



Air Force Reserve Medical Service Officer Career Guide

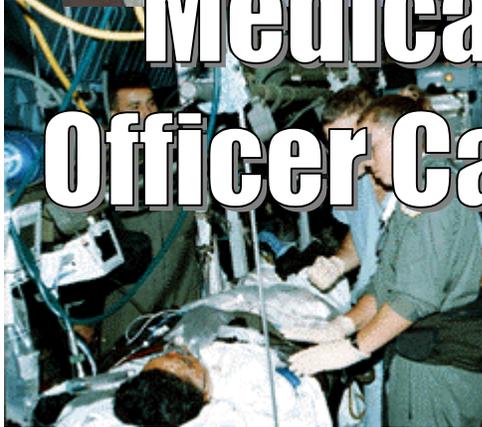


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Senior Medical Service Corps Council.
Edited and revised by the members of the
445th Aeromedical Evacuation Squadron
Wright-Patterson AFB, OH*

*The guide reflects unofficial information current to the best of the editor's ability on 5/16/2002.
Please contact Norman.Ray@wpafb.af.mil or Allen.Gilbar@wpafb.af.mil to correct any errors.*

Chapter 1

USAF VISION 2020

Air Force Core Values: Integrity First • Service Before Self • Excellence In All We Do

We are America's Airmen. We are warriors...we will fight and win wherever our nation needs us. The aerospace realm is our domain, and we are vigilant in our commitment to defend, control and use it in our nation's interest. We are leaders...we live our core values. We are a Total Force—Active, Guard, Reserve, and Civilian—seamless in providing aerospace power. We do not operate alone. Our efforts are made possible by the great support of many. Our families, our retirees, the employers of our Guardsmen and Reservists, our industry partners, and the communities in which we live and work enable us to carry out our mission. And we are partners in the Joint Team...we project aerospace power anywhere in the world, and operate in concert with America's land and sea forces, and with our allies. Wherever we serve, whatever we do, we are America's Airmen.

We will recruit, train and retain America's best young men and women to provide Global Vigilance, Reach and Power to our nation in the 21st Century. We will command and lead effectively at all levels—with decisiveness and concern for our people. We'll provide an environment that encourages all our people to achieve personal and professional excellence, taking pride in being part of the aerospace force that's respected the world over. We will size, shape and operate the force to meet the needs of the nation. We must also manage the effects of tempo on our people. This is particularly important for those elements of the force currently in short supply, but in high demand. And we'll continue leading the way in leveraging the strengths of all our components to optimize Total Force effectiveness in peace as well as war. America's Airmen will be smart, sharp and tough. We'll provide them with the education, equipment and training to perform at their best. And we will demonstrate commitment to our people and to their families, providing a quality of life that lives up to their trust. Our Air Force will be worthy of the great men and women who join us.

The FOUNDATION: Our People & Our Values

We are an integrated aerospace force. Our domain stretches from the earth's surface to the outer reaches of space in a seamless operational medium. We operate aircraft and spacecraft optimized for their environments, but the art of commanding aerospace power lies in integrating systems to produce the exact effects the nation needs. To meet this need, we've modified our command organizations to take full advantage of air, space and information expertise. We have implemented an Aerospace Basic Course that ensures newly commissioned officers understand the breadth and value of the different components of aerospace power. Our Space Warfare Center now emphasizes how to leverage the combination of space and atmospheric capabilities, and we've added space training to the air combat training at our Weapons School. Our information capabilities support operations across the entire aerospace domain. And we're putting air, space and information operators into all our key commands and training courses, focusing on expanding and cross-flowing knowledge to maximize effectiveness.

The DOMAIN: Aerospace

We will continue integrating air, space and information operations, while leveraging the strengths of each. Our airmen will think in terms of controlling and exploiting the full aerospace continuum on a regional and global scale to achieve effects both on earth and in flight regimes beyond the horizon. We will strengthen the ability of our commanders to command and control aerospace forces. Their Aerospace Operations Centers will be able to gather and fuse the full range of information, from national to tactical, in real-time, and to rapidly convert that information to knowledge and understanding—to assure decision dominance over adversaries. To employ these aerospace capabilities effectively, we'll continue to develop commanders who think in terms of exploiting the whole aerospace continuum—leaders able to employ forces that produce the desired effects, regardless of where platforms reside, fly, or orbit. These leaders with experience and cross-competence in the increasingly complex range of military discipline will lead aerospace and joint forces to victory for the nation.

The METHOD: Expeditionary Aerospace Force

We are an expeditionary aerospace force configured for the full spectrum of aerospace operations. We have returned to our expeditionary roots in the way we organize ourselves and present our forces. This shift provides a unifying structure that brings all our people together in shared challenges, shared goals and shared successes. Airmen from all across the Air Force contribute to our expeditionary capabilities—from those who provide the deterrent umbrella under which we operate, to those who deploy, to those who operate the fixed facilities on which we depend when we reach back for support. We have constituted ten deployable Aerospace Expeditionary Forces, or AEFs. Two AEFs, trained to task, are always deployed or on call to meet current national requirements while the remaining force trains, exercises and prepares for the full spectrum of operations. AEFs provide joint force commanders with ready and complete aerospace force packages that can be tailored to meet the spectrum of contingencies—ensuring situational awareness, freedom from attack, freedom to maneuver and freedom to attack. They fit into established theater-based command and control structures, when such are available, or bring their own command and control when needed. In addition, we maintain an Aerospace Expeditionary Wing, or AEW, on continuous alert as a force to respond to unexpected developments, as well as on-call Lead Wings to open expeditionary bases. Most important to our people, our rotational structure provides predictability for their lives and stability for their training. Predictability also is key to optimizing peacetime participation of our traditional Guardsmen and Reservists who must balance military duties with full-time civilian employment. In a smaller-scale contingency, one AEF, task force-organized, can provide intelligence, surveillance, reconnaissance, and command and control of aerospace forces, over an area roughly half the size of Texas. The AEF can provide air superiority while striking some 200 targets per day. One AEF can surge to provide these capabilities 24 hours a day. More AEFs can be added, expanding the space we can control and contributing to our ability to transition rapidly from contingency operations to major theater war. We will continue to improve our expeditionary capabilities as we become lighter and leaner—at the same time we become more lethal. We are already responsive, but we'll become even more so. We will be able to deploy an AEF in 48 hours—fast enough to curb many crises before they escalate. We will be able to rapidly deploy additional AEFs—up to 5 AEFs in 15 days—providing joint force commanders options to begin offensive operations and halt and win major theater wars. And we will improve the capabilities each AEF provides. We'll expand the battlespace an AEF can control and enhance our ability to do real-time, adaptive targeting to dominate that battlespace. We'll dramatically increase the number of targets one AEF can engage in a day. We will leverage long-range and stealthy assets to ensure we can access any target—and quickly defeat enemy defenses to allow other forces to operate. We'll focus on the Expeditionary Combat Support capabilities that underpin our ability to operate anywhere. Effective, efficient logistics will be key to sustaining expeditionary forces. We will harness information technology, rapid transportation and the strengths of both the organic and industrial logistics base to ensure responsive, dependable, precise support. We'll constantly improve the skills and discipline to protect the force in any environment. And we will use the AEF structure to reconstitute our forces when they surge, to ensure we regain and maintain the sharp edge of readiness.

The BUILDING BLOCKS: Our Core Competencies

We are America's Air Force. We are focused on the aerospace domain. Although we make no claim to exclusivity, aerospace power is our primary mission. We execute that mission by mastering our core competencies. These core competencies are built upon foundations of world class support across a wide range of disciplines—acquisition to logistics, health care to education and training. We will develop and field the critical future capabilities to sustain our core competencies, and the command and control through which we employ them. We'll provide the full range of vigilance necessary to anticipate and deter emerging global threats. Enhanced vigilance will be essential to guard against new threats that could reach our homeland or impact America's worldwide security interests. We will optimize the great potential of space systems to provide duration, breadth and depth of coverage, and of manned and unmanned atmospheric systems to provide focus. And we'll continue to develop the ability to control space when need be, assuring our ability to capitalize on space's advantages. That will become vital as more countries enter space and potential threats to our systems increase.

