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Operations

**COMMANDING POLICY COMBAT AND
SPECIAL INTEREST PROGRAMS**

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This instruction implements Air Force Policy Directive 10-2, *Readiness*. It describes “Combat and Special Interest Programs” (CSIP) in use throughout the United States Air Forces in Europe (USAFE). It addresses the purpose, scope, procedures and areas of responsibility for Commanding Policy Combat and Special Interest Programs. This directive establishes policy providing for the training, morale, health and fitness of USAFE personnel and their family members in preparation to maintain and sustain required readiness levels to meet peacetime and wartime taskings. Headquarters (HQ) USAFE Commander’s Action Group (HQ USAFE/CCX) functions as the overall Combat and Special Interest Programs office of primary responsibility (OPR). HQ USAFE designates points of contact (POC) to develop program goals, provide guidance, and identify on-going program metrics for the purpose of monitoring, tracking, and reporting overall program progress. To facilitate ongoing dialogue, sharing of ideas and best practices throughout the command, the HQ POCs will publish a quarterly CSIP newsletter and conduct bi-monthly teleconferences with the wing or group POCs. The wing or group commander (or equivalent) appoints a field grade officer (FGO) and a senior non commissioned officer (SNCO) as wing or group (or equivalent) POCs for each program. The wing or group POCs serve as liaisons between their wing or installation and HQ POCs. They ensure communication of program issues and concerns, share ideas and initiatives, and provide their perspective on the special needs of their installation.

This instruction applies to all personnel assigned to USAFE and its subordinate units, including geographically separated units (GSU). Keflavik, Lajes, Lakenheath, Mildenhall, Spangdahlem, Ramstein, Aviano, and Incirlik will fully implement each of the CSIPs within HQ USAFE guidelines as outlined in this instruction and will report metrics as described in the instruction. Other USAFE facilities, including GSUs, although not required, may implement those CSIPs as appropriate for their size, facilities, personnel and mission. Parent wing or groups that are responsible for GSUs are required to roll the CSIP metric data (as applicable) from those GSUs into the wing or group monthly metrics report submission to HQ USAFE.

All main bases are authorized to supplement this instruction provided they coordinate with HQ USAFE/CCX. The use of the name or mark of any specific manufacturer, commercial product, commodity, or ser-

vice in this publication does not imply endorsement by the Air Force. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 37-123, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS).

Installation POCs should coordinate all purchases with their installation Comptroller to ensure there is no propriety of funds issues. In some cases, initiatives which do not qualify for appropriated fund support may be authorized non-appropriated fund support. For other requirements, private funding may be required. Programs most likely to require special attention of the installation Comptroller are Combat Care, Combat Education, Hidden Heroes, and Project CHEER. For further clarification contact the HQ USAFE/FM POC. Additionally, installation POCs should coordinate all communications requirements (e.g., web development, certificate to operate on the network) with the base Communications Squadron.

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Chapter 1

COMBAT PROGRAMS

Section 1A—Combat Education Program

1.1. Combat Education:

1.1.1. **Purpose.** Combat Education is a program designed to remove barriers to allow airmen to pursue advanced education.

1.1.2. **Scope.** This program is applicable to all USAFE installations. It includes, but is not limited to, increasing enrollment in traditional and non-traditional educational formats.

1.1.3. **Procedures.** Mission requirements, high OPSTEMPO, frequent temporary duties and deployments, manning shortages, and diverse shifts decrease the opportunity for airmen to attend college classes. Combat Education intends to make higher education more accessible via flexible class scheduling, flexible class locations, and improved computer access using newly created Learning Resource Centers (LRC).

1.1.3.1. The POC at each main operating base (MOB) and GSU interfaces directly with unit commanders and the Education Services Officer (ESO) (when not one in the same) as necessary to ensure command objectives are met.

1.1.3.2. To assure the base populace is well informed of Combat Education initiatives, the POC ensures the development of a dynamic, aggressive marketing program. This should be accomplished through articles or advertisements using various types of media to include, but not restricted to radio, television, newspapers and newsletters, electronic mail, and related means.

1.1.3.3. To facilitate Combat Education programs, each base will implement a Base Education Steering Committee (BESC). The BESC will be chaired by the wing or group Combat Education POC with the following recommended minimum membership: wing or group career advisor, education services staff, unit education representative from each squadron or unit, family support center staff, library staff, first term airmen's center staff, and Airmen's Leadership School staff. The BESC will meet as needed, but at least quarterly. The BESC will educate the base populace and leadership regarding Combat Education initiatives and programs, and identify and address barriers to airmen achieving educational goals. Based on their findings, the BESC will make programmatic and budgetary recommendations and report to base leadership and the HQ USAFE POC.

