handle walk-in traffic? Is someone designated to answer questions, pull records, and make copies of APRs/OERs and other documents from the records? Walk-in customers make up the majority of traffic and can be the source of the majority of complaints. A designated person to complete this task will improve efficiency of the Records Unit. Also, determine if this same person can be available to pull records for the rest of the CBPO especially when large groups of records must be pulled for review.

## PERSONAL AFFAIRS UNIT

The Personal Affairs Unit is responsible for a host of programs related to both the military member and welfare of the family. Staffed by personnel with a separate AFSC (for the time being) they are in contact with the military member from arrival to departure. Each program is important to the member and you should be familiar with all of them.

### Casualty Services

An immediate review of your casualty program is a must for it is one of the programs in the CBPO that will get you into more trouble than you can ever get out of. Review the entire program

but especially the following items:

1. What procedures have been established between the Command Post, Security Police, and base telephone operators to insure Personal Affairs is immediately notified of a casualty?
2. Insure the CBPO Chief is immediately notified when Personal Affairs is notified of a casualty. Don't get in their way but be aware of the fact a casualty has occurred, where the person was assigned, family status and as much information concerning the circumstances as currently available. In cases of aircraft accidents, you may have to go to the Command Post to get information for Personal Affairs. Don't be reluctant to do so if necessary.
3. Do squadron commanders make casualty notification of personnel assigned to their squadron? Is there a list of casualty notification officers on file at Personal Affairs? Is the Director of Administration responsible for keeping the list current? Are telephone numbers for Personal Affairs personnel, Command Post, Security Police and CBPO Chief accurate and have they been checked lately?
4. Do Chaplain and Medical personnel accompany the casualty notification officer? Does the Personal Affairs representative thoroughly brief the casualty notification team prior to their departure? Is the team instructed to call from the residence when notification has been completed? Are appropriate instructions provided to the team in case no one is home? Do you have an adequate working relationship with Transportation to insure you have an appropriate staff car for the notification team and the staff can be obtained quickly? Are city and state maps available in the CBPO?
5. Has a procedure been established to insure notification of the base and wing commander in the event of a casualty during or after duty hours? Don't rely solely on the Command Post, insure this task is completed by calling the commanders yourself or have the Personal Affairs representative call.
6. Does Personal Affairs have a 24 hour standby listing so that the Command Post know who to call? Are you and the Director of Personnel listed as alternates?
7. Do Personal Affairs personnel receive credit for having 24 hour stand by duty when it comes time for other CBPO or base wide details? If not, they should.
8. AFMPC has a short suspense for receiving the casualty

message from your base. With the invention of word processors the message can be preformatted with a fill-in-the blank approach. With as many changes as have to be made to the final message, this will save you many hours and lots of patience.

9. The CBPO Chief should be involved in **every** casualty that occurs. Regardless of the hour, insure you are involved. You may have the misfortune to complete 100 casualty notifications correctly but that does not excuse the mistake you can make on one. Casualty notification is a time sensitive, people sensitive program that deserves your total commitment and that of everyone on base.

#### Air Force Aid

Discuss with the NCOIC the current procedures for approval of Air Force Aid loans and grants. Ask to review the periodic reports provided to the CBPO by Air Force Air Headquarters. What loan limit are you restricted to? Does the Section Chief review the loans prior to your review? How much money was loaned through your CBPO last year? Were there cases where the money was not repaid? Does someone check to see if a discharge is pending prior to the loan being processed? What publicity has been used to advertise the various budget restructuring, college loans, and regular loan programs? Is loan data provided to commanders or base officials prior to the annual Air Force Aid Fund Drive? What role does the CBPO play in the annual fund drive? Just because you are the office of primary responsibility (OPR) to loan money out does not mean you or one of your people should be chairman of the fund drive.

#### Awards and Decorations

It seems as if there are at least a hundred different awards base personnel can be recommended for at one time or another. Combine this with a tendency to submit almost everyone for a decoration at the time they depart, separate or retire and you have a program that is difficult to manage. Has a procedure been established to notify base agencies of suspense dates for submitting their personnel for base, MAJCOM and Air Force level competition? Has a central board been established to approve decorations or recommend approval to the MAJCOM? Have you considered taking an administrative person (702X0) from the base resources to work nothing but decorations for the command section? Are decorations being submitted on time? Are these statistics being briefed at the commander's staff meeting by the CBPO Chief? Has Personal Affairs offered to provide staff assistance visits to units having problems? Once a decoration submission leaves the base, how long does it take to get approval from the MAJCOM? Is this response adequate enough to present the decoration prior to the member's departure? What approval

authority does your wing/base commander have?

#### Survivor Benefit Program

Has the person or persons giving this counselling attended professional training provided by the Air Force? What are your participation rates? Are these in line with the MAJCOM or Air Force? Why not? Have the appropriate signatures been obtained prior to the member retiring? Is a checklist being used to insure completion of all actions? By law certain actions must be completed. Review this program to insure you are in compliance with the law and Air Force policies.