- **Agile Combat Support**

With advanced integrated aerospace capabilities, networked into a system of systems, we'll provide the ability to find, fix, assess, track, target and engage anything of military significance, anywhere. We'll transition from the ability to do that in hours to the ability to do it in minutes. Information superiority will be a vital enabler of that capability. We will continually improve our ability to make better decisions, faster—faster than an enemy can react—to assure decision dominance over adversaries. We will continue enhancing our reach. We'll be able to achieve desired effects from whatever range we choose. Aerospace power's ability to strike directly from the United States, or from regional bases, ensures maximum flexibility. Improvements in standoff and penetration capabilities will enable us to operate with reduced vulnerabilities. Capitalizing more fully on a set of revolutionary technologies—like stealth, advanced airborne and spaceborne sensors and highly precise all-weather munitions—we'll operate with great effectiveness in an environment that includes not just new adversarial aircraft, but advanced surface-to-air missile systems, theater ballistic missiles, cruise missiles and a multitude of international space systems. In that challenging battlespace, our improved capabilities will provide joint forces with freedom from attack, freedom to maneuver and freedom to attack, while denying those to the enemy. We'll target with such speed and precision that we'll deny an enemy the traditional sanctuaries of night, weather and terrain. With advanced sensors and a range of precise weapons, from large to very small, we will be able to strike effectively wherever and whenever necessary with minimum collateral damage. We'll harness new ways to achieve effects, ranging from directed energy to non-lethal weapons. We'll continue improving our strategic agility, providing the mobility to rapidly position and reposition forces in any environment, anywhere in the world. At the same time, our combat support will become more agile. We will streamline what we take with us, reducing our forward support footprint by 50 percent. We'll rely increasingly on distributed (or reach back) operations to efficiently sustain our forces, providing time-definite delivery of needed capabilities. Fast, flexible, responsive, reliable support will be the foundation of all Air Force operations.

- **A Proud Heritage of Innovation Continues....**

We are an innovative, adaptive force. That's not new for us. We were born of change and it remains a part of our character. We challenge ourselves after every mission, every day. What worked? What didn't? How do we become better? This kind of continuing innovation leads over time to dramatic improvement—sometimes known as transformation. Real transformation is not the result of a one-time improvement, but a sustained and determined effort. We have been engaged in that effort for more than ten years, and it is paying off in the dramatic improvements in capability that have been on display in places like the Persian Gulf and Kosovo. Impressive as those improvements have been, they are just the beginning. We recognize that aerospace power is America's asymmetric advantage—and we're determined to ensure America keeps that advantage.

The APPROACH: Innovation & Adaptation

We will continue exploring both science and technology and operational concepts, identifying those ideas that offer potential for evolutionary or revolutionary increases in capability. We'll test those ideas rigorously through experimentation to determine which have practical application worthy of development. We will ensure technological innovations continue to be accompanied by innovations in doctrine, organization and training. These intellectual innovations will prepare us to conduct and sustain decisive operations in major theater war and in other

forms of conflict. We will leverage information technology as a way to continue transforming our operational capabilities and command and control. And we'll encourage innovation in our research and battle labs, our product centers, logistics centers and warfare centers and across the force—recognizing that it is in the imagination of our people that new concepts and technologies key to future aerospace operations will be born.

The COMMITMENT: Keeping the Trust

We are partners in our nation's security. We dominate the aerospace domain to facilitate the effectiveness of the Joint Team. Our commitment is firm—to work effectively with soldiers, sailors, marines and coast guardsmen anywhere our nation's interests and its people are at risk. And as members of the Joint Team, our commitment is equally firm to live up to the trust of our multinational partners.

We will never forget the trust the American people place in us. They count on us to protect their ideals, their security and their prosperity—and they give us their finest young men and women to sustain that effort. We will keep faith with those young men and women—America's Airmen—and they will keep faith with the nation. Together, we are America's Air Force.

For more information: www.af.mil/vision

Chapter 2

AIR FORCE MEDICAL SERVICE (AFMS) MISSION, VALUES, AND PRINCIPLES

Mission

- Expand, mobilize and deploy medical support for contingency operations worldwide.
- Develop and operate a comprehensive and cost effective community based health care system
 - Promote health, safety and morale of Air Force people
 - Provide or arrange timely, high quality health care

Values

- Integrity
- Competence
- Service
- Compassion
- Courage
- Tenacity
- Patriotism

Principles

- Empowerment at the Point of Contact
- Decentralized Organization
- Respect for the Individual
- Leadership Involvement
- Dedication to Mission
- Management by Fact
- Commitment to Professional Excellence
- Build on Aeromedical Heritage
- Promote Healthy Lifestyle
- Patient Autonomy
- Ethical Behavior
- Do No Harm



THE AIR FORCE MEDICAL SERVICE CODE OF ETHICS

Preamble

The Air Force Medical Service (AFMS) supports the mission of the Air Force in times of peace, national emergency, or war. The AFMS provides medical care for patients, including members of the total force and all beneficiaries, and advances the overall health of the Air Force Community through preventive and public health measures. The AFMS promotes education, research, and policy to assure a healthy population.

To those ends, the AFMS has adopted the following:

Code Of Ethics

The AFMS shall treat all patients, clinical staff, ancillary staff, visitors, and others with respect, dignity, and courtesy.

The AFMS provides quality care and practices with compassion, competence, and integrity; and its staff will do so without regard to age, color, disability, ethnicity, national origin, race, rank, religious preference, or sex. Each Medical Treatment Facility (MTF) will evaluate and monitor quality of care and services.

The AFMS will, to the extent allowed by law and regulation, protect the confidentiality of information regarding patients' care. Patients will be clearly informed of their conditions, prognoses, and treatment options.

The AFMS shall recognize and address conflicts between or among patients and staff. Patients and staff will be apprised of any circumstances created by law, regulation, or contractual relations which may significantly affect the care rendered.

The AFMS recognizes and respects the diverse ethical perspectives of its staff and will work in partnership with the staff to enhance ethical and clinical quality standards. These tenets will be followed in all situations while recognizing there may be operational differences mandated during times of war and national emergencies.

Information available on the AFMS homepage: <https://www.afms.mil/sg/index.htm>.

Chapter 3

AIR FORCE RESERVE MEDICAL SERVICE

Introduction

The Air Force Reserve Medical Service (AFRMS) is comprised of health professionals serving in the following corps:

- Biomedical Sciences Corps (BSC)
- Dental Corps (DC)
- Medical Corps (MC)
- Medical Service Corps (MSC)
- Nurse Corps (NC)

Planning early in one's career is paramount for all AFRMS officers to enhance advancement and promotion. Factors such as training, attachment/assignment and performance of duty are important indicators of career advancement potential.

Reserve assignments/attachments are normally located in the same geographical area as the member's home. As one advances in rank and experience, some career broadening opportunities may develop which require increased travel, time, expense and sacrifice. These assignments/attachments are usually at command level locations and reflect the involved officer's increased level of responsibility, leadership and management skills. Attainment of higher rank and level of assignment/attachment are based on criteria which include, but are not limited to, outstanding performance of duty in a variety of positions, completion of professional military education and academic professional education.

Organization of The Air Reserve Component

The Air Reserve Component (ARC) is comprised of two separate entities, Air Force Reserve (AFR) and Air National Guard (ANG). These forces are the primary source of augmentation in specific contingencies, which require rapid and substantial expansion of the active force. All medical personnel in the USAF Reserve comprise the AFRMS. Under the Total Force Policy established by the Department of Defense, both Active and Reserve components are part of a single United States military resource for purposes of planning and programming

The command jurisdiction of the Air Force Reserve is held by the Chief of Air Force Reserve, Office of Air Force Reserve (HQ USAF/RE), located at the Pentagon, Washington, DC. The Headquarter USAF/RE management function includes the following activities: develop and issue policy guidance; allocate and distribute resources; plan programs and budgets, and review and evaluate program performance. HQ USAF/REM serves as the point of contact for medical issues on the Chief's staff.

The Chief of Air Force Reserve is also the Commander, Air Force Reserve Command (AFRC). The day-to day management of AFRC is the delegated responsibility of the Vice Commander, AFRC, whose office is at Robins AFB, Georgia.