1.1.3.4. HQ USAFE Education Services, in conjunction with institutions of higher learning and through creation of LRCs, have developed and implemented a variety of "user friendly", education programs that focus on airmen's needs. Combat Education will seek ways to expand and improve these programs by taking classes to the airmen via flexible class scheduling, flexible class locations, and increased computer accessibility. Feedback from Customer Satisfaction surveys and BESC meetings will be utilized to adjust programs, scheduling and, or locations as necessary.

1.1.4. Responsibilities:

1.1.4.1. The Director of Personnel (HQ USAFE/A1):

1.1.4.1.1. Provides program oversight.

1.1.4.1.2. Assigns FGO and SNCO (or civilian equivalents) HQ POCs to serve as Combat Education program liaisons to the wing POCs.

1.1.4.1.3. Develops and provides standardized guidance, provides a source of information exchange, and monitors compliance.

1.1.4.1.4. Consolidates, reviews, and makes inquiries as needed to the wing or group POCs for the building of Combat Education metric graphs provided to COMUSAFE monthly or as required.

1.1.4.1.5. Maintains a continuity book or file.

1.1.4.2. The Wing Commander (or equivalent):

1.1.4.2.1. Responsible for the execution of the MOB and GSU installation programs.

1.1.4.2.2. Appoints a wing or installation FGO or civilian equivalent POC to coordinate the Combat Education program.

1.1.4.2.3. Encourages unit commanders to support duty scheduling requests, where mission requirements dictate, to allow airmen to attend classes and uses available resources to support the program.

1.1.4.3. The Wing POC (or equivalent):

1.1.4.3.1. Interfaces directly with MOB and GSU unit commanders, unit members, and the ESO (if not one in the same) as necessary to ensure command objectives are met.

1.1.4.3.2. Chairs the BESC. The BESC function can become a subcommittee of the Base Education Planning and Advisory Committee (BEPAC). The BEPAC assists in planning and developing the overall Base Education program in off duty continuing education with committee members serving as an "improvement team" to ensure that programs provide the highest quality of educational delivery systems to satisfy customer's needs.

1.1.4.3.3. Ensures the BESC meets as needed, but at least quarterly, to provide quality feedback of services from the "grass roots" level.

1.1.4.3.4. Ensures each commander is aware of the needs and education status of their squadron members.

1.1.4.3.5. Markets program aggressively using various media to maintain high public awareness of education programs and issues.

1.1.4.3.6. Keeps the wing commander fully informed of the steps taken to increase and improve the quality of the education program offered.

1.1.4.3.7. Collects and reports metrics through chain of command to HQ USAFE/CCX.

1.1.4.3.8. Acts as liaison to the HQ USAFE Combat Education POC to provide input on the educational requirements of the Air Force members.

1.1.4.3.9. Maintains a continuity book.

1.1.4.3.10. Ensures surveys are completed to determine satisfaction with the base educational programs offered.

1.1.4.4. The education services officer (if not the wing or group POC):

1.1.4.4.1. Coordinates with wing or group POC, unit commanders, squadron representatives, and college representatives to meet program objectives.

1.1.4.4.2. Attends BESC meetings.

1.1.4.4.3. Monitors and tracks college enrollments and the program’s progress, and reports data to the wing POC.

1.1.4.5. The Squadron Commander:

1.1.4.5.1. Actively supports the Combat Education program.

1.1.4.5.2. Appoints unit or squadron level representatives to the BESC.

1.1.4.6. The Squadron Representative:

1.1.4.6.1. Attends BESC meetings, briefs squadron on program, and actively promotes the program.

1.1.4.6.2. Canvasses the needs of and represents the desires of unit members with respect to educational opportunities.

1.1.5. **Reportable Metrics.** The following table identifies mandated metrics reportable to HQ USAFE:

Table 1.1. HQ USAFE Reportable Metrics.

Metric 1:	Measure percent of airmen E-5 and below enrolled in college education courses.
OPR:	HQ USAFE/A1
Frequency:	Quarterly or as required
Metric 2:	Measure the number of non-standard course times and locations offered.
OPR:	HQ USAFE/A1
Frequency:	Quarterly or as required
Metric 3:	Measure customer satisfaction with education programs and services.
OPR:	HQ USAFE/A1
Frequency:	Quarterly or as required
Metric 4:	Measure the number of classes closed due to maximum student capacity.
OPR:	HQ USAFE/A1
Frequency:	Quarterly or as required

Section 1B—Combat Flightline Program

1.2. Combat Flightline:

1.2.1. **Purpose.** Combat Flightline is an aerospace equipment maintenance and management program designed to enhance flying operations by ensuring the best personnel are in the right jobs and that resources are applied in the most efficient and effective way possible.