#### Retiree/Separation Briefing

One of the more important things we can do for the people who have faithfully served the Air Force is provide them with a first quality briefing on their entitlements once they decide to leave the Air Force. Attend one of these briefings if possible and if not, review who attends and how much advance notice each member receives as to when the briefings are held and who will brief. Representatives from the Veterans Administration, Civil Service, hospital, dental clinic, state employment agency or benefits counselor and a member or your local Retiree Council should attend as a minimum. A well designed program will help insure the Air Force member leaves us well prepared to assume their civilian roles.

## Chapter Eight

### QUALITY FORCE SECTION

One of the most helpful sections to commanders is the Quality Force Section. Quality force programs should concern everyone; however, commanders are charged with enforcing these programs and often need your help in insuring his squadron is in compliance with current Air Force guidance and directives. Although all quality force programs are important, I have chosen to highlight those that seem to be plagued with the most problems.

#### OER/APR UNIT

##### OERs

The OER program receives attention from the squadron commander all the way to AFMPC. Timeliness continues to cause the most concern as squadrons continually fail to submit OERs on time or CBPOs do not process them correctly once received. Have OER monitors been appointed at the squadron level? Have your OER personnel performed staff assistance visits to those units having problems? Questions you should ask and areas for your attention. What is the late rate by squadron on your base? What is considered a late OER? Who set these timelines and why? Are late OER statistics briefed by the CBPO Chief at the Wing Commanders staff meeting? Is the CBPO Chief made aware of OERs rated less than one or have derogatory comments? Who is counselling officers desiring to appeal OERs? Is the CBPO Chief qualified if called upon to counsel an officer on an appeal? Has the wing/base commander been actively involved in promoting timeliness of OERs? What indorsement chain is established for your base? What about personnel from other commands? Are late rates kept by the MAJCOM and does the CBPO Chief become aware of these before the wing/base commander? Have your OER personnel developed a good working relationship with MAJCOM personnel so they might determine the status of a MAJCOM indorsement on an OER quickly. What procedures have been established to insure all OERs have received in time for them to be processed and provided to the promotion board? For OERs directed by HQ USAF are supervisors notified of the quick completion and indorsement required to meet the HQ USAF suspense? Does your CBPO provide a monthly or quarterly "who rates who" roster for the units you service? Have reasonable suspense dates been established for "change of reporting official" and "no report 1 year" OERs? **SUGGESTION**--Make sure your OER personnel have a copy of the AFMPC promotion board schedule and use it when suspense dates are levied for completion of OERs. It is incumbent upon the CBPO to

insure an OER is processed in time to meet a promotion board. A simple annotation of members eligibility and board date could spur the supervisor or commander to complete the OER in time to receive the proper indorsement.

#### APRs

Most of the above applies to APRs. By far, the largest problem is having correct reporting officials recorded in the data base. Many CBPOs have designed a "who rates who" roster that is provided on a monthly or quarterly basis to the units serviced. A suggestion to the units to verify with reporting officials that they in fact do rate these people will improve the accuracy of your data base. A quick response by the CBPO to update the changes requested by the units prior to the production of the next roster will enhance your credibility with the units. An additional problem of letters of evaluation (LOEs) is created when the member does not have enough time for an APR but does have enough time for an LOE. A key IG inspection item for insuring LOEs are attached to APR shells has caused numerous CBPOs to receive less than glowing comments in this area. Check it now and check it often. Watch for supervisors changing a persons reporting official just often enough to keep from having to write an APR especially for marginal performers or those who they think are about to go PCS/PCA. Have your OER/APR personnel designed a separate guide or brochure for the proper completion of APRs and OERs? Consider personally reviewing all APRs receiving a rating of seven (7) or less and those having derogatory comments. It is amazing how many of these same names you will see in other parts of the Quality Force Section.

#### SEPARATIONS UNIT

Separations, whether retirement, normal expiration term of service (ETS), early separation or involuntary should be expedient, courteous and thorough.

#### Retirements

Retirements are absolutely the last place you want problems to occur. A person has served 20 or more years faithfully and now is not the time the CBPO should cause an inconvenience. Review the time line for processing retirements. How soon after a person applies for retirement does the CBPO receive an answer? Do you have a follow up system if you do not have the answer in 60-90-120 days? How is the wing/base commander notified of personnel who apply for retirement--especially senior personnel? What CBPO procedure has been established when a person decides to seven day opt when notified of a PCS assignment? Who is insuring the member does in fact apply for retirement and is it coordinated with DPMUO? As CBPO Chief you should be completely familiar with retirement options available for senior personnel.

