

AIR COMMAND AND STAFF COLLEGE

AIR UNIVERSITY

REFINING THE UTILIZATION OF
AIR FORCE PERSONNEL
IN THE 21ST CENTURY

by

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Preface

I began this research project with the goal of looking at prioritization plans for the previous ten years across the officer corp. I thought it would be useful to research both the current and historical prioritization plans and review them for changes made since 9/11. My work was sponsored by Brigadier General Allardice, Director of Airman Development and Sustainment, Deputy Chief of Staff for Personnel, Headquarters U.S. Air Force, Washington, D.C. His sponsorship of my research provided access to personnel data restricted from the public domain which became indispensable in my research.

The majority of the career field data cited in my paper was extracted from standing reports and queries built and maintained by the Reports and Retrieval Branch at the Air Force Personnel Center. I would recommend anyone involved in the prioritization process request access to this website; it contains a number useful web tools and queries. The process of researching prioritization plans led me to take a larger perspective of the personnel process and look for any inefficiency in the current way of doing business. This was reinforced with the SECAF's emphasis on stewardship of resources and especially after the announcement of the projected force reductions for the next five years.

Acknowledgements

I would like to thank all the people who contributed to my research. Having worked at the Air Force Personnel Center, I know first hand the hesitation and restrictions in sharing any information or data about processes or procedures done behind the scenes. Thanks to each of you who trusted me in this process. The majority of the data I used and referenced is not contained in any manual or printed reference library. Each of the people referenced in my paper took time out of their normal duties to provide me with insights into their career field and processes associated with their interfaces in the personnel system. Collectively, the personnel system is the core of the machine which organizes, trains, and equips our Air Force. A special thanks to my research instructor, Dr Don MacCuish. He challenged me and my classmates to look for better ways for our country to utilize our personnel in what is now clearly fourth generation warfare.

Abstract

This report covers a brief back ground on prioritization plans and how they work. It summarizes the status of officer prioritizations plans across the following career fields: all rated, space, intelligence, aircraft maintenance, logistics, security forces, civil engineering, communications, acquisition, and contracting career fields as of 2005. These ten career fields make up more than 68% of the active duty line officer corps. The report contains utilization charts for each career field for Fiscal Year 2005.

This report addresses several considerations of how the Air Force has utilized personnel when looking at authorized versus assigned data. It cites some historic overages and vacancies in both OCONUS and CONUS locations. By limiting overseas excesses, the Air Force could save over \$18,000,000 in the next five years. It addresses some concepts of planned over manning at specific CONUS bases to provide greater efficiencies in AEF taskings and training. It addresses some limitations in providing adequate manning for the WFHQ. It also discusses the number of personnel assigned to positions outside their career field and it covers some considerations for how the Air Force should address future accessions, education, training, and experiences.

Importance of Prioritizing

“Specifically, the productivity of our people and the increased capability of our systems have to be balanced against the inherent cost...We must analyze all of our operations to look for opportunities to eliminate waste in terms of time and materials, while increasing productivity and continuing to challenge ourselves. We need this focus to ensure we allocate our resources in the most efficient manner and thereby maximize the resources available for the critical task of recapitalization.” Michael Wynne, Secretary of the Air Force, Letter to Airmen¹

The Air Force will cut over 57,000 authorized positions in the next five years to begin paying for the cost of recapitalizing the aging inventory of aircraft and these cuts will include over 6500 active duty officers by the end of Fiscal Year (FY) 2011.² The Global War on Terror (GWOT) or what the Quadrennial Defense Review calls “the long war” will also drive changes in how the Air Force does business.³ Cultural awareness and the renewed emphasis in the area of international affairs will shape the utilization of personnel in the future. The Air Force expects to shift towards the “War Fighting Headquarters” construct to meet some of these needs. The ability of the Air Force to prioritize and meet the needs of the 21st Century requires re-examining how the Air Force does business in every facet and this should include revisiting how it utilizes personnel.

The Air Force operates a closed hierarchical personnel system unique to military services. Each year the Air Force accesses personnel into each career field and members begin their military service. Congressional mandates govern the overall number of service personnel.

¹ Wynne, Michael W. Letter to Airman. Letter. Subject: Persistent Situation Awareness in Resource Management, 6 December 2005. On line. Internet, March 12, 2006. Available from: <http://www.af.mil/library/viewpoints/secaf.asp?id=189>.

² Presidential Budget Decision 720. “Air Force Transformation Flight Plan, December 28, 2005. On-line. Internet, February 10, 2006. Available from: http://www.airforcetimes.com/content/editorial/pdf/012306af_pbd720.pdf.

³ “Quadrennial Defense Review Report.” On line. Internet, March 12, 2006. Available from: <http://www.defenselink.mil/qdr/report/Report20060203.pdf>.

Following each year's accession of personnel, they move up through the various years of service. With few exceptions, the overall size of each year group is set at accession and then decreases over time as service members separate or retire from service. Cross training may allow a service member to transition career fields but ultimately they remain in the same year group. This sets up the unique closed hierarchical system where by all senior officers must come from within the existing year groups.⁴

Career field utilization charts graphically depict the overall health of a career field. The X-axis represents Commissioned Years of Service (CYOS) and the Y-axis represents the number of people in each year group. The heavy line tracking across the graph is the sustainment line. It is calculated using the previous seven years data on retention from one CYOS to the next CYOS within the career field. Each career field has a limited number of authorizations or billets—positions where officers within the career field can be assigned. The area under the sustainment line equals the total number of billets for the career field. The overall health of each year group and the career field becomes evident by overlaying the current inventory and comparing it against the sustainment line both by individual year group, then by rank, and lastly in the aggregate. The intersection of the sustainment line and Y-axis at CYOS 00 represents the baseline target accession for that career field.⁵ Other factors must be considered but this is a simple starting point.

⁴ Galway, Lionel A., Buddin, Richard J., Thirtle, Michael R., Ellis, Peter S.H., and Mele, Judith D. *Understrength Air Force Officer Career Fields: A Force Management Approach*. p72. On line. Internet, December 5 2005. Available from: http://www.rand.org/pubs/monographs/2005/RAND_MG131.sum.pdf.

⁵ 1st Lieutenant Ari Carr, e-mail message to author, January 24, 2006.

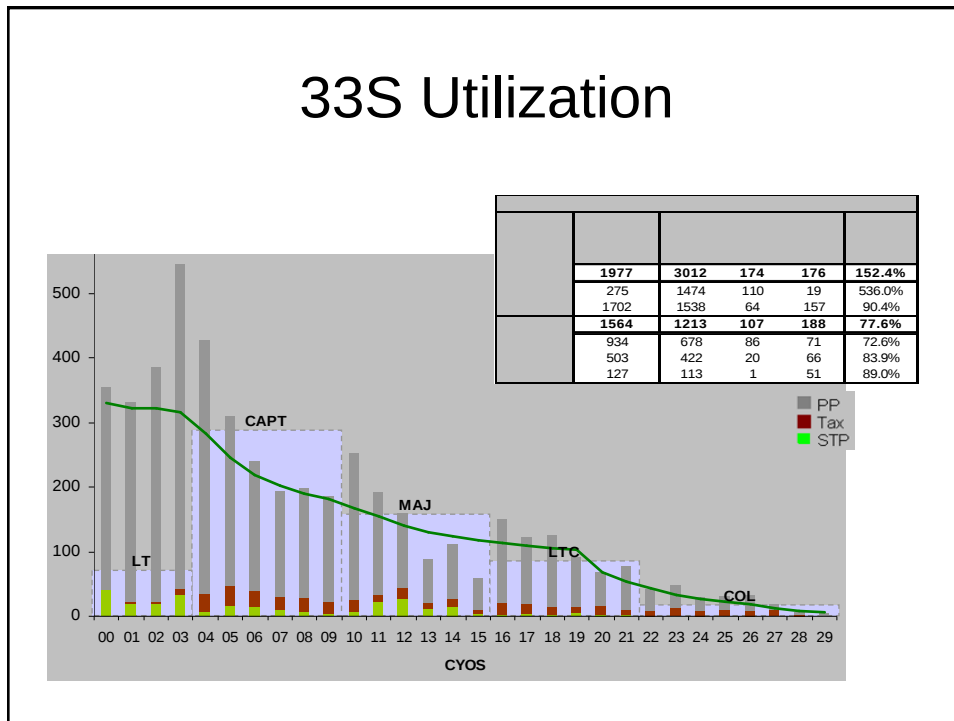


Figure 1 - 33S Career Field Utilization Chart⁶

The inset at the top right gives additional information about career field manning broken down by rank. The first column is FY 2007 authorizations. The second column is “PP” or permanent party, i.e. those actually assigned doing the job within the 33S career field. The third column is “STP” or Students, Transients, and Personnel Holders which also includes patients. The fourth column is “Tax,” i.e. those officers assigned outside of their career field performing other duties. Some of these “duties” include such things as Reserve Officer Training Corp Instructors, Air Force Academy Instructors, other military education instructors, and executive officer duty. The last column is “PP Mng” or Permanent Party Manning as a percentage related to authorizations.