1.2.2. **Scope.** This program is applicable to all USAFE MOBs, 39th Air Base Group, 85th Group, and 65th Air Base Wing.

1.2.3. **Procedures.** HQ USAFE/A4M manages the Combat Flightline program. The Combat Flightline program is instituted according to this instruction in the maintenance group.

1.2.4. **Responsibilities:**

1.2.4.1. **The Director of Logistics (HQ USAFE/A4):**

1.2.4.1.1. Provides program oversight.

1.2.4.1.2. Assigns FGO and SNCO (or civilian equivalents) HQ POCs to serve as Combat Flightline program liaisons to the wing or group POCs.

1.2.4.1.3. Develops and provides standardized guidance, provides a source of information exchange, and monitors compliance.

1.2.4.1.4. Consolidates, reviews, and makes inquiries as needed to the wing or group POCs for the building of Combat Flightline metric graphs provided to COMUSAFE monthly or as required.

1.2.4.1.5. Maintains a continuity book or file.

1.2.4.1.6. Conducts no-notice flightline inspections.

1.2.4.1.6.1. No-notice flightline inspections are designed to ensure flightline and adjacent work areas present a professional and standardized appearance. Focus areas include hangars, flightline facilities, revetments, tool rooms, AGE ready lines, and vehicles.

1.2.4.1.6.2. The no-notice inspection team will consist of a FGO and SNCO. Upon arrival the team will notify the MXG/CC and will be provided a vehicle, radio or cell phone, and an escort with unrestricted flightline and work area access. Prior to leaving the base, the team will brief findings to the wing commander, MXG/CC or designated representative. A written report will follow within 5 working days.

1.2.4.2. **The Wing Commander (or equivalent):**

1.2.4.2.1. Responsible for the execution of the installation program.

1.2.4.2.2. Appoints a wing or group FGO POC, preferably the maintenance group commander (or equivalent), to coordinate the program.

1.2.4.2.3. Provides resources to ensure the success of Combat Flightline.

1.2.4.2.4. Ensures the wing has a visible, prominent and accurate mission flying board. This board should reflect individual flying squadron and aircraft maintenance unit (AMU) data as well as overall wing or group data.

1.2.4.3. **The Maintenance Group Commander (or equivalent):**

1.2.4.3.1. Ensures the following maintenance data is collected and displayed in each flying unit and work center as applicable. The data displays should be visible, prominent, and accurate. Standardize the printing, size, and frames when possible to present the most professional appearance. For AMUs the following leading and lagging indicators will be displayed:

1.2.4.3.1.1. Leading Indicators. Flying scheduling effectiveness, maintenance scheduling effectiveness, fix rates, cannibalization rates, repeat-recur rates, and abort rates.

1.2.4.3.1.2. Lagging Indicators. Mission capable rate, total not mission capable maintenance rate, total not mission capable supply rate, and weapons release rate.

1.2.4.3.2. For other shops, the following data will be displayed in the same manner as described in paragraph [1.2.4.3.1](#).

1.2.4.3.2.1. Aerospace Ground Equipment (AGE). In commission rate, Awaiting Maintenance (AWM) rate, Awaiting Part (AWP) rate, and number of pieces returned after delivery for problems.

1.2.4.3.2.2. Propulsion: Serviceable spare engines and props, number in work, number AWM, and number AWP.

1.2.4.3.2.3. Phase or Isochronal (ISO) Dock. Number of on time phase or ISO completions, number of Quality Assurance (QA) zero defect inspections, and number of aircraft code one on first three flights after phase or ISO (the intent is to build quality into ISO or phase inspections rather than just looking at the first flight Code three discrepancies).

1.2.4.3.2.4. Nondestructive Inspection (NDI). Key metrics requiring review according to AFI 21-101, *Aerospace Equipment Maintenance Management*, and AFI 21-101, USAFE Supplement 1, paragraph 18.31.5.4. Wheel and tire, pod, and battery shops track Mission Capable (MC), AWM, and AWP assets.

1.2.4.3.2.5. In addition to the above information, each area also posts safety mishap rates, QA pass rates, foreign object damage rates, and Career Development Course pass rates.

1.2.4.3.3. Reviews the status of the Dedicated Crew Chief (DCC) program monthly. The review should include a by-name tail number review of DCCs to ensure that all DCCs have the required training, each DCC is assigned to only one jet, they accompany their aircraft to phase/ISO and their name is displayed on the aircraft when not otherwise prohibited.

1.2.4.3.3.1. Develops a squadron DCC recognition program. As a minimum, new DCCs will be recognized upon assumption of duties and a board with a picture of each DCC, his or her assistants and aircraft will be maintained in a prominent and visible position within each AMU.