Who in the CBPO counsels senior personnel on their retirement options? Can you provide a retired pay estimate while the member waits if requested? How far in advance are Retirement Certificates prepared for the retiring member and spouse. Don't wait till the last minute for many of these people will go on terminal leave and the ceremony will be held prior to their departure. Does DPMQS insure the member has received the SBP briefing prior to his departure? What procedures have been established to notify personnel of mandatory retirement dates. Does DPMQS work with promotions personnel regarding non-selectees and retirement options? Has Base Graphics been requested to complete retirement certificates? Does DPMQS have retiring members complete a survey regarding how they were serviced? Does the CBPO Chief have an opportunity to review these monthly?

### Involuntary Separations

"I want this #^&\*@! off this base by sundown." Words I have heard from commanders more than once and they were serious about separating these individuals from the Air Force quickly. Involuntary separations or Administrative Discharges can be a tremendous workload, especially if your CBPO has not developed an efficient and effective method of processing the loads of paperwork. Has your CBPO published a guide for squadrons to use when putting together a discharge package? When is the first time the CBPO reviews the discharge? Is it before or after it is finalized? It should be before and should be reviewed by an expert in DPMQS and Legal Office to insure the member is being processed for discharge under the correct provision of the discharge regulations. Are discharges coordinated on by other sections within the CBPO? Personnel Reliability Program monitor, On the Job Training (OJT), OER/APR, and Promotions are some of the action offices that could have an input to the discharge. Is DPMQS tracking the discharge from date from date of initiation to date of separation? A formal log or cover sheet should be designed to track the discharge and explain any delays in processing. Some MAJCOMS track the number of days and give feedback to you and wing commanders. Regardless, you should know how long each type discharge takes, where the delays are, and what corrective action has been initiated. If the delay happens to be at the Staff Judge Advocate (SJA), a good working relationship between your Chief, Quality Force and SJA could easily solve the problem. Has DPMQS provided a staff assistance visit to those units having problems? Does DPMQS provide base-wide training for orderly room personnel? **SUGGESTION**--since the base Director of Administration normally selects officers for base additional duties, ask that discharge board members be selected in the same manner. All officer involuntary separation cases receive an immense amount of attention. You would be very wise to be briefed at the first hint of a case and make yourself aware of even minute details until the case has passed review and been finally approved by the discharge authority. It is not

uncommon to receive phone calls from the MAJCOM, AFMPC, HQ USAF or someone in the Secretary of the Air Force offices. Be prepared to brief the base/wing commander on a moments notice on cases involving officer separations.

#### Normal Separations

Normal or voluntary separations occur as a result of service commitments expiring or when a member applies for voluntary separation and is approved by the appropriate authority. When these people leave the Air Force it should be with the memory that out processing through the CBPO was painless and hassle free. Application and tracking procedures for voluntary programs should be error free and keep the individual informed. Hardship discharge applications should be processed expeditiously and a final answer provided to the member and their commander as soon as possible. If hardship discharge authority has been delegated to the Director of Personnel, your review, recommendation and discussion of the case will provide the DP adequate information with which to make an informed decision. Your efforts to resolve the cause of the hardship discharge prior to submitting the case to the DP could save the Air Force a valuable trained resource. Be aware that some individuals will try and game the system and use the hardship discharge as an easy avenue to leave the Air Force rather than serve their commitment. Research the facts and require the member to provide proof of the hardship. AFMPC has been known to levy short notice suspenses when implementing an early out program. It is imperative that everyone affected be notified immediately so that they can make an informed decision on remaining with the Air Force. Whether it is long distance phone calls or messages to personnel on leave or TDY, contact them all and contact them early so an informed decision can be made. If at all possible, process these members as a group for separation physicals, out processing, finance and travel arrangements. Your interaction with other base agencies can save them many hours of work. When notified of early out programs, brief the commanders and base agencies early and often.

#### SPECIAL ACTIONS UNIT

Coordination between Special Actions and other CBPO units is a must for success. Every program administered by Special Actions affects another CBPO unit. The key to an effective Quality Force program begins with Special Actions.

#### Unfavorable Information Files (UIFs)

UIFs are a collection of documents outlining unacceptable behavior by Air Force personnel and any disciplinary action taken. You should review the coordination process before documents are filed and establish an audit trail to insure data accuracy. Timely update of UIFs in the computer allows the

MAJCOM and AFMPC to make informed decisions. It is equally important to remove the documents and data updates from the system when they no longer apply. Once Article 15s are finalized by SJA, how long before Special Actions receives them for entry into the UIF? Is a trend analysis performed periodically to determine changes in either number of UIFs or content of data? Have UIFs been reviewed by CBPO personnel or SJA for possible discharge candidates? Does the CBPO Chief sign the letter to the commander recommending discharge. Errors in control roster start and end dates can severely affect assignments, promotions, NCO status, APRs plus numerous other programs and should be audited periodically for accuracy. Are letters of indebtedness processed through Special Actions to the commanders?