⁶ “Career Planning Diagrams & Utilization Charts.” On-line. Internet, December 5, 2005. Available from: [http://ask.afpc.randolph.af.mil/Docs/DPA/ForceMgmt/CPDs/3XSeriesCPD\(Fall05\).ppt](http://ask.afpc.randolph.af.mil/Docs/DPA/ForceMgmt/CPDs/3XSeriesCPD(Fall05).ppt).

The results of STP and Tax cannot be over stated. In the above example, consider the “Capt” line. The total number of authorizations is 1702 billets. The total number of captains in the career field is equal to PP plus STP plus Tax, i.e. $1538+64+157=1759$. So if one only considers the total number of 33S captains (1759) compared to the total number of 33S authorizations (1702), it would appear the career field was manned at 103% ($1759/1702 * 100$). When the “Tax” and “STP” numbers are applied, the actual career field manning for captains to fill the 1702 33S authorizations is 90.4% ($1538/1702 * 100$).

In the aggregate, the 33S career field is over manned; 3541 authorizations with 4225 permanent party personnel not including the STP and Tax totals. The utilization chart only indicates five CYOS year groups below the sustainment line but when STP and Tax totals are considered Captains, Majors, Lieutenant Colonels, and Colonels are all under manned. In the 33S career field, over 22 percent of the field grade positions will not be filled by field grade officers. The question becomes which field grade positions get filled and which ones remain open or filled by a different grade officer? Each field grade position varies in importance for the career field; for example; some positions may be war fighter positions, some directly support the war fighter, some may be purely staff positions, and certainly some of the positions are leadership or command positions at various levels. Career field managers typically use a prioritization plan to convey to the Air Force Personnel Center (AFPC) which positions should be filled and which should remain open. Assignment teams can use this plan as the baseline guidance for the career field; it provides the justification across the Air Force for which jobs are filled and which remain open.

Background on prioritization plans:

Prioritization plans typically have two parts; the guidance directing which billets or authorizations are prioritized and the actual inventory of officers available to be assigned against the authorizations. If there are fewer officers in the inventory than the number of billets, the second part of the plan typically becomes known as the “entitlement” plan. This directs which of the prioritized billets should be filled. In an ideal world, prioritization plans would not be required. This would mean every career field had the same number of officers as authorizations and they matched across year groups, within specialties, and all with the right experiences. In reality, no career field is perfect and career field managers can prioritize which authorizations should be filled before others. Career field managers do this with an understanding of the current inventory of officers both in the aggregate and within individual year groups, the current specialties and experience levels of those officers, and then they balance this against the actual career field requirements.

Must Fill Description

Most prioritization plans have three categories of authorizations with a corresponding fill rate for them. The first category is “must” fill positions. These positions can be thought of as mission critical for the career field. The positions are always going to be filled to 100% to complete the mission. One example of a “must” fill position is a command position; they will always be filled at 100%. Another example might be cockpit positions for the rated force; they will nearly always be manned at 100%.

Priority Fill Description

The second category is “priority” fill positions. These positions are filled at a rate above “entitled” fill but not at 100% due to the nature or importance of the job. These jobs can best be thought of as mission essential. “Priority” fills are often designated because of the size of the unit or because the importance of the position; two examples include: test jobs in the rated force and academic instructor duty viewed as a “tax” to most career fields.

Entitled Fill Description

The last category is “entitled” fill positions. These positions are typically filled with whatever the remaining inventory of officers can support after “must” and “priority” fills. These positions are generally filled at an equivalent rate across the career field. An example of an entitled fill position is “Joint non-credit” staff jobs; referring to jobs within a career field which are joint in the nature but one where the officer in the billet does not receive joint credit towards being qualified as Joint Staff Officer. Each career field manager can determine which types of jobs fit into each of these categories.

The scope of the research for this report:

Ten line officer career fields were chosen based on two factors: first, their overall size compared to the aggregate Air Force and second, their overall temporary duty (TDY) rates for FY 2005. The five largest line officer career fields in the Air Force include: the rated career field (11X AFSC-pilots, 12X AFSC-navigators, and 13B AFSC-air battle managers), the space career field (13S AFSC), the intelligence career field, (14N AFSC), the communications career field (33S AFSC), and the acquisition career field (63A AFSC).⁷ The five career fields with the highest TDY rates in FY 2005 include: aircraft maintenance career field (21A AFSC), the logistics readiness career field (21R AFSC), the security forces career field (31P AFSC), the civil engineering career field (32E AFSC), and the contracting career field (64P AFSC). The TDY rates were based on the number of officers TDY for more than 120 days from specialties containing more than 30 officers.⁸ In total, these 10 career fields encompass over 54% (40,032 of 72,979) of all officers in the active duty Air Force and over 68% (40,032 of 58,653) of the line officers on active duty.⁹ The goal of the research was to review all 10 career field prioritization plans.

⁷ "Retrieval Applications Website (RAW)." "Auth/Asgn AD." On-line. Restricted access – requires AFPC Secure access, RAW access, and Auth/Asgn AD access. Internet, November 15, 2005. Available from: <https://www.afpc.randolph.af.mil/RAW/asp/ApplicationList/Pages/AvailableApplications.asp>.

⁸ "PERSTEMPO Report." On-line. Restricted access – requires AFPC Secure access. Internet, November 15, 2005. PERSTEMPO Extract "FY05 TDY Rates for Officer career fields greater than 30." Available from: https://www.afpc.randolph.af.mil/PERSTEMPO_secure/Grf.asp?EO=O&NP=N&POP=GT30.

⁹ Reference Appendix A, Figure 2.

Current Prioritization Plans

The author requested copies of current and historical prioritization plans for the last 10 years from each of the respective career field managers. Some career fields did not have formal written prioritization plans and some were not current. The author reviewed each plan presented and then reviewed both historical and current authorized versus assigned data for each career field.

Field grade ranks tended to be undermanned while company grade and especially the Lieutenant ranks tended to be over manned. The author focused on how each career field handled its field grade ranks. These ranks provide the essential leadership and mentorship to the junior officers and enlisted force and also provide the pool of future senior leaders.

The conclusion of each career field section includes field grade manning specifics. Each career field was reviewed by specific location using the authorized versus assigned data from AFPC.¹⁰ For every over manned position or location another one goes vacant and so the author noted the number of locations and positions which were over manned. The number of locations over manned within each career field was broken down by Major and Lieutenant Colonel. There could be any number of reasons a location might be over manned but given the emphasis on stewarding resources overages should be minimized.

¹⁰ "Retrieval Applications Website (RAW)." "Auth/Asgn AD." Multiple dates; November 2005 to March 2006. On-line. Restricted access – requires AFPC Secure access, RAW access, and Auth/Asgn AD access. Available from: <https://www.afpc.randolph.af.mil/RAW/asp/ApplicationList/Pages/AvailableApplications.asp>.

Rated career field - 11X (pilots), 12X (navigators), and 13B (air battle managers)

The rated career field is the largest officer career field in the Air Force and the rated career field prioritization plan is termed the Rated Staff Allocation Plan (RSAP). It is produced and maintained by the Headquarters Air Force Aircrew Management Branch (AF/A3OT). The staff provided annual copies of the RSAP dating back to FY 1999.¹¹ It is used to prioritize over 19,000 positions world wide. The challenge within the rated career field is one of balancing the right specialties within the career field; “fighter pilot” is the single specialty distinguished from among the three major AFSCs because it is the most under manned.

This plan was the most comprehensive and detailed plan for prioritizing personnel. The RSAP essentially prioritizes the war fighter and those billets which lead to and or directly support the war fighter. “Must” fill positions for the rated career field included all student positions, training positions, and “force fill” positions which include the majority of cockpit positions. Rather than fill the remainder of the positions at a fair share rate, the plan provides exceptions to this under essentially “priority” fill positions. These “priority” fill positions included Air Liaison positions, test positions, some staff positions, and organizations with fewer than ten authorizations. These priority fill positions are manned above the entitled rate at specified levels. The rest of the positions are distributed at a fair share rate and are “entitled” fill positions.

The RSAP is updated twice a year using manpower authorizations and current inventory and then it is sent to AFPC for implementation and monitoring. The RSAP is twenty six pages in length and covers all organizations at the Major Command or equivalent level including a

¹¹ Lieutenant Colonel Charles E. Moore, e-mail message to author, January 30, 2006.

breakdown for all two digit directorates within the Secretary of the Air Force and Headquarters Air Force. The RSAP is monitored by AF/A3OT through assignment cycle reporting made by AFPC back to AF/A3OT.

As of the end of FY 2005, 17.3% of the rated career field was in STP status and 9.7% were in positions considered a “tax.” Rated positions were allocated across the Air Force at over 300 different locations.¹² The remaining inventory of field grade officers supported manning to fill 105.5% of the Major authorizations and 124% of the Lieutenant Colonel authorizations.

