

NO-A194 892 AN INFORMATION HANDBOOK FOR CONTRACTING AND
MANUFACTURING OFFICERS(U) AIR COMMAND AND STAFF COLL
MAXWELL AFB AL J M KING 1988 ACSC-88-1478

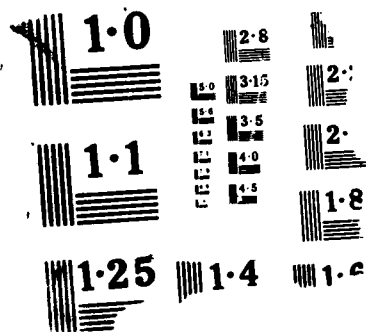
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STUDENT REPORT

AN INFORMATION HANDBOOK FOR
CONTRACTING AND MANUFACTURING
OFFICERS

MAJOR JEANNE M. KING

88-1470

"insights into tomorrow"

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REPORT NUMBER 88-1470

TITLE AN INFORMATION HANDBOOK FOR CONTRACTING AND
MANUFACTURING OFFICERS

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AFMPC/DPMRSA2

Submitted to the faculty in partial fulfillment of
requirements for graduation.

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PREFACE

The 65XX career field is dynamic, and in the five years since Major Lee S. Johnson wrote ACSC project 83-1260 significant changes have affected the Air Force contracting/manufacturing officers' environment. This update of Major Johnson's guide will be published as a handbook by HQ AFMPC after the contents are reviewed and approved. The guide is not written to make decisions for officers assigned to the specialty but to make them aware of the opportunities in the field and the Air Force.



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ABOUT THE AUTHOR

Major Jeanne King is a career contracting and manufacturing officer who has worked at base, center, central, and systems levels of contracting in both acquisition and contract administration. She graduated from Southwest Missouri State University with a Bachelor of Science in Industrial Sociology and was commissioned through Officer Training School in 1973. She earned her Master of Arts in Business Administration from Central Michigan University in 1976. Major King has served in assignments to Holloman AFB, New Mexico, the Washington Area Procurement Center, Andrews AFB, Maryland, where she had additional White House duties, the Defense Construction Supply Center, Columbus, Ohio, Space Division, Los Angeles AFS, California, the Air Force Plant Representative Office Rockwell NAAO, Los Angeles, California, and to Headquarters, Air Force Contract Management Division, Kirtland AFB, New Mexico. Major King has completed Squadron Officer School, Air Command and Staff College, and National Security Management by correspondence and attended SOS and ACSC in residence. She has held both Contracting Officer and Administrative Contracting Officer warrants.

TABLE OF CONTENTS

Preface.....	iii
About the Author.....	iv
CHAPTER ONE	
Needs Assessment.....	1
CHAPTER TWO	
Summary of Changes.....	5
BIBLIOGRAPHY.....	8
APPENDIX	
An Information Handbook for Contracting and Manufacturing Officers	

POSITION PAPER

ON

THE NEED TO UPDATE "AN INFORMATION HANDBOOK FOR CONTRACTING AND MANUFACTURING OFFICERS"

1. My research project is an update of a handbook for Contracting and Manufacturing (65XX) officers originally written as ACSC Project 83-1260 (6:--). It was distributed to 65XX officers and their supervisors by the Air Force Military Personnel Center (AFMPC) through 1985. Major changes in the career field and Air Force environment made many parts of the guide obsolete. The Chief of the Contracting and Manufacturing Assignments Section, AFMPC, has requested the handbook be updated so it can be redistributed to the field by AFMPC and SAF/Deputy for Acquisition. I wholeheartedly support the need for the guide based on my own experience.

2. I have spent my entire career in the contracting and acquisition arena and have experience in all specialties of the field; base, center, central, and systems acquisition. In the two jobs prior to ACSC attendance, I worked as a Career Management Officer coordinating officer and enlisted assignments for the Air Force Contract Management Division (AFCMD). The majority of these assignments were 65XX authorizations. I later moved to AFCMD's Commanders' Evaluation and Assistance Team, and my job included representing the AFCMD commander in the field meeting all junior officers and their detachment commanders. The meetings were

Major King/ACSC Sem 28/19 Jan 88

held to talk with the officers about the most current personnel issues in the command and the Air Force, to answer any questions they may have concerning their assignment or their career, and to facilitate communication between the Commander and his people. Throughout my assignment to AFCMD (3 1/2 years), I saw the value of this 65XX handbook in helping to answer basic questions for officers recently assigned to the career field and for supervisors conducting professional development counseling. The guide provided detailed descriptions of the specialty including demographics, educational and training opportunities, assignment and promotion processes, and professional development programs. It not only summarized many factors affecting officers, it also served as a guidepost pointing the reader to Air Force regulations, manuals, and pamphlets where complete information could be found.

3. I have two goals in updating this handbook. One is to make it more "complete" or "self-contained". With the addition of more "how-to" information and reference tools, the guide will do a better job answering junior officers' basic questions, and provide commanders and supervisors with better reference materials for use in their counseling roles. The second goal is to modify the guide to reflect significant changes in the career field and in the management of the officer force.

4. Since the original guide was written the career field has grown from 1250 to over 1495 people. This has caused a shift in

areas where members are assigned, and it resulted in bringing over 700 new people to the career field in the last three years. More than 46% of the officers are on their first tour, and they as well as their supervisors and commanders need guidance (8: 17-21).

5. Senior AFMPC managers believe more significant personnel policy and procedure changes have occurred this last year than in the previous decade (10:--; 11:--). "Commander's Involvement", for instance, enables a commander to provide counseling on the AF Form 90, input to the command and AFMPC on assignments, and give assignment notifications to subordinates (3:1-2). There are new options for members regarding overseas assignments as well as a new Date of Estimated Return from Overseas (DEROS) system (1:92). Even AFMPC's approach to assignments has changed resulting in a new way of viewing career patterns, timing personnel moves, using the "pipeline" first (10:--; 11:--), etc. Overseas tour lengths have also changed (1:Table 4-1). Additionally, many assignment tour designations have changed from "maximum" to "minimum" (1:Ch 9).

6. Congress has mandated contracting officers possess minimum experience, education, and training as prerequisites to assignment to specific job levels. The requirements, in turn, have been directed through DODI 5000.48 (5:1-3). This will force certain patterns in training and assignments ("stove-piping") (8: 29-33) at a time when there is an Air Force shift away from

"careerism" (4:1-2).

7. The DoD Reorganization Act differentiates between "joint" and "department" positions, and causes assignment resource managers to thoroughly review each assignment to these positions. It also significantly affects how graduates of joint professional military education are used (2:1-3; 9:1-3).

8. There has even been a change in contracting and manufacturing terminology as well as in the management of its functions. For instance, the term "base contracting" has been replaced by "operational support contracting", and the field has expanded to include managing much more diverse contracts for activities such as the support of test ranges (7:11).

9. Since the handbook became obsolete and circulation stopped, the AFMPC Palace Acquire team and the SAF/Deputy for Acquisition have received specific requests from field commanders and directors to publish useful counseling tools and listings. Needs include a list of organizations who manage their 65XX's through "sub-resource managers," descriptions of key organizations and points of contact within them, and a list of joint positions (10:--; 11:--).

10. Contracting and Manufacturing Officers have found this handbook to be a useful reference in the past and it can provide even greater benefits in the future with the improvements I will make to the basic product.

SUMMARY OF CHANGES

I made changes to the original handbook (ACSC project 83-1260) for two basic reasons. First, and most importantly, was to update the handbook with current information due to changes in Air Force personnel policies and procedures, and in the contracting and manufacturing career field. The second reason was to add information to make the guide even more useful as a reference and counseling tool. The approach was to first research changes made to all the sources since the original project was written in 1983. I proceeded through the handbook section by section questioning every policy, philosophy, and piece of datum. After the updates were complete I included the information in the appendices to finish the project.

I have attached a highlighted copy of the updated handbook indicating the primary changes. I did not highlight editorial changes.

Senior Air Force leaders have recently expressed concern that "careerism" may be having a disruptive effect on the officer force, and that emphasis should be on "officership" and professionalism rather than "square-filling" for the sake of enhancing individual careers (17:1). For that reason, my sponsor asked for the original handbook to be revised--professional development instead of career development and "what I might expect" rather than "what I need." I tried to incorporate the spirit of officership through subtle changes throughout the handbook even to the point of changing the original title.

Other substantial changes are listed by chapter:

Chapter 1.

- Revised introduction giving reasons for update
- Described new appendices

Chapter 2.

- Structure changed to separate specialty descriptions from functional descriptions
- Some functional descriptions expanded, clarified, and updated to reflect current terminology
- Adjustments made to contract administration section to show organization mission changes
- Percentages and values updated

Chapter 3.

- Tables revised to graphic charts and updated to reflect current demographic data

Chapter 4.

- Basic training tables revised
- Professional continuing education expanded to include impact of new DoD directives and to provide additional information
- Advanced Academic Degree (AAD) table updated
- AAD section revised to include Air Force Institute of Technology (AFIT) selection process, update references
- Professional Military Education (PME) section updated to include new eligibility criteria and references to joint, sister service, and foreign schools

Chapter 5.

- Education-With-Industry (EWI) description revised, percentages updated, selection clarified, points of contact changed
- Air Staff Training Program (ASTRA) updated and clarified, point of contact added
- Research Associates section updated with revised numbers and expanded selection process
- Air Research Institute section added
- White House Fellows point of contact updated
- National Contract Management Association (NCMA) expanded to include new NCMA/AFIT certification program

Chapter 6.

- Intro revised to update references
- Points of contact (addresses) and regulation references updated
- Included new time on station (TOS) requirements
- "Making Your Preferences Known" expanded to include use of Officer Authorizations List (OAL), commander's input, and Consolidated Base Personnel Office (CBPO) processing
- "Who Makes Assignments" expanded to clarify the major command's (MAJCOM) prioritization role

- "Assignment Cycle" revised to include commander's involvement
- "Tour Lengths" section examples changed
- "Maximum Tours" and overseas tour lengths information updated

Chapter 7.

- Magazine article deleted, new reference cited
- Table 7-1 information updated
- Career field promotion references deleted
- Promotion safeguards added
- Promotion Selection Folder (PSF) review section updated
- "Updating Your PSF" expanded for AFIT/PME information

Chapter 8.

- "General" section references and terminology updated
- "Diversity" expanded
- "Broadening" updated to reflect revised selective cross flow program, describe special duty opportunities, add core ID concept
- "Air Staff" numbers updated
- "Dept/Joint Tours" updated with DoD Reorganization Act information
- "Specialty Career Considerations" revised and expanded in functional area discussion to reflect current assignment philosophies

Chapter 9.

- Minor expansion

Appendices.

- All added
- Publications of Interest
- OAL Summary
- 65XX Joint Duty Positions
- Organizational Points of Contact

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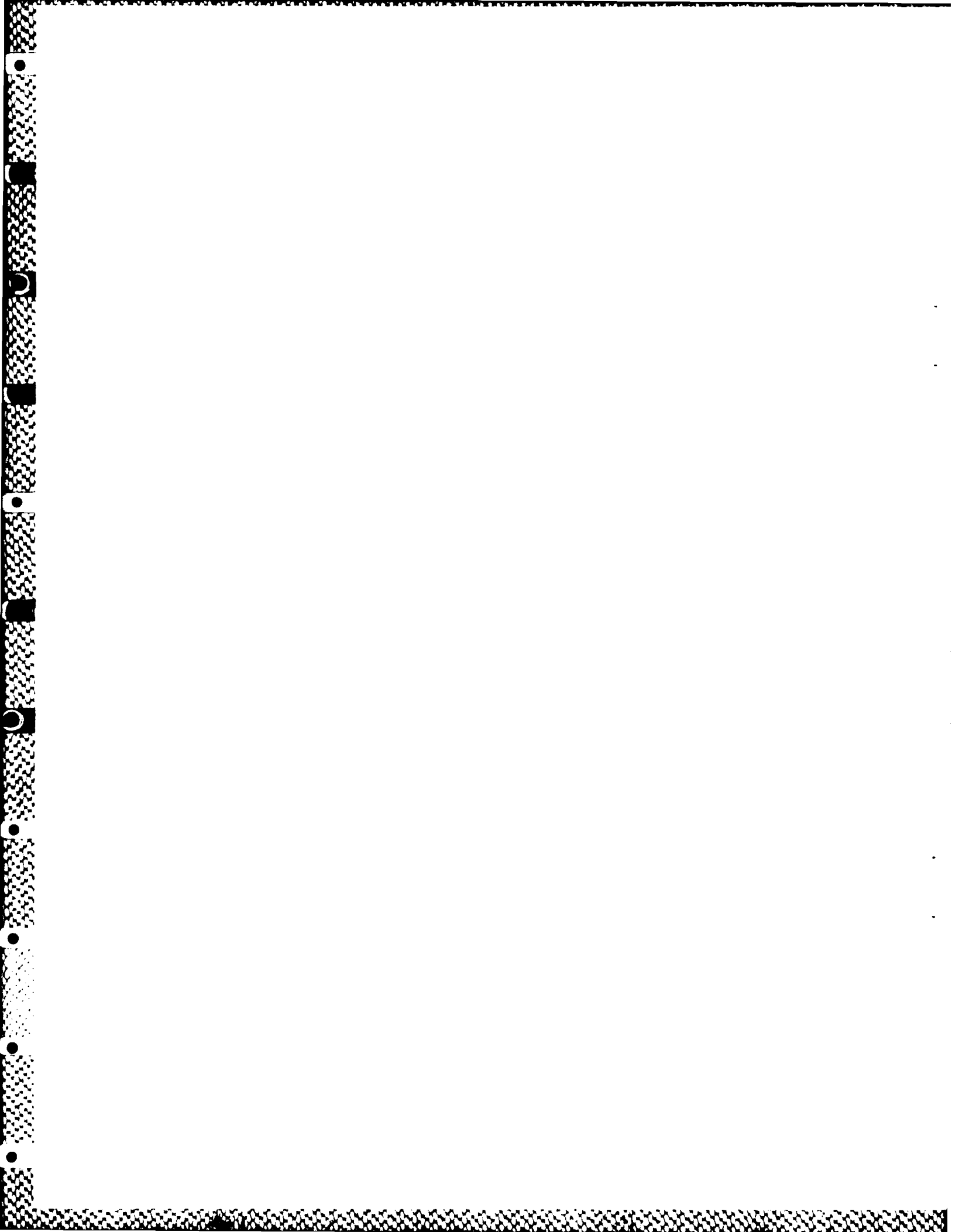
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**AN
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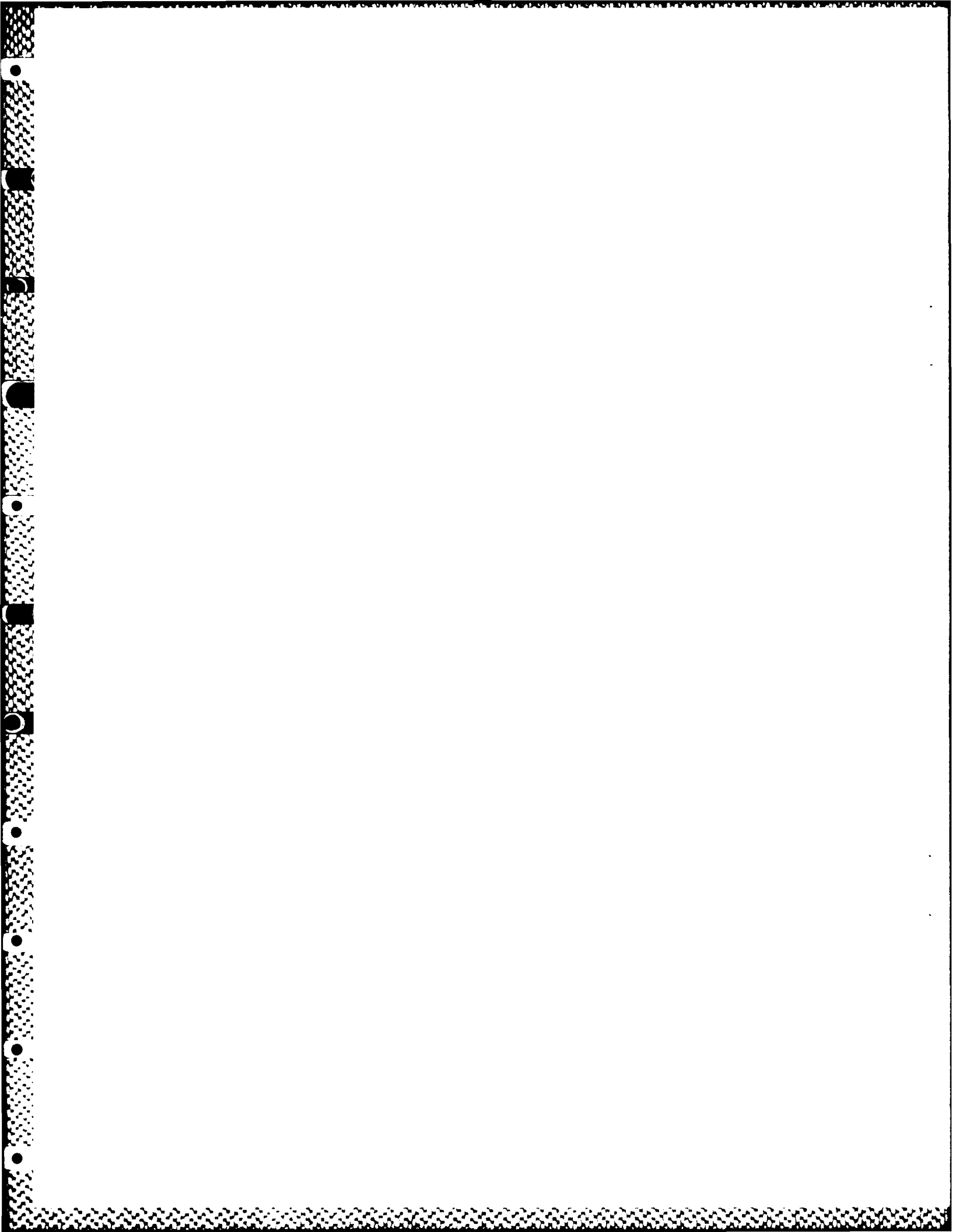


TABLE OF CONTENTS

List of Illustrations-----	v
CHAPTER ONE - INTRODUCTION TO THE HANDBOOK	
Introduction-----	2
Purpose-----	2
What's Ahead-----	3
CHAPTER TWO - RESPONSIBILITIES OF THE 65XX SPECIALTY	
Introduction-----	6
The 65XX Mission-----	6
Specialties-----	6
AFSC 6524, Production/Manufacturing-----	7
AFSC 6534, Acquisition Contracting-----	8
AFSC 6544, Manufacturing Engineering-----	8
AFSC 6516, Staff Officer-----	8
AFSC 6596, Director-----	8
Functional Descriptions-----	8
Operational Support Contracting-----	8
Central Contracting-----	9
Systems Contracting-----	9
Airlift Contracting-----	10
Contract Administration-----	10
Production and Manufacturing Engineering-----	10
Conclusion-----	11
CHAPTER THREE - 65XX DEMOGRAPHICS	
Introduction-----	14
Authorizations-----	14
Overall-----	14
By Rank-----	15
By Specialty and Function-----	16
By MAJCOM-----	17
CONUS and Overseas-----	18
By Geographic Area-----	18
Conclusion-----	21
CHAPTER FOUR - EDUCATION AND TRAINING	
Introduction-----	24
Basic Technical Training-----	24
Professional Continuing Education-----	25
Advanced Academic Degree Programs-----	27
Professional Military Education (PME)-----	28
Conclusion-----	30

CHAPTER FIVE - PROFESSIONAL DEVELOPMENT PROGRAMS

Introduction-----	32
Education-With-Industry-----	32
AFLC Career Broadening Program-----	33
Air Staff Training Program-----	33
The Research Associates Program-----	34
Airpower Research Institute-----	34
The White House Fellows Program-----	35
The National Contract Management Association-----	35
Conclusion-----	36

CHAPTER SIX - THE ASSIGNMENT PROCESS

Introduction-----	38
Why Officers Are Reassigned-----	38
Assignment Considerations-----	38
When You Are Looked at for Reassignment-----	40
Making Your Preferences Known-----	40
Who Makes Assignment Selections-----	41
"Nominate" Versus "Select and Assign"-----	42
The Assignment Cycle-----	42
Which Jobs are Filled First-----	42
How Overseas Jobs are Filled-----	43
Options When Notified of Assignment-----	44
Educational Deferments-----	44
Join Spouse-----	44
Tour Lengths-----	44
How You Get Your PCS Orders-----	45
Special Considerations for New 65XX Officers-----	45
Conclusion-----	46

CHAPTER SEVEN - THE PROMOTION PROCESS

Introduction-----	48
Phase Points-----	48
Promotion Opportunity-----	49
Evaluation Factors and Safeguards-----	49
Promotion Selection Folder (PSF)-----	50
Updating Your PSF-----	51
Official Photographs-----	51
Conclusion-----	52

CHAPTER EIGHT - CAREER DEVELOPMENT

Introduction-----	54
AF Career Development-----	54
65XX Professional Development-----	56
General-----	56
Diversity-----	57

Broadening-----	58
Officer Training School Instructor-----	59
Basic Military Training School Instructor-----	59
Recruiting Service-----	59
AFROTC Instructor-----	60
SOS Faculty-----	60
Overseas Tours-----	61
MAJCOM Tours-----	61
Air Staff Tours-----	61
Departmental/Joint Tours-----	61
Specialty Career Considerations-----	62
General-----	62
A Word to Cross-Trainees-----	63
A Word About Being a Supervisor-----	63
Production/Manufacturing-----	63
Quality Assurance-----	64
Manufacturing Engineering-----	64
Operational Support Contracting-----	64
Central Contracting-----	65
Systems Acquisition-----	65
Airlift Contracting-----	66
Contract Administration-----	66
Complimentary Assignments-----	67
Conclusion-----	68
 CHAPTER NINE - FINAL REFLECTIONS	
Review-----	72
Final Tips-----	72
 BIBLIOGRAPHY-----	75
 GLOSSARY OF TERMS-----	80
 APPENDIX A-----	82
Publications of Interest	
 APPENDIX B-----	85
Officer Authorizations List Summary	
 APPENDIX C-----	89
Joint Duty Positions	
 APPENDIX D-----	91
Organizational Points of Contact	
 INDEX-----	99

LIST OF ILLUSTRATIONS

TABLES

TABLE 2-1 - Specialty Codes and Functional Specialties----	7
TABLE 2-2 - Specialty Codes and Officer Grades-----	7
TABLE 3-1 - CONUS and Overseas Authorizations-----	18
TABLE 3-2 - Locations of Multiple 65XX Organizations-----	20
TABLE 4-1 - AFSCs and Basic Technical Courses-----	25
TABLE 4-2 - Advanced Academic Degree Education-----	27
TABLE 7-1 - In-the-Promotion Zone Phase Points-----	48
TABLE 7-2 - Promotion Opportunity-----	49
TABLE 7-3 - Promotion Board Evaluation-----	50

FIGURES

FIGURE 3-1 - Contracting/Manufacturing Work Force-----	15
FIGURE 3-2 - 65XX Authorizations by Rank-----	15
FIGURE 3-3 - Authorizations by Specialty-----	16
FIGURE 3-4 - Authorizations by Functional Specialty-----	17
FIGURE 3-5 - Authorizations by MAJCOM-----	17
FIGURE 3-6 - Authorizations by Geographical Area-----	19
FIGURE 8-1 - Acquisition Contracting/Manufacturing-----	69

INTRODUCTION TO THE HANDBOOK



CHAPTER 1

Chapter One

INTRODUCTION TO THE HANDBOOK

INTRODUCTION

This handbook is largely based upon an ACSC project (83-1260) written by Major Lee S. Johnson (20:--). The update is designed to incorporate the major changes resulting from tremendous growth in the career field, significant changes in the assignment process, the DoD Reorganization Act, and Congressionally mandated changes in the career management of personnel assigned to acquisition. It is also designed to emphasize the idea that you are an Air Force officer first and foremost. Appendices create ready-reference guides for officers assigned to the career field.

