

DoD Needs Cost-Conscious Acquisition Employees, Official Says

AMERICAN FORCES PRESS SERVICE (FEB. 7, 2012)

Lisa Daniel

WASHINGTON—The Defense Department acquisition, technology and logistics office will need some of the brightest, most cost-conscious workers asking tough, introspective questions to meet the strategic and budgetary demands of the future, the office's acting director said here yesterday.

In remarks at the Center for Strategic and International Studies, Frank Kendall outlined the office's way forward under the administration's 10-year military strategy guidance and amid shrinking budget forecasts.

Kendall is President Barack Obama's nominee to succeed Ashton B. Carter—now the deputy defense secretary—as undersecretary of defense for acquisition, technology and logistics.

"Acquisition is not a science," he said. "There is a lot of art to this. We do very hard things that have never been done before. There's always going to be a learning process, but until we start examining carefully the impact of our policies, we're not going to learn enough from our experiences to put good things in place."

Kendall said many of the department's acquisition problems stem from a culture that hasn't emphasized cost consciousness enough. He said a fighter pilot recently told him that every September, his unit would fly around burning up fuel, because any fuel left when the new budget year started Oct. 1 would be seen as excess, and the fuel allocation would then be cut for the next year.

"That's not the kind of culture we want," he added.

Kendall said he has spoken with all the Service chiefs to elevate the abilities, characteristics, and prestige of the acquisition workforce.

"It is, in many cases, rocket science," he said. "It takes true professionalism to make this work. Leadership qualities have everything to do with success or failure."

Also, Kendall said, he is working with the Joint Staff to make acquisition requirements specific, translatable, and feasible. "Sometimes requirements are so vague, there is no way to translate it onto a contract," he said, "so then industry defines what it means."

When the administration's proposed cuts in projected defense spending rose to \$487 billion over 10 years, Pentagon officials had to take a new look at the way forward, Kendall said. "We had to step back at that point, because the cuts were so deep, and look at our fundamental strategy," he added.

Kendall said Defense Secretary Leon E. Panetta and Army Gen. Martin E. Dempsey, chairman of the Joint Chiefs of Staff, believe strongly that the right approach is to build toward a goal, as opposed to just making cuts. "So we asked the question, 'What do we want the Defense Department to look like in 2020?'" he said.

That question was answered with the new military strategy guidance unveiled last month that outlines a smaller, more agile and flexible military focused on the Asia-Pacific and Middle East regions. For the acquisition and technology picture, Kendall said, it is a military that no longer spends billions of dollars on major weapons systems that are seriously over budget and off schedule.

Because the president's fiscal 2013 budget proposal is to be presented to Congress next week, Kendall said, he would not go into specifics about it in yesterday's forum.

"There probably will be some fine-tuning," he said, "but I think we got it about right, and we have good evidence for the choices we made. They were painful. Some of them were extremely painful. But we tended to emphasize the positive."

The administration's budget proposal maintains all recapitalization and modernization requirements, Kendall said, and "all the programs we still have, we very much need."

The acquisition office was prepared for the cuts because of the work it started in 2010 when then-Defense Secretary Robert M. Gates announced streamlining measures. Panetta has carried those measures through since succeeding Gates, Kendall said.

Kendall's highest priority, he said, is to strengthen the federal acquisition workforce. Other priorities include strengthening the military industrial base, preserving technical superiority, and buying into only affordable and dependable programs.

"We have to move forward," he said. "The times are such that to do anything else would be irresponsible."

Contracting Remains Growth Area for Army

AMERICAN FORCES PRESS SERVICE (FEB. 8, 2012)

Jim Garamone

WASHINGTON—While the U.S. military will shrink in the coming years, the contracting career field will buck the trend and grow, officials at the U.S. Army Acquisition Support Center said.

The field is open to officers and enlisted soldiers, and the total Army population in the military occupational specialty will double by the end of fiscal 2013, officials said.

Those selected will become part of the Army Acquisition Corps. The Corps needs more officers in functional area 51 and noncommissioned officers in military occupational specialty 51C.

On the officer side, the Army typically looks for officers in their sixth or seventh year of service. “We would like to have them starting to look at the career field when they are lieutenants, but they transfer to the career field after they have their branch qualifying job as a captain,” Army Maj. Anthony Maneri said during a recent interview.

