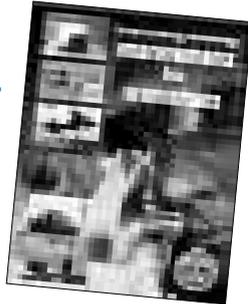




Career Development

DOD PAMPHLET ON MANUFACTURING TECHNOLOGY IMPROVEMENTS FOR WARFIGHTERS

The August 2005 Defense Department *Manufacturing Technology Improvements for Warfighters* pamphlet describes how the DoD ManTech Program



“supports the development of a responsive, world-class manufacturing capability to affordably meet the warfighters’ needs throughout the defense system life cycle.” This 16-page brochure presents an overview of the ManTech Program and clearly demonstrates the contributions and commitment of the program to the development and sustainment of critical military technology.

Download a copy of the pamphlet at <https://www.dodmantech.com/pubs/pubs.asp?main=publink#dodmantechbrochure>.

AIR FORCE PRINT NEWS (OCT. 19, 2005) PERSONNEL CENTER WILL CONDUCT FORCE SHAPING BOARD

RANDOLPH AIR FORCE BASE, Texas (AFPN)—In an effort to right size and shape its future force, Air Force officials approved an annual board to evaluate officers for continued service at their three-year point. The board will be part of the Service’s force management program.

The first Force Shaping Board is scheduled to convene at the Air Force Personnel Center April 3, 2006.

The board will evaluate active duty line officers in the 2002 and 2003 accession year groups—except officers with less than two years’ current active service or 15 or more years’ active service as of Sept. 29, 2006.

The board’s objective is to shape the future force by retaining officers the Air Force needs to develop as future leaders. The board will make its determination based on the information in the officers’ central selection record and Retention Recommendation Form.

The central selection record includes:

- Officer selection brief

- Officer performance reports
- Decorations
- Letters of evaluation—permanent change of station students (such as those at intelligence school or attending the Air Force Institute of Technology) will not have a completed an Retention Recommendation Form. Instead, their host wing commander will complete a letter of evaluation outlining the officer’s training program and performance
- Letter to the board—board-eligible officers are authorized to submit a letter to the board to provide additional information relevant to the board decision process that is not included in any other documents in the central selection record
- Retention Recommendation Form: The first O-6 or GS-15 in the officer’s chain of command will write a nine-line narrative and make a recommendation. The senior rater will review the form and either concur or non-concur with the initial reviewer’s recommendation. The senior rater will also provide a mandatory ranking on all officers in their unit by accession year group and Air Force Specialty Code.

A general officer is scheduled to visit nearly every base to further explain the board process and how it fits into the Service’s overall force management program. Likewise, they will ensure airmen are aware of the current voluntary separation initiatives.

Air Force leaders had hoped to reduce the line officer corps through a robust voluntary Force Shaping Program. The program continues to offer interested officers the following separation options, which may also include a waiver for recouping education costs:

Voluntary Separation Programs

- Limited Active Duty Service Commitment waivers: This program allows individuals to separate before the expiration of certain active duty service commitments
- Air Force Reserve Palace Chase
- Air National Guard Palace Chase
- Army Blue to Green.

Opportunities exist for airmen to continue to serve their country through federal civilian employment.

On March 1, these voluntary initiatives close to Force Shaping Board-eligible officers as the personnel center



will no longer accept separation applications from these officers.

For more information about the board and volunteer separation opportunities, visit the AFPC Force Shaping Web site at <<http://www.afpc.randolph.af.mil/retsep/shape.htm>>, or call the Air Force Personnel Contact Center at (800) 616-3775.

UNIQUE IDENTIFICATION (UID) PROGRAM OFFICE DEVELOPS ONLINE TOOL

The Unique Identification (UID) Program Office has developed an online tool to facilitate understanding and implementation of Item Unique Identification (IUID). IUID was developed to streamline the implementation of unique identification technology throughout DoD and its global supply chain. View the new Web site at: <<http://www.iuidtoolkit.com/>>.

AIR FORCE PRINT NEWS (NOV. 9, 2005) CHANGES ON HORIZON FOR PME

Staff Sgt. Carla Williams, USAF

MINOT AIR FORCE BASE, N.D. (AFPN)—The Air Force professional military education process has developed grade-related education and education opportunities that support specific jobs for officers.