The guide is a compendium of information about your career as an Air Force officer assigned to the contracting/manufacturing (AF Specialty Code 65XX) field. It is primarily for 65XX lieutenants or officers who have recently cross trained or want to cross train into the 65XX specialty. More seasoned 65XX officers will find it helpful as a reference and counseling tool.

PURPOSE

The handbook provides a single reference document on the contracting/manufacturing career field. It is intended to be an information source for planning, not a panacea that unlocks doors of success or wisdom in the area of professional development. The handbook should compliment other information sources such as Air Force publications (see Bibliography and Appendix A), your boss, peers, the Consolidated Base Personnel Office (CBPO), the AF Military Personnel Center (AFMPC) assignments officers, and higher headquarters.

The handbook will not make decisions for you or plan your career. Each of us must make decisions based on our personal abilities, needs, desires, and goals as well as the opportunities available to us or those we make for ourselves. The information will make you more aware of opportunities within the 65XX career field and the Air Force.

WHAT'S AHEAD

Before launching into the handbook, let's take a look at its contents. Chapter Two provides a description of the overall 65XX specialty and the various areas of specialization.

Chapter Three gives a comprehensive overview of the demographics in the specialty. Presentations such as the authorizations by grade, major command (MAJCOM), specialty, and other important distributions are discussed. The intent is to provide a perspective of where the 65XX jobs are.

Chapter Four overviews the educational opportunities available to you as an Air Force officer. In addition, the chapter discusses the education and training programs for officers assigned to the 65XX specialty.

Chapter Five discusses professional military education and some special programs that may expand your executive development and contribute to overall career development.

Chapter Six looks at the Air Force assignment process and its key players. To affect the process, you must understand it.

Chapter Seven overviews the Air Force promotion process and tries to answer some basic questions it.

Chapter Eight addresses professional development considerations for the Air Force officer in general and some opportunities within the 65XX career field in particular.

Chapter Nine offers some concluding remarks and ties the handbook together.

Finally, the appendices provide specific facts about contracting and manufacturing organizations, points of contact for further organizational details, a synopsis of various Air Force publications with officer development information, and other tools useful to the 65XX officer.

As you read the handbook, maintain the perspective that you are an Air Force officer first and a 65XX expert second. All too often we get caught up in the dynamics of the 65XX career field and forget we are part of something far more encompassing--the USAF officer corps.

RESPONSIBILITIES OF THE 65X-SPECIALTY



CHAPTER 2

Chapter Two

RESPONSIBILITIES OF THE 65XX SPECIALTY

INTRODUCTION

This chapter introduces the 65XX specialty by looking at its overall mission and the various areas of specialization. The intent is to provide an overview of what a 65XX officer does. You will probably discover the career field is much wider and more complex than you originally thought.

THE 65XX MISSION

The Acquisition Contracting/Manufacturing Officer (official title from AFR 36-1, Attachment 17) is the government's legal representative charged with purchasing, manufacturing, and delivery of systems, hardware, services, and supplies under contract for the Air Force. The career field responsibilities range from assessing a contractor's ability to economically manufacture a product, to preparing, advertising, negotiating, awarding, and administering contracts through various contracting programs. Some of the functional areas of specialization within the career field are operational support contracting, central contracting, systems acquisition (defined herein to include system contracting and research and development contracting), airlift contracting, contract administration, production/manufacturing, quality assurance, and manufacturing engineering.

SPECIALTIES

The acquisition contracting/manufacturing career field includes a number of Air Force specialty codes (AFSCs) encompassing the functions shown in the following table. Note that the entry level specialty codes are 6521, 6531, 6541, 6511, and 6591. Upgrade to the fully qualified specialty code generally requires one year's experience in the specialty and completion of a basic technical school.

<u>AF SPECIALTY CODE AND TITLE</u>	<u>FUNCTIONAL SPECIALTIES</u>
6524, Production/Manufacturing Officer	Production/Manufacturing Quality Assurance
6534, Acquisition Contracting Officer	Operational Support Contracting
	Central Contracting
	Systems Contracting
	Airlift Contracting
	Contract Administration
6544, Manufacturing Engineering Officer	Manufacturing Engineering
6516, Staff Officer	Management and staff functions associated with 6524, 6534, and 6544
6596, Director	Director of functions encompassed by 6516, 6524, 6534, and 6544

Table 2-1. Specialty Codes and Functional Specialties

Another way to view the specialty codes is to match them to the officer ranks as shown in the following table:

<u>SPECIALTY CODE</u>	<u>OFFICER RANK*</u>
6524	2Lt thru Capt
6534	2Lt thru Capt
6544	2Lt thru Capt
6516	Maj and LtCol
6596	Colonel
*There are a few 6524, 6534, and 6544 positions for Majors. Also, there are a few Lt Colonel 6596 slots.	

Table 2-2. Specialty Codes and Officer Grades

AFSC 6524, Production/Manufacturing Officer. Officers holding this AFSC are generally involved in three broad areas. First, they evaluate prospective contractors' production/manufacturing ability and capacity. Second, they evaluate and monitor a contractor's production/manufacturing program to insure it com-

plies with the terms and conditions of the government contract. Finally, they evaluate and monitor a firm's quality assurance program.

AFSC 6534, Acquisition Contracting Officer. Officers holding this specialty code work in two broad functions. First, they prepare, solicit, evaluate, negotiate, and award government contracts. Second, they administer contracts from the time of award to completion and closeout or termination.

AFSC 6544, Manufacturing Engineering Officer. Essentially, manufacturing engineers manage industrial and manufacturing engineering activities pertaining to the design, development, and modification of Air Force weapon systems, as well as manage the research and development of new manufacturing technologies.

AFSC 6516, Acquisition Contracting/Manufacturing Staff Officer. This AFSC encompasses management and staff responsibilities for all functions associated with the 6524, 6534, and 6544 AFSCs. The 6516 AFSC is the field grade specialty code.

AFSC 6596, Acquisition Contracting/Manufacturing Director. Colonels almost exclusively hold this AFSC and occupy about one tenth of the career field positions. Directors formulate Air Force policy and programs and manage operational support contracting, systems acquisition, central contracting, contract management, manufacturing, and other related 65XX functions.

A more detailed breakout of the duties associated with each of these AFSCs can be found in AFR 36-1, Attachment 17.

FUNCTIONAL DESCRIPTIONS

Operational Support Contracting.

Officers assigned to operational support contracting typically purchase supplies, services, and construction to support a local base's mission. Examples include medical and civil engineering supplies; custodial, utility, and food services; and a wide variety of construction projects. However, with new requirements and increased contracting out of programs, this area has become extremely complex and diverse. Examples of current contract requirements include total base operations support, housing maintenance, many classified efforts, construction with third party financing, resupply operations, computer purchasing, dairy plant operations, test range operation, and so on (21:--).

Operational support contracting activities are located

worldwide. Officers working in this area can expect to be assigned to one of the operational commands (Continental United States (CONUS): Air Training Command (ATC), Military Airlift Command (MAC), Strategic Air Command (SAC), and Tactical Air Command (TAC); Overseas: Alaskan Air Command (AAC), US Air Forces in Europe (USAFE), and Pacific Air Forces (PACAF). Also, AF Logistics Command (AFLC) and AF Systems Command (AFSC) have a limited number of operational support contracting slots.

Almost 25 percent of the 65XX career field works in this arena (25:--). An excellent area for lieutenants, it is one of the few areas offering the junior officer a chance to supervise. Captains and majors have the opportunity to run their own organizations.

Central Contracting.

Officers assigned to central contracting work in both Air Force and departmental or joint activities. The largest Air Force central purchasing activity is Air Force Logistics Command (AFLC), which contracts for spare parts, maintenance, overhaul, and modification of Air Force systems. Another smaller Air Force central contracting activity is AF Communications Command (AFCC) which contracts for Air Force computer and communication services and supplies. The major joint central contracting activities are the Defense Logistics Agency (DLA) and the Defense Communications Agency (DCA). DLA contracts for common Department of Defense (DoD) industrial, personnel support, and general supplies. DCA contracts for DoD common communication services, systems, and supplies.

About 10 to 15 percent of the officers in the 65XX career field work in central contracting, and it is an excellent place for the lieutenant or cross trainee to start.

Systems Acquisition.

This area encompasses two functions--research and development (R&D) contracting and systems contracting. Air Force Systems Command (AFSC) accomplishes these functions almost exclusively. Research and development contracting involves contracting with educational and non-profit institutions and commercial companies for Air Force research and development requirements. There are many AFSC organizations involved in this contracting mission. Systems contracting also encompasses the acquisition of all new Air Force systems requirements in such areas as armament, electronics, space, and aircraft.

Over half of the contracting slots (6516 and 6534) are in this area. This is also an excellent starting place for lieutenants and cross trainees.

Airlift Contracting.

This is a very small and specialized segment of the 6534 specialty. All airlift contracting positions are in Military Airlift Command (MAC). Duties include contracting with civilian airlines for passenger and cargo requirements and then administering the contracts. Although airlift contracting is very interesting, it encompasses only a handful of 65XX positions.

Contract Administration.

Officers working in contract administration positions are assigned largely to AFSC or DLA. AFSC administers most of its own major contracts through Air Force organizations located in the contractor's plants. These in-plant activities are called Air Force Plant Representative Offices (AFPROs). AFLC contracts are usually administered by DLA or the AFPROs; however, it does administer some of its own contracts. Air Force contracts awarded to overseas companies (except for base contracting) are administered through AFLC's Air Force Contract Maintenance Center (AFCMC) detachments which are essentially contract management organizations. Operational support contracting offices normally administer their own contracts (30:--).

Contract administration duties include ensuring contractor compliance with the terms and conditions of assigned contracts, negotiating contracting changes, pricing, and overhead rates, and conducting contract terminations. Other duties may include evaluating a contractor's purchasing and subcontract management system.

Approximately 25 percent of the 6534 AFSC works in contract administration (25:--). Very few new officers in the career field will start in this critical area.

Production and Manufacturing Engineering.

Production/manufacturing positions are located primarily in AFSC and to a smaller extent in DLA and AFLC. Approximately 10 percent of the 65XX career field works in this AFSC (25:--), and the officers will typically work in organizations that both award contracts and provide contract management.

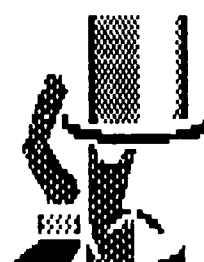
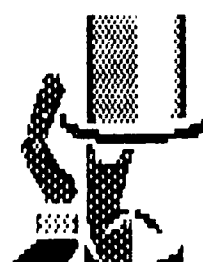
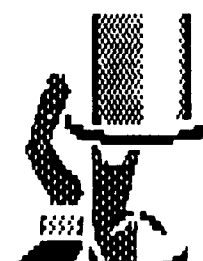
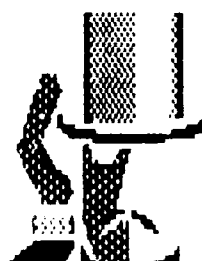
Manufacturing engineering officers work almost exclusively in Air Force Systems Command and represent less than two percent of

the 65XX career field. There are only a handful of officers working in the quality assurance area and fill positions in DLA and, to a smaller extent, in AFSC.

CONCLUSION

A whole chapter has been devoted to explaining the responsibilities and duties of the 65XX specialty for good reasons. First, most officers new to the business do not understand how many areas the career field encompasses. Second, lieutenants and cross trainees traditionally ask a host of questions about the makeup of the specialty. Finally, a fundamental understanding of the responsibilities and functions will help put the contributions of various assignments to professional progression and development into perspective. With these points in mind, let's proceed to Chapter Three which addresses 65XX career field demographics.

65XX DEMOGRAPHICS



CHAPTER 3

Chapter Three

65XX DEMOGRAPHICS

INTRODUCTION

Now that we've examined the 65XX career field from a duties, responsibilities, and functional specialty perspective, it is time to turn to some important demographic facts. We look at demographics for several reasons. First, such a perspective will give an even greater understanding of the specialty. Also, you will gain an understanding of where the authorizations are by rank, MAJCOM, AFSC, CONUS versus overseas, and geographic locations. Finally, you must understand demographic distinctions to have a rational approach in developing your inputs for progression and development.

The intent in writing this chapter is to give you more information about your specialty. Once you have the information, it is your responsibility to use the data to your planning advantage.

AUTHORIZATIONS

Overall

The chapter examines some demographic distributions of 65XX authorizations. Figure 3-1 shows the makeup of the work force. You can see it is highly civilianized and this could be a big change for officers cross training from other AFSCs. When you look at this figure, keep in mind the following: the civilians are highly trained and motivated experts; the percentage of civilians in AFLC and AFSC is even higher than other commands; and finally, the enlisted work force is concentrated almost exclusively in operational support contracting.

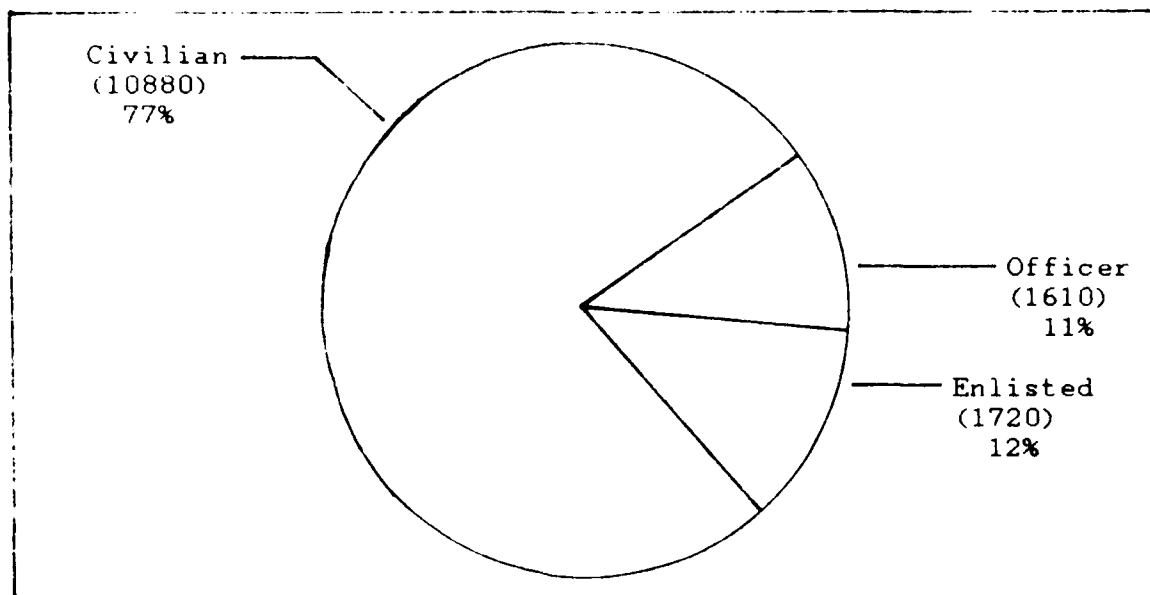


Figure 3-1. Contracting/Manufacturing Work Force (23:13)

Authorizations by Rank

Officer authorizations by rank appear below:

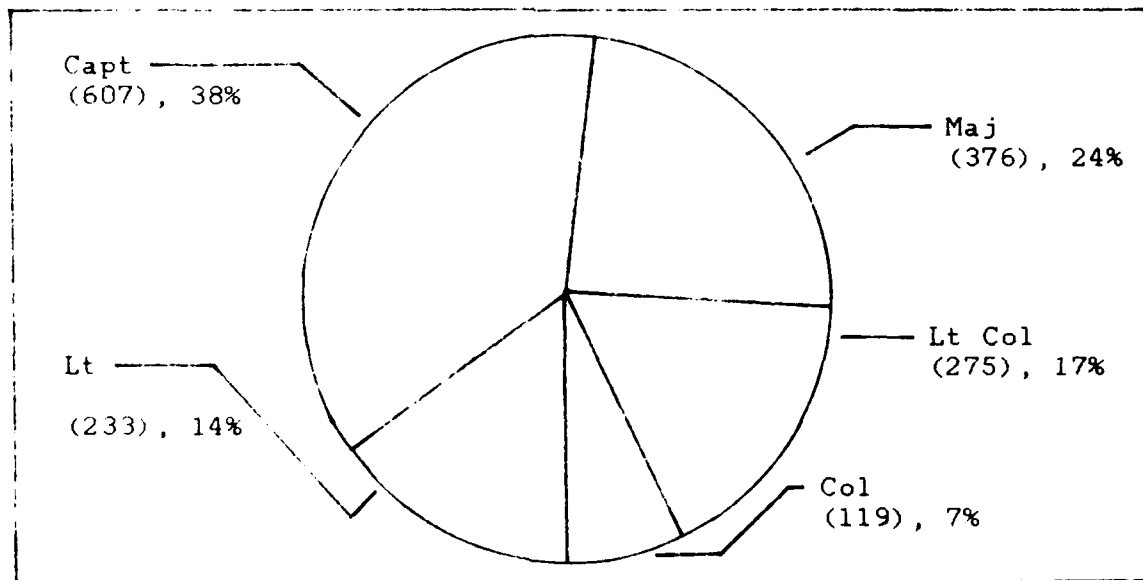


Figure 3-2. 65XX Authorizations by Rank (22:397)

There are currently six funded 6SXX general officer positions--one in AFLC, three in AFSC, one at SAF/AQ, and one in DLA.

If you notice in Figure 3-2, the career field has a unique ratio of 52 percent company grade to 48 percent field grade authorizations. Some implications of that ratio are: first, there is no way to sustain needed field grade ranks from within the career field alone. An influx of senior captains (some crossflow at the other grades) from other specialties takes place each year to support future field grade manning needs; second, plenty of field grade slots and opportunities are available for good performers.

Authorizations by Specialty and Function

The authorizations appear in Figure 3-3 by specialty code. Remember the 6596 and 6516 AFSCs are essentially field grade authorizations.