1.2.4.3.4. Identifies all maintainers currently working outside their Air Force Specialty Codes (AFSC). Reviews this list to determine who should and could be moved back to their primary duties. As a minimum, the following 14 duties will be included in the count of 2AXXX personnel working outside of their career field: Computer Manager; Commanders Support Staff; Dorm Manager; Facility Manager; Hazardous Material Manager; Liaison for Geographically Separated Units; Manpower Manager; Unit Deployment Manager; Plans Manager; Programs Manager; Resource Advisor; Safety (only valid safety positions on the unit manning document should be excluded); Security Manager; Vehicle NCO and Wing Programs Managers.

1.2.4.3.5. Reviews the following information daily, weekly, or monthly as appropriate:

1.2.4.3.5.1. All leading and lagging maintenance indicators.

1.2.4.3.5.2. Core Automated Maintenance System (CAMS) work center utilization rates and error rates.

1.2.4.3.5.3. All flying schedule deviations from the previous week.

1.2.4.3.5.4. Any QA identified incident resulting in damage to equipment or injury to personnel as identified in AFI 21-101, USAFE Supplement 1, paragraph 10.13.1.

1.2.4.3.5.5. Results of QA activity inspections performed according to AFI 21-101, USAFE Supplement 1, paragraph 10.9.10.

1.2.4.3.5.6. Status of cannibalized aircraft.

1.2.4.3.6. Establishes formal programs with weighted factors and formal recognition for aircraft appearance and teamwork.

1.2.4.3.7. Inspects aircraft for cleanliness, appearance and standardization before departure for cross country.

1.2.4.3.8. Chairs a monthly status of training meeting according to USAFEI 36-2201, *Logistics and Operations Maintenance Training Program*, paragraph 1.14.

1.2.4.3.9. Chairs a monthly Intermediate Repair Enhancement Program (IREP) meeting according to AFI 21-101, *Aerospace Equipment Maintenance Management*, paragraph 8.2. The meeting should focus on the base's ability to efficiently and effectively repair parts. The goal is to identify breakdowns in the process so they can be eliminated and parts turned faster.

1.2.4.3.9.1. Aircraft Appearance Competition:

1.2.4.3.9.1.1. Based on overall aircraft appearance and cleanliness.

1.2.4.3.9.1.2. Aircraft inspected and graded monthly by the WG/CC or CV, the MXG/CC or CD and two SNCOs. Aircraft off station, in heavy maintenance such as phase or cannibalization status are exempt from the competition.

1.2.4.3.9.1.3. Inspection areas include aircraft interior and exterior neatness and cleanliness; proper installation and appearance of covers, ground wires, chocks and ropes; forms appearance and organization and compliance with the master forms binder; general external appearance with a special emphasis on daily wipe down requirements and wheel well areas. The WG/CC or MXG/CC may identify an "emphasis" inspection item to include each month. In addition, the MXG will expand, within the identified categories, the criteria included in the checklist at **Attachment 3** to include local weapons system specific items.

1.2.4.3.9.1.4. The WG/CC or CV will present a Combat Flightline coin to the winning DCC and assistants.

1.2.4.3.9.2. Combat Crew Challenge:

1.2.4.3.9.2.1. Competition within the MXG will be scored monthly by the MXG/CC or CD and the unit Combat Flightline POC. The goal of the team competition is to improve aircraft reliability and appearance, increase technician competence, improve training and build teamwork.

1.2.4.3.9.2.2. Score from the aircraft appearance competition used as part of Combat Crew Challenge.

1.2.4.3.9.2.3. Competition centered on a team of maintenance technicians made up of crew chiefs and specialists evenly dispersed, based on manpower and skill levels. The intent is to maximize squadron maintenance AFSCs represented.

1.2.4.3.9.2.3.1. Each team will be led by a TSgt or MSgt, responsible for a group of 4-6 aircraft.

1.2.4.3.9.2.3.2. The team will also include a representative from QA as a technical mentor and trainer. The QA member will assist with overall team success by providing technical order and regulatory guidance and assistance. The QA mentor will not record inspections on his/her own team.

1.2.4.3.9.3. Each MXG will identify a POC who will develop a matrix (sample matrix at [Attachment 4](#)) and track progress monthly.

1.2.4.3.9.4. Grading criteria includes the score from the appearance competition and aircraft MC rates. Points will be deducted for DSVs/TDVs, maintenance related ground aborts, overdue training for team members, forms appearance and organization, forms errors (score only one set of forms per team), CAMS error rates, and delayed discrepancies. MXG/CC may include an “emphasis” item as part of the competition. Specific criteria for the competition are included in [Attachment 5](#).