Space and Missile Career Field - 13S

The 13S career field does not maintain a specific space and missile prioritization plan.¹³ The 13S career field was the third largest career field in FY 2005. The 13S career field has enjoyed a “peace” dividend of sorts since the end of the Cold War. In 1994, the missile career field (18X AFSC) and the space career field (20X AFSC) merged to form the space and missile career field (13S AFSC).¹⁴ When the two career fields merged, it produced an immediate surplus of officers because redundant positions were subsequently eliminated as well as several bases were closed. This overage has benefited the 13S career field for over a decade.

The 13S utilization chart shows the remnant of the merger graphically. The years 10-20 CYOS correspond to the year groups commissioned from 1985 to 1995. These year groups remain above the sustainment line. In the 10 years since 1995, six year groups are below the sustainment line including the two most recent accession year groups. Overall, the 13S career field has twelve year groups below the sustainment line even though overall manning exceeds

¹² “Retrieval Applications Website (RAW).” Ibid.

¹³ Colonel Wayne P. Hudson, e-mail message to author, January 13, 2006.

¹⁴ McLaughlin, J. Kevin, Lieutenant Colonel. “Military Space Culture.” On-line. Internet, January 11, 2006. Available from: <http://www.globalsecurity.org/space/library/report/2001/nssmo/article02.html>.

100%. The shortage of officers in the junior ranks will become more noticeable in future years as these year groups gradually make their way up the closed hierarchical personnel system.

As of the end of FY 2005, 7.3% of the 13S career field was in STP status and 11.7% were in positions considered a “tax.” Space positions were allocated across the Air Force at 108 different locations.¹⁵ The remaining inventory of field grade officers supported manning to fill 115.1% of the Major authorizations and 98.2% of the Lieutenant Colonel authorizations.

Intelligence Career Field – 14N

The 14N career field was the fourth largest career field in FY 2005. The 14N career field did not provide a prioritization plan.¹⁶ The upper right inset on the utilization chart depicts all ranks have fewer personnel in permanent party positions than is required for authorizations but there is an excess of Lieutenants. Because of this imbalance, the 2006 FORCE SHAPING Board will only target removing 61 total officers, reducing the Lieutenant ranks towards 110% of their authorized billets while helping with the overall under manning of the career field.¹⁷

As of the end FY 2005, 8.0% of the 14N inventory was in STP status and 7.0% were in positions considered a “tax.” Intelligence positions were allocated across the Air Force at 163 different locations. The remaining inventory of field grade officers supported manning to fill 79.1% of the Major authorizations and 86.2% of the Lieutenant Colonel authorizations. Eighteen locations were assigned more Majors than were authorized, at those eighteen locations there

¹⁵ “Retrieval Applications Website (RAW).” Ibid.

¹⁶ Colonel Laura Fay, e-mail message to author, January 26, 2006.

¹⁷ “FORCE SHAPING Spread the Word Briefing.” On-line. Internet, January 10, 2006. Available from: <http://www.afpc.randolph.af.mil/retsep/forceshaping/Force%20Shaping%20Spread%20the%20Word%20--%20Mass%20briefing%20v5%20FINAL.ppt>.

were 146 assigned for 108 authorizations; eleven more locations were assigned more Lieutenant Colonels than were authorized, 86 for 64 at those eleven locations.¹⁸

Aircraft Maintenance Career Field – 21A

The 21A career field does not have a current prioritization plan. The most recent version was dated 2000 and the career field was in the process of updating it in the spring of 2006.¹⁹ The entire 21X career field has gone through significant manpower changes in the last five years. This has complicated career field management as numerous manpower changes have taken place. At the end of FY 2005, the 21A career field is manned above 100% when Lieutenants are factored in but the field grade ranks were well below 85% manning.

Additionally, 5.1% of the 21A inventory was in STP status and 13.5% were in positions considered a “tax.” Aircraft maintenance positions were allocated across the Air Force at 97 different locations. The remaining inventory of field grade officers supported manning to fill 75.3% of the Major authorizations and 83.3% of the Lieutenant Colonel authorizations. Fifteen locations were assigned more Majors than were authorized, at those fifteen locations there were 69 assigned for 49 authorizations; eleven more locations were assigned more Lieutenant Colonels than were authorized, 69 for 52 at those eleven locations.²⁰

¹⁸ “Retrieval Applications Website (RAW).” Ibid.

¹⁹ Lieutenant Colonel Theresa Ainsworth, e-mail message to author, March 16, 2006.

²⁰ “Retrieval Applications Website (RAW).” Ibid.

Logistics Readiness Career Field – 21R

The 21R career field did not supply a current prioritization plan.²¹ The 21R career field has gone through the most significant changes in the last five years. The career field consolidated the previous supply, transportation, and generalists into the current logistics readiness career field.

As of FY 2005, 5.2% of the 21R inventory was in STP status and 10.6% were in positions considered a “tax.” 21R positions were allocated across the Air Force at 211 different locations. The remaining inventory of field grade officers supported manning to fill 67.4% of the Major authorizations and 65.8% of the Lieutenant Colonel authorizations. Six locations were assigned more Majors than were authorized, at those six locations there were 47 assigned for 37 authorizations; four more locations were assigned more Lieutenant Colonels than were authorized, 54 for 46 at those four locations.²²

Security Forces Career Field – 31P

The 31P career field currently operates without a prioritization plan.²³ Overall, the 31P career field is manned at 135% because the company grade ranks are over manned at 188%. As of the end of FY 2005, 5.5% of the 31P inventory was in STP status and 9.8% were in positions considered a “tax.” Security forces positions were allocated across the Air Force at 120 different locations. The remaining inventory of field grade officers supported manning to fill 81.3% of the Major authorizations and 71.6% of the Lieutenant Colonel authorizations. Four locations were assigned more Majors than were authorized, at those four locations there were 19 assigned

²¹ Major Troy Koepnick, e-mail message to author, March 3, 2006.

²² “Retrieval Applications Website (RAW).” Ibid.

²³ Mr. Mat Matecko, e-mail message to author, March 16, 2006.

for 10 authorizations; six more locations were assigned more Lieutenant Colonels than were authorized, 28 for 20 at those six locations.²⁴

Civil Engineering Career Field – 32E

The 32E career field operates under the Non-Rated Prioritization Plan (NRPP). The assignment team at AFPC provided a detailed spread sheet with every billet in the 32E career field listed with the corresponding priority for each one.²⁵ The 32E NRPP defined “must” fill positions as “critical” fill positions and the other two categories as “priority” fill and “entitled” fill. The 32E NRPP prioritizes command positions, deputy command positions, Air Staff, Joint staff, Major Command (MAJCOM) field grade positions, and the majority of flight commander and section chief positions as “must” fill positions. The RED HORSE company grade positions and the remainder of the section chief positions, along with the deputy positions, are also prioritized as “priority” fill positions. “Entitled” fill positions include the majority of the line engineering positions. At the end of FY 2005, the 32E career field was over manned largely due to an excessive number of Lieutenants (472 officers for 179 positions). In addition, eight year groups with less than 20 years of service were below the sustainment line.

As of the end of FY 2005, 8.7% of the 32E inventory was in STP status and 6.7% were in positions considered a “tax.” Civil engineering positions were allocated across the Air Force at 124 different locations. The remaining inventory of field grade officers supported manning to fill 106.6% of the Major authorizations and 84.7% of the Lieutenant Colonel authorizations. Thirteen locations were assigned more Lieutenant Colonels than were authorized, at those thirteen locations there were 50 assigned for 35 authorizations.²⁶

²⁴ “Retrieval Applications Website (RAW).” Ibid.

²⁵ Captain Anthony Figiera, e-mail message to author, February 2, 2006.

²⁶ “Retrieval Applications Website (RAW).” Ibid.

Communications Career Field – 33S

The 33S career field provided a copy of their most recent prioritization plan dated 2002.²⁷ The 33S career field prioritization plan is termed the Non-Rated Prioritization Plan (NRPP). The 33S career field is the largest non-rated career field in the Air Force with over 4,300 officers at the end of FY 2005. It is under manned in every grade except Lieutenant. This over manning in Lieutenants will cause the career field to loose the largest number of officers in the 2006 FORCE SHAPING process with a target of 236 officers.²⁸

The 33S career field prioritizes based on rank. For Lieutenant Colonels, Short Tours, T-Prefix, Joint Credit, Air Staff, Squadron Commander, Number Air Force Communications (NAF SC), Green Door, and Special Duty billets are “must” fill positions. The “must” fill priorities for Majors are the same as Lieutenant Colonels except NAF SC jobs are excluded all together. The 33S career field places “Comm-Info” and “non-joint credit” positions into their “entitled” fill positions. Lieutenants are spread across all entitled positions. According to Ms Miller from Information, Services and Integration Directorate, Headquarters United States Air Force, for the summer 2006 assignment cycle, Lieutenant Colonels were entitled at 75%, Majors at 85%, and company grade officers at 90%.²⁹

As of the end of FY 2005, 5.7% of the 33S inventory was in STP status and 7.5% were in positions considered a “tax.” Communications positions were allocated across the Air Force at 206 different locations. The remaining inventory of field grade officers supported manning to fill 72.6% of the Major authorizations and 83.9% of the Lieutenant Colonel authorizations. Twelve locations were assigned more Majors than were authorized, at those twelve locations

²⁷ Miss Essye B. Miller, e-mail message to author, January 20, 2006.