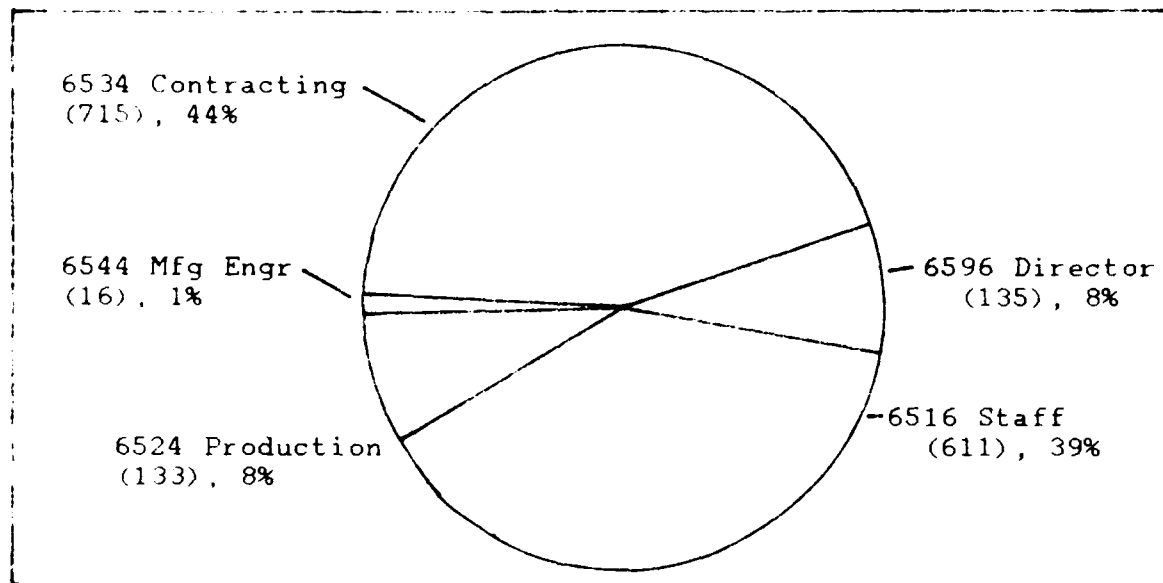


Figure 3-3. Authorizations by Specialty (23:14; 22:395)

The breakout of authorizations appears in Figure 3-4 by functional specialty. Remember that a small portion of the 6516 and 6596 positions are the management and staff of production and manufacturing functions.

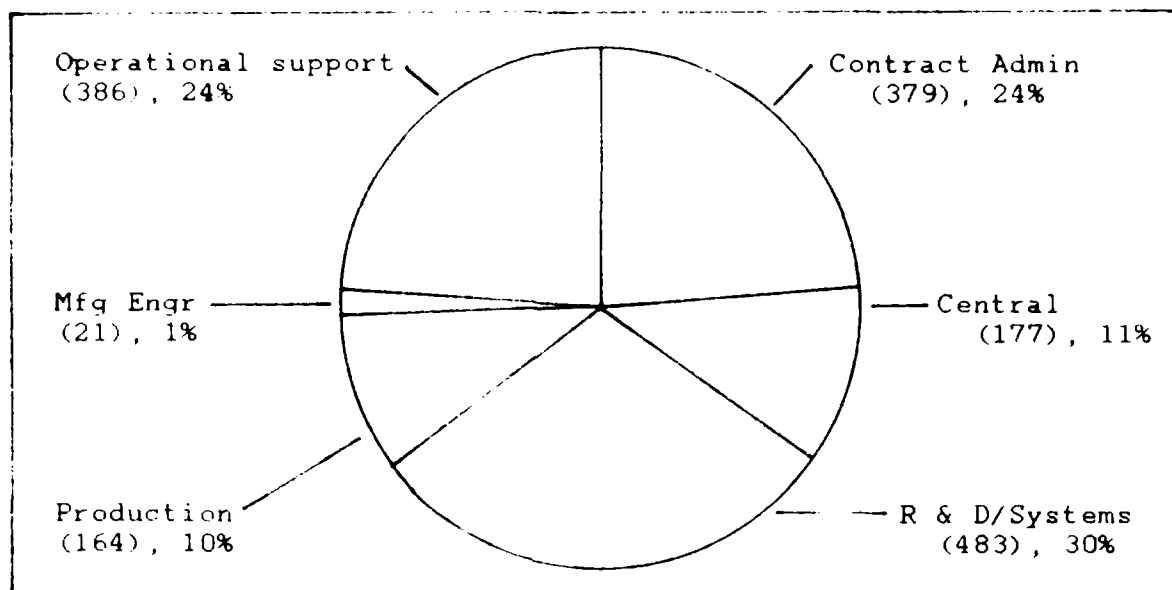


Figure 3-4. Authorizations by Functional Specialty (23:17)

Authorizations by MAJCOM

Let's turn to authorizations as they break out by MAJCOM.

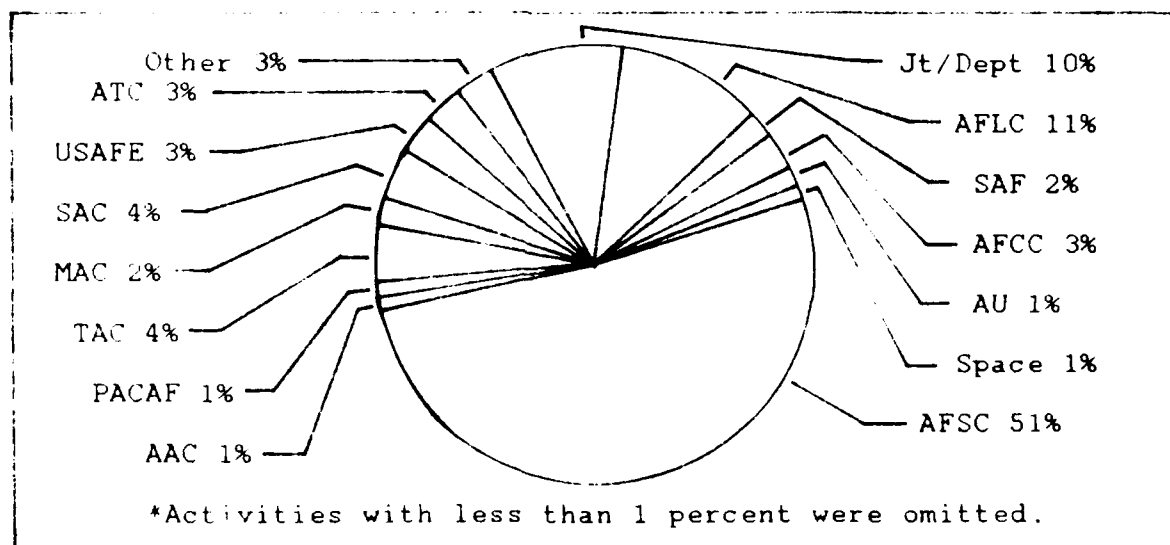


Figure 3-5. Authorizations by MAJCOM (23:21; 29:--)

Some implications of the distribution are: first, with over 50 percent of the officer authorizations in AF Systems Command, each 65XX officer could normally expect at least one tour in this command. Second, operational support contracting has 23 percent of the total authorizations, and they are primarily located in the operational commands.

CONUS and Overseas Authorizations

A breakout of authorizations by CONUS and overseas categories is shown in the following table:

LOCATION	PERCENTAGE
CONUS	92
Overseas	8

Table 3-1. CONUS and Overseas Authorizations (22:--)

In view of the CONUS to overseas ratio (about 11 to 1), each officer can expect about one overseas tour in a 20 year career. Most of these positions are located in operational support contracting offices or in AFCMC's contract management detachments. Of the overseas slots, only one is a remote location where an officer is unaccompanied. About 10 percent of the overseas slots can give you short tour credit.

Authorizations by Geographic Area

Turning back to the CONUS authorizations, Figure 3-6 depicts a breakout of positions by the primary geographical areas:

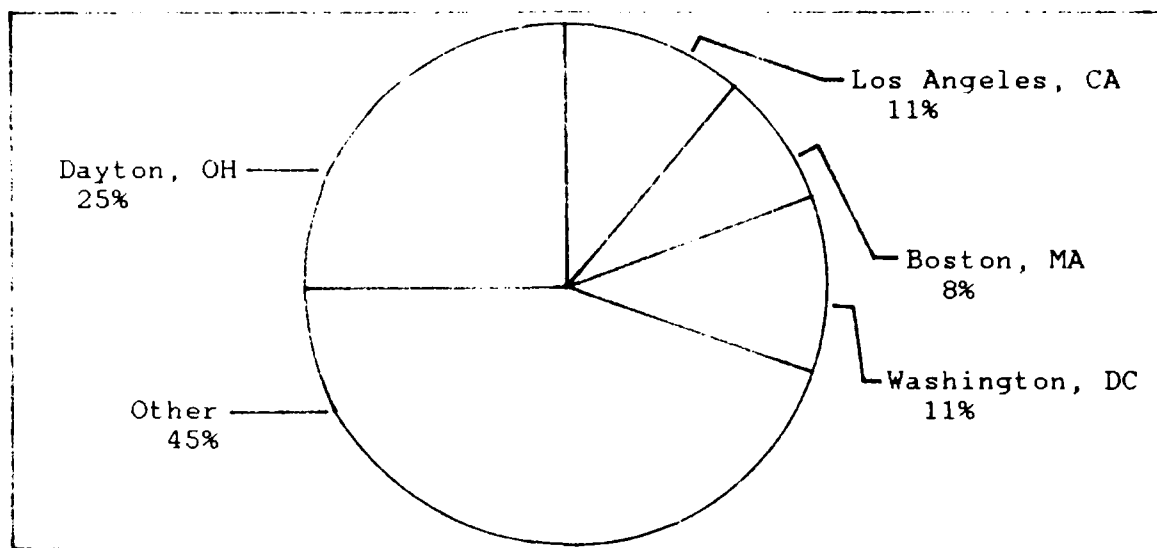


Figure 3-6. Authorization by Geographical Area (23:24)

It's interesting to note we have more 65XX authorizations in Dayton, Ohio, than all of the operational MAJCOMs combined. An officer can expect a tour at one or more of these metropolitan areas in their 65XX career (30:--).

Table 3-2 provides another perspective of the types of 65XX activities located within those metropolitan areas.

GEOGRAPHIC AREA	ORGANIZATIONS
Los Angeles, CA	1. Space Division (AFSC) 2. AFPROs (Hughes, Rockwell, TRW, Northrop, and McDonnell Douglas) 3. DCASR Los Angeles 4. Office of Special Projects 5. Ballistic Missile Office (AFSC) 6. AF/IG
Boston, MA	1. DCASR Boston 2. Electronic Systems Division (AFSC) 3. Air Force Computer Acquisition Center (AFSC) 4. AFPRO (AVCO)
Washington, D.C.	1. Air Staff (OSD/SAF/JCS/HQ USAF) 2. HQ Systems Command 3. HQ DLA 4. AF District of Washington 5. Office of Scientific Research 6. AFPRO Westinghouse
Dayton, OH	1. HQ AFLC 2. Aeronautical Systems Division (AFSC) 3. AFIT (Instructors) 4. AF Acquisition Logistics Division 5. Defense Electronics Supply Center 6. DCASMA Dayton 7. AFPRO (General Electric)

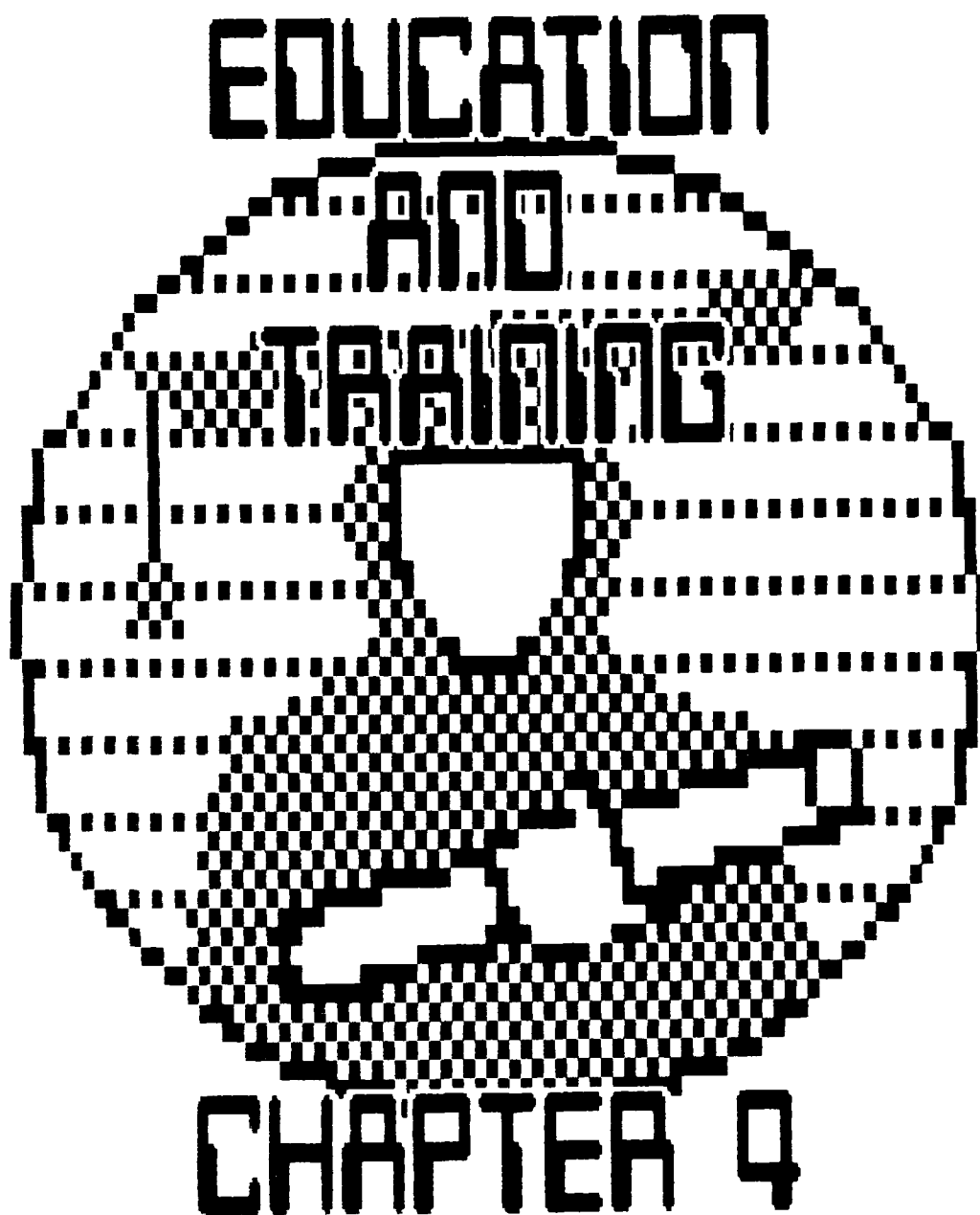
Table 3-2. Locations of Multiple 65XX Organizations (25:--)

CONCLUSION

In this chapter we've looked at the breakout of 65XX authorizations from a variety of perspectives. The purpose was to give you a better basis for future planning. If you understand the demographic dynamics presented, you should be able to plan a more intelligent input for your future progression. Before moving to Chapter Four, which covers educational opportunities, let's look at one final note.

Every CBPO has a complete list of all authorizations by specialty (including 65XX). This product is called the Officer Authorization List (OAL), and is maintained by the CBPO Customer Service Section. The OAL lists all valid authorizations (Lt through Colonel) alphabetically by CONUS bases and then overseas bases, providing duty title, MAJCOM, and other relevant position data. In Appendix B, there is a summary of that OAL showing breakouts by MAJCOM and primary organizations. Appendix D provides points of contact for obtaining more detailed information about jobs in those organizations.

EDUCATION AND TRAINING



CHAPTER 4

EDUCATION AND TRAINING

Chapter Four

INTRODUCTION

There are many training and educational opportunities available to each 65XX officer. Generally they fall into four categories--basic technical training, professional continuing education, advanced academic degree programs, and professional military education. The rest of this chapter discusses each of these categories. First, we will look at the opportunities in each area. Second, the selection process will be described. Finally, we will relate the importance of each area to the overall career development of 65XX officers.

BASIC TECHNICAL TRAINING

Every officer entering the 65XX specialty must complete a basic technical training course. This requirement is spelled out in AFR 36-1, Attachment 17. In the case of the 6524 and 6544 specialties, completion of a basic manufacturing/production course is mandatory, while in the case of the 6534 specialty, completion of either a central/systems or base level contracting course is mandatory. The requirement for completion of a basic technical training course can be waived per AFR 36-1, Attachment 17, if an officer cross trainee enters the career field through the Air Force Institute of Technology (AFIT) Masters of Science Program in Logistics Management (Contracting and Acquisition Management). This degree program is discussed in more detail later in this chapter.

The following table illustrates the relationship of the AFSCs and the basic technical training courses:

BASIC COURSE	AFSC AWARDED*
Central/Systems Contracting G30BR6531-007	6531 or 6511
Operational Support Contracting G30BR6531-008	6531 or 6511
Production/Management I PPM 152	6521, 6541, or 6511

*A limited number of field grade cross trainees enter the career field every year. Normally, after completing a basic training course, they are awarded the 6511 AFSC.

Table 4-1. AFSCs and Basic Technical Courses (9:Al7-24/34)

The operational support contracting course for officers is taught at the Lowry Technical Training Center (TTC). The basic Central/Systems Contracting Course and Production Management I are taught by AFIT at Wright-Patterson AFB, Ohio. Normally, after one year of on-the-job training, the entry level AFSCs (6521, 6531, 6541, and 6511) are upgraded to the fully qualified AFSCs (6524, 6534, 6544, and 6516). In the case of award of the 6516 AFSC, you also must be a major or higher.

Each of the basic technical training courses gives the new 65XX officer an outstanding overview of the entire career field including policies, procedures, organizations, missions, governing publications, and the intricacies of the subspecialty. AFR 50-5 gives a good description of each basic course.

PROFESSIONAL CONTINUING EDUCATION

With the ever expanding interest in government contracting and more detailed legislation affecting the acquisition process, the need to prepare and assign fully qualified individuals to acquisition positions becomes even more critical. DoD Directives 5000.48, Experience, Education, and Training Requirements for Personnel Assigned to Acquisition: Contracting, Quality Assurance, and Business and Financial Management, and 5000.23, Systems Acquisition Careers, essentially establish minimum experience, education, and training requirements for military and civilian personnel assigned to acquisition positions (19:2). The Air Force has implemented these directives in AFR 70-2, Air Force Contracting and Acquisition Career Management Program.

Table 1 of the regulation lists the specialty and level of military 65XX positions and the training courses required to occupy those positions (28:8-21).

Those training courses and many others cover such subjects as property administration, contract administration, government contract law, production management, pricing and negotiation techniques, and services contracting, to mention a few. The courses, taught by AFIT, Lowry TTC, the Army and the Navy, cover the entire spectrum of 65XX functions. The best sources for course information are AFR 50-5, DoD 5010.16-C, the Defense Management Education & Training (DMET) manual, and your organizational training monitor.

As an example of the variety of AFIT contracting and manufacturing courses, the following is an excerpt from a recent issue of AFRP 70-1, Contracting and Manufacturing Newsletter (4:11):

At the Air Force Institute of Technology (AFIT), the School of Systems and Logistics offers several Professional Continuing Education (PCE) courses to introduce, or to refresh in one's mind, many of the tools and techniques we use. Fourteen of these courses are listed below and then are analyzed in terms of some of the tools presented. In the table below, you can find a tool or technique of interest in the left-hand column and then look across the table to see which courses cover that tool. Or, you can check out a particular course by looking down its column to see which of the listed tools it includes.

PPM 151	Industrial Property Administration	PPM 186	Contractual Aspects of Value Engineering
PPM 152	Contract Administration	QMT 178	Principles of Contract Administration
PPM 153	Production Management I	QMT 183	Learning Curve Analysis
PPM 154	Advanced Property Administration	QMT 185	Computer Software Application
PPM 182	Government Contract Law	QMT 345	Quant Tech for Cost Price Analysis
PPM 184	Advanced Contract Administration	QMT 355	Contractor Overhead Monitoring
PPM 185	Production Management II	QMT 548	Advanced Procurement Pricing

Topics	Courses															
	PPM 151	PPM 152	PPM 153	PPM 182	PPM 184	PPM 186	PPM 185	QMT 178	QMT 183	QMT 185	QMT 145	QMT 146	QMT 147	QMT 148	QMT 149	QMT 150
Award Fee Procedures		X				X										
Compensation Arrangements						X		X								
Computer Pricing Techniques			X			X			X							
Contract Clauses	X	X	X	X	X	X	X	X								
Contract Law Principles	X					X	X									
Contract Remedies		X				X	X								X	
Cost/Price Analysis		X				X		X	X						X	X
Cost Proposal Spreadsheet									X				X			
Cost/Volume/Profit Analysis		X						X	X							
CUSCSC Principles			X													
Data Management Methods						X	X						X			
Descriptive Statistics													X	X		X
OPAC Rating		X	X			X	X									
Economic Analysis								X						X		
Forward Pricing Agreements															X	X
Government Furnished Property	X	X	X	X	X	X	X									
IMIP Techniques			X													
Index Number										X				X		
IR&D/G&P															X	
Learning Curves			X					X	X	X	X					X
Line of Balance		X	X			X	X									
Linear Regression										X					X	X
MANTECH			X													
Modifications			X	X		X	X	X								
Multisector Contracting						X	X		X							
Negotiation Techniques			X	X		X										
Parametric Estimating																
Patent and Data Rights						X		X	X							
PERT		X	X				X	X								
Preliminary Survey		X	X													
Production Readiness Review								X								
Profit/ML Analysis		X									X					
Progress Payments	X	X	X	X	X	X										
Source Selection			X			X										
T&E			X													
Time-Income Analysis												X			X	X
Value Analysis								X	X							
Value Engineering			X			X		X		X						
Warehouses	X	X				X	X									
Work Measurement			X					X								

Ask your local training monitor about available courses and familiarize yourself with AFR 50-5 and the DMET catalog. Quotas for resident offerings are obtained through MAJCOM channels. The training monitor will know the procedures for attending classes.

Many courses can be studied by correspondence. The base education office has the necessary application forms.