“On the enlisted side, the Air Force has long had a continuity of PME programs that are associated with rank advancement, but you also have courses based on job and level of responsibility such as the First Sergeant’s Academy,” said Maj. Gen. Robert J. “Bob” Elder Jr., Air War College commandant and Air University vice commander, during his visit to Minot Air Force Base, N.D. Nov. 3.

“We are now expanding this dual approach—rank and position education—with the officer corps,” he said.

Gen. Elder, who commanded the 5th Bomb Wing from 1996 to 1998, said the war college is currently enhancing senior development education courses.

“The new AWC program features an SDE distance-learning course, concentrating on institutional leadership—particularly within the Air Force—for all upcoming colonels,” said the general, who has been the AWC commandant since July 2004. “We also have a resident warfighting course, focused on joint and coalition operations, that will be fully accredited as a joint-PME Phase II course. This means graduates of the warfighting course

will have the PME credit required for assignment as joint-specialty officers.”

The SDE courses will now focus on the continued development of strategic leader skills.

“Strategic leader is a widely used term in the business community for top executives who are known for their critical analysis, creative thinking, decision making, and planning skills,” said the general. “We’re focusing on these executive skills and cross-cultural communication capabilities to ensure Air Force senior leaders have the ability to lead our own people as well as communicate with other Services and coalition forces.”

The general, who flew 83 combat hours during operations Enduring Freedom and Iraqi Freedom, sees many PME changes on the horizon.

“We’re now spending time focusing on cross-cultural negotiations, not just looking at different countries but also cultural differences between our own military services—changes made essential by the changing nature of war. That’s a big shift,” he said. “The other big issue is working with other agencies, not only government agencies but also non-government agencies. To aid this, our new courses will spend more time looking at how we bring all instruments of national power together.”

He also said PME’s focus will shift toward continuous learning, with continuous reinforcement and re-learning of evolving Air Force and joint doctrine.

“We don’t want people to think PME is finished once they complete a course—PME is something done throughout one’s professional lifetime,” he explained. “To enable this, we want to make it easier with something we call booster shots. For example, we envision company grade officers will take a pre-squadron officer school class that will look at Air Force doctrine, personal communication skills, and group and team leadership dynamics.”

Williams is with the 5th Bomb Wing Public Affairs, Minot AFB, N.D.

DEFENSE ACQUISITION MANAGEMENT INFORMATION RETRIEVAL WEB SITE

The Defense Acquisition Management Information Retrieval (DAMIR) Web site at <<http://www.acq.osd.mil/damir/>> is a DoD initiative to provide enterprise visibility to acquisition program information. The primary goal of DAMIR is to streamline acquisition



management and oversight by leveraging the capabilities of a net-centric environment. DAMIR will identify the various data sources the acquisition community uses to manage Major Defense Acquisition Programs (MDAP) and Major Automated Information Systems (MAIS) programs and provide a unified Web-based interface through which to present that information. DAMIR will enable the OSD, Military Services, Congress, and other participating communities to access information relevant to their missions regardless of the agency or where the data resides. As DAMIR evolves, its components will replace the need for the legacy Consolidated Acquisition Reporting System (CARS). The current DAMIR capability consists of two major Web-based components: *Purview* and the *Virtual Library*.

Purview is an executive information system that displays program information such as mission and description, cost, funding, and schedule. It was developed under the DAMIR initiative to provide a comprehensive view of the current state of all MDAP and MAIS programs. Purview is the presentation layer for structured data currently collected in CARS. It will continue to be the solution for structured acquisition data presentation as the DAMIR initiative moves forward, and Web services begin pulling this information directly from the Service acquisition databases.

The Virtual Library is a search tool for unstructured data discovery. Built to meet the acquisition community's requirement for a tool that helps users search through unstructured data, the DAMIR Virtual Library delivers the capability to search through program documentation, such as budget information and acquisition strategies. This information may be stored in various formats, such as Word documents or .PDF files, and in disparate sources, including Oracle databases, file servers, and Web servers.

AMERICAN FORCES PRESS SERVICE (NOV. 30, 2005) STANDARD FEDERAL ID TO REPLACE COMMON ACCESS CARDS

Sgt. Sara Wood, USA

WASHINGTON (AFPN)—A new, standardized identification card is being developed for all federal employees.