²⁸ “FORCE SHAPING Spread the Word Briefing.” Ibid.

²⁹ Miss Essye B. Miller, e-mail message to author, January 20, 2006.

there were 61 assigned for 40 authorizations; eleven more locations were assigned more Lieutenant Colonels than were authorized, 76 for 59 at those eleven locations.³⁰

Acquisition Career Field – 63A

The 63A career field provided their most recent copy of their career field prioritization plan dated 2002.³¹ It is produced and maintained by the Acquisition Force Development Branch and is signed by the Assistant Secretary of the Air Force for Acquisition. The 63A Non-Rated Prioritization Plan (NRPP) prioritizes AFPC, Air Staff, Command positions, Green Door, Joint-Credit, Missile Defense Agency, Over Seas Short Tours, and Special Duty billets as the career field's "must" fill positions. The entire career field is under manned and the field grade ranks are below 55%. The Lieutenant ranks were over manned by 600 officers at the end of FY 2005 and they are targeted to lose 180 officers in the 2006 FORCE SHAPING process.³²

As of FY 2005, 6.4% of the 63A inventory was in STP status and 6.7% were in positions considered a "tax." Acquisition positions were allocated across the Air Force at 168 different locations. The remaining inventory of field grade officers supported manning to fill 42.5% of the Major authorizations and 54.3% of the Lieutenant Colonel authorizations. Eleven locations were assigned more Majors than were authorized, at those eleven locations there were 167 assigned for 106 authorizations; fifteen more locations were assigned more Lieutenant Colonels than were authorized, 96 for 72 at those fifteen locations.³³

³⁰ "Retrieval Applications Website (RAW)." Ibid.

³¹ Lieutenant Colonel Michael Claffey, e-mail message to author, January 19, 2006.

³² "FORCE SHAPING Spread the Word Briefing." Ibid.

³³ "Retrieval Applications Website (RAW)." Ibid.

Contracting Career Field – 64P

The 64P career field provided their most recent copy of their career field prioritization plan dated 2002.³⁴ It is produced and maintained by the Acquisition Force Development Branch and is signed by the Assistant Secretary of the Air Force for Acquisition. The 64P Non-Rated Prioritization Plan (NRPP) prioritizes AFPC, Air Staff, Commander positions, National Reconnaissance Office, Over Seas Short Tours, Missile Defense Agency, and Special Duty billets as the career field's "must" fill positions. The 64P career field is under manned in every grade except Lieutenant. The 64P career field is targeted to lose 57 officers in the 2006 FORCE SHAPING process because they were over manned in excess of 200 officers in the Lieutenant ranks.³⁵

As of FY 2005, 5.8% of the 64P inventory was in STP status and 8.8% were in positions considered a "tax." 64P positions were allocated across the Air Force at 171 different locations. The remaining inventory of field grade officers supported manning to fill 79.1% of the Major authorizations and 82.7% of the Lieutenant Colonel authorizations. Ten locations were assigned more Majors than were authorized, at those ten locations there were 56 assigned for 39 authorizations; five more locations were assigned more Lieutenant Colonels than were authorized, 30 for 20 at those five locations.³⁶

³⁴ Lieutenant Colonel Michael Claffey, e-mail message to author, January 19, 2006.

³⁵ "FORCE SHAPING Spread the Word Briefing." Ibid.

³⁶ "Retrieval Applications Website (RAW)." Ibid.

Points to Ponder:

The Air Force faces significant personnel challenges over the next five years. Three areas should be considered for both immediate and long term benefits. First, evaluating overseas excesses provides an area for immediate improvement with tangible cost savings. Intentionally focusing on limiting excesses at one base could help under manned areas throughout the Air Force. Second, an unbiased review of the “STP” and “taxes” for the Air Force and for each career field might be an area to reduce manpower costs. It might be possible to create better efficiencies in the area of STP and taxes across certain career fields or to do away with those not required. Last, the Air Force must maintain a cross functional view of developing the force while drawing down over the next five years.

Overseas excesses

Personnel expenditures constitute the second largest category of the Air Force budget.³⁷ Exacerbating the cost of personnel, an excess amount of officers in the younger year groups has allowed career fields to have total numbers in their inventory significantly exceed the authorized positions. As of the end of January 2006, the Air Force had 2160 officers “assigned” in excess of “authorized” billets.³⁸ Of the 2160 officers, 624 were assigned to locations outside the continental United States (OCONUS). The average cost of an OCONUS PCS in FY 2006 is \$18,042 compared to the cost of a CONUS PCS at \$11,448.³⁹ The Air Force has spent in excess of \$4,000,000 dollars moving these 624 officers to OCONUS locations over and above what is

³⁷ “FY’06 budget breakdown by categories.” On-line. Internet, February 8, 2006. Available from: http://www.af.mil/news/airman/0106/00_database_images/budget_02.jpg.

³⁸ “Retrieval Applications Website (RAW).” Ibid.

³⁹ Mr. Joseph M. DeMouy, e-mail message to author, February 14, 2006.

authorized. The Air Force will spend the same amount of money to PCS the personnel back to the CONUS when they return. This does not take into account additional costs for monthly housing or cost of living allowances for overseas personnel.

Table 1 - OCONUS Excess Costs Due To COLA

Base	End of FY 04 DATA			End of FY05 DATA			End of Jan '06 DATA			Delta AUTH FY04 to Jan '06 EOM	COLA / DAY / PERSON	COST / DAY / BASE
	AUTH	ASG	%	AUTH	ASG	%	AUTH	ASG	%			
AVIANO	372	426	115	367	375	102	302	362	120	-70	\$21.87	\$1,312
MILDENHALL	398	458	115	398	458	115	353	440	125	-45	\$21.87	\$1,902
ANDERSEN	162	206	127	128	177	138	129	166	129	-33	\$15.03	\$556
YOKOTA	455	511	112	432	501	116	432	472	109	-23	\$20.50	\$820
SPANGDAHLEM	316	340	108	322	358	111	297	343	115	-19	\$19.13	\$880
EIELSON	241	272	113	237	266	112	229	253	110	-12	\$35.53	\$853
KUNSAN	196	222	113	196	213	109	188	206	110	-8	\$15.03	\$271
KADENA	705	783	111	702	816	116	698	775	111	-7	\$35.53	\$2,736
SEMBACH	47	67	143	42	55	131	41	55	134	-6	\$19.13	\$268
INCIRLIK	128	142	111	129	161	125	125	144	115	-3	\$2.73	\$52
LAKENHEATH	503	540	107	498	541	109	500	522	104	-3	\$21.87	\$481
OSAN	529	559	106	523	579	111	526	561	107	-3	\$17.77	\$622
LAJES	81	94	116	83	93	112	80	91	114	-1	\$8.20	\$90
MISAWA	283	314	111	280	328	117	283	326	115	0	\$17.77	\$764
OTTAWA	4	31	775	4	28	700	4	28	700	0	\$21.87	\$525
GEILENKIRCHEN	115	147	128	117	131	112	117	135	115	2	\$21.87	\$394
RAMSTEIN	1213	1324	109	1213	1302	107	1243	1248	100	30	\$19.13	\$96
Totals	5748	6436	112	5671	6382	113	5547	6127	110		\$334.83	\$12,621

At the end of January 2006, sixteen overseas locations had in excess of ten officers assigned over authorized positions.⁴⁰ The Air Force was spending over \$12,500 dollars a day in overseas cost of living allowances for these officers; this totals to over \$4,500,000 dollars a year in additional personnel cost.⁴¹ Managing fluctuations in authorized unit end strength is not easy. Of the sixteen locations, thirteen had decreases in authorized manning from the end of FY 2004

⁴⁰ "Retrieval Applications Website (RAW)." Ibid.

⁴¹ O-2, 2 years of service, no dependents, given locations, overseas COLA rates for 16 Feb 06 to the End of the Month of February 06

to the end of January 2006. At the end of FY 2004, the same thirteen bases were over manned by a total of 487 personnel above what was authorized. Collectively, thirteen of the bases lost 233 authorized positions in the 16 months between the end of FY 2004 and the end of January 2006 but were still over manned by 490 personnel. Ramstein AB was included because while it had previously been over manned by the end of January 2006 there were only five officers assigned over authorized.