The enlisted side is a bit different. The Service targets sergeants and staff sergeants under 10 years of service. “They must be in balanced or overstrength military occupational specialties,” said Army Master Sgt. Jason Pitts, a specialist at the center. “There are over 180 MOSs, and there are only nine that are not eligible, so pretty much any soldier is eligible.”

Those interested must send in a reclassification packet. The Acquisition Support Center at Huntsville, Ala., holds a quarterly board composed of sergeants major and lieutenant colonels to select the best-quality soldiers for transfer. Soldiers selected for the 51C MOS may qualify for a \$2,000 transfer bonus. There is no re-enlistment bonus, because “right now our people are staying in,” Pitts said. “It’s a great job.”

No unit ever goes on deployment with everything it needs, Maneri said. Army contracting specialists work with commanders to get exactly what a unit needs in the field. This runs the gamut from food and water to building materials to plasma screens and so on.

The force views these contracting specialists as force multipliers. “You are the procurement guy for the guys in the field,” Maneri said. “You also are a business advisor to the battalion or brigade or division commander.”

In the field, acquisition experts work on four-member teams—a major, a captain, and two NCOs. They work at every level from the company up to division.

The specialists speak the language of the military and also the language of business. “I spent 14 years in the infantry,” Pitts said. “I understand the commander’s mission. And I understand how I can use procurement to support that mission.”

The officers and NCOs help to push technologies down-range. For example, contracting specialists helped in getting improvised explosive device jammers to soldiers quickly in 2003 and 2004.

That led to a breakthrough in how commanders viewed contracting specialists, Maneri said. “In the early days, commanders weren’t sure what we could do for them,” he said. “After a few successes, warfighters started understanding the other aspects that we could offer to help them do their jobs.”

Army Lt. Col. Matt Schramm, another specialist at the center, said there’s little difference between the officer and enlisted training. “It’s essentially the same training that people in private industry receive,” he said. “This enables us to speak the same language that they do at Coca-Cola or Boeing or Google or wherever.”

DoD Opens More Jobs, Assignments to Military Women

AMERICAN FORCES PRESS SERVICE (FEB. 9, 2012)

Karen Parrish

WASHINGTON—Military women, particularly soldiers, will see more than 14,000 new job or assignment opportunities because of policy changes the Defense Department announced today.

The changes are included in a report the department submitted to Congress today, based in part on findings the Military Leadership Diversity Commission reported in March. Today’s report includes a vision statement:

“The Department of Defense is committed to removing all barriers that would prevent service members from rising to the highest level of responsibility that their talents and capabilities warrant.”

A Pentagon news release accompanying the announcement quotes Defense Secretary Leon E. Panetta as saying women have proven themselves in and out of battle.

“Women are contributing in unprecedented ways to the military’s mission,” he said. “Through their courage, sacrifice, patriotism, and great skill, women have proven their ability to serve in an expanding number of roles on and off the battlefield.

“We will continue to open as many positions as possible to women so that anyone qualified to serve can have the opportunity to do so,” the secretary added.

The biggest barrier DoD is lifting is a 1994 policy prohibiting women from jobs—such as tank mechanic and field artillery radar operator—that take place near combat units. With that bar removed, more than 13,000 Army jobs will be available to women soldiers for the first time.

The second change is an “exception to policy” that will allow the Army, Navy, and Marines to open select positions at the battalion level in jobs women already occupy.

The current policy, also set in 1994, bars women in jobs such as intelligence, communications, and logistics from assignment at units smaller than a brigade. Nearly 1,200 assignments will open to women soldiers, sailors, and Marines under the exceptions.

As the law requires, the Defense Department will not implement the new policies until Congress has been in continuous session for 30 days, which should happen later this spring. The report notes the policy changes reflect conditions already common in the past decade’s wars, where attacks can occur without warning and battle lines can shift to formerly “rear echelon” areas.

“The dynamics of the modern-day battlefield are non-linear, meaning there are no clearly defined front line and safer rear area where combat support operations are performed within a low-risk environment,” the document’s authors wrote.

Pentagon statistics show 144 military women have been killed and 865 wounded in combat and noncombat incidents in Iraq and Afghanistan. Some 20,000 of the 205,000 service members currently serving in Afghanistan are women, and they make up about 280,000 of the more than 2.3 million troops who have served in operations over the past decade.