The new card will replace the common access cards that military personnel, government civilians, and contractors now hold, said Mary Dixon, deputy director of the Defense Manpower Data Center.

The new cards will look much the same as CACs, with a few changes, Dixon said. The color scheme will be different and more information will be embedded in the card, she said.

The added information will be a biometric of two fingerprints, to be used for identification purposes, and a string of numbers that will allow physical access to buildings, Dixon said.

The biggest change will be the addition of wireless technology, which will allow the cards to be read by a machine from a short distance away, Dixon said. This will make the new cards much easier to use for access to buildings than CACs, which must be swiped through a reader, she said.

The new cards themselves will not be enough to grant access to all federal buildings, Dixon said. Rather, they will be checked against each building's database to determine if an individual has access.

A prototype of the new card is being developed and will be finalized in the next couple of months, Dixon said. The cards will be issued starting in October 2006 to all military personnel, government civilians, and qualified contractors. In the Defense Department, all employees should have the new cards within three-and-a-half years, she said. A timeline has not been set for the rest of the federal government.

Wood is with the American Forces Press Service.

AIR FORCE MATERIEL COMMAND NEWS SERVICE (DEC. 14, 2005)

LEAVING THE AIR FORCE? CONSIDER CIVILIAN GOVERNMENT EMPLOYMENT

1st Lt. Martha L. Petersante-Gioia, USAF

HANSCOM AIR FORCE BASE, Mass. (AFPN)—For those facing force shaping boards and contemplating the possibility of separating from the Air Force, employment options can seem overwhelming.

However, the members of civilian personnel offices are ready to help military members transition to government civilian employment.

People may apply for a civilian position 120 days before separation, said Paula MacKenzie, a human resource officer with the 66th Air Base Wing civilian personnel office at Hanscom. Normally, it takes between 60 and 90 days to receive notification after applying for a civilian



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position and, if selected, from 30 to 45 days until an applicant can start working.

Military time does count, she said. "It is put towards work experience and may be used for leave accrual or retirement."

Those who recently separated or retired may be eligible for veteran's preference when applying. Point values range from five to 10 points. Disabled veterans are eligible for up to 10 points. Veterans discharged with an honorable or general discharge who served during a war may claim five points. For a detailed listing of veteran's preferences contact the Veteran's Preference Advisor online at: <http://www.dol.gov/elaws/vetspref.htm> for more information. Disabled veteran's counseling is also available from AMVETS.

Applying for a civilian position can be broken into three steps: submit a résumé, search job postings, and self-nominate.

Résumés can be submitted to the Air Force Personnel Center in one of three ways: through Résumé Writer, the online résumé writer; e-mail; or mail.

Submitting through Résumé Writer is the preferred method, states the Air Force Personnel Center's Civilian Employment Application Guide job kit. It is posted online at <http://www.afpc.randolph.af.mil>. This method allows users to post a résumé and have it processed into the personnel system within 24 hours. It also allows users to edit and review résumés at any time. Résumés remain active in the system for one year.

Résumés that are e-mailed or mailed can take up to five days to process. Résumés can be e-mailed to Ext.Resume@randolph.af.mil for all external applicants (those not working in a civilian position).

"Applicant Information" must be in the subject line of the e-mail, and résumés should not be sent as an attachment. Applicants cannot review, print, or update their résumés when using this method.

The next step is to search for a job. Federal jobs are posted on a variety of Web sites. AFPC links to various Air Force postings and also to <http://www.usajob.opm.gov>. This site hosts various federal jobs all over the world. The personnel center also offers the Civilian Announcement Notification System, or CANS.

CANS is an e-mail service where users receive notification of Air Force civilian job openings meeting their criteria. Information will be stored in the system for up to 180 days and users may use up to 20 criteria combinations.

After finding a job and making sure that all supplemental data and a résumé are active in the system, self-nomination is the next step. There are two ways applicants may self-nominate: online at the AFPC Civilian Employment home page or over the AF Job Line at (800) 616-3775. Applicants must have their Social Security number, a personal identification number, and the 11-digit job announcement code when self-nominating via the job line.

AFPC offers this tip: Be sure to see the self-nomination confirmation before exiting the Web site. If people do not see a confirmation, the self-nomination was not completed. Applicants should print a copy of the confirmation.