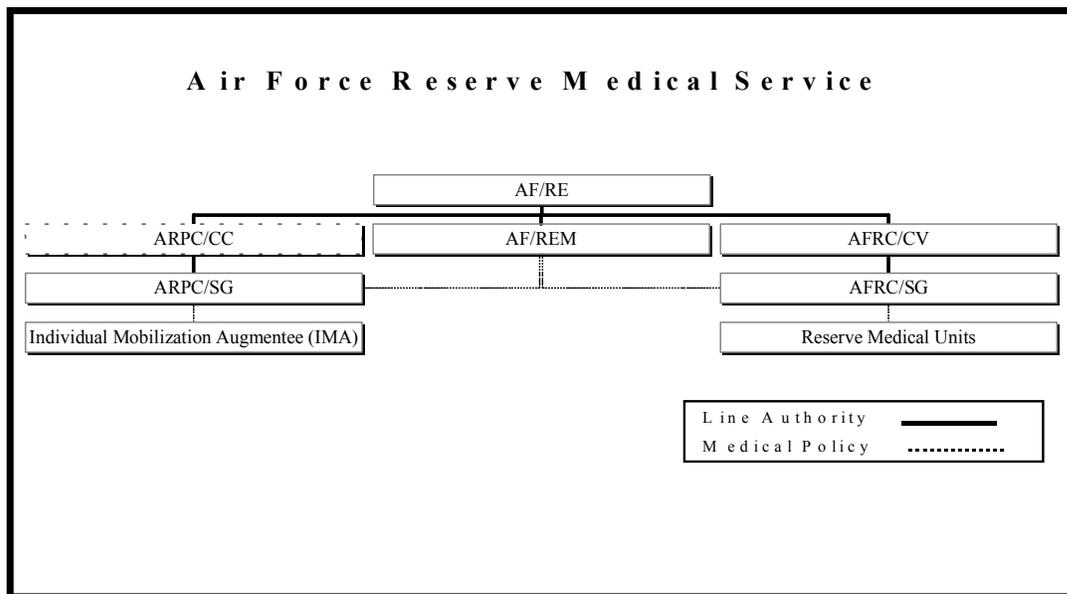
The AFRC Surgeon (HQ AFRC/SG) located at Robins AFB, Georgia is responsible for the overall programming, planning, management, budgeting and evaluation of the Air Force Reserve Medical Service, providing policy formulation and functional guidance to AFRC units and Air Reserve Personnel Center (ARPC).

Specific command jurisdiction of all unit assigned Reserve personnel is delegated to Numbered Air Forces (NAFs). All unit Reservist medical programs are centrally managed from the Office of the Command Surgeon (AFRC/SG).

The Health Services Directorate (ARPC/SG) is located in Denver, Colorado. Specific command jurisdiction of all individually assigned Reserve personnel is delegated to ARPC. The ARPC Health Services Director (ARPC/SG) centrally manages all individual Reservist medical programs.

AFRC Training/Pay Categories

There are three primary training pay categories and one non-pay category from which a Reserve officer may choose to participate in order to build retirement credits or points. Categories A, B, and J are training and pay categories and Category E is a training and non-pay/points-only category. The Unit Program, Category A, is monitored by AFRC/SG. The Individual Mobilization Augmentee (IMA) Program (Category B - 9019 ARV SQ and 9026 ARV SQ), the Medical Participating Individual Ready Reserve (Category E - 9021 ARV SQ) and the Medical Individual Ready Reserve Program (Category J- 9020 ARV SQ) are monitored by ARPC/SG.



Chapter 4

CAREER OPPORTUNITIES

Introduction

There are a variety of career opportunities available to the Reserve officer. In exploring these opportunities one needs an understanding of the training/pay categories available. An individual participating in a Reserve program must earn a specific number of points each anniversary year to qualify that year as a "good year" toward retirement. The training/pay category determines the number of points necessary to meet the retirement requirements of that program. In the following material there will be a brief description of career opportunities and the primary training/pay categories available for Reserve officers.

CATEGORY A PROGRAMS

The program authorizes 48 – 4 hour training periods which normally are served on two days of Inactive Duty Training (IDT) every month. The weekend training is referred to as a Unit Training Assembly (UTA). Unit members who complete all UTAs receive 48 points, 1 point per 4-hour IDT period. They are also authorized 15 days of annual tour where they earn 1 point for each day of active duty training. Unit members also receive 15 gratuitous membership points per year. Additional points may be earned through mandays, critical manning assistance tours or through continuing medical education special tours. Unit members must accrue a minimum of 50 points and meet other program requirements during their Retirement and Retention (R/R) year to have a good year for retirement.

AFRC/SG

Assignments to Headquarters AFRC/SG support the Command Surgeon and command medical initiatives.

NAF/RSGs

Medical officer assignments to 4th Air Force, 22nd Air Force and 10th Air Force support the NAF Surgeon. They often perform staff assistance providing guidance and oversight to assigned medical units.

Medical Groups

Groups are authorized where there are three medical units assigned to the base excluding Aeromedical Evacuation units, which come under the parent Wing Operations Group.

Medical Units

- Aerospace Medicine Squadron (AMDS): AMDSs provide pre-mobilization and post-mobilization medical support to parent wings/groups. They provide medical support to the assigned wing by providing physicals, immunizations and other medical services to ensure the unit members are fit for duty and those on mobility are medically qualified for deployment. In a post deployment phase after the parent wing deploys, the unit is available to the Gaining MAJCOM for augmentation of a fixed medical treatment facility.
- Aerospace Medicine Flight (AMDF): AMDFs provide pre-mobilization and post--mobilization medical support to parent wings/groups. In a post deployment phase after the parent wing deploys, the unit is available to the Gaining MAJCOM for augmentation of a fixed medical treatment facility.

- Aeromedical Staging Squadron (ASTS): ASTSs train to deploy to operate a Aeromedical Staging Facility (ASF) of up to 250 beds. The ASF operates to provide supportive and emergency medical care for patients transiting the Worldwide Aeromedical Evacuation System (WAES). Critical Care Air Transportable Teams (CCATT), attached to an ASTS, consist of a critical care trained Nurse (RN), a Respiratory Therapist (RT), and a critical care physician.
- Aeromedical Evacuation Squadron (AES): AESs provide medical crewmembers to support the Worldwide Aeromedical Evacuation System (WAES). They also provide Aeromedical Evacuation Operations Teams to support the launch and recovery of AE missions. Three of the squadrons have the capability to provide personnel and equipment to establish command, control, and communication functions for the aeromedical evacuation system within an assigned area of responsibility. They have a direct communications link between the user service originating patients for AE and the inter/intratheater segments of the WAES. The intratheater segment is built on the concept of using dedicated or opportune airlift support to deploy Mobile Aeromedical Staging Facility assets (personnel and equipment) to forward areas in support of the WAES.
- Medical Squadrons have a wartime mission to provide incremental manpower and equipment augmentation for an Air Transportable Hospital (ATH). In addition, medical squadrons may staff either fixed or field medical treatment facilities, providing ACLS/ATLS, limited outpatient and in-patient capability, administration, laboratory, pharmacy, and dental services. Medical Squadrons may provide initial public, occupational, environmental health services in addition to disease assessment and abatement at employment locations.
- Squadron Medical Elements (SME): Assigned to flying squadrons to provide pre-mobilization and post-mobilization medical support. Responsible for operating an Air Transportable Clinic, also a flying squadron gained asset.
- Headquarters Air Force Medical Service has a web site which lists the current Unit Type Codes and the Concept of Operations: <https://www.afms.mil/sgxr/conops.cfm>.
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IMA MEDICAL PROGRAMS

ARPC/SG Medical Program management. For all medical Reservists centrally managed by ARPC/SG, ARPC is the unit of assignment; an active duty Air Force medical treatment facility is normally the unit of attachment. These programs consist of the following:

Category B (9019 ARV SQ) Program

Inactive Duty Training (IDT) for pay and points are usually performed during weekdays, for 2 IDT points per day or 24 points per year. In addition, a 12-day paid tour of Active Duty Training (ADT) is required for each fiscal year with 1 point awarded for each day of active duty training, which is usually performed at the member's unit of attachment. Fifteen gratuitous membership points are awarded to the member each R/R year. Additional points may be earned through critical manning assistance tours or through continuing medical education special tours. Members must accrue a minimum of 50 points and meet other program requirements during their Retirement and Retention (R/R} year to have a good year for retirement.

Category B (9026 ARV SQ) Program

This is for members with critical health profession specialties. Participants must be employed full-time in a critical skill in a civilian capacity. Required training consists of 12 paid days of

active duty per year normally at the unit of attachment. There are 15 gratuitous membership points awarded. Remaining points are credited through maintaining civilian medical professional credentials/licensure and acquiring at least 20 contact hours of continuing medical education per year. Paid IDTs are not authorized. Because these individuals are in the Selected Reserve, they are eligible for position vacancy promotion (see par. 3-3). In addition, pay and points may be earned through critical manning assistance. Members must accrue a minimum of 50 points and meet other program requirements during their Retirement and Retention (R/R) year to have a good year for retirement.

Category E (9021 ARV SQ) Program

The Medical Participating Individual Ready Reserve Program is available to individuals who are awaiting a paid reserve position. Members earn non-pay points by performing inactive duty training, completing Extension Course Institute courses, or attending an approved professional meeting. With fifteen gratuitous membership points, an individual needs only to accumulate 35 more points for a good year. In addition, pay and points may be earned through critical manning assistance.