Correcting over manning at OCONUS locations could save the Air Force upwards of \$18,000,000 over the next five years at just these sixteen bases alone. In the short term, it will cost the Air Force \$4,000,000 dollars in excess of normal PCS budget costs to return the overage of officers to the CONUS but the savings in COLA for the first year offset this cost. The benefit of returning the officers immediately can be found in saving the annual COLA cost of \$4,500,000 per year over the following four years. This money could be allocated to other precious resources.

Many might say this strict limitation might be too impractical and limiting manning to exactly 100% might be unrealistic. The Air Force currently operates on a three cycle per year assignment system. Officers are moved in blocks of time. Most units would desire overlap between the incoming and outgoing officer but the Air Force is not manned for overlap. Even keeping “must” fill positions at 100% can be challenging. The fundamental question becomes “Is 100% the floor for unit manning or is it the ceiling?” Manning typically cannot be held right at 100%. Assignment teams can operate within a suitable range. A career field manager might establish units which will never drop below 100% by providing a target range of 100-105%. Or they might establish units with 100% as the ceiling but suitable manning is between 95-100%.

Either way, career field managers can provide the strategic guidance for the assignment teams at AFPC.

Consider the data on the thirteen bases which were over manned at the end of January 2005. If the over manning had been limited to no more than 105%, the cost per day would be around \$6,000 and this would be a savings of \$2,400,000 per year. This assumes they are over manned at 105% for the entire year, any reduction from this further increases savings. If the ceiling for manning was set at 100%, the full savings could be taken into account. This would all require some greater attention to detail but the benefits might outweigh the costs.

Moving all OCONUS excesses to the CONUS would cause additional over manning at stateside bases. Intentional over manning at specific CONUS bases could provide other benefits. In the most recent Air Expeditionary Forces (AEF) Cycle 5, there were 312 individual personnel shortfalls from units and/or MAJCOMs.⁴² These did not result in Air Force short falls but rather in a lengthy re-tasking process. When a unit is unable to provide the expected individual for the AEF task, it reports the shortfall to the MAJCOM. The MAJCOM then looks within the MAJCOM to other units to fill this requirement. If the MAJCOM is unable to provide an individual, the short fall is sent back to the AEF Center where it is re-tasked. This is over-simplified but the process then starts over.

Over manned bases could be tasked more heavily for AEF operations. Providing a larger pool of officers at certain bases could further reduce these types of shortfalls and thereby increase efficiency in filling an AEF tasking. Is it possible to choose to over man bases where the AEF training can be accomplished? Several bases could be utilized depending on the

⁴² Mr. Milton Blanks, e-mail message to author, March 21, 2006.

mission and specialties involved. Certain bases would be better suited to this concept than others but further study and planning would be required.

How balanced are the rest of the bases in the Air Force? Table 2 is a snap shot taken from the end of January 2006; the data lists the top and bottom 10 bases which were over manned and under manned in the CONUS and OCONUS.⁴³ Adjusting the over and under manning throughout the Air Force could provide some tremendous benefits. One of the considerations for shaping the Air Force in the next five years is to consolidate forces at one or more main CONUS bases. Such bases as Barksdale and Nellis Air Force Base offer Air Operations Centers, close proximity to both ground and aerial training ranges, and routine flight line operations.

Table 2 - Top 10 Over / Under Manned Bases

CONUS Bases	Auth	Asg	Delta	OCONUS Bases	Auth	Asg	Delta
ROBINS	773	978	205	MILDENHALL	353	440	87
TINKER	968	1134	166	KADENA	698	775	77
DAVIS-MONTHAN	777	902	125	AVIANO	302	362	60
MALMSTROM	467	581	114	SPANGDAHLEM	297	343	46
MCCHORD	469	583	114	MISAWA	283	326	43
DYESS	622	731	109	YOKOTA	432	472	40
MINOT	543	649	106	ANDERSEN	129	166	37
LITTLE ROCK	601	703	102	OSAN	526	561	35
SHAW	502	600	98	OTTAWA	4	28	24
CHARLESTON	524	618	94	EIELSON	229	253	24
FORT BELVOIR	150	110	-40	CP RED CLOUD	25	16	-9
MXWELL GUNTER AN	163	122	-41	UEDEM	10	0	-10
SCHRIEVER	636	595	-41	IZMIR	42	31	-11
LANGLEY	1548	1504	-44	RIYADH	30	19	-11
SUFFOLK	77	27	-50	POGGIO RENATICO	19	8	-11
HANSCOM	749	694	-55	BRUNSSUM	41	29	-12
WASHINGTON	571	492	-79	RAF MENWITH HILL	14	2	-12
LACKLAND	1941	1848	-93	HICKAM	805	792	-13
MAXWELL	756	652	-104	STUTTGART-VAIHING	196	183	-13
PENTAGON	2028	1879	-149	NAPLES	39	20	-19

⁴³ "Retrieval Applications Website (RAW)." Ibid.

Warfighting Headquarters

The Air Force is moving towards the Warfighting Headquarters (WFHQ) construct. This new focus provides the combatant commander with the right people and the right skills to accomplish the mission. Focusing on the WFHQ is not a new idea. The numbered Air Force staff acts as the Air Force component supporting the combatant commander and plays a key role in war fighting. Numbered Air Force commanders have always relied on dedicated staffs to provide answers to the combatant commander during times of crisis. These staffs also provide the detailed planning for future conflicts.

How can the Air Force get more war fighters into these new WFHQs when the Air Force is short certain career fields? Efficiency is a two edged sword. The Air Force changed Undergraduate Pilot Training into Specialize Undergraduate Pilot Training (SUPT) with multiple tracks in the early 1990s. This split was predominantly along the lines of fighter/bomber, strategic airlift and air refueling (mobility), tactical airlift, and helicopters. The change saved money in the long run but there have been unintended consequences along the way. The Air Force is experiencing a “shortage” of fighter pilots in critical positions. Many fighter and bomber pilots are tied up instructing in T-38 aircraft at SUPT bases while Air Operations Centers (AOC) are being left vacant. This was one unintended consequence of changing to the SUPT track while not being able to produce the required number of fighter and bomber pilots.

The Air Force is preparing to expand the WFHQ construct but it will be hard pressed to meet these personnel needs. At the same time, mobility pilots cannot fly the T-38 because “they did not go through the T-38 track” in SUPT. Is this a realistic restriction given the shortages in AOCs? Re-thinking the process of SUPT or even just allowing non-fighter/bomber pilots to

instruct in T-38s could relieve some of the stress on the personnel system. The Air Force will need to change how it prioritizes the war fighter and reduce inefficiencies to meet the needs of the WFHQ of the 21st Century.

STP and Tax Allocations:

Of the career fields reviewed, over 20% of the current inventory was in STP status or in a “Tax” performing duties outside their career field at the end of FY 2005. Many of the officers in student status are in the pipeline for training into their respective career fields but the rest are in various types of developmental education. Across the Air Force at the end of FY 2005, 2263 officers were in traditional student officer authorizations (92S0 AFSC).⁴⁴ The Air Force should review all student programs and re-validate the quantity of officers involved in each program and its added value to the Air Force.

The following summary is derived from the totals of the utilization charts for the career fields being reviewed.

Table 3 - STP and Tax Totals

Career Field	Auth	PP	STP	TAX
Rated	15763	17001	4023	2265
13S	2619	2989	269	433
14N	2562	2826	299	234
21A	1423	1742	108	288
21R	1658	1934	120	245
31P	679	918	60	106
32E	1291	1425	146	113
33S	3541	4225	281	364
63A	2552	2377	175	184
64P	870	993	68	103
Totals	32958	36430	5549	4335
Total Line Inventory	46314			
Percent of Line Inventory	78.7	12.0	9.4	

⁴⁴ “Retrieval Applications Website (RAW).” Ibid.

Another consideration for the STP requirement is how effective has the “pay back” been for respective education programs and positions? Are Air Force members being used in the capacity for which they were trained? How long are they used in this capacity? For instance, are graduates from the School of Advanced Aerospace Studies (SAAS) graduating and going to SAAS billets? If they are not, is their second assignment to a SAAS billet and for how long? The same applies to all education programs; does the Air Force effectively utilize what it pays for?

Reviewing the STP and Tax across all career fields might provide insight to future areas to cut manpower or create greater efficiencies. There are over 4300 officers in jobs outside their career field from the 10 career fields reviewed. There are no easy answers in the tax each career field pays. Many of the positions support commissioning sources through both leading and instructing cadets. Across the Air Force, there are currently 889 officers in 81T AFSC instructor billets.⁴⁵ The Air Force might find some savings in reducing or rethinking its ROTC distribution of personnel. For an example, the University of Connecticut ROTC detachment has five active duty personnel assigned to administer the program and they will only produce eight commissioned officers in 2006⁴⁶.

Reducing and synchronizing the development of Airmen

A strategic vision for the Air Force is required to develop all the areas of Force Development. Education is just one facet of Force Development. It has three other aspects;

⁴⁵ “Retrieval Applications Website (RAW).” Ibid.