ADVANCED ACADEMIC DEGREE (AAD) PROGRAMS

It has become increasingly important for each officer to pursue a meaningful AAD program since it will contribute to overall professional development. The complexity of the 65XX specialty and the Air Force in general has dictated the growing emphasis on AAD programs. The following table illustrates the high percentage of 65XX officers that have completed such programs. The data in the table was current as of October 1987, and the figures are expected to continue to increase.

RANK	65XX	NON-RATED AFSCs	USAF
LtCol	98%	91%	90%
Maj	92%	84%	83%
Capt	61%	45%	45%
Lt	10%	8%	7%
Overall	64%	56%	54%

Table 4-2. Advanced Academic Education (23:36; 30:--)

Advanced academic degrees can be obtained through a number of methods. First, you can enroll in a program offered at a local college or university, or one sponsored through your base education office. The Air Force supports these programs by allowing universities to use base facilities. Your base education office can provide you with degree program information for both on-base and community programs at every military installation worldwide. They also can give you information on financial assistance such as the Tuition Assistance Program.

If you are within one year of completing your degree, you may apply for an educational deferment from a PCS move. Your base

education office and the CBPO can assist you with this. This is not a way out of an assignment, however! Once you have been selected for an assignment it is too late to apply.

Second, AFIT sponsors a number of AAD programs directly relating to the 65XX specialty. Again, the base education office should be your first stop for details about eligibility and application procedures. There you must first request a transcript evaluation through the AFIT Evaluations and Counseling Office to determine the programs you are qualified for or if additional academic work is needed to become eligible for a particular program. You also must have taken the Graduate Record Examination (GRE) or Graduate Management Admission Test (GMAT) within the past five years. These examinations are given nation-wide throughout the year.

Keep in mind that you must apply far enough in advance to be eligible for consideration. The nomination process begins approximately one year in advance of the program start date (usually June). Let your AFMPC assignments officer know you are interested through personal discussions and the AF Form 90. The assignments officer initiates the nomination to the AFIT Selection Board which considers and selects officers continuously throughout the year until all quotas are filled. Nominations and selections are based on records quality, academic qualifications (AFIT evaluation), assignment availability (must be eligible/available to PCS at the time of class start), and specific AAD requirements (14:4).

AFITP 59-9 provides an excellent overview of the AFIT graduate program in contracting and acquisition. You can obtain a copy of the pamphlet by writing or calling AFIT/LS, Wright-Patterson AFB, Ohio 45433, AUTOVON (AV) 785-5023.

One final point should be made before leaving the AAD area. There are a small number of doctoral programs available for 65XX officers. AFIT sponsors the programs at various civilian institutions, and those completing the programs will be assigned to AFIT for a four-year tour of duty as an instructor. If you have an interest in pursuing such an option, contact your AFMPC assignments officer or AFIT/LS (address and phone listed above) and they can give you the details.

PROFESSIONAL MILITARY EDUCATION (PME)

AFR 36-23 succinctly states the purpose of PME. "The major objective of PME is to enhance professional military competence by broadening perspectives and increasing knowledge, thereby

preparing officers to assume higher levels of command and staff duties."

There are three levels of PME: Squadron Officer School (SOS); Intermediate Service School (ISS); and Senior Service School (SSS). Air Command and Staff College (ACSC) and the Air War College (AWC) are the Air Force's Intermediate and Senior Service Schools. Each of the schools is geared toward developing officers at specific points in their careers. They stress leadership, effective resource management, improved communication skills, international issues, and roles and missions of the Air Force (10:2; 30:--).

SOS is designed for first lieutenants and captains, and there are two means of completion--in residence, or by correspondence. You may enroll by correspondence as a first lieutenant or a captain with less than eight years of commissioned service. You are encouraged to do so in the event you are unable to attend in residence. The resident course is approximately eight and one half weeks long and is located at Maxwell AFB, Alabama. If you are afforded the opportunity to attend, by all means do so. It gives you a chance to meet and learn with officers from every career field in the Air Force. Resident quotas are distributed through MAJCOMs on a fair-share basis with local units or MAJCOMs selecting officers for attendance. AFMPC controls a small number of quotas for officers to attend TDY en route on a PCS move between commands or overseas (10:2; 30:--).

ACSC is the Air Force's Intermediate Service School, and can be completed by correspondence, seminar, or in residence. Officers become eligible for nomination for ISS in residence when they are selected for major. The ISS nomination board considers you for resident attendance in conjunction with the promotion board. If nominated, officers then meet annual USAF Central ISS Designation Boards (usually up to three) for consideration for attending one of the ISS resident programs. The ACSC resident program is 10 months long and starts in August each year at Maxwell AFB, Alabama. You are eligible to enroll in ACSC by correspondence or seminar upon selection for major. This can be done through the base education office. Most of the bases have a seminar program starting in late August and running about one year (10:2; 30:--).

The Air War College is the Air Force's senior level PME school which can be completed in residence or through correspondence or seminar programs. Officers are considered for SSS in residence by the SSS nomination board immediately following selection for lieutenant colonel. You are also considered in conjunction with your promotion to colonel if you were not nominated

by the lieutenant colonel board or did not attend as a lieutenant colonel. As with ISS, nominated officers meet annual designation boards to determine who will actually attend which SSS resident programs. The AWC resident program is 10 months long, and starts in August each year at Maxwell AFB, Alabama. You are eligible to enroll in non resident AWC programs upon selection to lieutenant colonel (10:2).

Each year 225 to 250 Air Force officers (30:--) are selected to attend the U.S. joint military colleges operated under the direction of the Joint Chiefs of Staff. Officers are considered for attendance at Armed Forces Staff College (AFSC) (ISS), Industrial College of the Armed Forces (ICAF) (SSS), and National War College (NWC) (SSS) by the same boards considering officers for Air Force PME. Generally, attendance at one of the joint colleges requires assignment to a joint duty position following graduation (10:2; 30:--).

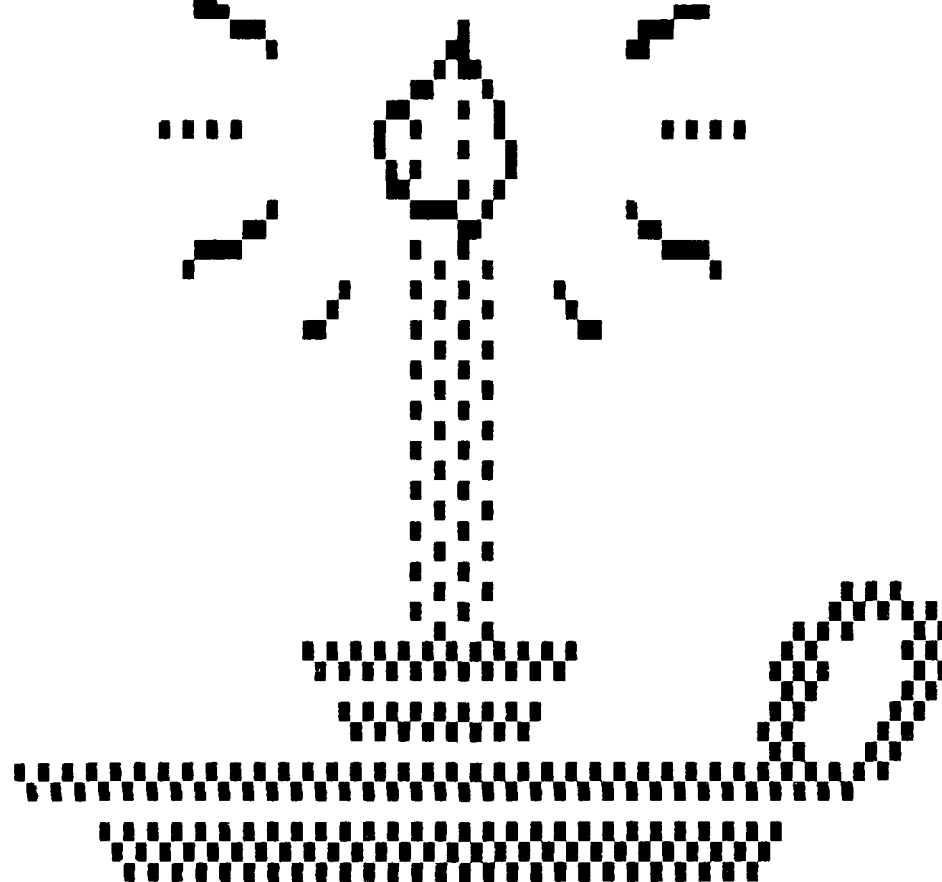
In addition to the Air Force and Joint PME courses mentioned, about 100 Air Force officers are selected by the annual ISS and SSS designation boards to attend PME schools of the other U.S. military services and allied nations. Usually selection to a sister service or foreign country school is reserved for rated or exchange program officers (10:3; 30:--).

Any detailed questions you have about PME can be answered by your local base education office or by referring to AFR 53-8.

CONCLUSION

In this chapter we've looked at information about the importance of professional, advanced, and military education. These areas are vital to your professional development. You are encouraged to take advantage of every education and training opportunity you are offered.

PROFESSIONAL DEVELOPMENT PROGRAMS



CHAPTER 5

Chapter Five

PROFESSIONAL DEVELOPMENT PROGRAMS

INTRODUCTION

There are many professional development programs available to you as an Air Force officer. Those addressed in this chapter are Education-with-Industry (EWI), the AFLC Career Broadening Program, Air Staff Training (ASTRA), Research Associates, Airpower Research Institute, White House Fellows, and the National Contract Management Association (NCMA) professional designation program.

EDUCATION-WITH-INDUSTRY

Education-With-Industry programs are designed to provide Air Force officers with "hands-on" experience with civilian industry's organization, management, and technology. These programs are established and conducted to meet specific needs of Air Force officers who must be familiar with industrial practices to manage the development, procurement, and production of Air Force systems. The goal is to let the participants see how business is done from a civilian contractor's perspective. After the 10-month tour, the officers have a much broader perspective of the acquisition process and are better 65XX professionals.

AFIT sponsors the program, and the point of contact is AFIT/CISH, Wright-Patterson AFB, Ohio 45433 (AV 785-3151). Interested officers should also contact the AFMPC 65XX assignments officer and their base education office for further details. Application procedures can be found in AFR 50-5.

Generally, about 90 percent of the 65XX EWI slots are filled by cross trainees to the career field. The large number of officers is needed to sustain field grade manning (see Chapter Three). The remaining 10 percent of the slots are filled with qualified 65XX volunteers. Officers with only base-level contracting experience are given preference since they have had little exposure to major defense contractors. Further, EWI provides an excellent transition into the central and systems areas.

This preference guideline is not a hard and fast rule--you should contact AFMPC about your selection chances (30:--).

EWI selection criteria are generally as follows: cross trainees must have excellent performance records and business or industrial degrees and be releasable from their current career field. Current 65XX applicants must have excellent performance records. All applicants should be captains with no more than 12 years commissioned service (11:97). After nomination by the AFMPC 65XX assignments officer, final selection is made by an AFMPC/AFIT board. AFITP 53-17 is an informative publication on the EWI program (contact AFIT/CISH for details) (1:3-17).

AFLC CAREER BROADENING PROGRAM (CBP)

AFR 400-30 states the purpose of this program very succinctly.

The 3-year AFLC Career Broadening Program is designed to provide a base of officers experienced in management of the wholesale aspects of the Air Force logistics system. Through closely controlled work assignments, selectees for this program accrue knowledge and experience in all functional areas of one of the Air Logistics Centers (ALCs). In this manner the selected officers receive a comprehensive wholesale logistics background.

During a 3-year CBP assignment, officers will spend 6 months each in the Maintenance, Material Management, Distribution (Supply and Transportation), and Contracting/Manufacturing Directorates at one of the five ALCs. The last year of the program is spent in the officer's home directorate (contracting and manufacturing for the 65XX participants).

Applicants for this prestigious program must have a history of superior performance, the potential for promotion to senior level acquisition and logistics positions, and be a captain or major with no more than 12 years of commissioned service. The governing directive on the AFLC CBP is AFR 400-30. You should contact the AFMPC 65XX assignments officer if you need further information.

AIR STAFF TRAINING

This program exposes exceptional performers to the complexi-

ties of Air Staff operations early in their career. Officers are selected for a 12-month tour as management interns. Emphasis is on active participation rather than simply observing. You'll be assigned as an action officer trainee to offices within the Air Staff, DoD, SAF, and JCS.

The deadline for applications is usually not later than 1 October with the selection board held in December. Assignment selection is made 2 fiscal years from the date of the board. The basic eligibility criteria is 4 or 5 years of commissioned service, at least one year time on station as of application, SOS completion, and if overseas, an overseas return date (DEROS) in the year of desired entry (14:3; 7:174-175).

65XX ASTRA officers have served their one-year tour at the Air Staff in the Directorate for Contracting/Manufacturing Policy. AFR 36-20, Chapter Eight, gives you details on eligibility and selection procedures. Apply on the AF Form 90. For further information you can contact the special assignments section, AFMPC/DPMRPC2, AV 487-4053 or your AFMPC assignments officer.

THE RESEARCH ASSOCIATES PROGRAM

This highly competitive program provides a means for exchanging information between the military and civilian sectors on military issues, strategy, and policies. Approximately 20 field grade officers are assigned to selected civilian study centers and universities concerned with national defense policy and strategy. Normally the program tour length is one year. You can find detailed information on research topics and locations in the Research Associates brochure at the CBPO customer service section. Applications are normally due by 1 August of each year. The Plans and Operations Doctrine and Concepts Division (HQ USAF/XOXID) and AFMPC selection board make final selections usually in January each year. Follow-on assignments are normally in the political-military affairs career field or your primary specialty at the Air Staff or higher level. If you are interested in the program, you can volunteer by typing "RESEARCH ASSOCIATES" in block 38 of your AF Form 90. See AFR 36-20, Chapter 8, for further details or contact AFMPC/DPMRPC2, AV 487-4053 (14:3; 7:172-173).

AIRPOWER RESEARCH INSTITUTE

The primary purpose of the Airpower Research Institute (ARI) is to provide a capability for research and analysis of major

issues impacting today's Air Force and future airpower employment. Research is conducted by permanent party staff and approximately ten visiting research fellows sponsored by MAJCOMs and special operating agencies (SOAs). Each officer serving one year with ARI may earn Air War College or Air Command and Staff College PME credit based on their research and participation in a significant part of that school's curriculum. For program details and candidate selection procedures contact AUCADRE/ARI, Maxwell AFB, Alabama 36112-5532, AV 875-5202 or AFMPC/DPMRPC2, AV 487-4053 (16:2; 7:173-174).

THE WHITE HOUSE FELLOWS PROGRAM

White House Fellows is a federal government program which offers a unique opportunity for a limited number of outstanding Americans to serve as special assistants on the White House or cabinet-level staffs for one year. Although the program is not Air Force sponsored it is fully endorsed by the Air Force. Selection is extremely competitive, and is based on the application form and personal interviews of regional and national finalists. The Air Force does not participate in the selection process; all selections are made by the President's commission on White House Fellowships. Interested officers should contact The President's Commission on White House Fellows, 712 Jackson Place, NW, Washington, D.C. 20503, for application forms (17:5; 7:175).

NATIONAL CONTRACT MANAGEMENT ASSOCIATION

The NCMA is a professional association for government and civilian personnel working in the contracting/acquisition area. The Association sponsors a number of valuable seminars around the country and provides an excellent forum for you to meet and exchange ideas with fellow professionals. In addition, the Association has a professional designation program in contract management. The designation involves a thorough examination in government contracting. The professional designation is a prestigious accomplishment and a valuable professional credential. Officers interested in joining the NCMA should contact their local NCMA representative.

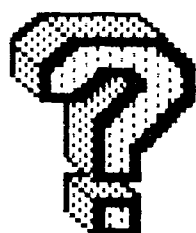
NCMA and AFIT/LS cosponsor a nonexamination professional certification program based primarily upon experience, education, and training. For more information contact AFIT/LS, AV 785-5023.

CONCLUSION

Although you may not qualify for all of these programs, they do represent excellent professional development opportunities. The Air Force supports these programs and encourages officers to take advantage of these opportunities--completion contributes tremendously to your professional development. Give them a try--you have everything to gain.



THE ASSIGNMENT PROCESS



CHAPTER 6



Chapter Six

THE ASSIGNMENT PROCESS

INTRODUCTION

The Air Force assignment process plays a key role in your professional development. Understanding the basics of this process is essential if you hope to provide AFMPC with reasonable inputs for assignments that meet Air Force requirements, your professional needs, and hopefully, your personal desires. Satisfying all of these factors is usually a challenging, if not impossible, task. The better you understand the system, the better you will be able to make a significant input into the process, understand what is happening, and be able to assist others in the career field.

The chapter is set up somewhat differently from the others in that it follows a chronological pattern. It starts with subjects relating to the front end of the assignment process and proceeds from there.

WHY OFFICERS ARE REASSIGNED

Assignments are made to meet Air Force needs created when officers return from overseas assignments, separate from the Air Force, or retire. Reassignments also fill vacancies created when officers completing Pentagon, joint service, and other controlled-length tours must be replaced. Not so obvious a reason is that the number of Air force 65XX authorizations has steadily increased since 1980, and these additional authorizations must be filled from the pool of available active duty 65XXs. Finally, unit moves, base closures, or mission changes can result in authorization changes, and officers are reassigned to adjust for these circumstances.

ASSIGNMENT CONSIDERATIONS

A number of factors are considered in all reassignment decisions. First and foremost are the mission needs of the Air

Force. The needs are expressed in terms of unique requirements for a particular job. Some examples of these requirements are grade, experience, and capabilities. After officer qualifications, assignments officers consider availability, professional development, and personal desires. However, the primary factor in assignment selection is mission needs.

The second parameter, availability, encompasses a number of considerations. The officers considered first for reassignment are those completing a controlled tour and who must be reassigned. Next are officers who meet time-on-station (TOS) requirements to move to another CONUS assignment or overseas. (TOS rules are discussed in detail later.) If none of the officers in these two categories meet the qualifications for the job being filled, AFMPC selects a qualified officer who doesn't meet the normal time-on-station minimum.

Often, an organization with a vacancy identifies an officer by name who is their "ideal choice" for the job. If that officer does not meet minimum TOS requirements, then AFMPC must first determine if there are other qualified officers with sufficient TOS to satisfy the job requirement. The qualifications of officers available for reassignment are inherent considerations in the selection process. Education, experience, training, and performance are a few of the factors. If you don't meet the qualifications for a job, you simply aren't considered.

Assignment selection also considers individual development. This is a matter of timing in most cases. There is no one correct path for progression. Timing is keyed to your personal and professional growth, capabilities, grade, and the opportunities available to you. Your progression will vary based on your unique experience and individual goals. AFMPC will work closely with you and your commander to determine where your next assignment should be and when the move should be made.

Another parameter is your individual desires. The primary tool for you to express them is Air Force Form 90. (The form is discussed in more detail later in this chapter.) Also, stay in telephone contact with AFMPC to remind them of your interest in a particular job or location. The address and phone number for your AFMPC assignments officer is:

HQ AFMPC/DPMRSA2
RANDOLPH AFB, TX 78150-6001
AUTOVON: 487-3567
COMMERCIAL: (512) 652-3567

WHEN YOU ARE LOOKED AT FOR REASSIGNMENT

If you are currently assigned to one of the more common controlled tours (such as the Air Staff, IG, overseas, or education programs (PME/AFIT/EWI)), you'll be in a "must move" status at the end of your tour and can count on being reassigned unless you are granted authority to extend your assignment. A controlled tour at MAJCOM level is a different matter. When your MAJCOM tour expires, you are considered a "normal available" for reassignment. (More will be said later in the chapter on this subject in the paragraph on tour lengths.) Lastly, you may not be on a controlled tour at all. Most officers fall into this category. Those on uncontrolled tours will usually remain at that job for a minimum of three years before reassignment to another stateside job. For overseas assignments (whether or not you are a volunteer) you need only two years (one year for lieutenants) at your current base before you may be moved (7:59). You can see that time since your last move is a key element in determining when you will move again. Officers with the most time-on-station who are qualified to fill a vacancy will be the first ones selected to move.

MAKING YOUR PREFERENCES KNOWN

It is important to tell AFMPC your desires. The vehicle for doing this is the AF Form 90. Chapter 4, of AFR 36-23 provides excellent details on the mechanics of filling out a Form 90. Consult AFMPC as you fill out the Form 90. Also, review this handbook closely for information that will help you to express your preferences.

A properly completed AF Form 90 with realistic career objectives and duty locations can be very effective in obtaining the assignment you want. Be sure to use the Officer Authorization Listing (OAL) to review job locations. You may change your AF Form 90 at any time, but it is particularly important for it to be current when you are eligible for reassignment. The "Dream Sheet" will be exactly that unless it realistically reflects your desires.

A key part of the AF Form 90 is the remarks section. This section lets you add anything you feel is important (family situation, current education program, working spouse, or clarification of a location request) for AFMPC to consider in making your next assignment.

Establish your overseas volunteer status using the Form 90, and remember you may not change your status after you are selec-

ted for assignment. When you volunteer for overseas duty, you are considered a volunteer only for the country or countries you indicate. However, you remain vulnerable for selection as a non-volunteer worldwide.

The AF Form 90 is also the tool you use to apply for special duty assignments (SDA) or programs. Chapter 8 of AFR 36-20 gives instructions for completing SDA entries on the form.