Other Category E programs available for Reservists awaiting a paid position

- Air Force Admissions Liaison Officer (AFALO): Their job is to counsel, recruit and evaluate potential candidates for the Air Force Academy and AFROTC programs. Reserve officers who would like to do more than their normal training may also perform this as an additional duty.
- Civil Air Patrol Assistance Program (CAPRAP): Provides training opportunities for both officer and enlisted personnel who serve as advisors to Civil Air Patrol units. Reserve officer and enlisted members who would like to do more than their normal training may also perform this as an additional duty.

ACTIVE DUTY TOURS 10 USC 12310 ACTIVE GUARD RESERVE (AGR)

Under this code, AFR officers may be assigned to extended active duty for a minimum of a 4-year controlled tour to support the Air Force Reserve. These tours usually are at the command level in grades of major, lieutenant colonel and colonel. The officer must be able to complete a full 4-year tour and not be on the USAF Retired List or on the USAF Reserve Retired List. If you are interested in AGR positions the AFRC web site at <http://www.afrc.af.mil> under "Information for Reservists and Families" and then "Job Opportunities" will list the AGR vacancies.

AIR RESERVE TECHNICIAN POSITIONS

The Air Force Reserve employs Air Reserve Technicians (ART) as full time civil servants. If you are interested in ART positions the AFRC web site at <http://www.afrc.af.mil> under "Information for Reservists and Families" and then "Job Opportunities" will list the ART vacancies.

RECRUITERS

The Air Force Reserve employs full time recruiters to help maintain the numbers required to complete the AFRC mission. If interested in a position as a recruiter contact <http://www.afreserve.com>.

STAFF AND SENIOR OFFICE POSITIONS

- Command Level IMAs: Reserve officers have the opportunity to serve as IMAs to command level positions in all corps of the AFRMS. This program is centrally managed by ARPC/SG and all Category A and B officers are eligible to apply. The prerequisites vary with the position and often include broad experience in Air Force Reserve matters. Important considerations which may be helpful in selection for these positions are previous experience as commander, chief

nurse or equivalent senior level positions; minimum of 3 years retainability; basic knowledge in research methodology; and a strong background in professional practice and policy.

- Mobilization Assistant (MA) Positions : All Reserve medical general officer billets are in the MA program. The AFRMS has general officer MA positions at command levels usually assigned to support active duty medical flag (general) officers. Prerequisite for assignment to a general officer billet is to successfully meet the Reserve Brigadier General Qualification Board (RBGQB). To meet the RBGQB you must have served as a O-6, Colonel for one year and completed Air War College. The RBGQB uses an assignment recommendation form, AF Form 3559 to evaluate the members potential for placement in a general officer flag position. The RBGQB then prepares a list of officers who are eligible for placement in a flag position. Then when a position opens the selecting official must choose from the RBGQB list.

Chapter 5 PROMOTION

Promotion of Commissioned Officers

The purpose of the officer promotion program is to select officers through a fair and competitive selection process that advances the best qualified officer to rank of colonel. A promotion is not a reward for past service. Instead, it is advancement to a higher grade based on past performance and future potential. To maximize chances for promotion, the officer should understand what a selection board is tasked to do and the tools available to accomplish the task.

It is never too early to plan for your next promotion. Know the eligibility requirements for your next promotion and complete all the requirements. Make sure that you know exactly when you will meet the next board. Ensure that the selection folder contains current and correct information. Begin at least one year before you meet the board by requesting copies of what is in your record. Never assume that all the correct documents are in your selection folder.

The "whole person concept" is used when an officer is considered for promotion. It includes demonstrated performance, breadth of experience, job responsibility, professional competence, specific achievements, professional military education, civilian skills reflecting on your potential for increased responsibility, leadership and Reserve participation. A board member's assessment of potential is based solely on information documented in the officer selection folder. The officer is responsible for the accuracy and currency of the information in the folder. The source documents that the promotion selection board reviews in the selection folder are:

- Promotion Recommendation Forms (PRF) *See example in the appendix*
- Officer Performance Reports (OPR) *See example in the appendix*
- Training reports
- Citations or orders for approved decorations
- Computer generated selection brief which includes
 - Summary of all the members participation
 - Academic education
 - Professional Military Education (PME)
 - Duty history
 - AFSC data
 - Aeronautical data
 - Individual's letter to the board president, if one is submitted

Any errors in the selection folder should be corrected immediately, rather than waiting until just before the records go to a promotion board. Never assume that your record is correct. Always contact ARPC well before you meet the board (recommend one year to no less than six months) to verify the contents of your selection folder. A very important web site for promotion information is available at <http://arpc.afrc.af.mil/>.

An AFR second lieutenant or first lieutenant may be considered for an accelerated promotion if the officer is considered to be outstanding. To be eligible for the accelerated promotion, the officer must have at least 24 months of service as a second or first lieutenant. This officer must also be currently assigned to and be active in a Ready Reserve Category A unit or in an Individual Mobilization Augmentee position for at least 1 year before being recommended for accelerated promotion.

For promotion through the grade of colonel, the eligible officer's record must clearly demonstrate to the board that the officer is best qualified to handle the responsibilities of the next higher grade. The Reserve Officer Personnel Management Act (ROPMA) establishes procedures for developing quotas for promotions to all grades with the quotas reducing as the grade goes higher. To be competitive for promotion to colonel, Reserve members will need to complete appropriate PME (AWC or ICAF), have more than the minimum number of participation points for a good year, and one or more decorations (Meritorious Service Medal, Air Force Commendation Medal, etc.). Command level attachment through the IMA program or commanders/supervisor positions in unit programs will enhance an individual's chance for promotion. Additional academic or professional training or board certification

will also enhance one's chance for selection. Also the PRF which meets the board should be a Definitely Promote or DP to increase the probability of promotion to colonel.

Position Vacancy Promotion

The position vacancy promotion program gives an officer with an outstanding record an opportunity for early promotion of up to three years to major or lieutenant colonel. To qualify for a position vacancy promotion, the position must exist on the unit manning document at the next higher grade for officers eligible to compete for it. The supervisor must nominate the officer for the position vacancy promotion using the PRF AF Form 709 (*See example in the appendix*) but with no requirement for marking definitely promote, promote or do not promote. Completion of advanced degrees (MS, Ph.D., etc.) and appropriate PME may enhance the individual's competitiveness for a position vacancy promotion. Earning additional points beyond the annual minimum required for retirement will also make the officer more competitive.

Position vacancy promotion results in a date of rank the same as the day the promotion results are officially released, so there is an immediate benefit regarding pay and prestige of advancement in rank. However, one should be aware that future limitations might come into existence due to fewer opportunities to serve in senior ranks. It is possible to get promoted out of the position you occupy. This happens when a member is promoted above the grade for the position he/she occupies. Waivers are possible up to full colonel but are only for one or two years at a time. Members promoted to colonel when occupying a lieutenant colonel position are usually given six months to find an O-6 (colonel) slot. If one is not available the officer may have to serve in non-pay positions. Also remember that under ROPMA you must serve three years in the grade of lieutenant colonel or colonel to retire in the grade.

Factors Affecting Promotion

Officer Evaluation System. The purpose of the Officer Evaluation System (OES) is to provide meaningful feedback to officers on what is expected of them, advise them on how well they are meeting these expectations and advise them on how to better meet these expectations. This information is extremely useful in making personnel decisions such as: promotions, assignments, school selections, and separations. The OES is also intended to provide a reliable, long-term, cumulative record of performance and potential based on that performance. The focus of the OES is on PERFORMANCE. Performance is most important for successful mission accomplishment. The Officer Performance Report (OPR) is the official record of the performance.

The information typed on the OPR (*See example in the appendix*) needs to fill all the lines and to fill all the space on each line with good words. Begin bullets with action words written in active voice. Include numbers and dollars to support capability and performance if possible. Make the first and last bullet strong with the last bullet for the rater and additional rater the strongest. To be competitive the OPR needs to recommend increased responsibility. One of the ways the active duty communicates this is to recommend PME in residence. Fill all the space top to bottom and left to right. The impression should be that there was simply not enough space to tell how good you are.

Communicate with your supervisor and give him all the help you can give. Each officer should provide his/her supervisor with enough information to fill every line on the OPR. As an IMA inform your Corps manager at ARPC if you change unit of attachment so you can be scheduled for a change of reporting official report. Also know when your report is due. It will be yearly if you earn 12 points or if you have a change of reporting official.