⁴⁶ Lieutenant Colonel Roy Fullerton, E-mail message to author, March 10, 2006.

accessions, training, and experiences. The challenge for the next five years must include these other aspects beginning with the end in mind.

Accessions:

Accessions must take into account the anticipated STP and Tax burdens of each career field in addition to the standing career field requirements. The data from the career fields reviewed would indicate the target for accessions needs to be roughly 20% higher than the career field requirements. Any reductions from a review of the current programs could reduce this requirement. Accessions for the line officer category averaged just over 3300 officers per year throughout the 1990s but currently 8 of the 10 career fields reviewed were short manned largely due to the effects of STP and Tax.

There are several converging factors to consider over the next five years and how they will effect accession, recruiting, and retention. First, what effects will the FORCE SHAPING board have? Second, what effects will the continuation of GWOT have? Third, what effects will the expected drawdown between now and FY 2011 have? Next, how do accessions change if career fields are combined? How do you predict the required accessions for career fields if they are expected to cross train later under a “volunteer” program into a different career field? Modeling the effects of the next five years to meet accession targets in 2011 to ultimately meet the projected needs of the Air Force in 2031 will be extremely difficult.

Training:

Training requirements for the 21st Century must be accurately predicted. Steady accessions provide a steady flow of officers into career fields with a predetermined volume of required training. Could similar career field families be combined to produce greater efficiencies? Could the target skill pairings from the original Force Development construct guide combining career

fields? How can the active duty further leverage the Guard and Reserve in the training process; they seem well suited for training environments given experience levels and the need for more predictable schedules. On the other hand, a smaller, leaner force might actually require more training since officers might be specialized in more than one area or be expected to cross train at a certain point in their careers.

Education plays a vital role in making a professional officer corps. What are the anticipated changes to education over the next five years? There is already discussion of changing the language requirements before commissioning but what should the Air Force seek prior to entry into active duty? How should the Air Force adjust Intermediate Developmental Education (IDE) and Senior Developmental Education programs? The Air Force ramped up IDE capacity in AY 2005-06 to meet the desires of senior leadership. The year groups in attendance at IDE are at the beginning of the smallest year groups commissioned since before 1980; so why does the Air Force need increased opportunities over previous years?

Experiences:

What experiences will the Lieutenant commissioned in 2011 need to succeed in the future? Defining the future required experiences remains one of the most difficult tasks for a career field. What are the base line experiences critical to each career field and when should officers experience them? Intelligence officers might need both targeting and imagery experience by a certain point in their careers. How many have it and how many need it? Are conscious decisions being made to maximize potential experiences?

The Air Force tends to move officers for professional development every three years. As the Air Force explores the idea of providing base operations support from central CONUS bases, why not also consider four year assignments? Doing this could decrease PCS costs and certain

career fields might then consider cross flowing or broadening officers at certain CONUS bases. For example: in the first four years of an 21X officer's career, the goal might be for each officer to spend two years in maintenance and two years in logistics with at least one AEF deployment. Another example might be combining unmanned operations with its most likely rated customer either a Close Air Support asset or Joint Surveillance Target Attack Radar System (JSTARS). Given a four year assignment, an officer might be expected to gain experiences in both platforms. This would be similar to previous A-10 Brigade Air Liaison Officer (BALO) duties where the pilots spent significant time in the field as a BALO but it was the reciprocal job to flying an A-10.

No one likes to think outside of their career field but it might be time to change this mindset. The back bone of the Air Force is the technical expertise in the enlisted corps. Officers certainly gain credibility by being proficient but maybe there is a better way this could be achieved. Every career field needs in-depth expertise but does every officer at the base have to be steeped only in one career field? How about combining career fields along similar lines while keeping a core set of "patch wearers?" Could a pilot do airfield management? Could a maintainer do logistics? Could an intelligence officer do communications? Could a security forces troop do personnel? What type of officer does the Air Force need in the future? There are lots of options for the future. Intentionally and carefully synchronizing the integration of education, accessions, training, and experiences will be critical as the Air Force moves forward.

Conclusions

The Air Force could further refine its personnel allocation processes just as it has moved from laser guided munitions to Global Positioning System guided weapons. Career field managers vary in their use of prioritization plans; some have extremely detailed plans while others operate without them. In both cases, the Air Force is operating at nearly peak efficiency. The ten career fields reviewed make up more than 68% of the active duty line officer corps totaling over 40,000 officers. Given this size, the excesses were marginal and in the case of the field grade manning totaled 297 officers assigned in excess of authorized in the ranks for Major and Lieutenant Colonel. This margin is small but for those 297 excesses there are 297 other positions which were short an officer of appropriate rank.

The Air Force stands to gain by balancing overall manning between overseas bases and stateside bases. The gains in trimming OCONUS excesses could save over \$18,000,000 in the next five years. Intentionally over manning specific CONUS bases could provide greater efficiencies in AEF taskings and training while saving both time and money. Manning the WFHQ may require re-thinking previous policies particularly if increases in fighter or bomber aircrew are required. Career fields have in excess of 20% of their personnel in STP and other taxes across the Air Force; an intentional review of these programs could produce further savings. In the end, the Air Force must keep its eyes on the horizon and look to develop the officer corps needed 25 years from now while refining its accessions, education, training, and experiences within each career field.

Appendix A

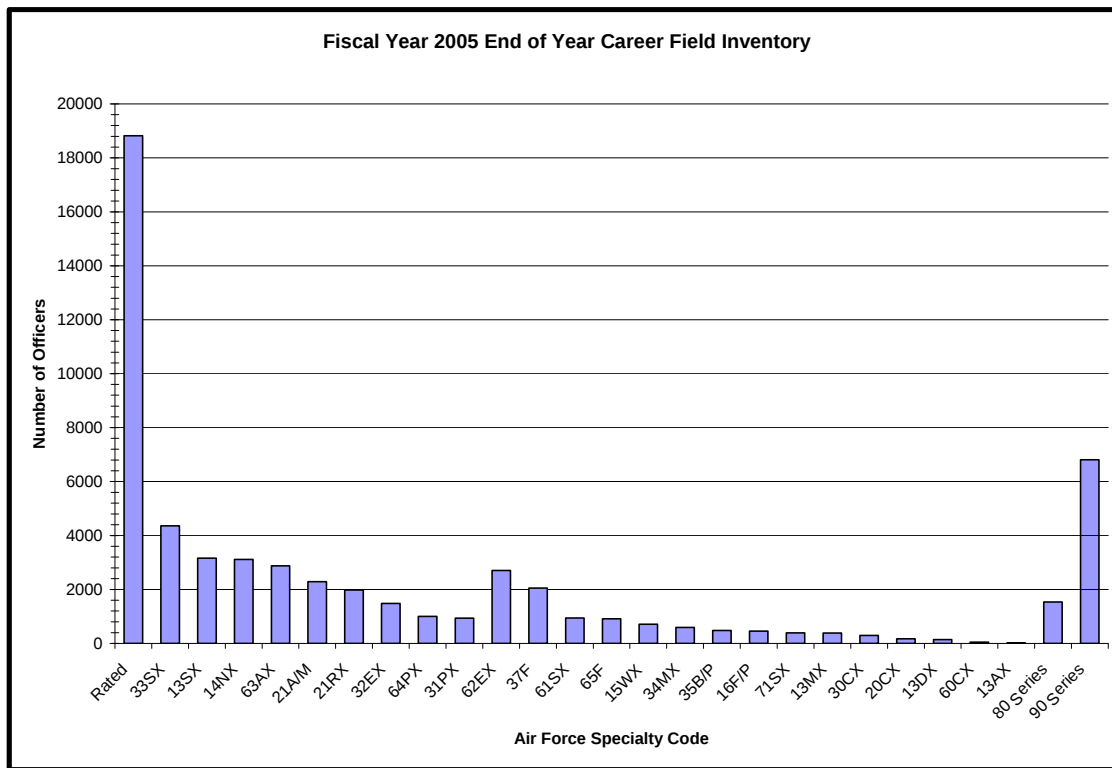


Figure 2 - Fiscal Year 2005 End of Year Career Field Inventory⁴⁷

⁴⁷ "Retrieval Applications Website (RAW)." Ibid.

Appendix B – Utilization Charts

All utilization charts taken from “OFFICER FORCE DEVELOPMENT” webpage. “Career Planning Diagrams & Utilization Charts.” On-line. Internet, 5 December 2005.

Available from:

[http://ask.afpc.randolph.af.mil/Docs/DPA/ForceMgmt/CPDs/RatedOpsCPD\(Fall%2005\).ppt](http://ask.afpc.randolph.af.mil/Docs/DPA/ForceMgmt/CPDs/RatedOpsCPD(Fall%2005).ppt).

[http://ask.afpc.randolph.af.mil/Docs/DPA/ForceMgmt/CPDs/Non-RatedOpsCPD\(Fall%2005\).ppt](http://ask.afpc.randolph.af.mil/Docs/DPA/ForceMgmt/CPDs/Non-RatedOpsCPD(Fall%2005).ppt).