Your commander or staff agency chief is required to sign the AF Form 90 before you submit it to the CBPO. He or she does not necessarily need to agree with your desires. This gives the commander the opportunity to provide career counseling and input for the MAJCOM and AFMPC (13:1-2).

Finally, be sure to submit your AF Form 90 through the CBPO. While it is always a good idea to mail an extra copy directly to AFMPC, it is the CBPO that codes the entries directly into the Advanced Personnel Data System (APDS). This generates the volunteer listings and notices in the appropriate AFMPC offices. The CBPO will also forward a copy of the form to your MAJCOM headquarters and to AFMPC (6:4).

WHO MAKES ASSIGNMENT SELECTIONS

Generally, your AFMPC assignments officer selects officers for reassignment. However, MAJCOMs and special operating agencies (SOAs) play an important role in the selection process. They assist by identifying any unique qualifications needed for the job and sometimes may even screen potential candidates for qualification. Occasionally, MAJCOMs and SOAs will have a 65XX within their command who satisfies the requirement. That officer will be given every consideration by AFMPC when filling the vacancy if he or she meets availability and time-on-station requirements.

Another key role for the MAJCOM or SOA is prioritization of requirements. Often an officer does not understand why he can't move to an existing "vacancy" in one organization instead of the one he's being assigned to. In the times a career field experiences a shortage in manning or skill levels, it often faces more requirements than it has qualified officers. Consequently, AFMPC must not only keep manning and experience balanced between MAJCOMs, it must work to prioritize requirements based on mission needs and the limited availability of experienced personnel (6:3; 30:1).

"NOMINATE" VERSUS "SELECT AND ASSIGN"

"Nominate" and "select and assign" describe the process by which most officers are assigned. Some Air Force units, because of specialized mission or level of command, are authorized to review the records of officers identified for potential assignment to their unit and to exercise final approval or disapproval authority. Officers proposed to these units by the AFMPC assignments officer are said to be "nominated." AFR 36-20, Chapters 8 and 9 provide information and list the units with nomination authority. (Some examples are: HQ USAF, Joint Chiefs of Staff, OSD, Defense Logistics Agency, Air Force Reserve Officers Training Corps (AFROTC), and USAF Academy faculty). All other units are in the "select and assign" category. In this second category, AFMPC reviews the requirements of the job to be filled and selects the most qualified officer to fill the job. Gaining and losing units coordinate on the assignment but have no formal authority to approve or disapprove the action.

THE ASSIGNMENT CYCLE

The assignment cycle is the process by which AFMPC selects officers to fill existing and projected vacancies. Generally, it begins by identifying a projected vacancy (about 9 months from the required fill date). AFMPC examines the particular requirements of the job, reviews the records of officers available for assignment, and decides who is most eligible. The assignments officer then discusses the proposed assignments with the MAJCOMs, units, and officers involved. The officer's commander also discusses the assignment proposal or options with the officer, and provides feedback through the MAJCOM to AFMPC as part of the decision process. Afterwards, an assignment is finalized and entered into the Advanced Personnel Data System (APDS), and the commander notifies the officer that he or she has been identified for the specific assignment. This completes the assignment cycle (13:2).

WHICH JOBS ARE FILLED FIRST

Many officers ask AFMPC which jobs are worked first. Generally, the order is overseas requirements first, then "key jobs", followed by all other jobs.

Although most overseas positions require someone with operational support contracting experience, there are some overseas central, systems, and contract administration slots. AFMPC gives a good forecast of projected overseas requirements in the HQ USAF

Contracting and Manufacturing Newsletter (AFRP 70-1) which is published about three times a year. You can also contact AFMPC directly for overseas projections. Since most overseas slots become vacant in the summer, AFMPC identifies requirements and replacements in the October-November time frame of the prior year.

Key jobs include requirements in such organizations as the Pentagon (HQ USAF, SAF, and OSD), MAJCOM staffs, USAF/IG, SOAs, and departmental/joint agencies (DLA), as well as chiefs of operational support contracting offices. After the key jobs are filled, other jobs will be worked.

HOW OVERSEAS JOBS ARE FILLED

Overseas jobs are not extremely plentiful in the 65XX business (see Chapter Three). Most are filled by volunteers; however, in some cases nonvolunteers must be selected. Volunteers are picked according to the volunteer status of each officer. First preference for their resident areas is given to non-CONUS residents (Alaska, Hawaii, etc.). Next, officers already serving overseas who are volunteers for a consecutive overseas tour are given preference. Extended volunteers are given third preference, while normal tour length volunteers are fourth. (Note that an extended tour usually means the normal tour length for a country plus one additional year.) In the case where there are a number of equally qualified volunteers (same volunteer category), such factors as overseas return date and time-on-station are used to break the tie.

Long tour (longer than 15 months) nonvolunteers are selected from the nonvolunteer list. The list rank orders each officer according to the following categories. First, those who have not been overseas are ranked according to when they entered the service. Second, those who have been overseas are ranked according to overseas return dates. In cases where equally qualified nonvolunteers have the same overseas return date, time-on-station is used to break the tie.

Short tour nonvolunteer selections are generally based on selecting the officer who has the oldest short tour return date. Again, ties are broken by selecting the non-volunteer with the most time-on-station.

Two points are key. First, very few nonvolunteer selections have to be made and, second, the 65XX career field has a small portion of overseas requirements. For more detailed information on the overseas assignment selection process, refer to AFR 36-20, Chapter Four.

YOUR OPTIONS WHEN NOTIFIED OF AN ASSIGNMENT

Once notified, you have two basic choices--accept the assignment or reject it and separate or retire. In some cases an active duty service commitment to the USAF may preclude you from rejecting the next assignment. In most cases you do have a choice. If you decide to reject it, the required steps are clearly spelled out to you by your CBPO using AFR 36-20, Paragraph 3-17 (commonly called "the 7-day option rule"). Because of personal or family situations, you may be entitled to humanitarian deferment or Children Have a Potential (CHAP) assignment consideration. In either case, you must present your case to the Air Force. AFMPC and your CBPO can assist you. See AFR 36-20, Chapter 5 for further information.

EDUCATIONAL DEFERMENTS

The Air Force will, in some cases, defer a permanent change of station (PCS) assignment so you can complete an advanced degree program. As stated in Chapter 4, it is too late to apply once you have been selected for assignment, so you must apply before you are identified for reassignment. Work closely with AFMPC, your CBPO, and the base education office to insure your request for educational deferment is approved and posted to your personnel file. The rules and provisions are clearly stated in AFR 36-20, Paragraph 3-21 (7:67).

JOIN SPOUSE

Air Force policy is to give military couples every opportunity to establish a common household and to minimize family separation at least to the degree experienced by other married members. This policy must be viewed in the context of individual duty commitments, mission requirements, and equitable assignment consideration. Also, Air Force members married to other service personnel have a responsibility to help minimize separation and understand that join-spouse assignments or stability cannot be guaranteed. When you discuss the join-spouse program with AFMPC you must identify your spouse's grade, name, social security account number, and AFSC so AFMPC can work with your spouse's assignment officer.

TOUR LENGTHS

Four terms need to be understood.

- *MAXIMUM TOURS (for example, Air Staff, PME/education programs, etc.) require reassignment ("must move") upon completion.
- *MINIMUM TOURS (for example, MAJCOM staffs) require stability for specified periods but do not require reassignment upon completion. Officers completing a minimum tour are not automatically considered for reassignment (see AFR 36-20, Chapter 9). NOTE: Controlled tour lengths vary by level of organization and mission requirements. To determine the length of any controlled tour ask your local CBPO.
- *TIME ON-STATION REQUIREMENTS provide as much stability as possible for officers while reducing PCS costs. In general, the base residency requirement (for captains and above) for a PCS move from one CONUS base to another CONUS base is 36 months. The residency requirement for a PCS move from the CONUS to overseas is 24 months for both volunteers and nonvolunteers (7:59).
- *OVERSEAS TOUR LENGTHS vary by location based on accompanied status and the type of tour established for the location. Overseas tour length is another area where rules and policies are complex and potentially confusing. AFR 36-20, Table 4-1 gives the standard overseas tour lengths for countries with 65XX authorizations. But, there may be exceptions, and there is significant flexibility in allowing officers to extend beyond the normal tour length. See your CBPO for details.

HOW YOU GET YOUR PCS ORDERS

Once coordination on your assignment is completed at AFMPC, your servicing CBPO is notified of your selection through the Advanced Personnel Data System or, if timing is critical, by message. A CBPO representative will contact you and from the date you are notified of your assignment, you have seven days to either accept or reject the assignment under the "seven-day option rule" discussed earlier. If you accept the assignment, a CBPO staff member will meet with you to begin PCS processing. The CBPO prepares necessary orders. Usually this happens four to five weeks after notification by AFMPC. The bottom line is that the CBPO, not AFMPC, prepares PCS orders.

SPECIAL CONSIDERATIONS FOR NEW 65XX OFFICERS

New 65XXs include second lieutenants on their initial assign-

ments and officers who have become 65XXs through AFIT programs or cross trained from another career field. Lieutenants are assigned to all 65XX functional areas. The particular job AFMPC chooses is based on the openings at the time of assignment and the preferences indicated by the individual while in ROTC, Officer Training School (OTS), or the Air Force Academy. Lieutenants should keep in mind that they may not be reassigned (PCS) more than twice during their initial four years of service. This limitation does not include assignments for initial training such as OTS (see AFR 36-20, Paragraph 3-22 for more information) (7:67).

Cross trainees will usually have the opportunity to coordinate closely with AFMPC during the initial assignment process. Those cross training through AFIT programs will usually meet face-to-face with the AFMPC 65XX assignments officer and discuss assignment possibilities. In the past, most AFIT program graduates have been assigned to AFSC, AFLC, and DLA.

CONCLUSION

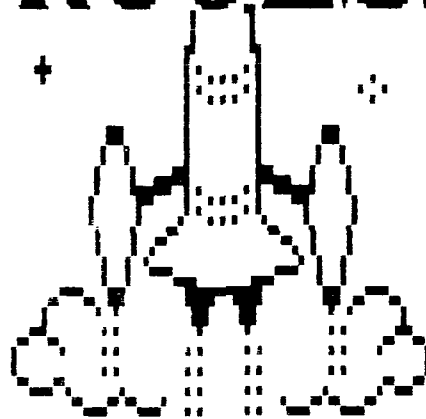
We have discussed a number of subject areas that relate to the Air Force assignment process. The subjects were arranged according to their place in the cycle to help you better understand and affect the process. It would be impossible to cover all related areas. If you have any questions, direct them to your AFMPC assignments officer or CBPO.

While the emphasis of this chapter has been on your "next" assignment, you should remember that the next assignment depends heavily on your current performance. In essence, career planning lies not so much in the selection of your next assignment as it does in the manner in which you are carrying out your present one.

Before moving on to the promotion system, it would be well to leave you with a quote offered by Brigadier General Richard F. Able, former Air Force Director of Public Affairs, about Air Force assignments:

Trying to make sure we have the right people in the right jobs is about as close as any of us ever will come to prescience--fore-knowledge of things to come. We try to match current and projected capabilities of people with current and projected requirements of jobs. It might be easier to predict tornadoes.

THE PROMOTION PROCESS



CHAPTER 7

Chapter Seven

THE PROMOTION PROCESS

INTRODUCTION

The subject of this chapter cannot help but raise officers' interests. Fewer things are more important to your career than the promotion board and its selection process. In essence, the Air Force measures how well we have progressed and, most of all, our future potential by how well we "score" in the promotion process. The chapter is included in the handbook to give you an appreciation for and a basic understanding of the process. To gain a much more comprehensive understanding of the promotion process, read AFP 36-32, You and Your Promotions--The Air Force Officer Promotion System.

PHASE POINTS

The following table gives the average time in service before an officer will change rank (assuming all promotions are made on time):

RANK	YEARS OF COMMISSIONED SERVICE
1Lt	2
Capt	4
Maj	11.5
Lt Col	16
Colonel	20.5

Table 7-1. In-the-Promotion-Zone (IPZ) Phase Points (11:4)

Phase points are not exactly the same from year to year because they must consider the year group's size and the actual vacancies available for advancement.

PROMOTION OPPORTUNITY

Promotion opportunity can be best explained by the following table:

RANK	OPPORTUNITY	BPZ QUOTA
1Lt	100%	--
Capt	97.5%	--
Maj	90%	5%
LtCol	75%	7.5%
Col	55%	15%

Table 7-2. Promotion Opportunity (11:7)

Note that 100 percent of the fully qualified second lieutenants will be promoted to first lieutenant. The figures for major through colonel are based on the percentage of officers in-the-promotion zone (IPZ) who could be advanced to the next higher rank. Often the relationship between promotion opportunity to a particular grade and the actual selection rate for that rank is confusing. The IPZ selection rate for any one board is always lower than the stated promotion opportunity because any promotions below-the-promotion zone (BPZ) and above-the-promotion zone (APZ) must be subtracted from the opportunity column of Table 7-2 for IPZ officers. If all selection considerations are taken into account, the percentage of officers selected for promotion to a given rank closely approximates the promotion opportunity. Or, in other words, about 90 percent of all captains who are considered for major BPZ, IPZ, and APZ are selected.

There are no BPZ promotions to first lieutenant and captain. Eligibility for BPZ promotion to major starts 3 years before IPZ consideration. For lieutenant colonel and colonel, BPZ eligibility begins 2 years before IPZ consideration.

EVALUATION FACTORS AND SAFEGUARDS

Promotion boards evaluate officers based on their potential to assume the next higher rank. The following table shows the areas of evaluation and the corresponding items the board examines as they consider each category. The board uses each of these to measure an officer's "whole person" potential. As you can see, the areas cover a broad spectrum.

AREA	EVALUATE
Performance	Officer Effectiveness Reports (OER)
Leadership	Command/Staff Experience
Breadth of Experience	Where/When/What
Job Responsibility	Scope/Exposure
Professional Competence	Expertise of Specialist
Specific Achievements	Awards/Decorations
Education	Level/Utilization

Table 7-3. Promotion Board Evaluation

The Air Force has established safeguards to make sure officers are considered on a fair and equitable basis for promotion (18: 17-19). Some of the most important safeguards are:

- The notification process to ensure all eligible officers are notified of their upcoming consideration for promotion.
- The selection board procedures which ensure each record is afforded equal consideration for promotion.
- The appeal process which allows an individual to directly petition the Air Force Board of Correction of Military Records if he/she believes an error or injustice has occurred.

PROMOTION SELECTION FOLDER (PSF)

Remember records go before a promotion board--not you. If the qualifications or evidence is not in those records, you may not be promoted no matter how qualified or talented you might be. Review your records--and not just 2 weeks prior the meeting of a selection board.

You may personally review your MAJCOM selection folder at your headquarters or examine the master folder at AFMPC. Another option is to review your records by mail. Send a written request to HQ AFMPC/DPMABR4, Randolph AFB, TX 78150-6001, and include your name, social security number, grade, return address, and signature. A microfiche copy of your records and an updated fact sheet explaining the record's content should be sent to you

within 10 workdays after the request is received (17:7). Remember your AFMPC assignments officer does not maintain your master promotion selection folder.

UPDATING YOUR PSF

Make any changes to your PSF through your CBPO and MAJCOM. Your AFMPC assignments officer cannot put a new OER or updated information in your PSF. Don't forget the updating process can be time consuming, especially just prior to a promotion board when many officers are submitting updates and corrections.

AFIT is the source of updates to academic records and ECI handles PME completion. To update your academic education, AFIT Registration and Admissions Office (AFIT/RRA) must have an official transcript from your school. For PME, ECI/EDOPS, Gunter AFS, AL, must have received and scored your final test. Only then can ECI update your PME. If you completed a level of academic education or PME within 20 days of the convening of a central selection board, AFIT and ECI will update the system and send a message to AFMPC for your selection brief to be posted manually. To confirm the update, you can call AFIT (AV 785-7291) or ECI (AV 446-4147) (14:2).

OFFICIAL PHOTOGRAPHS

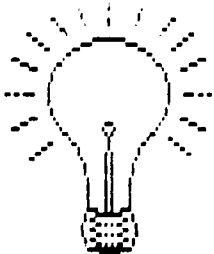
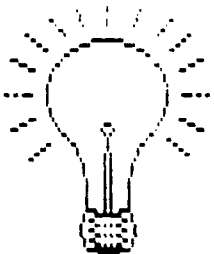
Many officers ask questions about the official photograph in each PSF. Yes, promotion boards look at photographs. Don't wait until the last minute to have one taken. Remember:

- *Photos are required when you are promoted to 1st Lt through Lt Colonel.
- *A new photo may be taken if your last one is more than a year old.
- *When you are eligible for promotion a new photo may be taken regardless of when your current one was taken.
- *If the CBPO requests you have a new photo taken, you have 45 days to do so.
- *You can have a commercial photographer take your official photograph (at your cost). You must submit it to your CBPO for forwarding and inclusion in your PSF. Sometimes a commercial photo will be of better quality.

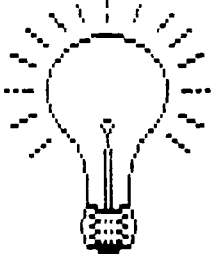
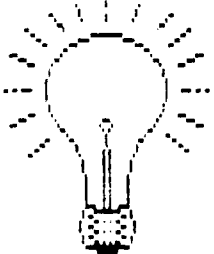
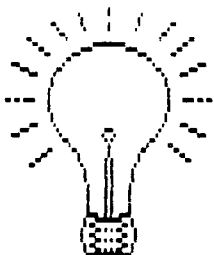
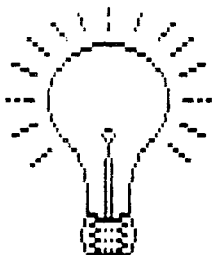
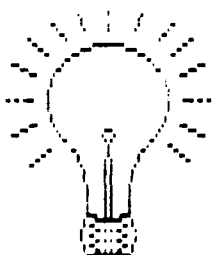
You will have to decide if you need to go to such an expense. If you choose to do so, make sure the commercial photo conforms to Air Force standards.

CONCLUSION

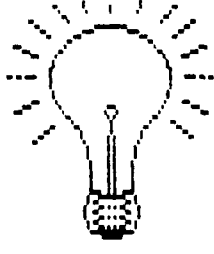
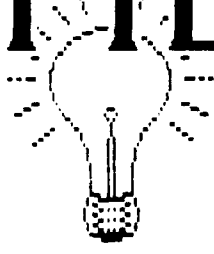
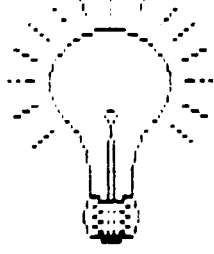
Promotions, like assignments, can be a confusing subject if you do not understand the process. This chapter has explained only a few key points about the promotion process. Again, AFP 36-32 should answer nearly all your questions on details of board proceedings and the overall promotion process.



CAREER DEVELOPMENT



CHAPTER 8



Chapter Eight

CAREER DEVELOPMENT

INTRODUCTION

In this chapter we will discuss 65XX career development. Remember, however, the previous chapters have addressed the same subject either directly or indirectly. The point is no single chapter can address all there is to be said on such a broad subject. Career development planning requires a basic understanding of the 65XX specialty and its various professional shreadouts, education and training requirements and opportunities, the assignment process, and the USAF promotion system.

The previous chapters laid much of the groundwork. This chapter will "fine tune" the area of career development and enable you to be an active career development player. Three areas will be covered. First, overall Air Force career development philosophy will be discussed. Second, overall 65XX career development will be presented, specifically addressing the subjects of diversity, broadening, overseas tours, MAJCOM tours, Air Staff tours, and departmental/joint assignments. Finally, career development philosophy relating to each of the functional specialties will be offered. With the chapter road map before us, let's begin.

AIR FORCE CAREER DEVELOPMENT

Before making some comments about the Air Force philosophy on career development, you should remember that Chapter One of AFR 36-23, Officer Career Development, is the official source document in this area. The regulation sets the philosophical tone in the first sentence. "Individual officer career development is essential to support the Air Force mission." Perhaps the key statement is that "While the individual's aspirations and long-term development are emphasized, Air Force requirements must have first priority." That's the part you always hear--the needs of the Air Force come first! Disillusioned? You should not be.

The Air Force, like any organization, seeks to obtain its goals through the proper use of people. Any business or corporation operates along the same philosophy. By developing the capabilities of its people, the Air Force is ensuring there will always be highly qualified people to lead at the highest echelons. The key then is to acknowledge this basic fact and work toward making your personal goals and Air Force requirements coincide. It will not always happen, but often can when you approach it correctly.

The objective of the Air Force Career Development Program is "to ensure that qualified officers are available to take on responsibilities within the defense establishment." It is very important to understand this since the more you develop your ability to assume greater responsibilities, the more useful you become to the Air Force, and the better your chances for progression.

To prepare you for these additional responsibilities, the Air Force provides opportunities for professional and intellectual growth. These include:

- *Developing your qualifications to meet current and forecasted Air Force needs.
- *Filling experience gaps needed to improve your performance and encourage your professional advancement.
- *Providing the training and rotating assignments to develop your capabilities.
- *Insuring you have an opportunity to compete for positions which satisfy your goals.
- *Insuring adequate information is available to allow you to realistically plan your career.
- *Encouraging officers who demonstrate outstanding potential to stay for a full military career.

Your career is developed through several avenues including your efforts and those of your commander or supervisor, your MAJCOM of assignment, and Headquarters USAF. Although the Air Force recognizes and accepts its responsibilities for a part of your career development, the ultimate responsibility is vested in you. It can't be forced on you, yet your initiative in taking advantage of the opportunities available to you will be the most important factor in determining the relative success of your career.