#### Weight Management Program

Even though the Weight Management Program is a primary responsibility of the commanders, Special Actions collects the data and updates the Personnel Data System. Whenever questions are asked, they are usually asked of the CBPO to either provide collective data/statistics on how many are making satisfactory or unsatisfactory progress or what disciplinary action has been taken. If you are not currently briefing this data to your command section you probably will be in the future. Progressive disciplinary action for those making unsatisfactory progress will lead to a stronger discharge case.

#### NCO Status Appointment

NCO status should be a milestone in a person's career and celebrated with an appropriate ceremony. Usually the Senior Enlisted Advisor has established a ceremony and relies on the CBPO for a monthly list of names. The CBPO should insure the list is free of names of those who have derogatory data. Attendance by the CBPO Chief is optional, but highly encouraged. Who is responsible for NCO status appointment certificates and how far in advance are they delivered to the presenter?

#### Reenlistments

What is the reenlistment rate for first term airmen, second term airmen, career NCOs? Is this data briefed monthly at a base-wide staff meeting? What quality control factors are checked prior to issuing reenlistment paperwork? Are bonus AFSCs correctly identified? What is the error rate on reenlistment documents? Is the CBPO Chief available to reenlist personnel? Is a United States flag present at all reenlistment ceremonies? Are your Section Chiefs available to reenlist personnel? Are commanders holding appropriate reenlistment ceremonies? Are the names of reenlistees submitted to the base newspaper? Are you surveying those who decline reenlistment and making this data available to commanders? Have you considered merging the Base

## Career Advisor's Office and Reenlistments?

### Base Quality Force Council

Regardless of what name you use for this council or committee, a centralized effort to review Quality Force issues will lead to a more consistent enforcement of standards. I have seen an extremely effective committee consisting of the Wing or Vice Wing Commander, Base Commander, Director or Personnel, CBPO Chief, Social Actions, OSI, Staff Judge Advocate, Hospital Commander plus each DCS briefed by either the CBPO Chief or Chief, Quality Force. Items briefed: UIF entries for the week to include previous entries for each person, status of discharge cases to include delays experienced, discharge cases reviewed by SJA, top ten Unfavorable Information Files, unusual APRs or OERs, any new or changed Quality Force program, with inputs from the agencies present. This successful program met weekly to insure timely actions were. In this case, the wing commander did not invite the squadron commanders and chose to work the problems through the DCSs. Many issues can be resolved in a forum such as this before they become problems. It is also an ideal opportunity to emphasize Quality Force programs and let this emphasis be indorsed by the senior commander and filter down to each lower level commander and supervisor.

## Chapter Nine

### PERSONNEL UTILIZATION SECTION

Personnel Utilization is normally the largest section within the CBPO and can be the busiest. Assignments, sponsorship of incoming personnel, equitable distribution of base resources, strength accounting, mobility requirements, deployments and contingencies, are only a few of the many programs that make this a challenging section.

#### OUTBOUND ASSIGNMENTS (DPMUO)

Special duty, humanitarian, Children Have A Potential (CHAP), Join Spouse, base of preference (BOP) and permissive assignments are in addition to the normal assignment selection cycle. Each update cycle of the computer will normally produce listings of assignments for personnel on your base. Has the proper notification chain been established? The commander should be the first to know of an assignment. Were quality control factors researched before sending the notification to the squadron, and were they highlighted on the computer printout? Are eligibility requirements thoroughly reviewed prior to allowing a member to submit a special duty application and have the appropriate level of signatures been obtained? Some assignment applications and assignments require the CBPO Chief to sign indicating he has reviewed the member's record and found no data to prevent the member from being assigned to that location. What reject rate are passport applications receiving? Has someone called the state department to verify procedures? How many passport agents are assigned to DPMUO? How far in advance must you apply for a change in passport agents? What is the average time for concurrent travel applications? If specific areas are problems what corrective action has been taken? How far in advance are port calls requested and how far in advance of the member's projected departure date are they received? Are personnel allowed to depart on leave prior to receiving a port call? How fast does your CBPO produce member's PCS orders? Does the member receive orders in adequate time to schedule movement of household goods? What is the error rate at Base Administration and what is the amendment rate caused by errors on original orders? What training has been done to eliminate these errors? Assignment instruction codes (AIC) are necessary to insure unique qualifications prior to member's arrival at the gaining location. Does message traffic to your DPMUO indicate complete compliance with these AICs? How many Category 1 discrepancies does your DPMUO receive? Are they tracked and training provided to all DPMUO personnel? Who counsels members

regarding submission of assignment preference statements (AF Forms 90, 392, 109) and who is responsible for timely updating? Are relocation folders standardized throughout DPMUO? Do you provide personalized out-processing for colonels and above? How far in advance are base agencies notified of projected departures. Have you minimized inconvenience to the departing member? Has retainability been verified prior to updating assignment confirmation? If a member does not have the appropriate retainability, how does DPMUO insure it is obtained prior to member's departure? Are medical and dental requirements resolved far enough in advance of member's departure? Does DPMUO notify AFMPC when requirements can't be met? When and how? When is a member counseled on permissive TDY house hunting trips, and when are orders completed? If the CBPO is participating in an exercise, will someone be available to out process departing personnel? Are AIDS test results received prior to member's departure for overseas? Are special medical or educational requirements validated and confirmed prior to member's departure?