The Air Force Reserve is using the Promotion Recommendation Form, AF Form 709, also called the PRF (*See example in the appendix*). Its use was directed to identify an officer's promotion potential. All candidates for a position vacancy promotion will have one completed on them and it will be used for all members eligible for lieutenant colonel or colonel promotion. The form will be marked Definitely Promote, Promote and Do Not Promote his board. No quotas are required but any Definitely Promote or DPs must be rank ordered on the whole number in the competitive category rated by the senior rater. For example, if a senior rater has 10 nurses and chooses to give two Definitely Promotes he or she will mark one as 1 of 2 of 10 and the other as 2 of 2 of 10. Promotes do not require rank ordering. The Senior Rater is the first general officer in the chain. The narrative should cover the whole career and can include progress on PME and academic education. A copy should be sent to the ratee 30 days before the board.

Professional Military Education (PME)

All career-minded Reserve officers are urged to complete PME courses appropriate to their rank. Aerospace Basic Course is recommended for Lieutenants. Captains and captain-selects are encouraged to complete Squadron Officer School (SOS); majors and major-selects an intermediate service school such as Air Command and Staff College (ACSC); lieutenant colonels and lieutenant colonel-selects a senior service school such as Air War College (AWC) and or Industrial College of the Armed Forces (ICAF). PME provides a broad foundation for officers to develop leadership skills and to remain informed about national and international issues that structure the world's order, thus influencing the structure of various defense programs. PME courses are given in residence, in seminar and through correspondence. For those who wish to go in residence, early application is required and selection is made by a yearly board held at ARPC for all Category A and B members (<http://www.arpc.org> then look for the Fact Sheet link). For more information on Air University PME courses use <http://www.au.af.mil/au/index.html>.

Military Bearing

Throughout the Reserve officer's career, it is important to maintain appropriate military dress. The officer must maintain the proper uniform items and have uniforms ready for mobilization at all times. Out-of-date items must be replaced by the established phase-out date. When in uniform, members must present a neat, military appearance. In addition, the officer must meet physical fitness and weight standards.

Specialty Badges

All Air Force Reserve Medical Service officers should be aware of the rules for wearing the specialty badge. You can wear Senior badge (no application required) when you have seven years experience as an officer in your competitive category e.g. MSC. You can count constructive service credit received for experience or education before entry into the Air Force. The Master badge can be worn after fifteen years including constructive service credit.

Promotion Board Letters

The last issue is whether to write a letter to the board. The purpose of the letter to the board is only to explain anything, which is not in your record or to explain a gap in your service history such as a bad year. You can tell of progress on PME or academic education. If you are eligible for position vacancy you may send a letter to the board. You can explain information not reflected in your OPR such as community service, or the relationship between your civilian position and your military job. Remember to highlight any civilian management experience, which shows your ability to assume greater responsibility. The letter must be from you and include your name and Social Security Number. It must be signed by you and the original must arrive before 0800 of the morning the board convenes. No faxes. Keep the letters short and to the point. Don't whine or complain just explain anything not in your record. Don't ask questions or include attachments. Do not include any derogatory information about your supervisor, unit, command or the Air Force.

The Reserve Officer Personnel Management Act (ROPMA)

ROPMA was passed on 5 Oct 94 became effective on 1 Oct 96. The key provisions involve retirements, continuation and removal boards and changes to the promotion system. Now under ROPMA lieutenant colonels and higher grades will need three years time in grade to retire in that grade unless forced out by a mandatory separation date in which case the member will need six month time in grade. Also, the three years must be satisfactory retirement or good retirement years. An officer's mandatory separation date will be 30 years total federal commissioned service date not including any constructive service credit awarded on commissioning. The law establishes minimum and maximum years of service in grade. Another feature is that if a member is mobilized he or she will be still considered for Reserve promotion for two years after entry onto active duty whereas today if a Reservist returns to active duty they meet active duty board and often aren't competitive so they get passed over. Also if transferred to the Active Duty before a promotion takes effect the promotion still happens if it is a mandatory promotion selection. However if it is a unit vacancy it will only transfer if the entire unit is mobilized. Under ROPMA you will no longer be able to meet both mandatory and PV board at the same time. The bottom line is that ROPMA is a force management tool and it is the law.

Awards and Decorations

You should be aware that as a generalization that every three years you can be eligible for award of a medal. Air Force Achievement Medals, Air Force Commendation Medals, and Meritorious Service Medals are the most common ones to seek. Refer to AFI 36-2803, The Air Force Awards and Decorations Program. If you keep track of your accomplishments you can help your supervisor prepare the recommendation. Ask your supervisor to consider submitting you and offer to help prepare the request. You will need to keep aware of the time between medals so you can explore the issue with your supervisor. Anytime you change units you should ask if they would put you in for a medal and offer to provide help. Prepare “bullets” to help your supervisor. When you meet a promotion board you should try to have a recent award at the appropriate level for the promotion. For example, to be selected for promotion to lieutenant colonel or higher your record should include a Meritorious Service Medal.

Other awards, both individual and unit will also reflect well on your potential and should be noted on your OPR. The Air Force has annual awards such as those presented at AMSUS and listed in the 36-XX series publications. A majority of the medical awards are detailed in AFI 36-2856, AFI 36-2808, AFI 36-2868, AFRCI 36-2803, and AFRCI 36-2807. The references list annual awards and total career awards such as the prestigious Donald Wagner Award for the Outstanding Medical Service Corps Officer in the Reserves and the Beverly Lindsey Award for Administrative Excellence for Nurses. Also if you were mobilized during Desert Storm you are entitled to wear the M device on your Armed Forces Reserve Medal. If you do community service look at the Military Outstanding Volunteer Service Medal (MOVSM) in AFR 36-2803. Remember to check on whether your unit has received the Air Force Outstanding Unit Award (AFOUA) or the Air Force Organizational Excellence Award (AFOEA). Award of the MOVSM, AFOUA or the AFOEA give you a ribbon for your uniform. You can check on these awards at <http://www.afpc.randolph.af.mil>.

The overall objective of the awards and decorations program is to foster morale, act as an incentive and maintain an ideal level of esprit de corps. Awards and decorations are important to Reserve officers and their subordinates. They are awarded to recognize services or acts, which are distinctly outstanding by nature and of a magnitude that, may not be recognized in any other way. Often, Reservists are not considered for decorations simply because the system does not automatically remind their supervisors. In this case, it is especially important for Reserve members to be proactive in providing their supervisors with the material needed to submit an award recommendation if they feel it is justified.

Chapter 6

CAREER MANAGEMENT

Career Progression

As officers progress in their careers, assignments/ attachments should reflect commensurate rank, experience and responsibility. Requirements also exist by corps for courses or tours that increase the individual's knowledge and proficiency. Career progression can take place by participation in either or both of the IMA and unit programs throughout one's career. It is possible, often advisable; to move from one program to the other as one's civilian career and Reserve duty needs change. One good source is the AFRC Reserve Career Life Cycle AFRC Pamphlet 36-115.

Career Broadening Activities

There are several ways Reserve officers can broaden their experiences in their Reserve assignments and enhance their promotion potential. In addition to AFALO and CAPRAP, discussed in Chapter 2, there are other opportunities available.

Health Education. Reserve officers are required to achieve a minimum number of contact hours, directly related to their AFSC, as specified by each corps. Many workshops, conferences, and seminars, sponsored by various professional, civilian and military groups, facilitate meeting this requirement. Reserve officers are encouraged to apply for Continuing Health Education to Enhance Readiness (CHEER) courses or conferences once a year according to current policy guidance. Funding is available each year to support a CHEER experience for medical Reservists. Participation is strongly encouraged by the Chief of Air Force Reserve. See AFI 41-117 for details.

USAF Formal School Courses

Military schools that are available to Reserve officers are catalogued in the following military website:
<http://etca.randolph.af.mil>.

Many of these courses are corps specific; however, some are for all corps. Each officer must be proactive and apply for appropriate courses. Review the course list in Appendix C.

Continued Professional Education

Every Reserve officer should ascribe to continued professional education. Formal academic courses and certification programs include bachelors, masters, and doctors degrees as well as certification from nationally recognized professional organizations.

Board Certification

Many medical specialties have board certifications available or required. These certifications can be significant to enhance your career progression. See AFI 41-104 for details.

Critical Manning

The purpose of Temporary Tours of Active Duty (TTAD) is to fill unexpected short-term personnel shortages usually at active duty medical facilities. Medical personnel can also perform TTAD at other than medical facilities like MAJCOM headquarters. These tours are usually for a period of not more than 139 days and Reserve personnel are paid from the active force's Military Personnel Appropriation (MPA) funds. Reservists may also perform additional tours with various Reserve missions using Reserve Personnel Appropriation (RPA) funds. These tours are also limited to 139 days with waiver opportunities to 179 days. Participation in the program is an excellent way for Reservists to enhance their career progression.