The 1.4 million-member active duty force now serving includes about 205,000 women.

The report notes the changes will expand career opportunities for women, provide a greater pool of troops from which

combatant commanders may draw, reduce the operational tempo for “male counterparts” by increasing the number of service members available to support direct combat forces, improve consistency in assignment policy, and give field commanders more flexibility in meeting combat support mission requirements.

Pentagon Press Secretary George Little told reporters the policy changes follow an extensive review that involved input from all the Services.

“We believe it is very important to explore ways to offer more opportunities to women in the military,” he said.

Little said the department will continue to look for ways to increase opportunities for military women. He acknowledged most of the positions involve the Army, as the nation’s primary ground force.

“Most positions in the Air Force are already open to women,” Little noted. “The vast majority of positions in the Navy are already open to women, so most of these positions do involve the United States Army.”

The report states that 99 percent of all Air Force positions, officer and enlisted, are open to women. The figure is 66 percent for the Army, 68 percent for the Marines, and 88 percent for the Navy.

The 1994 Direct Ground Combat Definition and Assignment Rule identified five elements affecting women’s military service: direct ground combat, berthing and privacy, collocation, long-range reconnaissance and special operations forces, and physically demanding tasks.

Today’s report addresses two of these with full or partial policy changes, and addresses the others by stating department officials are working to establish gender-neutral job standards.

“This will mean a thorough analysis of job-related physical requirements ... expected of service members,” the report reads in part. “These standards will help determine which specific positions presently excluded under the special operations and physical standards criteria are suitable for general assignment of both genders.”

The report’s authors acknowledged there are “practical barriers that require time to resolve to ensure the Services maximize the safety and privacy of all service members while maintaining military readiness.”

The secretary directed the Services to report results, six months after the policies take effect, on their implementation of the new assignment standards and their progress toward developing gender-neutral physical standards.

DoD Works to Ease Troop Transition to Credentialed Jobs

AMERICAN FORCES PRESS SERVICE (FEB. 22, 2012)

Elaine Sanchez

WASHINGTON—The Defense Department is working to break down credentialing barriers for service members and veterans preparing to enter the civilian workforce, a DoD official said today.

“The goal ... is to help our veterans, and especially our transitioning veterans, ... get employed,” Ed Kringer, director of state liaison and educational opportunity for the Pentagon’s office of military community and policy, told an audience gathered for the National Credentialing Summit at the U.S. Chamber of Commerce here.

Speaking on a panel, Kringer described the interagency effort under way to ensure credentialing agencies recognize service members’ extensive training, education, and experience.

Many occupations require state licensure, he noted, which affects both service members and their spouses. However, many troops run up against challenges with this, he added, as licensing and credentialing requirements vary from state to state, and many credentialing boards are unaware of how military training and education equate to civilian training.

“What we want is for states to make it simpler, and they can do that through regulations and through passing legislation ... to make it simpler for service members to take education, training, and experience and make it applicable for a license,” Kringer said.

Officials are asking state licensure boards to accept military training and experience if they meet the state’s requirements, he said. He lauded Washington state for what he called its simple, but effective legislation. The state has directed boards to waive training if a military member already has training that’s comparable to the state’s requirement.

“That’s what we want—that transferability of training and experience toward requirements for a state license,” Kringer said.

In some cases, the military helps its troops obtain credentials while still serving, he noted. Some military health care

professionals, for example, obtain licenses while in service so they can work part time.

But that license may not apply once the military member separates from service and moves to another state. “We want that state to have an expedited enforcement policy so that member’s current, valid license is more easily transferred,” Kringer said.

Others come into the military with a license, then separate from service and stay in the same state where they obtained their license, but may no longer meet requirements. A solution would be for states to give these service members an opportunity to continue working with a temporary license while they complete the additional requirements, he said.

Kringer acknowledged states’ concerns about the impact of swifter and easier credentialing. “They ask, ‘Are you telling us to lower our standards [or] take unqualified people into our profession?’ The answer is a profound no. We don’t want unqualified people out there, but we don’t want service members to have to repeat what they have,” he said.

Kringer said he’s aware that service members’ training and experience may not always equate to civilian requirements, but even some percentage is better than none. Troops may meet only 50 percent of the requirements, he noted, but then “we’ll show them and help them get the other 50 percent. We don’t want any military member to have to start at ground zero.”