1.2.4.3.9.5. A one-day pass and coin will be awarded for each team member of the winning team.

1.2.5. The MXG/CEM. Develops a written rotation plan for personnel as identified in AFI 21-101, paragraph [2.3.2](#). Special focus should be placed on personnel assigned to QA and the maintenance operations center.

1.2.5.1. Reviews the duty positions of all aircraft crew chiefs to ensure the maximum number of master sergeants, technical sergeants, and staff sergeants are on the flightline. The goal is to have a staff sergeant or above as the DCC on every aircraft.

1.2.6. **Reportable Metrics.** The following table identifies Combat Flightline metrics reportable to HQ USAFE. HQ USAFE/A4MMA will provide spreadsheets to each maintenance analysis section for data input. Units are not authorized to make any changes to the spreadsheets provided without written approval from HQ USAFE/A4MMA. Each MXG will provide data for metrics 2, 3, and 7 to the USAFE/A4MMA Analysis email address by the eighth work day of each month. This aligns with other data reporting requirements in USAFEI 21-103, *Reporting Control System: USAFE-A4M (W/M) 7104 Report*, paragraph 10. Metrics 1 and 4 through 6 are compiled within the 7104 report. **Units will provide HQ USAFE/A4M a narrative explanation and, or factors affecting each metric. This explanation must accompany the data reported.**

Table 1.2. HQ USAFE Reportable Metrics.

Metric 1:	Measure percentage of personnel overdue in 5 and 7 level upgrade training above USAFE goals.
OPR:	USAFE/A4MMT
Frequency:	Monthly
Metric 2:	Measure percentage of flying hour program hours programmed versus executed.
OPR:	MXG/CC
Frequency:	Monthly
Metric 3:	Measure the number of 2AXXX personnel working outside of core duty.
OPR:	MXG/CC
Frequency:	Monthly
Metric 4:	Measure USAFE fleet Mission Capable rates.
OPR:	USAFE/A4MMA
Frequency:	Monthly
Metric 5:	Measure USAFE Initial CAMS error rates by unit.
OPR:	USAFE/A4MMA
Frequency:	Monthly
Metric 6:	Measure Aircraft and Engine forms pass rates.
OPR:	USAFE/A4MM
Frequency:	Monthly
Metric 7:	Identify number of aircraft with unauthorized nose art or missing required USAFE emblems.
OPR:	USAFE/A4MAS
Frequency:	Monthly

Section 1C—Combat Touch Program

1.3. Combat Touch:

1.3.1. **Purpose.** Combat Touch is a program designed to infuse enthusiasm in our community to passionately pursue matters of the spirit through active participation in base programs. The primary goal of the program is to ensure airmen and family members are aware of the value of spiritual growth and well being, and to fully support each member's effort to become spiritually fit. An enabling task of the program is to ensure each individual is fully informed about the programs, services, and expertise available to aid spiritual growth.

1.3.2. **Scope.** This is a command-wide program designed to enhance spiritual fitness, mission readiness, and quality of life. The Combat Touch program applies to all base community members: airmen, civilian, and family members.

1.3.3. **Procedures.** Because of the fluid and unrestricted nature of the Combat Touch program, there are no standard operating procedures. However, to ensure Combat Touch objectives are met, the following information provides guidance.

1.3.4. **Responsibilities:**

1.3.4.1. **The Command Chaplain (HQ USAFE/HC):**

1.3.4.1.1. Provides program oversight.

1.3.4.1.2. Assigns FGO and SNCO (or civilian equivalents) HQ POCs to serve as Combat Touch program liaisons to the wing or group POCs.

1.3.4.1.3. Develops and provides standardized guidance, provides a source of information exchange, and monitors compliance.

1.3.4.1.4. Consolidates, reviews, and makes inquiries as needed to the wing or group POCs for the building of Combat Touch metric graphs provided to COMUSAFE monthly or as required.

1.3.4.1.5. Maintains a continuity book or file.

1.3.4.2. **The Wing Commander (or equivalent):**

1.3.4.2.1. Demonstrates leadership through personal interest and participation, establishes resource base to fund mission-related chapel programs, supports duty scheduling requests as appropriate, and monitors and tracks program progress.

1.3.4.2.2. Responsible for the execution of the wing or group program.

1.3.4.2.3. Appoints a wing or installation FGO POC to coordinate the program.

1.3.4.2.4. Provides resources to ensure the success of Combat Touch.

1.3.4.3. **The Wing POC (or equivalent):**

1.3.4.3.1. Interfaces directly with The Command Chaplain (HQ USAFE/HCX) as necessary to ensure command objectives are met. Monitors and reports program status on a monthly and annual basis, or as required.

1.3.4.3.2. Keeps their wing and group commander fully informed of steps taken to increase the quantity and quality of spiritual fitness programs offered on base.