Organizational Membership

It is important to maintain membership in military, military-related and/or civilian professional organizations. Examples of military organizations include, but are not limited to, the Air Force Association (AFA) and the Reserve

Officers Association (ROA). Military-related professional organizations include, but are not limited to, the Association of Military Surgeons of the United States (AMSUS), the Aerospace Medical Association (ASMA), the Society of Air Force Flight Surgeons, the Association of Air Force Reserve Flight Surgeons and the Society of Air Force Reserve Medical Service Corps Officers. Civilian professional organizations include, but are not limited to, the American Dental Association (ADA), the American College of Healthcare Executives (ACHE), the American Academy of Medical Administrators (AAMA), the Association of Contingency Planners (ACP), the American Medical Association (AMA) and the American Nurses Association (ANA).

Career Plan

The purpose of a career plan is to help the officer stay focused and ensure requirements are met before they are needed for promotion. Your plan should indicate your long, medium and short-term goals for your career. Calculate when you expect to be promoted and what needs to be done for each promotion. This plan should be detailed enough to use as a management tool for your career. Provide yourself with options; very few plans will execute perfectly. A sample is provided in Attachment 6.

Seek A Mentor

You officially have a mentor (usually your supervisor) who is tasked with the responsibility of mentoring you. However another mentor can be invaluable for providing guidance throughout your career. You will have more than one mentor over your career and may have more than one at a time. Often an officer of the same AFSC who you know to be experienced and knowledgeable concerning career decisions can be asked to mentor you.

Network

One of the more important tools you can use in your career is networking. Go to meetings; call or email other units; meet with, call or email other Reserve members or IMAs. Networking is the best way to share and get information about opportunities and changes in your specialty, in the Medical Service and throughout the Reserve Forces.

Career Information on other areas

The web site at ARPC offers fact sheet on pay, benefits, and entitlements. The site is <http://arpc.afrc.af.mil/> then link to the site map and look for the Guard and Reserve Personnel Fact Sheets.

IMA ISSUES

Attachment: The IMA Reservist is attached to the nearest active duty United States Air Force (USAF) Medical Treatment Facility (MTF) for training where grade and Air Force Specialty Code (AFSC) can be appropriately used. The IMA will train only at Unit of Attachment (UOA) unless otherwise authorized by his UOA and HQ ARPC/SGP. All training will be coordinated to meet mission requirements of the UOA supervisor, the Reservist and Air Force Reserve.

Inactive Duty Training (IDT): One point will be earned for each training period, which consists of 4 hours of IDT (limited to two points each day), regardless of the number of hours required to fulfill a shift (a 12 hour shift still only earns 2 points). Your shift should be equivalent to the shift that the active duty personnel perform (no longer and no shorter). IDT participation documented on AF Form 40A, Authorization for Individual Inactive Duty Training.

Retirement Credit Points: A good year for retirement credit is computed on the IMA Reservist's Retirement/Retention (R/R) date - not according to fiscal year (FY). An IMA must accrue 50 points within the R/R year to have a "good retirement year"; 35 points must be earned and 15 are awarded for membership in the Reserve. No more than 90 IDT, membership, or ECI points per R/R year are creditable for computation of retirement pay. Each IMA must carefully monitor his/her point credits to ensure a "good" R/R year.

APPENDIX A

PROFESSIONAL MILITARY COURSES AVAILABLE IN-RESIDENCE

OFFICER PME COURSES – most of these courses are available through correspondence, seminar, and attendance in residence.

AIR WAR COLLEGE -- ELIGIBILITY: Lt Col/Col with fewer than 26 years of total federal commissioned service (TFCS) at class entry. CLEARANCE: Top Secret/SCI. HIGHLIGHTS: Emphasis on the study and understanding of air warfare from a national perspective, including the joint and combined environments. The rigorous course analyzes and evaluates strategy formulation and employment. Complemented by tailored advanced studies and an integrated field studies program. Maxwell AFB, AL.

US ARMY WAR COLLEGE -- ELIGIBILITY: Lt Col/Col. CLEARANCE: Top Secret/SCI. HIGHLIGHTS: Demanding war planning and war fighting exercises and simulations focusing on ground warfare. Stimulating lectures and active small group discussions framed by classical, contemporary, and future oriented readings. Regular comprehensive evaluations. Carlisle Barracks, PA.

NAVAL WAR COLLEGE -- ELIGIBILITY: Lt Col/Col. CLEARANCE: Top Secret. HIGHLIGHTS: The curriculum is based on three courses of study: Strategy and Policy, National Security Decision Making and Operations as well as a fourth, multidisciplinary electives program. Courses in each of these areas are designed to provide depth and perspective to the study of conflict, its causes and resolutions. A Master of Arts degree in National Security and Strategic Studies is awarded to graduates of the resident program. Naval War College, Newport, RI.

NATIONAL WAR COLLEGE -- ELIGIBILITY: Lt Col/Col. CLEARANCE: Top Secret/SCI. HIGHLIGHTS: Senior level course of study in national security strategy. Prepares student for high-level policy, command, and staff responsibilities. Focus on national security policy/strategy. Emphasizes a joint and interagency perspective. Fort McNair, Washington, DC.

INDUSTRIAL COLLEGE OF THE ARMED FORCES -- ELIGIBILITY: Lt Col/Col. CLEARANCE: Top Secret/SCI. HIGHLIGHTS: Postgraduate, executive-level courses of study and associated research dealing with the resource component of national power. Special emphasis on acquisition and its integration into national security strategy for peace and war. Fort McNair, Washington, DC.

JOINT FORCES STAFF COLLEGE – ELIGIBILITY: Lt Col and above assigned or enroute to a Joint duty assignment or equivalent. Must have Phase I credit at a Senior Service School or an approved equivalent. This program under the National Defense University was formerly called the Armed Forces Staff College. Application is made through ARPC through the school board announcements at <http://arpc.afrc.af.mil/>.

AIR COMMAND AND STAFF COLLEGE -- ELIGIBILITY: Major with less than 18 years TFCS. CLEARANCE: Top Secret/SCI. -HIGHLIGHTS: Focus on theater level operations, combined arm/composite warfare, with an introduction to national military and security strategy. Emphasis on joint forces/ operational level of war, organization and command relationships, joint C3 and intelligence, and defense planning systems. Maxwell AFB, AL.

ARMED FORCES STAFF COLLEGE (Joint PW - Phase U) -- Only as a follow on to Intermediate Service School (9 weeks) or to Senior Service School (12 weeks). AFSC is a JPME institution composed of three unique schools and a refresher course: the Joint and Combined Staff Officer School (JCSOS); the Joint and

Combined Warfighting School (JCWS); the Joint Command, Control, and Electronic Warfare School (JC2EWS); and the Joint Transition Course.

ELIGIBILITY: Completion of a resident Intermediate or Senior Service School. HIGHLIGHTS: Focuses on joint and combined operations. Curriculum structured to develop understanding and appreciation of joint warfighting. Designed to promote a spirit of cooperation and understanding that is critical to any joint endeavor. Norfolk NAS, VA.

SQUADRON OFFICER SCHOOL -- 7 weeks - ELIGIBILITY: Captain with fewer than eleven years TFCS. CLEARANCE: Secret. Must be medically capable of participating in physical conditioning/field leadership programs. HIGHLIGHTS: Improves warfighting capability of company grade officers. Covers leadership, officership, force employment and communication skills. Assists the development of the whole person into a seasoned professional officer capable of increased contribution to varied Air Force missions. Maxwell AFB, AL.

SHORT COURSES

RESERVE COMPONENTS NATIONAL SECURITY COURSE (RCNSC) -- 2 weeks - ELIGIBILITY: Lt Col/ Col. CLEARANCE: Top Secret. HIGHLIGHTS: Administered by the National Defense University, Washington, D.C. Curriculum consists of lectures, panel discussion, seminars, and simulation exercises dealing with national security policy and defense resource management by faculty from the National War College, the Industrial College of the Armed Forces, the Armed Forces Staff College, the Institute for National Strategic Studies and by distinguished speakers. Locations vary.

ARMY SENIOR RESERVE COMPONENT OFFICER COURSE -- 10 days - ELIGIBILITY: Cols in BG positions or on statutory tours. CLEARANCE: Top Secret. HIGHLIGHTS: Broadens perspective on a wide variety of national security and national strategy issues. Roles, missions, and functions of the organization of the Joint Chiefs of Staff studied. Army War College, Carlisle Barracks, PA.