After completing the process, applicants can log on to the AFPC Web site or call the job line to check on a self-nomination.

Here are some additional tips:

- Those who want to self-nominate and update a résumé on file should self-nominate first before updating the résumé because applicants cannot self-nominate while a résumé is being updated.
- External candidates whose résumés have expired and were submitted through Résumé Writer can access the AFPC Web site and select the Résumé Writer menu option. Click on "Update Résumé" and make any necessary changes; then click "Submit." The system requires 24 hours to refresh before the résumé flows into the AFPC Resumix data system. Once the résumé has entered the system, applicants can self-nominate for vacancies.

Other supporting documents may need to be provided before an official job offer can be made.

"Transcripts, Defense Department Form 214 (Statement of Service), and applicable licenses or certifications should be submitted in a timely fashion as required by the position," MacKenzie said.

Applicants should keep track of the job close-out date and keep that in mind when applying. Also, applicants



need to fill out the knowledge, skills, and abilities section of a job, where required.

Petersante-Gioia is with 66th Air Base Wing Public Affairs, Hanscom AFB, Mass.

ARMY NEWS RELEASE (DEC. 15, 2005) ARMY UPDATES MANAGEMENT OF COLONELS

As the Army transforms to meet new challenges, it is also transforming the personnel management of senior military officers. In January 2006, the Army will form a single organization known as Senior Leader Development (SLD) to manage colonels and general officers.

The new organization will form around two existing organizations: General Officer Management Office (GOMO) that assists Army leadership with developing, assigning, and managing Army general officers, and Human Resources Command's Colonels Division. The result is that both colonels and promotable lieutenant colonels will be added to the group of senior military leaders managed directly by the Secretary of the Army and the Chief of Staff of the Army.

"Senior Leader Development provides us with a unique opportunity to fully leverage and better apportion the inherent talents, experiences, and leadership skills of a combined force of senior leaders," said Gen. Peter J. Schoomaker, Chief of Staff of the Army. "The national security environment demands more from our senior military leaders than ever before."

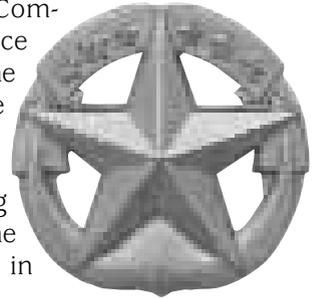
Senior officers will work with the new organization to synchronize their development plans with Army requirements in order to better focus their continuing contributions to the nation. According to the forthcoming director, Col. Mike Harris, "While fewer than 3 percent of Army colonels are selected for promotion to brigadier general each year, 100 percent of them will continue to contribute to the defense of our nation. Therefore, it is important that the Army continue to develop its colonels, whether for utilization in a colonel position or with anticipation towards a general officer position."

SLD provides the Army with a unique opportunity to take advantage of a combined force of Army senior leaders. By further developing and closely managing senior officers "together at the top," the Army is sending a clear message to its colonels that they are a valued element of the Army's strategic leadership.

Media seeking more information about the Senior Leader Development office should contact Lt. Col. Pamela Hart at (703) 697-5662 or Maj. Elizabeth Robbins at (703) 697-5343.

COMMANDER, NAVAL SURFACE FORCES PUBLIC AFFAIRS (DEC. 18, 2005) NAVAL SURFACE FORCES TO INSTITUTE XO/CO FLEET-UP IN 2006

SAN DIEGO (NNS)—Commander, Naval Surface Forces has announced the implementation of "Executive Officer to Commanding Officer Fleet-Up" on its surface ships and sea staffs beginning in calendar year 2006, with the majority of changes coming in 2008 and 2009.



Executive Officers (XOs) will serve 18 months and then "fleet up" to commanding officer (CO) for their command tour on the same ship. Additionally, "major command"-screened officers will serve as the executive officer or chief staff officer (deputy warfare commander) and fleet up to the Commanding Officer/Commodore (warfare commander) position.

Vice Adm. Terry Etnyre, commander, Naval Surface Forces, said, "XO/CO Fleet-Up is about command. It provides focused command leadership stability throughout a ship's life. A commanding officer will reap the benefits of the actions and policies he or she institutes as executive officer. He or she will know the crew upon assumption of command and will be intimately familiar with the material condition and the combat readiness of the ship. This improves readiness and will provide an unprecedented level of command leadership stability in our Surface Force."