[http://ask.afpc.randolph.af.mil/Docs/DPA/ForceMgmt/CPDs/21AMRCPDs\(Fall%2005\).ppt](http://ask.afpc.randolph.af.mil/Docs/DPA/ForceMgmt/CPDs/21AMRCPDs(Fall%2005).ppt).

[http://ask.afpc.randolph.af.mil/Docs/DPA/ForceMgmt/CPDs/3XSeriesCPD\(Fall05\).ppt](http://ask.afpc.randolph.af.mil/Docs/DPA/ForceMgmt/CPDs/3XSeriesCPD(Fall05).ppt).

[http://ask.afpc.randolph.af.mil/Docs/DPA/ForceMgmt/CPDs/6X-7XSeriesCPD\(Fall%2005\).ppt](http://ask.afpc.randolph.af.mil/Docs/DPA/ForceMgmt/CPDs/6X-7XSeriesCPD(Fall%2005).ppt).

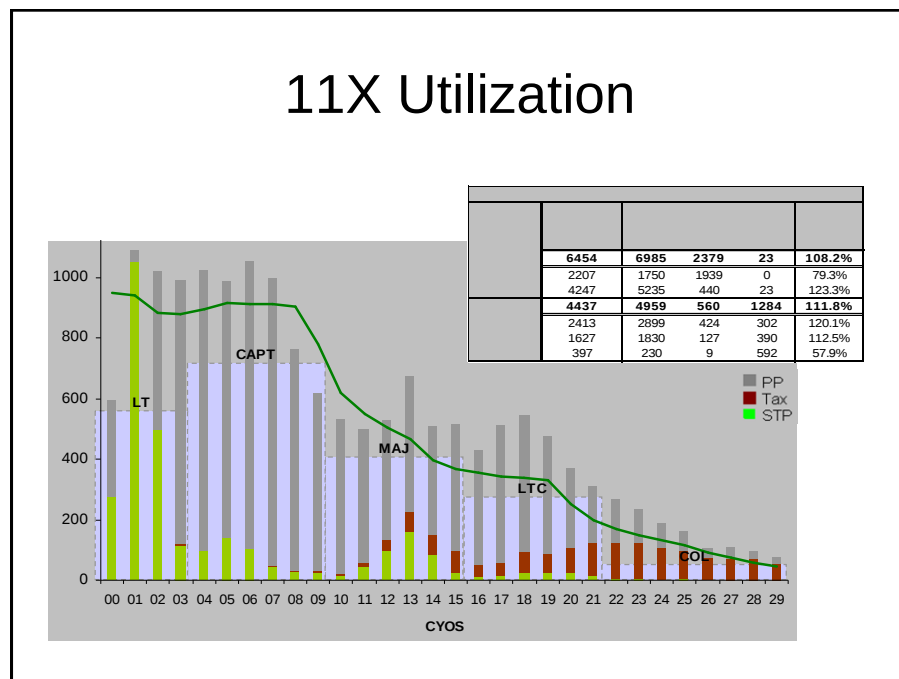


Figure 3 – 11X Career Field Utilization Chart

12X Utilization

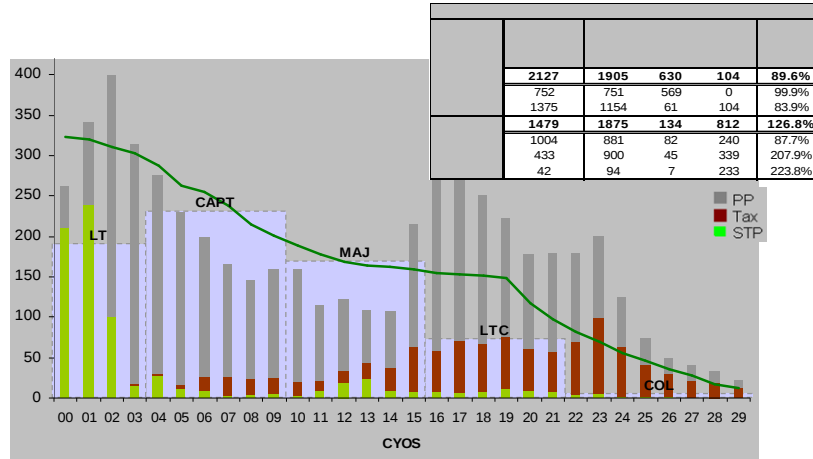


Figure 4 – 12X Career Field Utilization Chart

13B Utilization

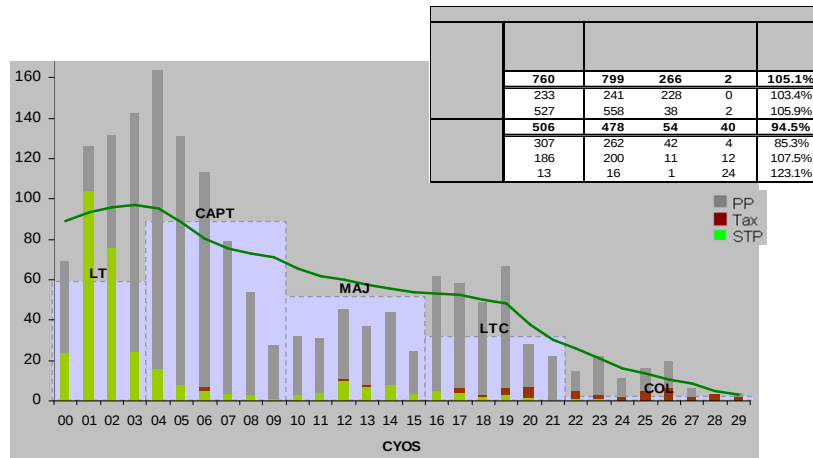


Figure 5 – 13B Career Field Utilization Chart

13S Utilization

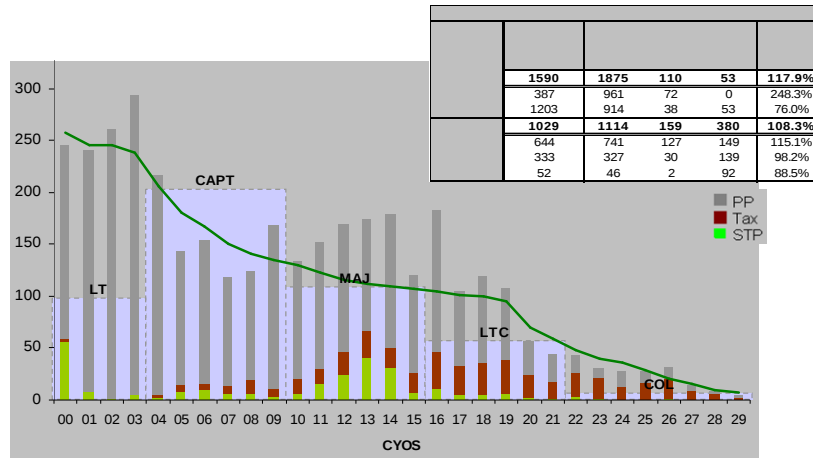


Figure 6 – 13S Career Field Utilization Chart