Career development isn't new. It has always occurred at every level of command. Until the late 1960s, the Air Force developed most of its officers through informal, unit level programs. The philosophy at the time was that by exposing officers to an operational environment and on-the-job training, they would develop the required professional and technical skills.

The current Air Force has more sophisticated leadership needs requiring a formal career development program. The Air Force Military Personnel Center administers the program. AFMPC's career development program includes assignments, educational and training opportunities geared to each career field, and a promotion program that allows officers to compete against their peers Air Force wide for increases in rank and responsibility.

65XX PROFESSIONAL DEVELOPMENT

General

Chapter 27 of AFR 36-23 provides an excellent perspective of key points about 65XX career development (8:142). It gives a good overview of the various subspecialties, training and education, and finally, career progression through the various stages starting with your initial assignment up through the executive level phase. The chapter also offers some excellent guidance about the timing of PME, training, formal education, and assignments. The guidance is encapsulated in two charts which are attached at the end of this chapter.

Before addressing the six subjects mentioned in the introduction, let's discuss the responsibilities and duties of your AFMPC assignments officers. Such a discussion is important since officers raise many questions about these responsibilities. The Palace Acquire (Contracting and Manufacturing) team is one of your key counselors concerning professional development. The team is composed of four members, two officers and two NCOs. The officers, including the team chief and a staff officer, share the responsibilities for officer assignments, and consequently officer development. One of the NCOs is a personnel technician largely responsible for processing officer assignments and providing technical assistance to the team. The other NCO is the enlisted (651XX) assignments manager. Remember the two officers and one NCO assignment manager are not personnel officers. They are contracting/manufacturing experts who serve a 3-4 year tour at AFMPC as your assignments managers. They have worked in and understand the specialty and its development intricacies. The assignments officers are responsible for taking all the requirements, requests, policies, and regulations and turning them into assign-

ments. Some of their duties are as follows:

- *Initiating and processing reassignments.
- *Nominating officers for assignment to Air Force Institute of Technology (AFIT) programs.
- *Selecting officers for 65XX unique training programs.
- *Recommending officers for professional military education (PME) (except for Squadron Officer School).
- *Monitoring eligibility for promotion and augmentation into the Regular Air Force.
- *Monitoring overall Air Force manning for the 65XX career field.
- *Matching job vacancies with 65XXs who are eligible and qualified for reassignment.
- *Approving or denying requests to enter or leave the 65XX career field.

Having covered the responsibilities of Palace Acquire, let's press on to the special subject areas.

Diversity

Diversity is the need for each officer to have a broad range of 65XX assignments. Let's discuss a few specifics. First, you should seek to learn as much as you can about the particular function in which you are working. For example, if you are assigned to an operational support contracting office, you would want to learn as much as you could about each of the various branches within the office (contract administration, supplies purchasing, services contracting, etc.). Whether the function is operational support contracting or manufacturing engineering, you should take the opportunity to learn about that area.

Second, you should attempt to gain experience in a variety of 65XX functional areas. For example, an officer starting in operational support contracting should also plan to gain experience in systems and/or central contracting. Don't limit your learning objectives to just one aspect of the contracting or production/manufacturing areas. This is not to say that you should try to work in every aspect of the career field. Such an attempt would be almost impossible. The point is that you should at least have good exposure to two or perhaps three specialty areas.

The reward for such exposure is obvious--you will be qualified to fill a wider variety of senior 65XX positions. Put another way, don't paint yourself into a narrow corner by nearsighted career development planning.

Third, you should seriously consider assignments in both the contracting and technical (production, quality assurance, etc.) areas. This point directly relates to the previous discussion, but still warrants separate treatment. In the past, many officers have stayed within either the contracting or technical area. Both are extremely important and one assignment into a technical specialty, if you are a contracting professional, will only enhance your career development. Not every 65XX officer will be able to achieve such a "dual qualification," but each officer should, at the very least, explore the possibilities with Palace Acquire.

A key point in this discussion is that virtually every senior 65XX position requires an understanding of a number of 65XX functional specialties (5:2-3; 30:--; 29:--). For instance, a commander or deputy commander of a contract management organization (i.e., AFPRO, CMC, DCASPRO) is responsible for functional areas that include contract administration, production, and quality assurance, and must interface directly with central contracting in the ALCs or AFSC's systems buying divisions. A director of manufacturing can only benefit from previous tours in systems or central contracting and contract administration since the manufacturing areas play such a large role in contract negotiations and administration of the actual production contract. Also, the director of contracting for an operational MAJCOM typically has responsibility for a large central/specialized type of contracting organization (i.e., the specialized contracting squadrons for SAC, TAC, ATC, and USAFE).

The final point about diversification concerns the levels of assignment. Each officer should plan for assignments at the hands-on as well as the staff planning and supervisory/leadership levels. Different personalities will enjoy one level more than the other; however, a well developed career path will include challenges in all areas. Remember promotion boards evaluate both your breadth of experience and job responsibility. Staff, leadership, and field-level positions will all improve your evaluation potential (see Table 7-3). More will be said later in this chapter about these positions when specific assignments are discussed.

Broadening

"Career broadening" is the process of enlarging the scope of

officers' experiences demonstrating they are flexible and can perform in varied environments. Officers aspiring to high grades and positions should possess a broad knowledge of the total Air Force mission (8:142). This does not necessarily mean every officer must leave his/her primary career field to "career broaden." The breadth and depth of an officer's experience can often be developed simply through diversity of assignments. Whether or not you leave your primary area to broaden your experience depends on a number of variables, and is closely controlled by AFMPC. For instance, an individual should have a strong foundation in their current career field to sustain them until they return. Or, if manning requirements in the 65XX career field significantly increased and the career field becomes undermanned, then few, if any, officers would be allowed to "career broaden" until the manning level rises (30:--).

Each officer should also be aware certain career fields or specialties need to be filled wholly or in part with officers from other specialties. This is to provide a representative cross-section of the Air Force in those positions and for officers to share their experience in various disciplines with new Air Force officers. This "selective crossflow program" applies to the 65XX as well as most other career fields. Each year the 65XX specialty receives its fair share of the selective crossflow levy for such duties as ROTC instructor, OTS instructor, Basic Military Training School (BMTS) instructor, and recruiting.

Many of these specialties offer opportunities for 65XX officers to enter a new area and gain valuable experience.

Officer Training School (OTS) Instructors. OTS flight commanders take their own flight of officer trainees through the 12 week commissioning program. They serve as officer role models responsible for leading, training, motivating, and evaluating trainees. Captains usually serve as flight commanders and majors as squadron commanders (7:158; 16:2).

Basic Military Training School (BMTS) Instructors. BMTS is responsible for the initial training of enlisted members at Lackland AFB, TX. Captains usually serve as operations and training officers or deputy squadron commanders, and majors as squadron commanders (7:158; 15:3).

Recruiting Service. Recruiting service assignments range from the small, independent field units, to squadrons, to headquarters. Captains will usually fill key squadron positions such as resource management officer, operations officer, or advertising and publicity officer, while majors are typically squadron commanders or serve on the headquarters staff. Most of the

squadrons are responsible for large geographical areas of the country--a substantial duty (7:165; 15:5).

AFROTC Instructor. AFROTC instructor duty requires highly qualified officers who have the potential to motivate young men and women toward Air Force careers. As part of a civilian university or college's faculty, you are required to recruit, motivate, educate, counsel, and train Air Force cadets in a precommissioning environment (7:160-161; 15:3).

SOS Faculty. SOS instructors conduct seminars and evaluate company grade officers during the 8 week course at Maxwell AFB, AL. Prior SOS attendance is mandatory. A few openings are often available for section commanders (7:159; 15:7).

Each of these jobs are special duty assignments described in AFR 36-20, Chapter 8. Although the AF Form 90 is the primary vehicle for applying, also call Palace Acquire. You can get detailed information by calling the special duty assignment section, AFMPC/DPMSN7, AV 487-4941/4455.

Because of the selective crossflow program, Palace Acquire must first fill these requirements (although recently there have been more volunteers than positions) before considering officers for a broadening assignment to other areas. Senior lieutenants, captains, and majors who have not had duty outside of the 65XX AFSC, are primarily considered for levy broadening tours.

There are many other Air Force career fields where a 65XX officer may be able to gain breadth of experience. Some examples include duty as a missile launch officer (18XX), a squadron section commander (A70XX), an advisor/agent with the Office of Special Investigations (OSI) (i.e., working contract fraud) (82XX), an air weapons controller (17XX), or positions within space operations (20XX), or operations management (19XX) career fields.

Officers going to a special duty assignment often express concern that they will not be able to return to their original career field. Palace Acquire won't forget you. The personnel data base (APDS) contains an identifier for each non-rated officer called a "core identifier," designating his/her primary area of utilization. This core "ID" remains unchanged while an officer is temporarily assigned to another career field. It causes the personnel system to continue sending career briefs to the primary career field's assignment officer. The officer's name will also continue to show on all of the primary career field assignment team's personnel rosters. This maintains the officer's visibility and assignment status with the "home" palace team,

and helps in planning the officer's return assignment (30:--).

Occasionally, shifts in Air Force mission needs may dictate permanently cross training officers (i.e., the recent creation of the operations management (19XX career field), although most assignments between career fields are temporary.

Whether a career broadening tour is in a levy or another specialty, you need to plan seriously for such duty. Stay in very close contact with Palace Acquire on the opportunities and timing for such a career move.

Overseas Tours

As mentioned in the discussion related to Table 3-6, each officer should anticipate at least one overseas tour in a career. A few points should be reemphasized about overseas duty. First, most overseas 65XX slots are in operational contracting. There are a limited number of central, support and airlift contracting as well as contract administration and production/manufacturing positions overseas. Second, the Air Staff details how overseas selections are made. Third, the career field has only a handful of short tour credit locations. Fourth, by the time you achieve the grade of major and still have an overseas tour, you should check with Palace Acquire to see you are probably "getting hot" for overseas duty.

MAJCOM Tours

Earlier this chapter stressed the importance of assignments at both the field and the staff level. Staff experience can be satisfied by serving as a staff officer or as an inspector (IG) at a MAJCOM headquarters. Both types of duty are challenging and will greatly diversify your 65XX experience base. Remember there are excellent 65XX positions (captain through colonel) at virtually every MAJCOM headquarters. Regardless of your 65XX specialty, a MAJCOM tour is possible. The MAJCOMs will have a voice in the officers selected for such an assignment. The challenge for you is to prepare for such duty.

Air Staff Tours

There are over 30 65XX positions on the Air Staff (25:--). These important jobs cover virtually every 65XX specialty. In such a position you could expect to be at the planning and policy hub for the career field. Although majors and lieutenant colonels fill most of these positions, there are opportunities for a small number of well qualified captains. You should check with

AFMPC about your qualifications and the probable timing for such duty. Remember these slots are filled with officers who have superb performance records and sufficient breadth and depth of experience to make meaningful contributions to policy development.

Departmental/Joint Tours

As mentioned, departmental/joint assignments are served with members of other service components. In 1986, the DoD Reorganization Act was signed into law. It significantly affects how the services manage the officer corps in relation to the joint world in the years to come. The act placed renewed emphasis on the need for officers with extensive joint experience, and called for the establishment of a Joint Duty Assignment List (under the new law, joint duty assignments are more narrowly defined), and the development of a cadre of Joint Specialty Officers (JSOs) (12:1-3).

The Air Force must fill 3,062 of over 8,000 DoD positions designated on the Joint Duty Assignments List (27:1-3). Sixty-eight are 65XX positions. Fifty-eight lieutenant colonel and major 65XX joint positions are listed in Appendix C (24:92-93). You can see most of the 65XX joint duty assignments are key positions located in OSD, JCS, unified commands, or DLA contract administration activities. This list is current as of November 1987, and is subject to change.

Joint Specialty Officers (JSOs) are majors or above, selected from all services, have completed a joint PME, and have served a tour of duty in a designated joint position. JSOs will not receive a separate Air Force Specialty Code although AFMPC will closely track JSOs and JSO nominees to ensure their expertise is fully used, and to create a pool of eligible officers to fill the critical joint duty assignments (12:1-3).

SPECIALTY CAREER CONSIDERATIONS

General

This portion of the chapter offers some advice and comments for officers serving in most of the 65XX functional specialties. These comments aren't meant to represent all there is to say on the subject but to provide a framework for specialty planning. They are based on 65XX general officer guidance (5:2-3), the 65XX and AFMPC experiences of Major Johnson, the current Palace Acquire assignments team chief, and the AFMPC Senior Officer Acquisition Assignments Staff Officer (29:--, 30:--). You may want to

refer to Chapter Two as you read the comments on each specialty.

A Word to Cross Trainees

Some of the material that has been covered or what is to follow may not apply to you. It will depend on your experiences prior to entering the 65XX specialty. If you entered after only 4 to 5 years of commissioned service, most of the subject material will apply. If you came to the career field as a senior captain or above, you will have to selectively apply it according to your past assignments and the time you have remaining to pursue the courses of action.

A Word About Being a Supervisor

Except for the operational support contracting area, supervisory opportunities are limited for company graders in the 65XX business. Responsibility will be measured more in terms of the program you are working or the magnitude of dollars you expend/manage on behalf of the Air Force. You should not worry about supervision opportunities but seek to learn all you can about your functional area as a company grade officer. Your efforts will give you a head start on others who will compete with you for 65XX supervisory slots. The career field offers outstanding opportunities for advancement with significantly increased supervisory opportunities in the field grade ranks.

Let's discuss each of the functional specialties.

Production/Manufacturing

The production/manufacturing area has received increasing emphasis. Most of the slots are located in AFSC and there are positions available up through colonel. Officer assignments in systems program offices (SPO), and in an AFPRO, AFPMC, or a DLA contract management organization are good opportunities. Once you have had assignments in both the pre-contract and postcontract award areas, pursue staff opportunities at the MAJCOM or Air Staff level. A tour in contracting before you reach senior field grade ranks would enhance your ability to assume key director and commander positions often involving the management of or close interface with multiple functions. The timing and order of these moves can be worked with AFMPC and your MAJCOM. Although the number of slots in this area is not as great as in the contracting specialties, opportunities for advancement are very good if you have developed functional depth and breadth.

Quality Assurance (QA)

As previously discussed, quality assurance positions are very limited for officers and they don't provide progression within the specialty itself. The slots are primarily located in DLA postcontract award organizations, HQ DLA, and HQ AFSC. Despite the small number of positions, QA is an extremely rewarding and challenging area with responsibilities ranging from product quality engineering/design to product inspection. The area is strongly recommended to those in manufacturing or systems contracting as a good dual qualification/complimentary tour challenge.

Manufacturing Engineering

This very technical specialty has a limited number of positions. After one or two tours in this specialty, a transition into the production/manufacturing area often occurs where there is greater potential for broader application of expertise. The manufacturing engineering slots are primarily in AFSC (systems program offices, AFPROs, and the Headquarters) and on the Air Staff. The comments offered under production/manufacturing concerning pre- and postaward assignments and developing breadth are applicable to this area also.

Operational Support Contracting

This area is an excellent place to begin in the 65XX business. It lets you see the inner workings of the Air Force at the wing or base level. In almost all cases you will serve in an operational command and gain a valuable "flight line" perspective. Further, you will have an excellent chance to test your supervisory skills. It will be one of the few opportunities that you will have to work with the fine cadre of 651XX enlisted personnel since most of them are assigned to operational support contracting.

Challenging positions are available all the way to colonel. Your initial operational support tour will give you the training and understanding of contracting needed at the wing level. A follow-on tour would likely be as chief of an operational support contracting office (CONUS or overseas), and then perhaps a staff tour at the MAJCOM, or even Air Staff level (future openings and your performance will determine the order of these tours). Ideal complimentary tours would be in either central or systems contracting, or contract administration since contracting programs at many operational support locations have become so complex and involve large dollar amounts.

If you happen to start in operational support contracting and do not spend the majority of your 65XX career there, two or three assignments in this area are still possible (not necessarily back to back). The first would be your initial tour, with later tours as the chief of a CONUS operational support contracting office and/or an overseas assignment.

If your performance record is excellent, you may want to compete for an Education-With-Industry (EWI) slot (see Chapter Four). An EWI tour would be an excellent transition from operational support into central or systems contracting. Once you transition, you could expect the following assignments: an initial hands-on job in central or systems contracting, an AFPRO, AFCCMC, or DLA (post-contract award organization) tour, a MAJCOM and/or Air Staff assignment, and possibly a broadening tour. Timing, your career goals, and, most importantly, your performance will determine how many of these assignments you will be able to complete.

Central Contracting

Central contracting is an excellent place for the 65XX officer to start. As was mentioned in Chapter Two, most of the central contracting jobs are in AFLC. The ALCs and, to a lesser degree, the DLA supply centers offer the opportunity to gain large scale experience in nearly all contracting activities ranging from negotiation, pricing, award, contract administration, and contract closeout. Despite the relatively smaller number of positions in relation to systems or operational support contracting, central contracting affords excellent opportunities for 65XX officers. For example, in addition to the centers, there are demanding MAJCOM assignments, opportunities in the AFLC Career Broadening Program (see Chapter Four), and some outstanding overseas central contract management jobs (AF Contract Management Center) in both contract administration and production/manufacturing. Also remember that there are some central contracting opportunities in AFCC (see Chapter Two). An assignment in central contracting can provide excellent 65XX skill development.

Systems Acquisition

Opportunities in this area are plentiful at all grades up to colonel. For those working in this functional area, many of the previous specialty comments apply. To begin, anticipate two essential hands-on type assignments--one in research and development (R&D) and/or systems contracting and the other in an AFPRO (or other contract management organization) as a contract administrator. Next, MAJCOM, broadening, overseas, or perhaps an

Air Staff assignment would be considered appropriate. Excellent complimentary assignments would be production/manufacturing, QA, or central contracting. Also, depending on the timing, opportunities, and your performance, you should have an excellent chance for a middle management job in this area. For those working primarily in another 65XX functional area, consider a complimentary assignment in systems acquisition. The opportunities are plentiful. Further, with the area as large and important as it is, a basic understanding of the R&D and systems contracting mission is a plus no matter which senior 65XX position you attain.

One final point should be made before moving on. Systems Command has a full-time 65XX MAJCOM assignments officer who can help you with any questions about this functional area or other Systems Command 65XX opportunities. The address and phone number are HQ AFSC/MPROS, Andrews AFB, MD 20334, AUTOVON: 858-6529.

Airlift Contracting

Airlift requirements are purchased through an office at Scott AFB (part of HQ MAC). The contracts are administered in offices at Charleston AFB, Travis AFB, and overseas locations in Germany, Alaska, Japan, and the Philippines. The area is very small and specialized but extremely interesting. It is not an area where a new lieutenant would get the best start in contracting. As with quality assurance and manufacturing engineering, this area has a limited number of positions. After one or two assignments, officers will be reassigned to another contracting area.

Contract Administration

This functional area offers an excellent challenge to 65XX officers. Most of the contract administration slots are located in AFPROs, CMC detachments, or in DLA. Because the area is somewhat small and specialized, progression in this function alone is unlikely. It is, however, an area in which you could pursue a number of different assignments. For example, there are a reasonable number of hands-on jobs in AFPROs and DLA field activities. Further, there are staff positions at Headquarters Air Force Contract Management Division (AFCMD) (parent organization for AFPROs), HQ AFCEM, HQ DLA, HQ AFSC, and the Air Staff. Finally, most of the 65XX commander jobs are in AFCMD, AFCEM, and DLA. These commander positions demand oversight of all contract management areas such as quality assurance, production/manufacturing, and contract administration.

Regardless of the career track you emphasize--contracting or manufacturing--you need at least one assignment in contract administration.

Complimentary Assignments

One of the advantages of working in operational support contracting is the ability to work through the entire acquisition cycle--taking a requirement from "cradle to grave." In a major weapons system acquisition, however, an officer does not have an opportunity to follow a requirement through the acquisition cycle in a single assignment. Purchasing and fielding a weapon system involves many interrelated organizations and hundreds of people. To understand why the Air Force wants the 65XX officer to gain experience in a number of functional areas you need to understand how the areas and organizations are interrelated.

Weapon system design, negotiation and purchase occurs primarily at an AFSC product division. A contract administration organization, such as an AFPRO located at the contractor's facility, is responsible for administering the contract through system production, and an AFLC Air Logistics Center (ALC) contracting directorate contracts for maintainance, logistical support, and system upgrades in the field. Although its easy to see how the systems buying office's actions directly impact the contract administration organization or the ALC, the interrelatedness is much more complex.

The buying office relies heavily on the contract administration office and AFLC's expertise in negotiations with contractors. Whether at a systems or central activity, a person is a better buyer if he/she has experience administering contracts/programs in the field. Likewise, a contract administrator can be much more effective in his job and helpful to a buying office if he has buying experience. Similarly, a director of contracting or manufacturing at a SPO or an ALC or the commander of an AFPRO, CMC Det, or DCASPRO is much more effective if he/she has experience from all three types of activities--more effective not only in directing and managing the organization, but also in interfacing with the other contracting and manufacturing activities.

For this reason, officers with breadth of experience in complimentary functional assignments are sought for key staff positions at MAJCOM or on the Air Staff. Officers with a broad understanding of the entire acquisition cycle will typically develop sound acquisition policy.

Back-to-back assignments from ALC to ALC, product division to product division, or AFPRO to AFPRO are rarely seen. Although an officer may do well in a particular function, an immediate assignment to the same type of function will do very little in developing the experience needed in senior leadership or staff positions.