#### MANNING CONTROL UNIT (DPMUM)

##### Manning

Distribution of base resources equitably between units impacts the capability of the base to complete the assigned mission. Manning control assigns all incoming personnel against manpower authorizations. A host of computer products are available to assist with this time sensitive task and can be employed to enhance decisions on a proper mixture of skill and grade requirements. Are manning assistance requests reviewed by the DPM? Are manning assistance requests answered within five working days and does the DPM review the answer? Does the answer include MAJCOM manning percentages? Have projected gains and losses been included with projected statistics? At what manning level does CBPO initiate manning assistance requests to the MAJCOM? Does the PSM provide a computer product for ready access to this type data, and does the DPM have a copy? Inequitable distribution of a common AFSC is a recurring problem. Does DPMUM have a procedure to identify this problem? Is the solution coordinated before implementation? Are duty title and duty AFSC changes submitted via AF Forms 209X? What and when are follow up actions taken on these requests? Are procedures established to monitor personnel working out of their control AFSC (CAFSC)? How many personnel does your base have assigned to pseudo-position numbers? Are they valid; how long have they been assigned to these positions. Consider asking each user agency to justify why a person must be assigned to a pseudo-position number, and then verify this information with the Manpower office servicing your base. If not justified, have the member assigned to a valid position number. What procedures are established to validate overseas duty history and dates? Invalid data results in erroneous assignment selection and relevy action by AFMPC.

### Personnel Reliability Program (PRP)

A crucial program to insure only the highest standard of reliability of personnel assigned to perform duties associated with nuclear systems, nuclear weapons or special security access. Your base mission will determine the number of personnel in the program. Regardless of the number, a comprehensive PRP program is necessary to fulfill this important tasking. Are Security Police blotters reviewed daily to identify personnel involved in incidents that may disqualify them from PRP? What procedures have been established to coordinate drug/alcohol files with PRP? How often does your PRP Unit conduct staff assistance visits to units with personnel on the PRP program? Is the commander out briefed, and do you provide a written report back to the commander with a copy to the appropriate DCS and wing commander? Are deficiencies identified and corrective actions suggested? Must all deficiencies be answered in writing, and is a suspense date established? Are temporary decertifications tracked and appropriate follow up action taken. Do you provide training to new PRP monitors and new commanders? Does this include other base agencies involved with the PRP process? How often are PRP meetings conducted (monthly, quarterly)? As a minimum, the PRP working group should include Director of Personnel (chairman), NCOIC PRP, Chief Quality Force, Chief Social Actions, NCOIC Security Police Administration and Reports, Wing Nuclear Safety Officer and the CBPO Chief. The PRP program is subject to many inspections. Less than satisfactory ratings cause the base and the CBPO to be revisited by the inspecting agency within a short period of time. A highly visible program you should be involved with from the beginning of your tour as Chief, CBPO.

### PERSONNEL READINESS UNIT

#### Mobility Processing

Mobility processing occurs at a time and place chosen by someone else and can be counted on to be inconvenient to the CBPO. With a well trained cadre of personnel, deployments and contingencies will be more than adequately met by your CBPO, and your Personnel Readiness personnel will be a key to a successful operation. Review plans requiring CBPO involvement in mobility processing. Have your CBPO people been adequately trained, and do they practice often? Are they motivated to complete this time sensitive mission? Do they feel they are a part of the overall base plan, and do they receive appropriate recognition? Are Section Chiefs appointed as OIC of Mobility Processing Unit? Does the CBPO Chief have an active role in mobility plans? Is the CBPO Chief seen wherever Personnel people are assigned during mobility? Is he there to solve problems or create them? Does DPMUX have an excellent working relationship with other base

agencies? Are all mobility positions filled with qualified personnel? What action has been taken to fill vacancies? Has the wing/base commander been advised of shortages prior to an exercise or deployment? Are deployment manning documents computer generated and distributed to base units monthly? What is the change rate for these manning documents? Who is assigned to the Mobility Control Center (MCC)? Are your mobility personnel seasoned, experienced personnel or only your most junior airmen? Insure your entire CBPO is involved with mobility and contingency processing for it is an integral part of the entire base mission.