14N Utilization

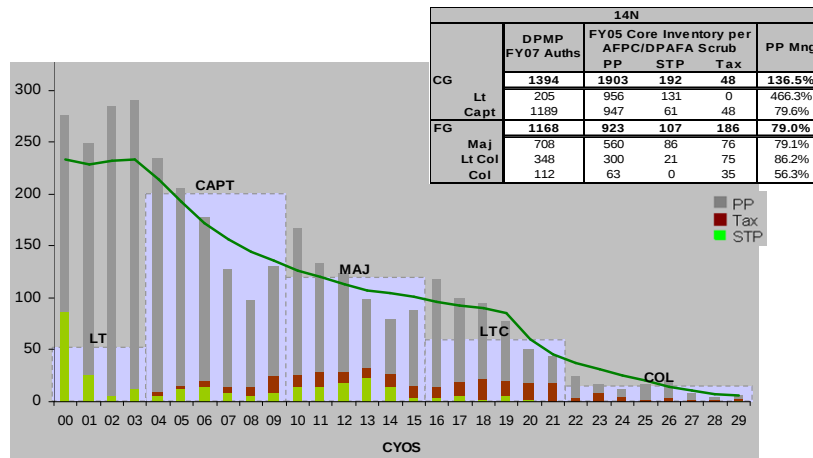


Figure 7 – 14N Career Field Utilization Chart

21A Utilization

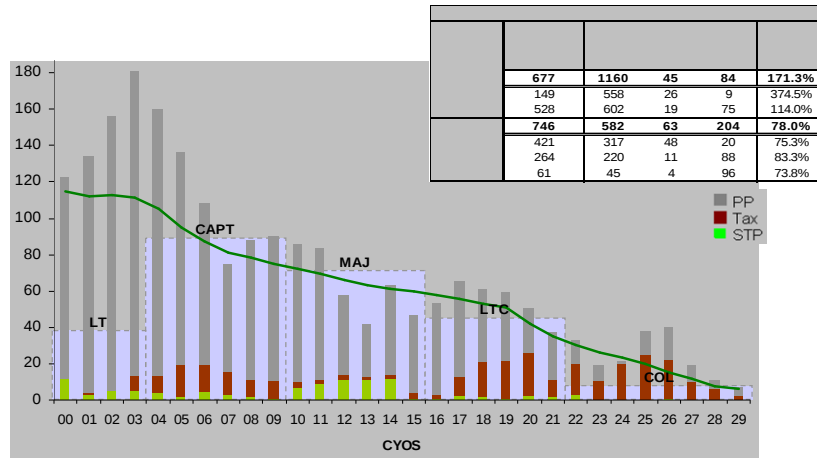


Figure 8 – 21A Career Field Utilization Chart

21R Utilization

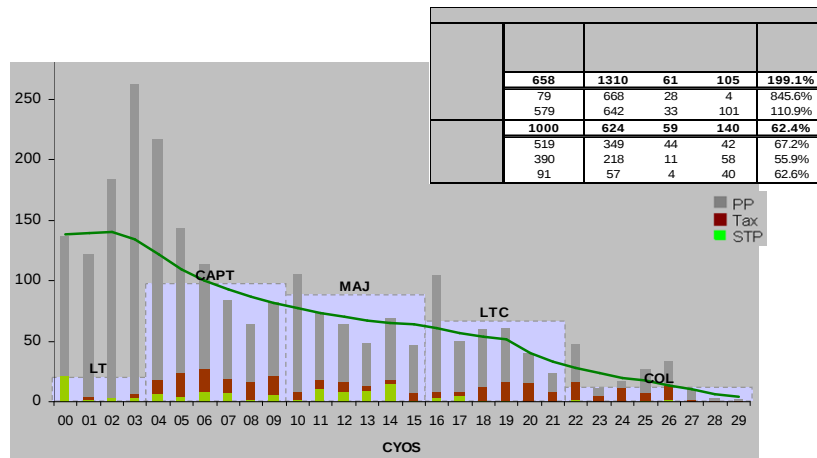


Figure 9 – 21R Career Field Utilization Chart

31P Utilization

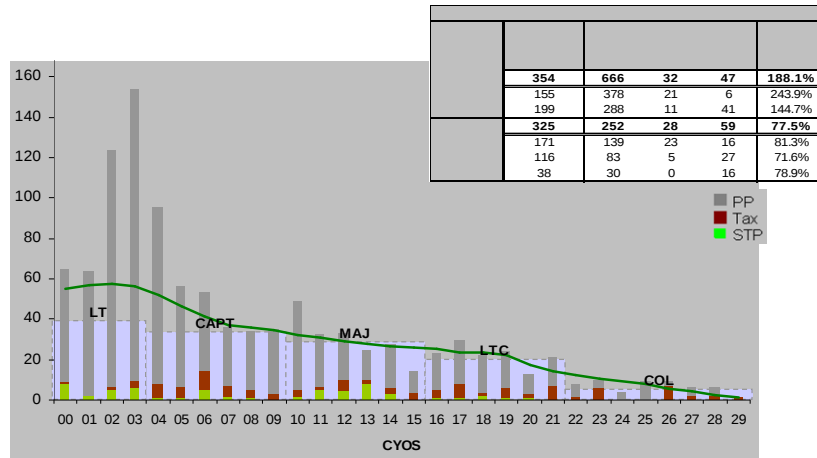


Figure 10 – 31P Career Field Utilization Chart

32E Utilization

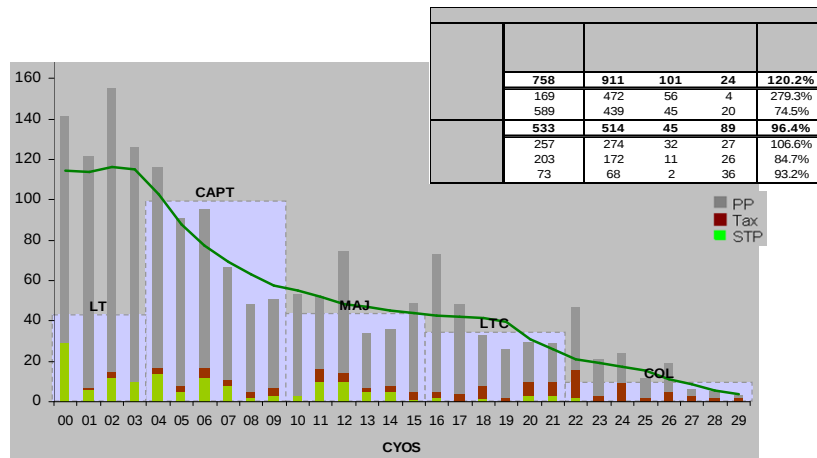


Figure 11 – 32E Career Field Utilization Chart

33S Utilization

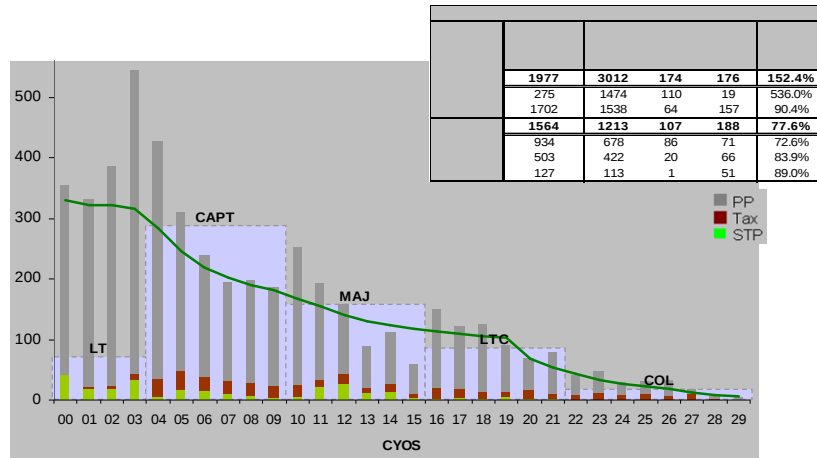


Figure 12 – 33S Career Field Utilization Chart

63A Utilization

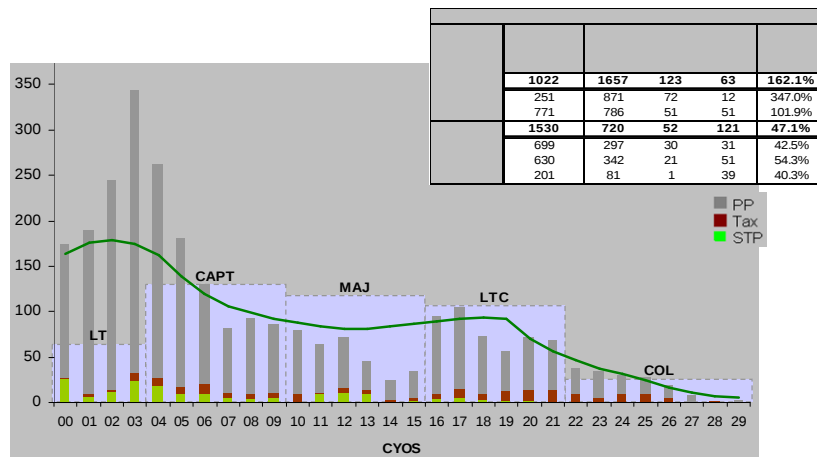


Figure 13 – 63A Career Field Utilization Chart

64P Utilization

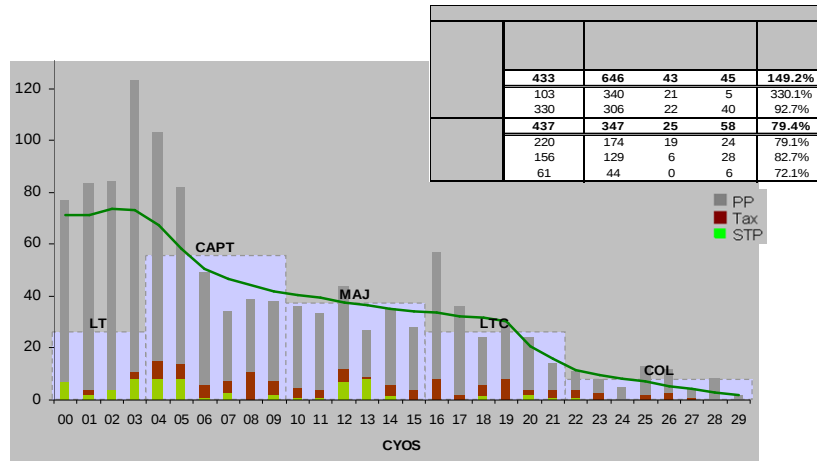


Figure 14 – 64P Career Field Utilization Chart

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