Officials started working with the states on these issues and possible solutions last year, Kringer said.

“Last year, we had six states that either adopted all or significant parts of the legislation,” he said. “This year, we have sponsors identified and in some cases legislation already dropped in 23 states. This is something that is actively moving.”

Along with their state efforts, officials also are working with national credentialing agencies, noted fellow panelist Marion Cain, DoD’s associate director for training readiness and strategy. “About 60 percent of employers don’t understand what military training and education experience [means], how that really relates to their job,” he said. The same is true with national credentialing agencies, he added.

Officials need to ascertain what these agencies are looking for, what information they need, and how military training can be matched up with civilian training to facilitate credentialing, Cain explained.

As they ask states and agencies to do their part to help, military officials must step up as well, Kringer said. DoD needs to do a better job at making military training understandable to civilian credentialing agencies, he acknowledged. Most agencies are accustomed to assessing training, he explained, but aren't well equipped to assess military training.

"The language isn't the same," he noted. "We've been tasked to do that better. If we're going to ask them to do something, we need to step up to the plate."

Military transcripts, for example, need to contain standardized information to ensure they're meaningful to credentialing agencies, Kringer explained. Toward this end, officials are gathering transcripts to compare what's in them already and what needs to change.

Three states—Maryland, Washington, and Illinois—have agreed to evaluate these transcripts and see how DoD can make them more meaningful to a credentialing agency, he said. They're also asking credentialing agencies and academic institutions to review these transcripts.

Once that assessment is complete, DoD will report its findings to the Services to initiate changes, Kringer said, noting this should be completed within the next month or so.

Kringer also cited the need for more Department of Veterans Affairs-approved licensing and certification agencies. Veterans can be reimbursed through VA for the cost of taking approved licensing and credentialing tests. However, veterans often aren't aware of which agencies are VA-approved, and they don't have a central repository of agencies they can access. Compounding the issue, many agencies will wait until a military member asks to take the test before asking VA for approval.

"We want to provide veterans more options of agencies approved by the VA so veterans can use their VA benefits," Kringer said.

VA and the Labor Department are working to build a repository of VA-approved agencies, he said, that will list which agencies are approved for testing. VA officials also will work through states to contact other agencies and request that they ask to be VA-approved in advance of a testing request to expand troops' options.

Officials also are looking to expand the Services' apprenticeship programs, Cain noted. In these programs, service members in technical trades, such as machinists or lathe operators, are assigned a program of instruction involving class

and task completion. Once requirements are fulfilled, the Labor Department issues the service member a certificate.

"This is a huge advantage when getting out and looking to get hired by one of the trade unions," he said.

The Army and Air Force, however, don't have apprenticeship programs, Cain noted. Officials are exploring the idea of expanding other services' programs—which encompass 123 trades and about 58,000 service members—to the Army and Air Force.

"We're working very closely with our partners at the Department of Labor to make this happen," he said. "I think we're going to make a lot of progress here."

Officials also are in the process of assessing the Services' credentialing programs. Some programs have mapped military occupation codes and credentials to civilian jobs and credentials, Kringer said. But others aren't as current, he acknowledged. The goal is to develop a common standard for all service members, and then determine what it will take to bring all of the services up to that standard, he explained, so service members "have access to the same kind and level and quality ... of information."

The most complex of actions DoD officials would like to undertake is to close the real or perceived gap between military training, and education and civilian credentialing requirements, Kringer noted.

This will involve assessing the match between competencies gained in military occupations with a state's credentialing requirements, he explained. A military electrician, for example, may have extensive experience, but that must be able to translate to a civilian credentialing and licensing agency's requirements.

Officials have identified the top 10 largest military occupations from each Service, and have "cross-walked" these to 17 civilian occupations, he said. They'll examine the training for each of these 40 occupations, comparing what's required for credentials and for licenses, so they can determine any gaps. Once they identify these gaps, officials can look to modify current military training or, if the credentialing isn't required for all, create a "pocket" of additional training for certain troops.

In some cases, Kringer noted, bridging the gap may require the military to add on additional weeks of training, which may not be financially or logistically feasible. In this case, DoD officials can work to ensure troops know what's re-

quired to fill the gap and what financial resources are available to help, he said.

It's also important to help troops determine the value of different credentials, Kringer noted. With more than 4,000 different credentials, it can be difficult for a service member or veteran to know which ones are most important to civilian employers.