#### Personnel Support For Contingency Operations (PERSCO)

Have Personnel Support for Contingency Operations (PERSCO) Teams been appointed, and are they staffed with good people? Remember, these PERSCO members will represent you and the base when deployed so be sure they are trained, motivated, and capable of supporting the commander in the field. Make it a privilege to be assigned to the PERSCO teams and solicit TDY training opportunities. Work with base agencies to provide additional training if possible. Are you receiving more than your fair share of taskings from the MAJCOM to send out your PERSCO teams? Sometimes a fellow CBPO Chief will be unable to support a PERSCO tasking because of exercises or inspections. If at all possible, volunteer your PERSCO team for use by the MAJCOM for a future good TDY for your PERSCO team members.

#### Supplies

Are adequate supplies available for mobility processing to include typewriters, paper, pens, regulations, privacy act statements, folders, envelopes, dog tags etc. Do PERSCO kits have the above? When were supplies checked last? Are the supplies appropriate for the possible areas of deployments? Is there a need for communication equipment either at your base or when deployed? Is there a Table of Allowances entry for DPMUX or PERSCO?

#### Strength Accounting

Requests for numbers of personnel assigned to the base, broken down by squadron, will be frequent. These numbers are used by a host of agencies on base and a correct, timely distribution should occur. Proper processing of AWOL personnel to include timely notification of agencies is a must. Time lost due to AWOL complicates a number of Quality Force programs and must be coordinated on by other CBPO sections. DPMUX should advise you and other sections within the CBPO immediately when a person is declared AWOL. Status follow up is necessary to determine possible deserter status.

### Comment

I have noticed over the years a tendency by some CBPO Chiefs to assign less than their star performers to DPMUX. With an increase in the number and type of mobility operations and possible contingency plans available for implementation, do not fall in this trap. Mobility and contingency operations consistently produce high pressure situations where knowledgeable, coolheaded people save the day. Don't let DPMUX be a part of the problem, let them be the key to the solution.

### INDIVIDUALIZED NEWCOMER TREATMENT AND ORIENTATION (INTRO) DPMUI

A proper welcome to a new base starts an individual off on the right foot and makes them feel welcome. This process should be the beginning of a productive tour at the new location and is the responsibility of the commander, supervisor and CBPO. The CBPO should be enthusiastic and truly concerned with conveying a positive attitude about the base. Are all incoming personnel appointed a sponsor? How far in advance of a member's arrival is a sponsor appointed? If someone arrives after duty hours does Security Police know when and where in-processing takes place? Does in-processing schedule appointments within the first few days of a members arrival? Are newcomers allowed to complete these appointments prior to starting their job? Are provisions made for rescheduling in case a member has a conflict such as household goods delivery? Earlier I suggested you attend in-processing. The same applies for completing your in-processing appointments. A good review by the person in charge of this procedure will allow you to field the complaints received. Does DPMUI survey newcomers to determine problem areas within the Sponsorship or in-processing programs?

## Chapter Ten

### CAREER PROGRESSION SECTION

Classification, training, On the Job Training (OJT), promotions and testing comprise DPMP. A diversified group of work centers, all important in a person's career in the Air Force.

#### CLASSIFICATION AND TRAINING--DPMPC

Classification and Training awards, monitors and updates all AFSC data. Compliance with the regulatory guidance regarding award and upgrade of AFSCs is no small task. In-depth training programs will eliminate many of the problems found in this area. Skill level upgrades should be consistent with Air Force regulations and those questionable cases elevated to the proper solution level. For the Air Force to function correctly, known AFSC skill levels must be maintained and awarded only when personnel have completed the proper training, supervisory experience or time in grade. Airmen who have lost their AFSC and are still qualified to remain in the Air Force should be counseled by DPMPC. Undermanned or imbalance AFSCs on base should be presented as a first alternative if the member is eligible. Be concerned about consistently placing disqualified airmen into the same squadron or service agency. For example, don't always take disqualified security police personnel and put them in transportation. Don't allow the AFSC issue cloud a commander's decision about whether or not to separate the airmen. Retraining is not a substitute for discharge or other quality force actions. If a member is not recommended for reenlistment, he should not be retrained. Is DPMPC checking quality force information prior to retraining personnel? Formal school quotas will be processed through DPMPC. All personnel should be qualified by DPMPC for the schools and quality force data should be checked thoroughly prior to issuing TDY orders. Air Training Command, Technical Training Schools have been known to return members to their home base when they arrive and do not meet weight standards. Have the individual weighed a few days prior to out processing. Are you returning school or training quotas to the MAJCOM or AFMPC? Procedures should be established to qualify personnel far enough in advance to have a replacement identified or have squadrons identify primary and alternate attendees. How many people from your base applied for commissioning programs? How many applications were returned with errors? Are base personnel properly counseled, and are commanders helping get them qualified for commissioning? What procedures are established for Professional Military Education selection? Is a board held, who runs the board, are all DCSs fairly represented, and is the Senior Enlisted Advisor involved?