JOINT MEDICAL PLANNERS COURSE (JMPC) -- The course primary objective is to prepare intermediate level officers to effectively function as medical planners at unified commands, service headquarters, component level, and other joint command levels. There are four 3 week courses per year. Each course target 16 - 20 students in the grade of O-4 and O-5 assigned as a medical planner to Unified & Service Component Command, Service HQ, Major Command and others working in a joint arena. Selection nomination is accomplished by Service SG, with final approval by J-4 MRD. Information is available at <http://www.dtic.mil/jcs/j4/divisions/mrd/>.

MEDICAL READINESS PLANNERS COURSE -- Prepares airman, NCOs, officers, and civilians to perform duties in medical readiness. The course subject areas include: Department of Defense Organizational Structure/Command Relationships; Air Reserve Component; Medical Readiness Office Orientation; Unit Type Codes (UTC); War Reserve Materiel (WRM); DOC Statement; Filling mobility positions; Status of Resources and Training System (SORTS); Training; Exercises; Medical Concept of Operations; Medical Readiness Staff Function; Disaster Preparedness; Medical Reports/Messages; Medical Intelligence; Introduction to Planning; Joint Operations Planning System; Air Force, MAJCOM, base and unit level plans; Deployment; and discussion on medical readiness programs and applications that are available on-site; i.e. MRDSS, JULLS, DeMS, etc. Others will be introduced as implemented and/or available on-site. This course is meant to provide a foundation for medical readiness training, operations and planning duties. Access at <http://etca.randolph.af.mil> then search for readiness planners.

AFRC PROFESSIONAL DEVELOPMENT CENTER (PDC) COURSES

AIR FORCE RESERVE JUNIOR OFFICER LEADERSHIP DEVELOPMENT COURSE

3 days - Designed to develop leadership skills in junior officers. Focuses on essentials of military leadership, career planning, mentoring, and personal awareness. Primary eligibility is Lt through Capt. Location: Held at various Air Force Reserve Command locations.

SQUADRON COMMANDER'S COURSE -- 5 days - ELIGIBILITY: All squadron commanders assuming command after 1 Sep 95 must receive this mandatory training within 6 months of assuming command. The course focuses on realistic survival tools and knowledge required for success in command positions.

GROUP COMMANDERS COURSE - 10 days - ELIGIBILITY: Air Force Colonels and Lieutenant Colonels selected to become a group commander. The first week covers core commander responsibilities. During the second week, separate tracks cover operations, support, logistics, and medical command responsibilities. Location: Maxwell AFB, AL

WING COMMANDERS COURSE - 5 days - ELIGIBILITY: Air Force officers assigned to the position of wing commander. Provides an understanding of contemporary attitudes, approaches to leadership and management, legal responsibilities, and selected staff functions needing management emphasis. Location: Maxwell AFB, AL.

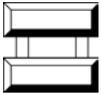
- AFRC Academic Instructor School (AIS)
- ART Managers Seminar
- ART Officer Orientation
- Confronting Difficult Issues (CDI)
- Enlisted ART Orientation
- Executive Communication Course
- International Junior Officer Leadership Development Seminar (IJOLDS)
- First Sergeant Academy (FSA)
- Junior Officer Leadership Development Seminar II (JOLDSII)
- Reserve Components Junior Officer Professional Development Seminar (RCJOPDS)
- Leadership-Today and Tomorrow
- NCOLDP New Facilitator Training
- Non-Commissioned Officers Leadership Development Program (NCOLDP)
- Senior NCO Leadership
- Seven Habits of Highly Effective People
- Squadron Commanders Leadership Seminar
- Support Group Commanders Seminar
- The 4 Roles of Leadership
- What Matters Most



Air Force Medical Career Guide

BIOMEDICAL SERVICE CORPS OFFICER



GRADE	PME	TRAINING	EDUCATION	ASSIGNMENTS	POSITION
					Mobilization Assistant
				<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Cat B (IMA)</div> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Cat A (Unit)</div> </div>	Commander HQ IMA
	Air War College or other Senior Service School			<div style="display: flex; justify-content: center; align-items: center;"> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center; margin: 0 20px;">Cat B (IMA)</div> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center; margin: 0 20px;">Cat A (Unit)</div> </div>	Commander Section OIC
	Air Command & Staff College or other Intermediate Service School	Management Clinical Symposia READINESS (All Levels)	Masters Degree or Higher	<div style="border: 1px solid black; border-radius: 50%; padding: 20px; text-align: center; width: 150px; margin: 0 auto;">ASSIGNED</div>	Section OIC Clinical Specialist
	Squadron Officer School	Professional Meetings CHEER Conferences or Courses (All Levels)		<div style="display: flex; justify-content: center; align-items: center;"> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center; margin: 0 20px;">Extended Active Dutv</div> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center; margin: 0 20px;">Cat E (IMA)</div> </div>	Clinical Specialist
	Aerospace Basic Course	JOLDS Public Health Course BEE Course			Clinical Specialist
		COT	Bachelors or Masters Degree (See AFI 36-2105)		



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DENTAL CORPS OFFICERS



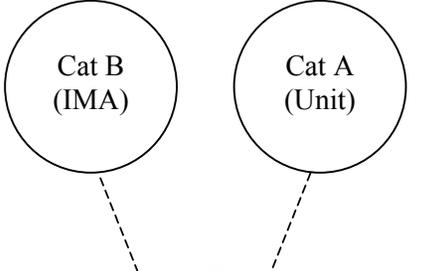
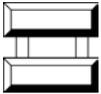
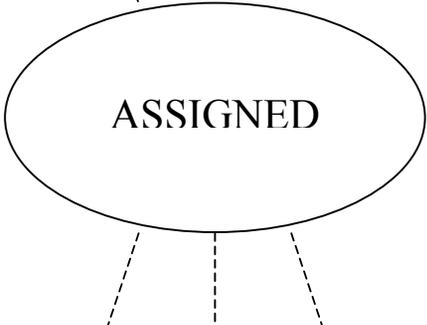
GRADE	PME	TRAINING	EDUCATION	ASSIGNMENTS	POSITION
					Mobilization Assistant
				<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Cat B (IMA)</div> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Cat A (Unit)</div> </div>	AFRC SGD Commander NAF SGD IMA to MAJCOM
	Air War College or other Senior Service School	Intermediate Executive Skills Course			Commander NAF SGD IMA to HQ or Medical Center
	Air Command & Staff College or other Intermediate Service School	Professional Meetings Management Clinical Symposia		<div style="border: 1px solid black; border-radius: 50%; padding: 20px; text-align: center; font-weight: bold; font-size: 1.2em;">ASSIGNED</div>	Chief Dental Services
	Squadron Officer School Aerospace Basic Course	JOLDS COT CHEER Conferences or Courses (All Levels) READINESS (All Levels)	Doctor of Dental Medicine	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Extended Active Dutv</div> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Cat E (IMA)</div> </div>	Unit or IMA Dental Officer



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MEDICAL CORPS OFFICERS



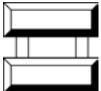
GRADE	PME	TRAINING	EDUCATION	ASSIGNMENTS	POSITION
					Mobilization Assistant
				<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Cat B (IMA)</div> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Cat A (Unit)</div> </div>	Commander NAF Surgeon IMA to HQ
	Air War College or other Senior Service School	Executive Skills Training	Management Educational Programs		Commander Senior Flight Surgeon IMA to HQ
	Air Command & Staff College or other Intermediate Service School	Professional Meetings Clinical Symposia	Board Certification	<div style="border: 1px solid black; border-radius: 50%; padding: 20px; text-align: center; font-weight: bold; font-size: 1.2em;">ASSIGNED</div>	Flight Surgeon Section OIC
	Squadron Officer School Aerospace Basic Course	COT ATLS, ACLS Flight Surgeon Course	Doctor of Medicine Board Eligible		General or Specialty Practitioner
		CHEER Conferences or Courses (All Levels)		<div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Cat E (IMA)</div>	
		READINESS (All Levels)		<div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Extended Active Duty</div>	
		Sustainment Training (All Levels)			