1.3.4.3.3. Develops a dynamic public awareness program in coordination with public affairs concerning the latest in spiritual fitness programs ensuring base populace is well informed of activities and programs.

1.3.4.3.4. Collects and reports metrics through chain of command to HQ USAFE/CCX.

1.3.4.3.5. Maintains a continuity book to provide historical data as well as information concerning future events.

1.3.5. **Reportable Metrics.** The following table identifies mandated metrics reportable to HQ USAFE:

Table 1.3. HQ USAFE Reportable Metrics.

Metric 1:	Measure number of unit visits per chaplain to work centers and dormitories.
OPR:	HQ USAFE/HC
Frequency:	Monthly
Metric 2:	Measure number of hours spent on unit visits per chaplain.
OPR:	HQ USAFE/HC
Frequency:	Monthly
Metric 3:	Measure customer satisfaction with chaplain leadership and advisory functions.
OPR:	HQ USAFE/HC
Frequency:	Monthly
Metric 4:	Measure customer satisfaction with pastoral care and chapel worship at each service.
OPR:	HQ USAFE/HC
Frequency:	Monthly
Metric 5:	Measure customer satisfaction with chaplain services and pastoral care at work centers and dormitories.
OPR:	HQ USAFE/HC
Frequency:	Monthly

Section 1D—Combat Intro-Exit Program

1.4. Combat Intro-Exit:

1.4.1. **Purpose.** Combat Intro-Exit is a program designed to streamline base inprocessing and outprocessing procedures. The goal is to streamline existing procedures while capitalizing on technology to get as close to “one stop” inprocessing and outprocessing as possible. The overall end state is to have each base implement mass inprocessing procedures that will last no more than two days (includes local area tours) to ensure that customers have no more than three mandatory stops to fully inprocess the installation (does not include mass inprocessing). Likewise, bases should strive to get outprocessing down to no more than three routine stops while continuing to utilize Virtual Outprocessing (vOP).

1.4.2. **Scope.** This program is applicable to all USAFE installations.

1.4.3. **Procedures.** Combat Intro-Exit focuses on the full implementation of a mass inprocessing program at each base bringing together all agencies that newcomers are required to visit. It also focuses on implementation of vOP, designed to eliminate unnecessary stops for outprocessing a base.

1.4.3.1. **Intro.** To facilitate seamless inprocessing of personnel, each base will develop a program that encompasses all possible agencies that newcomers must contact to inprocess a base, and get themselves and their families settled into their new environment. Although the list of required organizational stops members may be required to visit for inprocessing will vary from base to base, most USAFE bases should include, where applicable (but not limited to), the following agencies or functions: military personnel flights (MPFs), finance, housing, medical, dental, DOD dependents schools, family support center, security forces squadron and office of special investi-

gations (local conditions brief, pass, vehicle registration), post office, supply (mobility equipment), traffic management office, furniture management office, military equal opportunity office, first term airman's center, services (child development center, lodging, youth services, officer and NCO clubs), Tricare, communications (email accounts), education, judge advocate (claims), value added tax office, drivers license, veterinary services, etc. For Combat Intro measurement purposes, a "stop" will be defined as face-to-face interaction (i.e. Newcomers Orientation) between the member and the base agency where information or service is provided i.e., complete paperwork or schedule a follow up appointment. Initial face-to-face interaction that occurs at Newcomers Orientation will be counted as one Combat Intro stop. In some cases, there may be additional factors that require the member to visit an agency participating in Newcomers Orientation to finalize their transaction (i.e., medical for PHA requirements not completed prior to PCS or housing to start OHA), but these "will not" be counted as separate Combat Intro stops if identified by agency during Newcomers Orientation.

1.4.3.2. **Exit.** Each USAFE base will implement the vOP program. The vOP program streamlines the number of places personnel have to visit to outprocess a base for permanent change of station (PCS), separation or retirement, thereby considerably reducing the amount of time an individual spends away from the work area for outprocessing. This is accomplished through a computer-based program consisting of a database file that identifies individuals scheduled to depart to base agencies, allowing the agencies to identify those individuals who they need to see without arbitrary visits from the member.

1.4.4. **Responsibilities:**

1.4.4.1. **The Director of Personnel (HQ USAFE/A1):**

1.4.4.1.1. Provides program oversight.

1.4.4.1.2. Assigns FGO, SNCO, or civilian equivalents as the HQ POC to serve as Combat Intro-Exit program liaisons to the wing or group POCs.

1.4.4.1.3. Develops and provides standardized guidance, provides a source of information exchange, and monitors compliance.

1.4.4.1.4. Consolidates, reviews, and makes inquiries as needed to the wing or group POCs for the building of Combat Intro-Exit metric graphs provided to COMUSAFE monthly or as required.