Does the wing/base commander send letters of congratulations to each in-residence attendee? Do you have a publicity program to announce in-residence selectees? Does the selection board select more than the quota to allow for last minute cancellations? Are all alternates told to be prepared for last minute selection? Review selection and assignment procedures for First Sergeants.

#### BASE ON THE JOB TRAINING--DPMPO

Base On the Job Training (OJT) Unit monitors base wide OJT actions to insure personnel are properly upgraded, training has been completed in the allotted time or valid extensions have been granted, administers the Career Development Course testing, procures the correct amount of Weighted Airman Promotion System (WAPS) study material at the correct time and should conduct regular staff assistance visits to evaluate unit level OJT program management. Individual delays in completion of OJT delay the use of the individual in a higher level skill position and can delay possible assignment action. When does DPMPO order WAPS study reference materials? Is this far enough in advance to allow distribution and study time prior to WAPS testing? How much materials are ordered? Are OJT staff assistance visits conducted as required by regulation? Are commanders and unit OJT personnel out briefed? Is a written report highlighting deficiencies forwarded to the commander, his DCS, and wing commander? Are these letters signed by the CBPO Chief? Do you require a written reply? Are follow up visits made? How soon?

#### PROMOTION AND TESTING--DPMPP

Promotions seem to be important to almost everyone in the Air Force. Consequently, this is one of the busiest places in the CBPO when it comes time to either administer the WAPS test or to release promotions. The most effective and efficient Promotion and Testing offices I have seen are those which plan ahead and complete as much work as possible before the testing and release dates arrive.

##### Testing

WAPS testing must be scheduled far in advance and individuals given adequate notice of test times and dates. Review the procedure used if someone either arrives late for testing or is a no-show. Consistent application of this procedure is a must. Tests should be secured in a safe with a limited number of personnel having the combination. Are test inventories conducted in accordance with Air Force regulations? Who is qualified to administer the AFOQT, and how often is it given? Who is qualified to give the EDPT and language aptitude test? What happens if this person is sick or sent TDY; is there an alternate? When are colonel selectees administered the language aptitude test? Are these scheduled automatically, and

who signs the letter? Is there a need to send someone TDY to a GSU to test those personnel? Can you accomplish the same results by scheduling GSU personnel separately?

### Promotions

Release of promotion list data before the official release date causes severe concern to commanders. One of the few good bits of information a commander has to release to his people is the names of selectees for promotion. Don't let your CBPO be guilty of releasing the promotion data prior to the official release date. By planning ahead you should know who is eligible for promotion by squadron. When promotion data is received in the CBPO, it should be worked quickly but not so quick as to make a mistake. I suggest you inform the commanders you have the promotion data after you have verified the data and produced a list of personnel by squadron. Follow on statistics and letters of notification can be accomplished after the commander has the names of selectees. Before any data is released, a check should be made for derogatory data. How far in advance are board dates and eligibility criteria publicized? Were preselection briefs received on everyone? What follow up action was taken for those not received? What does the final selection package look like when it goes to the commander? Are professional military education (PME) nominations, Regular appointment lists and letters of notification included? Must you receive the wing/base commander's permission prior to distributing squadron selection lists? When are names released to Public Affairs? Will this be in time to make the publication date for the base newspaper? Promotion data and release of select/nonselect lists must be 100 percent correct.

## Chapter Eleven

### BASE CAREER ADVISOR

The Base Career Advisor(s) work(s) with every office in the CBPO. The main goal should be to increase retention rates. Keeping enlisted personnel and their commanders and supervisors advised of career opportunities available must be a first step if retention rates are to be maintained at an acceptable Air Force level. The Base Career Advisor (BCA) should be involved in retaining quality personnel and should be an active participant in every quality force program in the CBPO.

#### DPMH

#### Retention

The BCA cannot accomplish the retention program alone. Appointment of highly qualified Unit Career Advisors (UCA) will enhance your base retention program. Initial and follow on training must be provided to keep the UCA abreast of Air Force programs. Are monthly training sessions held for UCAs? Does the CBPO Chief attend these meetings at least periodically? Does the BCA brief at PME classes? Has the BCA established a recognition program for Unit Career Advisors? Are awards presented monthly or quarterly and by whom? Are Selective Reenlist Bonus AFSCs publicized? Does the BCA counsel separating members on reserve opportunities? For those who cannot reenlist in their present AFSC, what action does the BCA attempt? Is DPMPC/DPMUM contacted for shortage AFSCs? Does the BCA call the MAJCOM or AFMPC for the latest information?

#### Unit Visits

Annual visits to units to review retention programs can reveal problem areas. These visits must be thorough with problem areas identified and solutions given to all problems. The commander should be out briefed with a written report to follow with copy to the appropriate DCS and the senior commander. The use of ratings may be a command option, however, tell it like it is. The retention of quality personnel is everyone's business and an ineffective retention program can't get fixed if you cover up the real problems. Does your BCA periodically brief the senior host commander on the status of his retention programs? Who briefs retention statistics at staff meetings? Are you or the BCA available to brief retention rates at the squadron commander's call?