To help guide service members, the Labor Department is working to identify indicators of a credential's value, such as industry recognition and accreditation. Once this information is compiled, it will be posted on future credentialing program websites so service members can evaluate these value indicators, Kringer said.

Kringer said people should begin to see the positive results of these interagency efforts in the coming months. The goal is more than just about credentialing, he noted. "It's about employment," he said.

AFPC Automates Civilian Education Application Submission Process

AIR FORCE PERSONNEL, SERVICES AND MANPOWER PUBLIC AFFAIRS (MARCH 1, 2012)

Debbie Gildea

JOINT BASE SAN ANTONIO, RANDOLPH, Texas—Civilians who apply for developmental education programs will do so through the Air Force Personnel Services website this year, rather than via e-mail or fax, Air Force Personnel Center officials announced.

Individuals interested in applying during the academic year 2013 civilian developmental education call for nominations will be directed to the AFPERS website where they can find and download all necessary forms. Once all the forms are completed and appropriate level signatures obtained, individuals will be required to upload their own application through the AFPERS website.

"This process is more efficient, cost effective, environmentally friendly, and secure than the paper process used in the past," said Joan Gudinas, AFPC civilian developmental education program manager.

To apply via AFPERS, civilians should go to the website (<https://gum-crm.csd.disa.mil>) and log in with their user identification and password or with the common access card.

Once in the civilian employee page, scroll down and select the "Force Development" link on the left side of the page.

There, employees can access general information about the educational program or specific information germane to their developmental level, including application instructions and documents for each available program.

There are multiple programs listed by portfolio as well as general information and a tutorial called "Preparing an Effective Civilian Developmental Education Package," Gudinas said.

"If you aren't sure what you're interested in, browse through the programs and see what appeals to you in supporting your educational and career goals," Gudinas said.

When applicants select a portfolio, such as intermediate developmental education, they will see basic eligibility requirements, instructions for submitting waivers, and available programs. Selecting a specific program will open a window showing a list of required documents and forms, as well as the correct signatures required.

Once the package is ready to submit, applicants return to the specific program's home page and using the "click here" feature at the bottom of page, continue with the submittal process. Individuals can apply for up to three programs. Individuals who do apply for more than one program will have to submit their nomination for each program they've applied to using the "click here" feature on the individual program page.

"This process is going to save a lot of time and re-work," Gudinas said. "If a package does not upload, a red flag will appear to indicate that there's an error. If any documents are missing, incorrect, or signatures missing from the application, the leadership development office will make contact with the individual through AFPERS. In the past, we received hard-copy packages that were missing necessary elements, and that slowed down the process significantly."

If application packages are correctly uploaded, applicants will see, "Your civilian development application has been received by force development." After that, applicants can go to the "My Account" feature in AFPERS to check the application's status.

"Real people are keeping track of the process, too," Gudinas said. "If anything is amiss, a member of the leadership development team will leave a message for the applicant, and the applicant will be able to reply, all within the AFPERS site. To make sure they don't miss any messages, applicants should use the "My Account" feature to keep an eye on their submission status."

Once a package is complete and error free, the leadership development office will change its status from "open" to "ready for DT" to let people know their package has been quality-checked and is ready to be vectored by their developmental team.

"AFPC leadership development programs are currently not offered to civilians GS-6 and below," Gudinas said. "Employees at that level should be concentrating on developing their technical skills, and should contact their local base training office for developmental opportunities."

For more information about civilian developmental education opportunities, the new application process and other personnel issues, visit AFPERS at <https://gum-crm.csd.disa.mil>.

AFMC Lifts Hiring Freeze

AIR FORCE MATERIEL COMMAND PUBLIC AFFAIRS (MARCH 6, 2012)

Brian Brackens

WRIGHT-PATTERSON AIR FORCE BASE, Ohio—Citing the success of hiring controls and voluntary separation and retirement incentives, Air Force Materiel Command officials here announced March 6, 2012, the end of the command-wide hiring freeze.

"We've had to make some really tough choices as we restructure our workforce to meet the needs of the Air Force," said John Steenbock, AFMC director of Manpower, Personnel and Services. "But the measures we've taken have been effective and have put us in position to begin hiring again."