1.4.4.1.5. Maintains a continuity book.

1.4.4.2. **The Wing Commander (or equivalent):**

1.4.4.2.1. Responsible for the execution of the installation program.

1.4.4.2.2. Appoints a wing or group FGO POC to serve as the base Combat Intro-Exit POC (preferably the mission support squadron commander or MPF flight commander) and to coordinate the program.

1.4.4.2.3. Provides resources to ensure the success of Combat Intro-Exit.

1.4.4.3. **The Wing POC (or equivalent):**

1.4.4.3.1. Interfaces with MPF and base agencies to ensure full development and implementation of Combat Intro-Exit programs and gauges progress while identifying areas that require higher-level troubleshooting.

1.4.4.3.1.1. Works closely with base agencies to eliminate roadblocks preventing their participation in “one stop” inprocessing and vOP for base personnel.

1.4.4.3.1.2. Identifies location that will accommodate “one stop” inprocessing. Facility should be able to house all agencies required for “one stop” inprocessing, with briefing rooms large enough to accommodate newcomers during the peak PCS season.

1.4.4.3.1.3. Appoints a CGO or SNCO as the Inprocessing Foreman who troubleshoots any issues that surface during mass inprocessing and elevates any non-resolvable issues to leadership.

1.4.4.3.2. Provides quarterly status update to the wing or group commander.

1.4.4.3.3. Collects and reports metrics through chain of command to HQ USAFE/CCX.

1.4.4.3.4. Up-channels concerns, as identified by the wing or group commander, requiring HHQ involvement.

1.4.4.3.5. Ensures aggressive marketing plan is coordinated with base public affairs for the wing or group commander’s approval.

1.4.5. **Reportable Metrics.** The following table identifies mandated metrics reportable to HQ USAFE:

Table 1.4. HQ USAFE Reportable Metrics.

Metric 1:	Measure number of required stops for inprocessing.
OPR:	HQ USAFE/A1
Frequency:	Monthly or as required
Metric 2:	Measure customer satisfaction with USAFE base inprocessing procedures.
OPR:	USAFE/A1
Frequency:	Monthly or as required
Metric 3:	Measure number of required stops for outprocessing.
OPR:	HQ USAFE/A1
Frequency:	Monthly or as required
Metric 4:	Measure customer satisfaction with USAFE base outprocessing procedures.
OPR:	USAFE/A1
Frequency:	Monthly or as required
Metric 5:	Measure PCS Order Receipt, defined as average number of days member receives orders prior to Projected Departure Date (PDD).
OPR:	HQ USAFE/A1
Frequency:	Monthly or as required
Metric 6:	Measure number of individuals not receiving their PCS orders by time-period specified as the USAFE timeliness goal.
OPR:	HQ USAFE/A1
Frequency:	Monthly or as required
Metric 7:	Measure TMO Lobby Wait Time, defined as average time an individual waits to be served after sign in.
OPR:	HQ USAFE/A4T
Frequency:	Monthly or as required
Metric 8:	Measure TMO Appointment Wait Time, defined as average number of calendar days a person waits for the first available appointment.
OPR:	HQ USAFE/A4T
Frequency:	Monthly or as required

Section 1E—Combat Fitness Program**1.5. Combat Fitness:**

1.5.1. **Purpose.** Combat Fitness is a program aimed at improving the physical fitness of our airmen to meet the growing demands of our combat culture.

1.5.2. **Scope.** This is a command-wide program to enhance mission readiness and quality of life of our Total Force.

1.5.3. **Procedures:**

1.5.3.1. Air Force Programs. Wings and groups must meet fitness and sports requirements according to AFI 34-266, *Air Force Fitness and Sports Programs*, and ensure a minimum of two Incentive Programs and two Special Events incorporate the Combat Fitness theme. Wings and groups must also meet the requirements for fitness outlined in AFI 10-248, *Fitness Program*.

1.5.3.2. FitLinxx Program. Wings and groups must provide the communications connectivity for a server located in the MOB fitness centers and a wing or group plan for implementation of the FitLinxx system. This will provide the necessary support for the full capability of FitLinxx and the Combat Fitness web-based incentive program.

1.5.4. **Responsibilities:**

1.5.4.1. **The Director of Services (HQ USAFE/A7S):**

1.5.4.1.1. Provides program oversight.

1.5.4.1.2. Assigns FGO and SNCO (or civilian equivalents) HQ POCs to serve as Combat Fitness program liaisons to the wing or group POCs and the HQ USAFE Director of Health Promotions (HQ USAFE/SGPM).

1.5.4.1.3. Develops and provides standardized guidance, provides a source of information exchange, and monitors compliance.

1.5.4.1.4. Develops flexible, centralized concepts, logo, and baseline requirements to maintain program identity. Installations will enhance concepts with local programming and initiatives.