### Publicity

The greatest tool available is publicity. Appearance by the BCA at various functions take them away from the office but can be time well spent. The BCA must be seen and heard to be effective. Visits to the flight line, visits to shift workers, separate table at the dining hall, lunch with some of the younger airmen or appearances at social functions where reenlistment eligible personnel happen to be. Use every publicity avenue.

## Chapter Twelve

### GOTCHA

Just when you thought it was safe to go to your office you find there may be other sharks in the water that bite!

### COMMANDERS

Commanders can be your best friend or your worst enemy. Regardless of the category they fit in, it is your responsibility to provide them the best possible personnel service. Find out what the commanders need to help them do their job better. Are you giving them enough advance notice on personnel program changes? Are you available to discuss their problems or do you want to give them only the party line response? Are you willing to take their problems to a higher level when the procedure or program violates common sense? Do you give them advance notice when you are going to brief statistics that reflect negatively on their squadron? Is it possible to extend the suspense rather than shorten it and still accomplish the Air Force mission? Are you using base staff meetings to surface problems with specific squadrons? (DON'T) Are you answering the commander's questions in a timely manner or stalling them and hoping the question will go away? When was your last visit to the squadrons? Are you available to speak at their commander's call? What can the CBPO do for the commander to make his job easier?

### SECTION CHIEFS

You are obligated to train section chiefs to be CBPO Chiefs. You will have your fair share of young, inexperienced, lieutenants. Do they know what you expect of them? Have you told them? Do you review their progress with them in a closed door session? If you keep records on your section chiefs, is it only the less than satisfactory items? Keep track of the good things they do, if less than satisfactory items occur, you will remember it when it is important. How are their writing skills? What can you do other than use your red pencil to enhance the writing skills? Do you give them a chance to brief their programs? Be willing to let them make a mistake. Watch their attitude, it can be an asset. Treat them like you always wanted to be treated when you were a section chief. Don't build a fence around them; let them branch out and take part in other programs on the base. Look for ways to get them recognition, it makes it easier to sell their OER. Rotate the section chiefs for their own good and the good of the CBPO. About the time a section chief is comfortable in their job it is time to move them. Yes,

you will have some decrease in efficiency initially, but it will be more than made up when the section chief starts a review of all the programs under his control. Think how much better you would be as CBPO Chief if someone like you had taken the time to train you in all the sections.

### MEETINGS

Establish early on which meetings you will attend. Don't forget, when the DP is away you usually must attend meetings in his absence. Get the DP to let you attend his meetings with him at least once prior to going by yourself. Weekly staff meetings between the CBPO Chief and section chiefs are a must and are best held after wing/base staff meetings. Share the information you have received and ask that it be passed to the lowest level quickly. Once in awhile you might check a couple of days later at the lowest level just to see if the information has reached everyone. Staff meetings should include new policies, significant changes to regulations or procedures, CBPO problems, status of requested actions, personnel moves, and pending inspections. Allow enough time for input from your section chiefs. Regardless of rank, each person in attendance must be treated equally.

### CORRESPONDENCE

The quality of correspondence coming from a CBPO is often a major indicator of how well a CBPO is accomplishing its mission. Misspelled words, poor grammar, and inadequate punctuation indicate someone is not reviewing correspondence. If correspondence is haphazard, most likely your other programs are suffering the same malady. Determine now what correspondence you will personally sign and coordinate on. Establish a good "memo for record" program, and it will save you many hours of research as to why you answered the question in this manner. Who signs staff summary sheets? What is minimum coordination? Remember, you must keep the DP informed. If your section chiefs interact directly with the DP for some reason, set the standard early on how and when you will be back briefed. If it can be answered with a phone call and memo for record, why send a letter or message and cause your people more work?

### BE AWARE

Be aware: of command interest items and how your CBPO stands in relation to other CBPOs, of all complaints and dissatisfied customers, of dissatisfied personnel within the CBPO, of statistics that you publish or are published about your CBPO and how the numbers were crunched, of CBPO manning and when people are arriving and departing, of the skill qualifications of your people, of the status of your management indicators, of the timeliness of CBPO OERs and APRs, that you own AFR 35-10 and set

the standard for enforcement, of the fact that CBPO people are human and will also make some mistakes, of the working conditions and equipment in the CBPO and make efforts to improve both, that you need to get out into the sections every day, that you set the attitude for the entire CBPO, of the potential of your NCOs and airmen and capitalize by assigning them the responsibility and authority, of individual goals and what you can do to help your people achieve them, of self assessment and training and understand these are keys to your success, that your CBPO, your boss, the MAJCOM and AFMPC can help you succeed as Chief, CBPO.

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