CONCLUSION

This chapter has covered a great deal of information. It was intended to help tie thoughts on 65XX development together. If you read only this chapter, you would come away with good information, but the information would be incomplete.

Career progression charts were left out to avoid confusion. Put very simply, there is no one right path. There are, however, some important principles to understand in order to successfully work with your commander, MAJCOM, and AFMPC in charting your path. Hopefully this chapter and the preceding ones have given you those principles and concepts.

These charts from AFR 36-23 should give you further planning guidance.

This chart should be studied in conjunction with the foregoing narrative, chapter 8, and appropriate chapters in Part One.

CAREER PROGRESSION GUIDE--ACQUISITION CONTRACTING/MANUFACTURING					
YEAR	PHASE	GRADE	POST	TRAINING	EDUCATION
19	EXECUTIVE LEADER	Phase 1: 1st through 4th years	Refer to AFR 518 for eligibility. (See Base Education Officer for more information.)	See AFR 50-5 and 100DM 5010.16 for appropriate current courses.	Graduate degree requirements in utilization field. For AFII eligibility see Base Education Officer for current AFII program quote.
18					
17				Executive short courses.	
16					
15					
14	STAFF			System program. Directors Contracting refresher course. Modern pricing for Contracting.	
13		1st year: 4-5; 2nd year: 20% of authorizations.	Senior Service School	Defense Contracting Executive Seminar.	
12				Short courses applicable to specialty (1-7) w/af: Defense Systems Management College.	
11				Advanced Contract Administration.	
10				Advanced Production Management. Advanced Systems Buying.	
9	ADVANCED LEADER	Major: 22% of authorizations.	Intermediate Service School		Master's Logistics Management Industrial or Production Management R & D Management Systems Management Industrial Engineering Business Administration MBA Government Contracting Contracting Management General Management
8				Cost Reimbursement and Incentive Contracting. Contract Aspects of VE. Advanced (OER) courses applicable to specialty. Advanced to specialty. Advanced Property Administration. Various Cost Analysis and Pricing courses.	
7					
6					
5					
4	INTERMEDIATE DEVELOPMENT		Squadron Officer School	Base Contracting/BK E Related Management.	
3				Defense Contract Pricing Techniques. Contract Law. Contract Administration.	
2				Production Management. Industrial Property Administration. Defense Cost and Price Analysis.	Bachelor's (degree required preferably in Business Administration, Industrial Engineering, Industrial/Production Management, Law, Accounting, Related disciplines).
1	ENTRY	1st year: 1% of authorizations.		Basic Acquisition Contracting officer course and job training (AW AFRs 50-5 and 70-2).	

Figure 8-1. Acquisition Contracting/Manufacturing

This chart should be studied in conjunction with the following narrative, chapter 8, and appropriate chapters in Part One.

CAREER PROGRESSION GUIDE ACQUISITION CONTRACTING/MANUFACTURING (Continued)		
ASSIGNMENTS	OPTIMUM PHASE POINTS	YEAR
Officers will occupy managerial positions at all echelons of command.	Transition limited number of career specialists back from operations area.	9
		8
		7
		6
		5
Career Specialists: 1. Colonels will man approximately 35% of designated key military procurement positions. Selected highly qualified officers will serve as Directors of Logistics (DD-X). Overseas assignments will focus on different geographic locations. Selected officers will be assigned to Air Staff and Joint Command activities. Predominance of assignments will be in AFSC and AFIC with emphasis on systems acquisition, central procurement, contract administration, planning, and policy formulation. Officers will entail significant managerial responsibilities. Non-specialists: Officers entering the field will be afforded appropriate training to qualify for AFS 6524 or 6544. Relatively few officers enter career field during this and later phases.	Return limited number of rated career specialists to operations area.	24
		23
		22
		21
		20
Career Specialists: Selected captains and majors will occupy certain key contracting/manufacturing positions. Highly qualified officers will be selected for Joint/Departmental assignments. Assignments into different MAJCOMs/overseas areas will be emphasized. Selected specialists will be transitioned into the 21XX, 40XX, 60XX, 61XX, 64XX, 66XX, or 67XX fields for broadening. Officers returning from broadening assignments will normally be assigned to MAJCOM, ALC, or Systems Division level. Career Specialists should have varied assignments within the utilization field. Interested officers should apply for the Education With Industry or other AFIT programs. Non-specialists: Rated officers enter career field thru AFIT/Tech Training. AFIT graduates will be assigned to positions which utilize their training to maximum advantage. All new personnel will be given initial specialist training and assigned to operating level positions which will afford qualification for AFS 6524 or 6544.	BROADENING ASSIGNMENTS Return rated non-specialists to operations area upon completion of DDIA.	19
		18
		17
		16
		15
Continued assignment in Acquisition Contracting/Manufacturing AFS in fully qualified status (6524, 6534 or 6544). Intraorganization command moves for experience in various functions. Interested officers should apply for AFIT graduate education programs.	Transition rated officers into field via AFIT/Technical Training. Broaden officers between Base Procurement and AFSC/AFIC assignments. Career specialists enter AFIT graduate program.	14
		13
		12
		11
		10
Job training as prescribed in AFR 70-2. Base Contracting Activity. Action Officer at Air Logistics Center, Systems Command Division, or AFPRO.	Basic AFSC technical course earliest date.	9
		8
		7
		6
		5
		4
		3
		2
		1
		1

Figure 8-1 (con't). Acquisition Contracting/Manufacturing

FINAL REFLECTIONS



CHAPTER 9

Chapter Nine

FINAL REFLECTIONS

REVIEW

A lot of material has been covered in this handbook--material you need to undertake development planning. Let's review the areas.

We discussed the responsibilities of the 65XX career field. It is pivotal that you know the 65XX mission and the missions of each of the specialties. Without such an understanding, planning is impossible.

Some important career field demographics were then presented--demographics that should build upon your understanding of the 65XX mission.

We next discussed some training, education, and professional programs. In some cases, the programs are mandatory for successful professional development. In other cases, the programs could greatly assist such development.

The Air Force assignment and promotion processes were then explained. It is essential every officer understand these processes.

Finally, some principles and considerations were offered relating to Air Force, 65XX, and specialty career development.

FINAL TIPS

I trust you've discovered that career development doesn't just happen. It is, to a great extent, the result of your taking advantage of the opportunities the Air Force makes available. Development patterns vary as widely as personalities. History is replete with examples of successful Air Force officers whose training, experience, and styles constitute a wide spectrum of examples to emulate. What they all had in common, however, was the embodiment of some common principles. Those principles are

contained in the following ten suggestions compiled by Brigadier General Jerry Dalton when he was the Air Force Director of Public Affairs. They are offered (slightly modified) as a final thought on professional development.

- * Become an expert in the career field.
 - Know the regulations and policies.
 - Be the authority in your unit.
- * Work hard.
 - Permit no substitutes.
 - Accept no compromises.
- * Study your boss.
 - Know him/her thoroughly.
 - Be able to anticipate him/her.
- * Don't ignore your duties.
 - They are first and foremost.
 - The best job you can have is the one you have right now.
- * Be mission oriented.
 - Contracting/manufacturing is a service organization.
 - Know a little about the other organizations on your base.
- * Demonstrate your versatility.
 - Be the boss' most valuable assistant.
- * Plan, organize, establish goals, and regularly report progress or lack thereof.
 - Your boss needs to know what you're doing.
 - Don't develop a "seat of your pants" reputation.
- * Establish a quality control program for our own work.
 - Most bosses expect perfection or near perfection.
 - Your reputation is like a movie star--only as good as your last picture.
- * Improve your own net worth to the Air Force.
 - Complete PME by any means available.
 - Develop your professional writing and writing abilities.
 - Develop a professional reading program.
 - Get active in your community.

* Take care of your own people.

- Be selfless.

- Recognize someone's accomplishments every day.

Keep these principles in mind as you become an Air Force professional. In pondering the many opportunities keep the following in mind:

The essence of career planning lies not so much in the selection of your next assignment as it does in the manner in which you are carrying out your present one. So far as you are concerned, the best career development job is the one you have right now (5:1).

It is the most important job because it will prepare you for your next job, it's the basis of your performance reputation, and it's supporting a specific and necessary mission. Do well there and you open the doors to the opportunities and possibilities you have read about. The very best to you in all that lies ahead.

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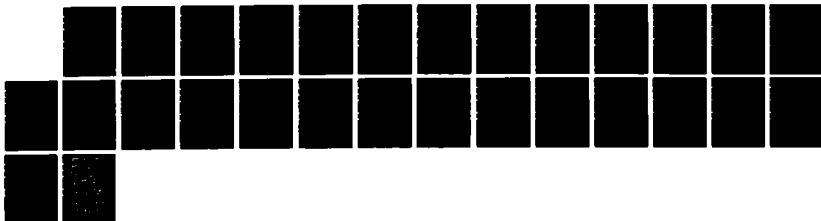
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MANUFACTURING OFFICERS(U) AIR COMMAND AND STAFF COLL
MAXWELL AFB AL J M KING 1988 ACSC-88-1478

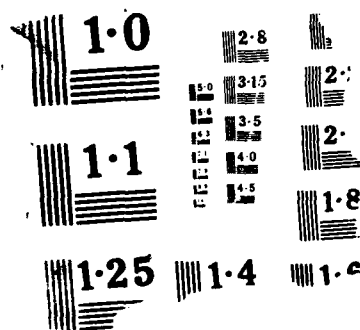
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- US Department of Defense. Defense Management Education and Training. DoD 5010.16-C. Washington DC: Government Printing Office, July 1986.

GLOSSARY

AAC	Alaskan Air Command
AAD	Advanced Academic Degree
AFCC	Air Force Communications Command
AFCMC	Air Force Contract Maintenance Center
AFCMD	Air Force Contract Management Division
AFIT	Air Force Institute of Technology
AFLC	Air Force Logistics Command
AFMPC	Air Force Military Personnel Center
AFPRO	Air Force Plant Representative Office
AFR	Air Force Regulation
AFROTC	Air Force Reserve Officer Training Corps
AFSC	Air Force Specialty Code
AFSC	Air Force Systems Command
ALC	Air Logistics Center
APDS	Advanced Personnel Data System
APZ	Above-the-Promotion Zone
ATC	Air Training Command
ASTRA	Air Staff Training Program
BMTS	Basic Military Training School
BPZ	Below-the-Promotion Zone
CHAP	Children Have a Potential
CBP	Career Broadening Program
CBPO	Consolidated Base Personnel Office
CONUS	Continental United States
DCAS	Defense Contract Administration Services
DEROS	Date of Estimated Return from Overseas
DLA	Defense Logistics Agency
DoD	Department of Defense
EWI	Education-With-Industry
IPZ	In-the-Promotion Zone
ISS	Intermediate Service School
JSO	Joint Specialty Officer
MAC	Military Airlift Command
MAJCOM	Major Air Command
NCMA	National Contract Management Association
OAL	Officer Authorization List
ODSD	Overseas Duty Selection Date
OER	Officer Effectiveness Report
OSD	Office of the Secretary of Defense
PACAF	Pacific Air Forces
PCS	Permanent Change of Station
PME	Professional Military Education
PSF	Promotion Selection Folder
QA	Quality Assurance

R&D	Research and Development
SAC	Strategic Air Command
SAF	Secretary of the Air Force
SOA	Special Operating Agency
SOS	Squadron Officer School
SSS	Senior Service School
STRD	Short Tour Return Date
TAC	Tactical Air Command
TTC	Technical Training Center
USAFE	US Air Forces in Europe

APPENDIX A

PUBLICATIONS OF INTEREST

AFR 36-1, Officer Classification Regulation

Establishes the specialty structure of the officer force. Describes duties and responsibilities of each AFSC in the Air Force including requirements for upgrade within the specialty. Information on the Contracting and Manufacturing career field is contained in Attachment 17.

AFRP 36-1, Officer's Newsletter

Information newsletter published quarterly by AFMPC. Contains changes in personnel policies and announcements regarding special programs such as special duty assignments or PME.

AFR 36-10, Officer Evaluations

Establishes and describes the policies and procedures for Officer Effectiveness Reports.

AFR 36-20, Officer Assignments

Describes policies and procedures for assignment of all active duty officers. Some key areas you may find most valuable include: Assignment Procedures, Bootstrap, Rated Supplement (Ch 2), Pregnant Officers/Pregnant Wives (Ch 3), Overseas Duty and Country Tour Lengths (Ch 4), Humanitarian Reassignment and Deferment, Permissive Reassignment, CHAP Assignment Considerations (Ch 5), Temporary Duty (TDY) (Ch 6), Special Duty Assignments (Ch 8), Joint or Departmental Tours Ch 9), and Assignment of Military Couples (Ch 10).

AFP 36-22, Officer Career Information

A pocket-size pamphlet providing condensed information about the officer corps structure, factors affecting assignments and promotions, and a summary of benefits and privileges.

AFR 36-23, Officer Career Development

Outlines the Air Force officer career development program, addresses basic philosophies, and how to complete an AF Form 90. Includes a career progression guide for each field with contracting and manufacturing covered in Chapter 27.

AFP 36-29, Officer Career Planner

A counseling/recruiting brochure overviewing the officer's total compensation package of pay and benefits.

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

An excellent pamphlet explains terms, promotion opportunity, determination of promotion zone quotas, the selection process, and other general subjects.

AFR 36-51, Active Duty Service Commitments

Establishes the rules and the active duty service commitments you incur whenever the Air Force sends you PCS or to attend education or training programs.

AFR 36-89, Promotion of Active Duty List Officers

Describes promotion program administration from eligibility criteria through board proceedings, active duty service commitments, to ceremonies. Also describes the contents of your promotion folder.

AFR 50-5, USAF Formal Schools

Provides information on Air Force education and training programs. Of particular interest are the sections describing AFIT degree programs and the ATC and AFIT course announcements.

AFR 53-3, Professional Military Education

Describes the philosophy of Air Force PME and the colleges and their programs--both resident and associate/correspondence. Also provides eligibility criteria for each program.

AFRP 70-1, Contracting and Manufacturing Newsletter

Information newsletter published quarterly by the SAF/Deputy for Acquisition Contracting and Manufacturing. Will often contain articles on various contracting organizations or AFMPC job announcements.

AFM 70-2, Air Force Procurement Career Management Program

Outlines the education and training program requirements for civilian and military career progression. Usually supplemented by the MAJCOM specifying the local upgrade training program for officers newly assigned to the career field.

DoD 5010.16-C, Defense Management & Education Training

Provides information on DoD-wide education and training programs (similar to AFR 50-5). Gives course announcements and eligibility criteria.

APPENDIX B

OFFICER AUTHORIZATION LIST SUMMARY

LOCATIONS	COL	LTC	MAJ	CPT	LT	TOTAL
Alaskan Air Command (AAC)						
Elmendorf AFB, AK	1	1	1	5	1	9
(HQ, SQ)						
Other Locations			1	1		2
Total	1	1	2	6	1	11
US Air Forces Europe (USAFE)						
Ramstein AB, GE (HQ, IG)	1	3	4	4		12
Lindsey AS, GE		2	2	3	1	8
Other Locations		3	11	16		30
Total	1	8	17	23	1	50
Pacific Air Forces (PACAF)						
Hickam AFB, HI	1	2	2	2	2	9
(HQ, IG, Center)						
Other Locations		3	4	3	2	12
Total	1	5	6	5	4	21
Air Training Command (ATC)						
Randolph AFB, TX	1	1	3	3	4	12
(HQ, IG, 3303rd SQ)						
Lowry AFB, CO			1	4		5
(Instructors)						
Other Locations	1	2	5	11	9	28
Total	2	3	9	18	13	45

LOCATIONS	COL	LTC	MAJ	CPT	LT	TOTAL
Military Airlift Command (MAC)						
Scott AFB, IL	1	4	4	4		13
(HQ, IG, Wing)						
Other Locations		3	7	10	6	26
Total	1	7	11	14	6	39
Strategic Air Command (SAC)						
Offutt AFB, NE	1	3	3	13	1	21
(HQ, IG, 3908th SQ, Wing)						
Other Locations		2	14	23	7	46
Total	1	5	17	36	8	67
Tactical Air Command (TAC)						
Langley AFB, VA	1	3	4	13	6	27
(HQ, IG, 4400th SQ, Wing)						
Other Locations		3	12	17	12	44
Total	1	6	16	30	18	71
AF Communications Command (AFCC)						
Scott AFB, IL	1	2	1	10		14
(HQ, 2026th Comm SQ)						
Gunter AFS, AL (Std Sys)	1	2	3	11	3	20
Hanscom AFB, MA (AFCAC)		1	3	2	3	9
Other Locations			2	4		6
Total	2	5	9	27	6	49
AF Logistics Command (AFLC)						
Wright-Patterson AFB, OH	5	9	8	12	2	36
(HQ, IG, CMC, ALD)						
ALCs						
Hill AFB, UT	3	1	2	8	4	18
Kelly AFB, TX	3	2	1	8	6	20
McClellan AFB, CA	3	3	4	11		21
Robins AFB, GA	3	1	4	5	6	19
Tinker AFB, OK	3	1	2	6	5	17
CMC Detachments		8	8	10		26
Other Locations		3	1	6		10
Total	20	28	30	60	23	161

LOCATIONS	COL	LTC	MAJ	CPT	LT	TOTAL
AF Systems Command AFSC:						
Andrews AFB, MD	5	6	15	9		
(HQ PK/PL)						
Product Divisions						
Eglin AFB, FL (AD)	1	5	4	13	2	26
Hanscom AFB, MA (ESD)	5	8	18	43	26	100
Los Angeles, CA (SD)	4	17	14	22	7	64
Norton AFB, CA (BMO)	2	2	6	11	4	25
WPAFB, OH (ASD, AIM)	14	29	43	133	53	272
Kirtland AFB, NM	8	7	13	5	5	38
(HQ AFCMD, Center, AFWL)						
AFCMD AFPROs	19	35	34	53	43	184
Other Locations						
Arnold AFS, TN (AEDC)	1		1	2		4
Bolling AFB, DC (OSR)		1	2	4	1	8
Edwards AFB, CA (FTC)	1	2		1	1	5
Eglin AFB, FL (AFSC/IG)		2	5	6		13
Griffiss AFB, NY (RADC)	1	1	1	4	5	12
Patrick AFB, FL (ESMC)	1	1		1	3	6
Vandenberg AFB, FL (WSMC)		2	2	9		13
Other Locations		3	3	9		15
Total	62	121	161	325	151	820
Space Command						
Peterson AFB, CO	2	2	2	9		15
(HQ, IG, Wing)						
Other Locations		1	1	3	1	6
Total	2	3	3	12	1	21
Air University (AU)						
Maxwell AFB, AL		2		1	1	4
(HQ, Wing)						
Wright-Patterson AFB, OH		2	8	4		14
(AFIT Instructors)						
Total		4	8	5	1	18
AF Academy (AFA)						
Colorado Springs, CO		1	1	2		4
AF District of Washington						
Andrews AFB, MD	1	1		6		8

LOCATIONS	COL	LTC	MAJ	CPT	LT	TOTAL
AF/IG						
Norton AFB, CA		2	4			6
Secretary of Air Force (SAF/AQC)						
Pentagon, VA	7	13	7	1		28
SAF/Special Projects	1	1	3	5		10
Defense Logistics Agency (DLA)						
Cameron Station, VA	3	3	6	1		13
(HQ, DFSC)						
Supply Center Location	4	5	8	5		22
DCAS Locations	14	30	39	14		97
Total	21	38	53	20		132
Other Washington DC Jobs	2	11	8	2		23
Other CONUS Jobs	1	9	4	10		24
Other Overseas Jobs		3	7			10
TOTAL 65XX AUTHORIZATIONS	127*	275	376	607	233	1618*

*Includes 8 unfunded general officer authorizations.

This summary is accurate as of December 1987. These authorizations are constantly shifting between locations for a variety of reasons. This summary, however, can give you a perspective on the officer manning between organizations. As Chapter Three said, the CBPO Customer Service Section has a microfiche copy of the complete OAL. It gives a detailed breakout of authorizations for each career field.