Effective immediately, centers throughout the command will be able to hire new employees in order to meet urgent mission requirements, but in some cases may remain under locally imposed hiring controls.

AFMC's hiring freeze had been in place since August 2011, and was enacted as a measure to control civilian employment numbers in order to meet funding and work-year targets. During this time, the freeze helped reduce employment numbers to lower than expected levels.

Command officials cautioned that despite the lift, the command must stay within required funding targets as it enters the next fiscal year.

AFMC officials also said the command would continue using voluntary methods to retain civilian employees who are currently in positions that have been identified as surplus, and

that impacted individuals would receive priority for open positions for which they qualify.

Developmental Teams to Consider 2013 Command Candidates

AIR FORCE PERSONNEL, SERVICES AND MANPOWER PUBLIC AFFAIRS (MARCH 12, 2012)

Debbie Gildea

JOINT BASE SAN ANTONIO, RANDOLPH, Texas—Developmental teams from 11 different Air Force specialties will convene between May and September to consider eligible officers for calendar year 2013 squadron command, deputy logistics commander, and deputy mission support group commander positions.

Officers interested in command opportunities must ensure they update their Airman Development Plan to indicate that interest, said Jim Playford, AFPC developmental and special duty assignments branch.

Basic eligibility criteria include specialty qualifications, grade/time-in-grade requirements, and permanent change of station eligibility. Specialty qualifications and grade requirements vary by career field, Playford said, so interested airmen should review their assignment team Web page at the Air Force Personnel Services website.

To be eligible, officers must have 15-months time-on-station as of Jan. 1, 2013 (date arrived station of Sept. 30, 2012, or earlier), or be in an otherwise 2013 must-move status, such as graduating from intermediate or senior developmental education. Officers serving in joint billets must be able to complete at least 24 months (of a 36-month joint tour) by their projected departure dates, as well.

"Officers must route their statement of intent through their senior rater to appropriate assignment teams by their DT suspense dates, which are listed on the personnel services delivery message released this week," he said. "The first SOI suspense is next month, so don't delay."

AFPC will release DT results in a consolidated squadron commander candidate message in October 2012. Officers selected for the command candidate lists are considered volunteers for worldwide opportunities, including indeterminate temporary duty positions.

For more information on command opportunities and other personnel issues, go to <https://gum-crm.csd.disa.mil>.

Air Force Officials Announce Third Round of VERA/VSIP

AIR FORCE NEWS SERVICE (MARCH 23, 2012)

WASHINGTON—In its continuing effort to meet the Defense Department requirement to maintain civilian manning at fiscal 2010 levels, the Air Force is offering a third round of Voluntary Early Retirement Authority and Voluntary Separation Incentive Payment beginning May 1.

“The Air Force recognizes the invaluable contributions of our civilian workforce, but also recognizes the fiscal constraints under which the Department of Defense and the government as a whole are operating,” said Maj. Gen. Sharon Dunbar, the Director of Force Management Policy. “Our civilian workforce is near required target levels, and we’re focused on fine tuning the force while taking care to minimize the effect on our current permanent civilian workforce and their families.”

As the Air Force continues the fiscal 2012 civilian workforce restructure, round three of VERA/VSIP will be used to further realign and rebalance the civilian force. In addition, the Defense Civilian Personnel Advisory Service has granted a temporary waiver exception to the Priority Placement Program to expand the use of VSIP across installations. The Air Force Personnel Center will be providing additional details to the Civilian Personnel Sections on the waiver criteria.

Civilian employees will receive VERA/VSIP eligibility surveys from their local CPSs May 1, and applications are due the week of May 14 or an earlier date established by local authorities. Applicants approved for this round of VERA/VSIP will need to separate no later than Aug. 31.

“We are committed to maximizing voluntary separation measures to preclude involuntary actions,” Dunbar said. “However, as we progress toward the end of the fiscal year, it is apparent some bases will need to rebalance the skills of their workforce into other enduring positions.”

The processes available to rebalance or re-skill the workforce include using reduction-in-force procedures to determine employee placements rights into enduring vacancies as well as providing the flexibility to waive qualifications for more placements. In that regard, the bases will begin their preparations for submitting their requests for approval to use RIF procedures so as to have their employees realigned to the continuing positions by Sept. 30.

For general information about force management programs and other personnel issues, visit the Air Force Personnel Services website at <https://gum-crm.csd.disa.mil>.