According to Surface Warfare leadership, the plan will increase flexibility in the surface warfare officer (SWO) career path in order to send more SWOs to Junior and Senior War Colleges, qualify SWOs sooner as joint specialty officers (JSO), send more SWOs to multiple joint tours, ensure command leadership stability on ships and staffs, and increase the proficiency and experience of major warfare commanders.

Etnyre added, "XO/CO Fleet-Up helps us meet SWO requirements by providing a career path that solidifies future progression to command and warfighting expertise



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while enabling our officers to complete critical joint tours as we fight the global war on terrorism. Combatant commands, fleet, and joint staffs will also regain critical SWO representation.”

The career path for SWOs will change under the plan. The start of an officer's XO tour will move to the right (15.5-year point vice the current 13-year point), and the start of the CO tour will move to left (17 years vice 18 to 18.5 years).

Capt. Tony Kurta, director of Navy Personnel Command's Surface Warfare Division (PERS-41), explained, “Officers in promotion year group (PYG) '05 to lieutenant commander or junior will be XO/CO Fleet-Up officers. PYG-04 officers and senior are conventional career path officers, meaning they will complete traditional XO tours. Some PYG-04 and senior officers will complete a second XO tour as part of the XO/CO Fleet-Up, and some will only complete a CO tour. Neither path is better or preferred. The path will solely depend on an individual officer's timing and the ship to which he or she is slated.”

All SWOs are encouraged to attend waterfront briefings commencing in January 2006 outlining how this affects them individually.

More information is also available through the XO/CO Fleet-Up Web site at <<http://www.npc.navy.mil/Officer/SurfaceWarfare/HotItems/XOCOFleetUp.htm>> or from their SWO detailer.

U.S. ARMY ACQUISITION SUPPORT CENTER (DECEMBER 2005) CIVILIAN REGIONAL ROTATIONAL DEVELOPMENTAL ASSIGNMENT PROGRAM (C-RDAP)

For years, the Army Acquisition Corps (AAC) has encouraged individuals to broaden their experience and enhance their careers. For the most part, this meant moving functionally, organizationally, and/or geographically. Many were unwilling or unable to take that chance or make that sacrifice. With C-RDAP, it is now possible to make a move without leaving the comfort zone of having the position of record to return to.

C-RDAP has been structured to allow individuals to gain experience in another career field, another organization, or another commodity within the local commuting area.

The Acquisition Support Center now offers the opportunity to develop required acquisition/leadership skills, while at the same time, gaining career-enhancing experience.

The process starts with a memorandum, signed by the local regional director, forwarded to all organizations soliciting potential opportunities for developmental assignments. Once these opportunities have been identified, the regional director sends out a general announcement to the workforce for individuals looking to take advantage of the C-RDAP opportunity.

Those interested must submit an application package, which includes a résumé, Acquisition Career Record Brief, Senior Rater Potential Evaluation, and Individual Development Plan. The individual needs and career-enhancing goals and objectives must be identified. If the individual is board selected, requirements will be matched as closely as possible to a developmental assignment.

The C-RDAP will be introduced throughout all of the regions in the March 2006 timeframe. If you are interested in either part of the program, please watch for the request and announcement or contact your regional acquisition career manager. Additional information on this program will be available in the near future on the Army Acquisition Corps Web site at <<http://asc.army.mil>>. Select “Portal,” followed by “Programs,” and then “C-RDAP.” For more information, contact Eileen Reichler at eileen.reichler@us.army.mil.

NEW DOD/NACE CORRDEFENSE E-MAGAZINE

The U.S. Department of Defense, in collaboration with the National Association of Corrosion Engineers—NACE International—recently launched the first issue of *CorrDefense*, an online magazine highlighting corrosion-control efforts of the DoD, as well as projects and initiatives the agency shares with laboratories, universities, research institutes, and private companies.

CorrDefense will be published three times a year and is part of a far-reaching DoD initiative to improve corrosion-control efforts and employ best practices to protect military assets and infrastructure. The October 2005 inaugural issue is now available on the DoD Corrosion Exchange Web site at <<http://www.dodcorrosionexchange.org/CorrDefense/October-2005/>>.