APPENDIX C

65XX JOINT DUTY POSITIONS (November 1987)

<u>GRADE</u>	<u>DUTY TITLE</u>	<u>ORGN</u>	<u>LOCATION</u>
LTC	Staff Officer	OSD	Pentagon
LTC	Staff Officer	OSD	Pentagon
LTC	Staff Officer	OSD	Pentagon
LTC	Staff Officer	OJCS	Pentagon
LTC	Staff Officer	CENTCOM	MacDill AFB, FL
LTC	Asst Ch, Contracts Div	HQ/DLA	Cameron Station, VA
LTC	Asst Ch, QA Syst Eval	HQ/DLA	Cameron Station, VA
LTC	Ch, Special Acq Div	DESC/DLA	Dayton, OH
LTC	Dep Dir, Contracting	DPSC/DLA	Philadelphia, PA
LTC	Ch, Contracts Div	DGSC/DLA	Richmond, VA
LTC	Dep Dir, Cont Div	DCASR/DLA	Dallas, TX
LTC	Dep Dir, Cont Div	DCASR/DLA	El Segundo, CA
LTC	Dir of Internal Review	DCASR/DLA	New York, NY
LTC	Ch, Cont Mgmt Div	DCASMA/DLA	Marietta, GA
LTC	Commander	DCASMA/DLA	Bridgeport, CT
LTC	Commander	DCASMA/DLA	Buffalo, NY
LTC	Commander	DCASMA/DLA	Pittsburgh, PA
LTC	Commander	DCASMA/DLA	San Antonio, TX
LTC	Commander	DCASMA/DLA	San Diego, CA
LTC	Commander	DCASMA/DLA	Seattle, WA
LTC	Commander	DCASMA/DLA	Wichita, KS
LTC	Commander (E Systems)	DCASPRO/DLA	Greenville, TX
LTC	Commander (GMC Allison)	DCASPRO/DLA	Indianapolis, IN
LTC	Commander (Boeing)	DCASPRO/DLA	Lake Charles, LA
LTC	Commander (Aero)	DCASPRO/DLA	Lake City, FL
LTC	Commander (Harris)	DCASPRO/DLA	Melbourne, FL
LTC	Commander (Michoud)	DCASPRO/DLA	New Orleans, LA
LTC	Commander (ITT)	DCASPRO/DLA	Nutley, NJ
LTC	Commander (Rockwell Int)	DCASPRO/DLA	Richardson, TX
LTC	Commander (Northrop)	DCASPRO/DLA	Rolling Meadows, IL
LTC	Commander (Bendix)	DCASPRO/DLA	Teterboro, NJ
LTC	Commander (McDon/Doug/RI)	DCASPRO/DLA	Tulsa, OK
LTC	Commander (Hamilton-Std)	DCASPRO/DLA	Windsor Locks, CT

MAJ	Staff Officer	OJCS	Pentagon
MAJ	Ch, Contr Div	AFSOUTH/NATO	Naples, Italy
MAJ	Contracting Officer	NATO HQ	Brussels, Belgium
MAJ	Staff Officer	EUCOM	Stuttgart, Germany
MAJ	Dep Ch, Contracts	SHAPE HQ	Brussels, Belgium
MAJ	Dir of Contracting	Security Ast	Dhahran, Saudi Arabia
MAJ	Dep Asst Ch of Staff/Acq	US FOR KOREA	Yong San, Korea
MAJ	Staff Officer	DLA HQ	Cameron Station, VA
MAJ	Staff Officer	DLA HQ	Cameron Station, VA
MAJ	Ch, Fuels Contr Div	DFSC/DLA	Cameron Station, VA
MAJ	Contracting Officer	DFSC/DLA	Cameron Station, VA
MAJ	Asst Ch, Cont Mgmt Div	DCASMA/DLA	Chicago, IL
MAJ	Asst Ch, Cont Mgmt Div	DCASMA/DLA	Cleveland, OH
MAJ	Asst Ch, Cont Mgmt Div	DCASMA/DLA	Indianapolis, IN
MAJ	Asst Ch, Cont Mgmt Div	DCASMA/DLA	Milwaukee, WI
MAJ	Asst Ch, Cont Mgmt Div	DCASMA/DLA	New York, NY
MAJ	Asst Ch, Cont Mgmt Div	DCASMA/DLA	Pittsburgh, PA
MAJ	Asst Ch, Cont Mgmt Div	DCASMA/DLA	San Bruno, CA
MAJ	Asst Ch, Cont Mgmt Div	DCASMA/DLA	Santa Ana, CA
MAJ	Asst Ch, Cont Mgmt Div	DCASMA/DLA	Stratford, CT
MAJ	Asst Ch, Cont Mgmt Div	DCASMA/DLA	Syracuse, NY
MAJ	Asst Ch, Cont Mgmt Div	DCASMA/DLA	Towson, MD
MAJ	Commander (GE)	DCASPRO/DLA	Burlington, VT
MAJ	Commander (Ford Aerosp)	DCASPRO/DLA	Palo Alto, CA
MAJ	Commander (Sundstrand)	DCASPRO/DLA	Rockford, IL

APPENDIX D

ORGANIZATIONAL POINTS OF CONTACT

This appendix contains points of contact for most contracting organizations. Remember since AFMPC makes final assignment decisions, these points of contact will not necessarily be able to tell you when or if a particular position will become vacant. They can, however, describe the individual position's responsibilities as well as the contracting mission. In all cases, contact Palace Acquire for the availability of any position. Quite often the "director's office" is listed as the point of contact because if the director or deputy does not specifically handle personnel information they will have an assistant in the office who does. Comments on the organizations were extracted from mission briefings (21:--, 23:--), and command booklets (2:--), or provided by some of the points of contact (29:--, 30:--, 31:--, 32:--, 34:--).

AF MILITARY PERSONNEL CENTER (AFMPC)

65XX Career Field Assignments Officers

AFMPC/DPMRSA2 (Lt-LtCol, Enlisted) AV 487-3567
Randolph AFB, TX 78150-6001 (512) 652-3567

AFMPC/DPMOD (Col) AV 487-6951
Randolph AFB, TX 78150-6001 (512) 652-6951

Assignments Officers for Other Specialties

ROTC, OTS, SOS, BMTS, AV 487-4941/4455
Recruiting, AFA (512) 652-4941/4455

AFIT, ASTRA, ARI AV 487-4053
(512) 652-4053

PME (ISS, SSS) AV 487-6117
(512) 652-6117

For a counselor's review
of your records follow-
ing promotion board
non-selection in the
primary zone.

AV 487-5601
(512) 652-5601

ALASKAN AIR COMMAND (AAC)

The headquarters staff and the 5000th Contracting Squadron are located at Elmendorf AFB. 5000th CONS Det 1 is located at Eielson AFB. Unusual contracting requirements include aircraft control and warning system O&M services, runway repairs and maintenance, remote site resupply operations, build-to-lease housing, power plant construction using third party financing, etc. For information about positions in AAC, contact the director's office:

AAC/LGC
Elmendorf AFB, AK 99506-5320

AV 317-552-2810
(907) 552-2810

US AIR FORCES EUROPE (USAFE)

The USAFE Contracting Center at Lindsey AS provides centralized and specialized contracting to USAFE, USEUCOM, and other European agencies. In addition to Lindsey AS and the HQ staff at Ramstein AB, USAFE has 16 other detachments or offices located throughout Europe with officer positions. Large or unusual contracting requirements include the base maintenance contracts (the largest are for Turkey, Greece, and Spain), support services for the Army, the EUCOM commodity assignment program, etc. For information about positions in USAFE, contact the director's office:

USAFE/LGC
APO NY 09012

AV 480-5910/2026
1-011-49-06-371-475910

PACIFIC AIR FORCES (PACAF)

In addition to the HQ staff and the contracting center at Hickam AFB, HI, PACAF has three large centers located at Clark AB, PI, Kadena AB, JA, and Yokota AB, JA. There are two smaller offices at Misawa AB, JA, and Wake Island. Large or unusual requirements include dairy plant operations, contracts with foreign governments (master labor agreements), Wake Island base operating support, and major O&M contracts for various joint exercises. For information about positions in PACAF, contact the director's office:

PACAF/LGC
Hickam AFB, HI 96853-5001

AV 449-9682
(808) 422-9682

AIR TRAINING COMMAND (ATC)

ATC has many operational support contracting offices located in the CONUS, five instructors at Lowry TTC, CO, and a contracting squadron (3303rd CON SQ) located at Randolph AFB, TX. The center provides command-wide or HQ peculiar centralized/specialized contracting support. The HQ staff and IG are also located at Randolph AFB. Large and unusual contracting requirements include Egyptian AF support services (Peace Vector II), EURO NATO joint jet pilot training support services, national recruiting advertising services, factory training programs, etc. Contact the director's office for information:

ATC/LGC
Randolph AFB, TX 78150-5001

AV 487-2519
(512) 652-2519

For further information on instructor positions at Lowry AFB, CO, contact their office directly at AV 926-3342.

MILITARY AIRLIFT COMMAND (MAC)

MAC has 11 CONUS and 1 overseas (Lajes Field, Azores) operational support contracting offices as well as four overseas contract airlift administration locations. The HQ staff, IG, wing support office, and the Director of Contract Airlift are at Scott AFB, IL. Although the largest contracts are for contract airlift, MAC also supports organizations such as the Inspection and Safety Center, Air Weather Service, and Audiovisual Service. For information on all of MAC's positions, contact the director's office:

MAC/LGC
Scott AFB, IL 62225-5001

AV 576-2395
(618) 256-2395

STRATEGIC AIR COMMAND (SAC)

In addition to 24 CONUS offices, SAC has 1 overseas office located at Anderson AFB, Guam. The HQ staff, IG, and the wing support office are located at Offutt AFB, NE, in addition to the 3908th Contracting Squadron which provides command-wide or HQ peculiar central/ specialized contracting support. Some of SAC's large or unusual contracting requirements include the SAC command center upgrade, runway overlays or repair, military family housing construction, and ADPE and software services. For information about positions in SAC, contact the director's office:

SAC/LGC
Offutt AFB, NE 68113-5001

AV 271-6396
(402) 294-6396

TACTICAL AIR COMMAND (TAC)

The HQ staff, IG, wing support office, and the command's central/specialized contracting squadron (4400 CONS) are located at Langley AFB, VA. In addition to their 17 CONUS operational support offices, TAC also has contracting offices in the Middle East and the Panama Canal Zone. Shaw AFB, SC, provides mobility/contracting support for CENTAF. TAC's largest or unusual requirements include Nellis range and various test system O&M contracts, O&M contracts for aircraft maintenance and aircraft painting facility operation, and deployment support requirements. For information about TAC's positions, contact the director's office:

TAC/LGC
Langley AFB, VA 23665-5001

AV 574-5371
(804) 764-5371

AF COMMUNICATIONS COMMAND (AFCC)

AFCC is a specialized contracting activity primarily buying Air Force computer and communications systems. Aside from Scott AFB, IL, where the 2026th Comm Sq and HQ staff are located, the next largest units are at Gunter AFS, AL, and Hanscom AFB, MA. For information about AFCC organizations and positions, contact the director's office:

AFCC/LGC
Scott AFB, IL 62225-6001

AV 576-5791
(618) 256-5791

You can also contact the Director of Contracting at Hanscom AFB (AFCAC) at AV 478-5286 or at Gunter AFS (Std Sys) at AV 446-5614.

AF LOGISTICS COMMAND (AFLC)

The HQ staff, IG, and the HQ AF Contract Maintenance Center (AFCMC) are located at Wright-Patterson AFB, OH. For HQ AFCMC as well as the overseas CMC detachment positions information, contact the commander's office:

AFCMC/CC
WPAFB, OH 45433-5000

AV 787-6581
(513) 257-6581

For HQ staff or IG positions, first contact the director's executive officer. He can answer initial questions, and then direct you to additional sources. He can be reached at the director's office:

AFLC/PM	AV 787-7000
WPAFB, OH 45433	(513) 257-7000

For information on positions located in the ALCs, it is best to contact the director's office at each ALC:

OC-ALC/PM	AV 339-3900
Tinker AFB, OK 73145-5320	(405) 739-3900

OO-ALC/PM	AV 458-6111
Hill AFB, UT 84056-5320	(801) 777-6111

SA-ALC/PM	AV 945-4679
Kelly AFB, TX 78241-5000	(512) 925-4679

SM-ALC/PM	AV 633-5447
McClellan AFB, CA 95652-5320	(916) 643-5447

WR-ALC/PM	AV 468-3916
Robins AFB, GA 31098-5320	(921) 926-3916

AF SYSTEMS COMMAND (AFSC)

Given the number of 65XX positions in this command, AFSC has a full time 65XX assignments officer working at HQ AFSC, Andrews AFB, MD. One of his primary jobs is to coordinate assignment actions between AFMPC and the various AFSC organizations. Contact him for information about any AFSC position or organization. He can be reached at:

AFSC/MPROS	AV 858-6529
Andrews AFB, MD 20334	(301) 981-6529

For the largest AFSC organizations there are additional points of contact to assist in coordinating 65XX assignments, and provide information regarding positions within their respective organizations.

For HQ AFCMD (Kirtland AFB, NM) and all AFPROs, contact:

AFCMD/CSM	AV 244-5045
Chief, Career Management Office	(505) 844-5045
Kirtland AFB, NM 87117-5000	

For ASD (WPAFB, OH), contact:

ASD/PM
Wright-Patterson AFB, OH
45433-6503

Resource Manager:
AV 785-3010
(513) 255-3010

For ESD (Hanscom AFB, MA), contact:

ESD/PK
Hanscom AFB, MA 01731-5320

For contracting:
AV 478-2201
(Exec Officer)
For manufacturing:
AV 478-3541
(Dir of Mfg)
(617) 377-2201/3541

For SD (Los Angeles, CA), contact:

SD/PM
PO Box 92960
Los Angeles, CA 90009-2960

For contracting:
AV 833-0890
(Exec Officer)
For manufacturing:
AV 833-0832
(Dir of Mfg)
(213) 643-0890/0832

For BMO (Norton AFB, CA) contact the director:

BMO/PK
Norton AFB, CA 92409-6468

AV 876-6866
(714) 382-6866

For AD (Eglin AFB, FL), contact:

AD/PM
Eglin AFB, FL 32542- 5000

AV 872-4398
(Exec Officer)
(904) 882-4398

SPACE COMMAND

The HQ staff, IG, and nearly all other contracting offices are located in the Colorado Springs, CO, area. Space Command also has a detachment in Copenhagen, Denmark. Large or unusual requirements include DEW Line, BMEWS, and PAVE PAWS O&M, and Cheyenne Mountain Complex software support. For information about Space Command positions, contact the director's office:

AFSPACECOM/LK3
Peterson AFB, CO 80914-5001

AV 692-5250
(303) 554-5250

AIR UNIVERSITY (AU)

AU has only one operational support contracting office which is located at Maxwell AFB, AL. AU also has instructor positions with AFIT at Wright-Patterson AFB, OH. For information about AU, contact the director's office:

AU/LGC
Maxwell AFB, AL 36112-5001

AV 875-2178
(205) 293-2178

For information about AFIT instructor positions call either:

Graduate program courses:

AV 785-5023

or

Professional continuing education courses:

AV 785-8546

AF ACADEMY (AFA)

There is only one contracting office. Call the director:

USAFA/LGC
USAF Academy, CO 80840-0189

AV 259-2074
(303) 472-2074

AF DISTRICT OF WASHINGTON

There is only one contracting office. Call the director:

1100 CNS/CN
Andrews AFB, MD 20331-5330

AV 858-2601
(301) 981-2601

AF/IG

The IG is divided into two teams: SAMI (Systems Acquisition) and LOGI (Logistics), with three 65XX positions on each team. For information contact the team offices:

SAMI

AV 876-3833

LOGI

AV 876-3305

SAF/DIRECTOR OF CONTRACTING AND MANUFACTURING POLICY (AQC)

AQC has officer positions requiring expertise in every 65XX functional specialty. The executive officer usually coordinates the personnel information flow between the division chiefs, and is the best place to direct initial questions:

SAF/AQC
Washington, DC 20330-5040

AV 227-7764
(202) 697-7764

ALL OTHER JOBS

Although DLA has a very large number of 65XX positions, individual field directors and commanders usually are the ones most involved in reviewing nominated officers' records, and establishing or deleting positions. HQ DLA does not have a good single point of contact since the personnel office is divided according to field organization structure. Therefore, it is easier to let Palace Acquire put you in contact with the various field organizations.

Contact Palace Acquire first for all other positions. They can answer your initial questions, and then tell you who to contact for more details.

INDEX

AAC, 9, 17, 85, 92
Above-the-Promotion Zone, 49
Acquisition Contracting/Manufacturing Director (6596), 8, 16
Acquisition Contracting/Manufacturing Staff Officer (6516), 8, 16
Acquisition Contracting Officer (6534), 8, 16
Advanced Academic Degree Programs, 27
 - Off-base and On-base, 27
 - AFIT, 28, 46
AFCC, 9, 17, 65, 86, 94
AFCMC, 10, 18, 65-67, 86, 94
AFCMD, 66-67, 87, 95
AFLC, 9-10, 16-17, 46, 65, 67
AFLC Career Broadening Program, 33, 65
AFIT, 24-26, 28, 32-33, 35, 40, 46, 51, 57, 87, 97
AFMPC Assignments Officer, 2, 28, 33-34, 38-46, 51, 56-62, 91
AFPRO, 10, 65-67, 95
AF Form 90, 28, 34, 39-41, 60
AF Specialty Codes, 6-8, 16, 62
AF Systems Command, 9-10, 14, 16-17, 46, 58, 64-67, 87, 95-96
Airlift Contracting, 10, 66
Airpower Research Institute, 34
Air Staff Tours, 40, 61, 63-67, 98
Air Staff Training Program (ASTRA), 33
APDS, 41-42
Assignment Process, 3, 38, 72
 - Assignment Cycle, 42
 - Considerations, 38-39
 - Educational Deferments, 27-28, 44
 - How Overseas Jobs are Filled, 43
 - Join Spouse, 44
 - Making Preferences Known, 40
 - New 65XX Officers, 45
 - "Nominate" Versus "Select and Assign", 42
 - Options When Notified, 44
 - Overseas Volunteer Status, 40-41
 - PCS Orders, 45
 - Tour Lengths, 44
 - When You Are Considered, 40
 - Which Jobs Are Filled First, 42
 - Who Makes Assignment Selections, 41
 - Why Assignments, 38
ATC, 9, 17, 85, 93

Authorizations.

- Functional Specialty, 17
 - By Geographic Area, 18-20
 - By MAJCOM, 17
 - By Metropolitan Area, 20
 - By Rank, 15
 - By Specialty and Function, 16
 - Overall Workforce, 14
 - Overseas and CONUS, 18
- Basic Technical Training, 24
- Below-the-Promotion Zone, 49
- Broadening Tours, 58-61
- Career Broadening, 58-61
- Career Development, 3, 54, 72
- Air Force, 54
 - Airlift Contracting, 66
 - Air Staff Tours, 61
 - Broadening, 58-61
 - Central Contracting, 65
 - Complimentary Assignments, 67
 - Contract Administration, 66
 - Cross Trainees, 63
 - Departmental/Joint Tours, 61
 - Diversity, 57
 - MAJCOM Tours, 61
 - Manufacturing Engineering, 64
 - Operational Support Contracting, 64
 - Overall 65XX, 56
 - Overseas Tours, 61
 - Production/Manufacturing, 63
 - Progression Guides, 69
 - Quality Assurance, 64
 - Specialty Career Development, 62
 - Supervision Opportunities, 63
 - Systems Acquisition, 65
- CBPO, 2, 21, 34, 41, 44-45, 51
- Central Contracting, 9, 17, 65
- Children Have a Potential (CHAP) Assignment Consideration, 44
- Commander's Involvement, 41-42
- Company and Field Grade, 15-16
- Complimentary Assignments, 67
- Contract Administration, 10, 17, 66
- CONUS and Overseas Authorizations, 18
- Cross Trainees, 16, 46
- Defense Logistics Agency, 9, 46, 62-66, 88, 98
- Demographics, 3, 14, 72
- Departmental/Joint Tours, 44, 61, 88-90
- Date Eligible to Return From Overseas (DEROS), 34
- Diversity, 57
- Dual Qualification, 58

General Officer Positions, 16
 Educational Deferments, 27, 38, 44
 Education and Training, 24, 57
 Education-With-Industry, 32, 40, 65
 Evaluation Factors, 49
 Guides, Career Progression, 69
 Humanitarian Deferment, 44
 Individual Desires, 40-41
 In-the-Promotion Zone, 4
 ISS, 29
 Join Spouse, 44
 Joint Tours, 44, 61, 88, 95
 Levy, 59
 Lieutenants, 45
 Lowry TTC, 25-26, 85
 MAC, 9-10, 17, 66, 86, 93
 MAJCOM Tours, 61, 63-67
 Manufacturing Engineering Officer (6544), 8, 16, 64
 Mission of 65XX Specialty, 6, 72
 NCMA, 35
 New 65XX Officers, 45
 Nomination for Assignment, 42
 ODSD, 43
 Officer Authorization List, 21
 Official Photographs, 51
 Operational Support Contracting, 8, 17, 64
 Orders, 45
 Overall Contracting/Manufacturing Workforce, 14
 Overseas Assignments Process, 40-43
 - Volunteers, 40-41
 - Non-Volunteers for Long Tours, 43
 - Non-Volunteers for Short Tours, 43
 Overseas Authorizations, 18, 85, 88
 Overseas Volunteer Status, 40-41
 PACAF, 9, 17, 85, 92
 Palace Acquire, 56-57
 PCS Orders, 45
 Production/Manufacturing (6524), 7-8, 16, 63-64
 Professional Continuing Education, 25, 72
 Professional Development Programs, 32, 72
 Professional Military Education, 28-30
 SSC, 29
 ICS, 29
 - SSC, 29, 30
 Promotion Process, 3, 48, 72
 - Above-the-Promotion Zone, 49
 - Below-the-Promotion Zone, 49
 - Evaluation Factors, 49
 - In the Promotion Zone, 49

- Phase Points, 48
- Promotion Opportunity, 49
- Selection Folders, 50

Quality Assurance, 8, 10, 64
R & D Contracting, 9, 65
Research Associates Program, 34
Responsibilities of 65XX Specialty, 6-8
SAC, 9, 17
Select and Assign, 42
Selection Folder, 50
Selective Crossflow Program, 59-60
Seven Day Option Rule, 44
Short Tour Return Date, 43
SOS, 29
Space Command, 17, 87, 96
SSS, 29-30
Staff Assignments, 61, 67
Staff Officer, 8, 16
Supervisory Opportunities, 63
Systems Acquisition, 9, 65, 67
Systems Program Office, 64, 67
TAC, 9, 17, 86, 94
Time-on-Station, 39, 40
Tips for Success, 72-73
Tour Lengths, 44
White House Fellows Program, 35

END

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