Air Force Medical Career Guide

MEDICAL SERVICE CORPS OFFICERS



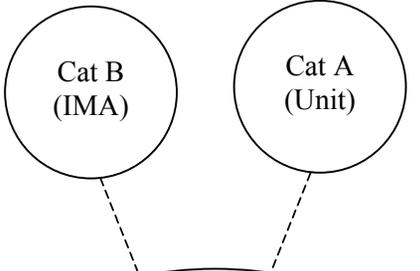
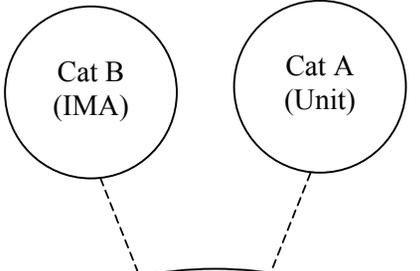
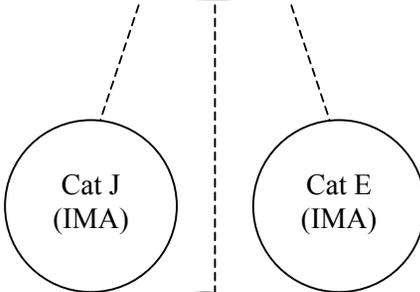
GRADE	PME	TRAINING	EDUCATION	ASSIGNMENTS	POSITION
					Mobilization Assistant
				<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Cat B (IMA)</div> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Cat A (Unit)</div> </div>	Commander, HQ IMA
	Air War College or other Senior Service School	Professional Meetings (All Levels)		<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Cat B (IMA)</div> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Cat A (Unit)</div> </div>	Commander, Administrator, HQ IMA
	Air Command & Staff College or other Intermediate Service School	READINESS (All Levels) Management Symposia		<div style="border: 1px solid black; border-radius: 50%; padding: 20px; text-align: center; font-weight: bold; font-size: 1.2em;">ASSIGNED</div>	Operations Officer, Administrator, IMA to Medical Center
	Squadron Officer School	Leadership and Management Conference CHEER Conferences or Courses	Masters Degree	<div style="display: flex; justify-content: space-around;"> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Extended Active Duty</div> <div style="border: 1px solid black; border-radius: 50%; padding: 10px; text-align: center;">Cat E (IMA)</div> </div>	Asst Administrator, Program Manager,
	Aerospace Basic Course	JOLDS			Functional Area Management
		COT	Bachelors Degree or Higher		



Air Force Medical Career Guide

NURSE CORPS OFFICERS



GRADE	PME	TRAINING	EDUCATION	ASSIGNMENTS	POSITION
					Mobilization Assistant
			Masters Degree		Commander HQ IMA
	Air War College or other Senior Service School	Executive Leadership Symposia (ELS)			Commander Chief Nurse HQ IMA
	Air Command & Staff College or other Intermediate Service School	Management / Clinical Symposia Nursing Service Management (NSM)			Asst. Chief Nurse Section OIC IMA to Medical Center
	Squadron Officer School	READINESS (All Levels)	Masters Degree desirable		Program Manager
	Aerospace Basic Course	CHEER Conferences or Courses (All Levels)			Clinical Specialties Asst. Program Manager
		JOLDS Flight Nurse School TNCC, ACLS, PALS	B.S.N or higher		Staff Nurse Flight Nurse

Officer Performance Report Front Side

FIELD GRADE OFFICER PERFORMANCE REPORT (MAJ thru COL)			
I. RATEE IDENTIFICATION DATA (Read AFI 36-2406 carefully before filling in any item)			
1. NAME (Last, First, Middle Initial) EVAC, IRA	2. SSN 123-45-6789	3. GRADE MAJ (Non-EAD)	4. DAFSC X46F3
5. PERIOD OF REPORT From: 15 Apr 2000 Thru: 14 Apr 2001		6. NO. DAYS SUPERVISION 365	7. REASON FOR REPORT Annual
8. ORGANIZATION, COMMAND, LOCATION (Use upper and lower case, no commas, no zip code) 445th Aeromedical Evacuation Squadron (AMC) Wright-Patterson AFB OH			9. PAS CODE W91LFN29
II. UNIT MISSION DESCRIPTION			
<i>(This item is unit specific and is always the same within the same unit)</i> Deploy 20 Aeromedical Evacuation crews trained and equipped to provide inflight patient care aboard mission directed aircraft used to airlift patients. Deploy Aeromedical Evacuation Operations Team and Crew Management Cell personnel to provide operational and mission management support at aerial ports supporting evacuation operations.			
III. JOB DESCRIPTION			
1. DUTY TITLE: Flight Nurse Instructor (Use the exact duty title as shown on the OPR shell, upper and lower case.)			
2. KEY DUTIES, TASKS, AND RESPONSIBILITIES: Tell what the ratee does; not how they perform their duties. Plans and directs operational and aeromedical readiness missions. Should state level of responsibility, number of people supervised and dollar value of accountable resources. Make sure the duty description includes all assigned duties; give specifics. Try to avoid code names/acronyms. If you use an acronym, you must spell it out the first time. Duties must be generic, do not use he or she. If the ratee has additional duties, put them at the end of this section. Additional Duties: Executive Officer coordinates all Executive Committee function reporting directly to the Commander.			
IV. IMPACT ON MISSION ACCOMPLISHMENT			
<ul style="list-style-type: none"> - Maximum length of this section is nine lines, use all nine lines, attempt to minimize white space at line ends - Bullet format; no ending punctuation, no more than three lines per bullet, single or two line bullets preferred -- Use past tense, but use action words - begin the bullet with strong words like Dynamic, My best, Visionary -- Begin with action word/phrase; state what ratee did, how well they did it and the impact on the mission - Use your strongest bullets for the first and last; use specifics including numbers or dollars showing success - Start primary bullet with one dash and one space and each subbullet with two spaces, two dashes, one space - Be as specific as possible relating job performance to mission accomplishment, document task and the result -- Be sure to address primary duties and responsibilities and tasks assigned only during the reporting period - Do not address civic involvement or make any recommendation in this section; should be the strongest bullet 			

Officer Performance Report - Back

VI. RATER OVERALL ASSESSMENT		RATEE NAME: EVAC, IRA	
<ul style="list-style-type: none"> - Use all nine lines, minimize white space, same bullet format, no ending punctuation, action words; past tense - Comment on overall performance/performance-based potential as compared to peers also known to the rater - Remarks on community involvement or additional duties are appropriate in this area; should reflect potential - Make recommendations for future job assignments and PME that are consistent with the ratee's current rank - Do not comment on progress/completion of PME, duty history, or advanced academic education; do not make broad statements outside the scope of the rater's responsibility/ knowledge; e.g. Best Captain in AFRC -- Do not make promotion recommendations (see the list of prohibited comments in AFI 36-2406, para. 3.7) - First/last line strong; last line needs three items; how good is ratee, recommend assignment/PME in residence - <i>Major Evac is my best field grade officer; recommend for Chief Nurse position; select for ACSC in</i> 			
Last performance feedback was accomplished on: <u>5 Nov 2000</u> (Consistent with the direction in AFI 36-2406.) <small>(If not accomplished, state the reason.)</small>			
The feedback date must be within the reporting period All signature dates must be after the closeout date			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION PATRICIA E. PICKARSKI, Lt Col, USAFR, NC 445th Aeromedical Evacuation Squadron (AMC) Wright-Patterson AFB OH		DUTY TITLE Chief, Aeromedical Nursing SSN: 3333 SIGNATURE	
		DATE 16 Apr 2001	
VII. ADDITIONAL RATER OVERALL ASSESSMENT		<input checked="" type="checkbox"/> CONCUR	
		<input type="checkbox"/> NONCONCUR	
<ul style="list-style-type: none"> - Same guidelines as in Section VI; complete all five lines with the first and last reflecting the strongest bullets - Last line-reflect officer's potential to serve in the next grade by recommending assignment or residence PME - Significant white space use indicates mediocre officer/little potential, notify supervisor if this is your intent - Recommend forwarding printed OPR and a disk with the file to the next in chain for ease of editing content - <i>Unmatched leader; a top one-percenter; visionary risk taker - now ready for more senior leadership position</i> 			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION NORMAN S. RAY, Col, USAFR, MSC 445th Aeromedical Evacuation Squadron (AMC) Wright-Patterson AFB OH		DUTY TITLE Commander SSN: 5555 SIGNATURE	
		DATE 17 Apr 2001	
VIII. REVIEWER		<input checked="" type="checkbox"/> CONCUR	
		<input type="checkbox"/> NONCONCUR	
<ul style="list-style-type: none"> - When the OPR rater or additional rater is also the senior rater, enter the statement "<i>Rater</i> (or Additional Rater, as appropriate) <i>is also the Reviewer</i>" in this section; use upper and lower (title) case for the statement -- When the rater is also the reviewer, the statement above goes in section VIII, section VII completely blank - The reviewer will only add comments to this section if he/she nonconcur with the rater or additional rater 			
NAME, GRADE, BR OF SVC, ORGN, COMD & LOCATION PAUL R. COOPER, Brig Gen, USAFR 445th Airlift Wing (AMC) Wright-Patterson AFB OH		DUTY TITLE Commander SSN: 7777 SIGNATURE	
		DATE 18 Apr 2001	