1.5.4.1.5. Consolidates, reviews, and makes inquiries as needed to the wing or group POCs for the building of Combat Fitness metric graphs provided to COMUSAFE monthly or as required.

1.5.4.1.6. Maintains a continuity book.

1.5.4.2. **The Wing Commander (or equivalent):**

1.5.4.2.1. Demonstrates leadership through active participation in fitness programs, dedicated resources, and optimal use of the fitness professionals at the fitness center and Health and Wellness Center (HAWC).

1.5.4.2.2. Responsible for the execution of the installation program.

1.5.4.2.3. Appoints a wing or group FGO POC to coordinate the program.

1.5.4.2.4. Provides resources to ensure the success of Combat Fitness.

1.5.4.2.5. Ensures unit physical training (PT) leaders are HAWC-trained to conduct safe and effective unit-level exercise activities.

1.5.4.3. **The Wing POC (or equivalent):**

1.5.4.3.1. Chairs a Combat Fitness Committee at least quarterly. Suggested committee membership includes representatives from: services (fitness, outdoor recreation, youth programs,

and marketing), HAWC, civil engineer, command chief, finance, GSU office, and civilian personnel office. Membership may also include representatives from wing advisory boards or councils. The committee should record and provide committee meeting minutes to wing CV (or equivalent) for approval. The committee serves as a cross-functional facilitator for the following:

1.5.4.3.1.1. Establishing new or tailoring existing Combat Fitness programs.

1.5.4.3.1.2. Improving the physical fitness and readiness of our airmen.

1.5.4.3.1.3. Expanding and enhancing fitness and sports participation.

1.5.4.3.1.4. Maximizing Air Force Five-Star Fitness Program ratings (reference the website: <https://www-r.afsv.af.mil/FT/5StarFTProgram.htm>).

1.5.4.3.1.5. Promoting use of HAWC diet, injury, and other advisory services.

1.5.4.3.2. Advocate for resources necessary to accomplish program goals.

1.5.4.3.3. Provide monthly and annual (or as required) progress reports and metrics via the chain of command to HQ USAFE/CCX.

1.5.4.4. Base-Level Services Squadrons. Ensure fitness centers take primary responsibility for fitness and sports programming. Family and youth fitness programs should include the involvement of youth programs, and the outdoor recreation program should be involved as this applies to outdoor fitness programs.

1.5.4.5. **Base HAWC:**

1.5.4.5.1. Provides fitness, nutrition, and other health education programs.

1.5.4.5.2. Provides unit PT leaders with training necessary to conduct safe and effective group exercise activities.

1.5.4.5.3. Develops fitness improvement programs and provides nutrition counseling for those below the AF standard.

1.5.4.6. Unit Commanders or Directors. Conduct unit PT in accordance with installation policy, appoint unit fitness program monitors, and advocate health and fitness.

1.5.5. **Reportable Metrics.** The following table identifies mandated metrics reportable to HQ USAFE:

Table 1.5. HQ USAFE Reportable Metrics.

Metric 1:	Percentage of people tested who meet or exceed the Air Force fitness standard.
OPR:	HQ USAFE/SG
Frequency:	Monthly
Metric 2:	Percentage of our airmen documenting at least 12 workouts per month via FitLinxx.
OPR:	HQ USAFE/A7S
Frequency:	Monthly
Metric 3:	Measure and compare the AF Five-Star Fitness Program results to the previous year. The number of stars and percentage achieved by category will be measured.
OPR:	HQ USAFE/A7S
Frequency:	Annually

Section 1F—Combat Nighthawk Program

1.6. Combat Nighthawk:

1.6.1. **Purpose.** Combat Nighthawk is a leadership development and career-broadening program designed for CGOs and SNCOs. One CGO and one SNCO form a Combat Nighthawk team and function as the wing or group commander's POC for all base functions, activities, and contingencies while on duty. Serving as the wing or group commander's POC will introduce Combat Nighthawk teams to leadership and decision-making opportunities. In addition, pairing CGOs and SNCOs from different organizations gives each a broader perspective on the roles and responsibilities of different groups and squadrons within the wing or group. Finally, the Combat Nighthawk program will introduce team members to the many varied, and often transparent, facets of an operational air base. The intended by-products of this program are well-rounded CGOs and SNCOs that possess a broad perspective on air base operations.

1.6.2. **Scope.** Highly qualified CGOs and SNCOs from all base groups and squadrons will participate in the Combat Nighthawk program.

1.6.3. **Procedures.** Wing and group Combat Nighthawk programs will follow the procedures in this instruction to the maximum extent possible. However, wings and groups may tailor their local programs to fit their unique circumstances, as long as their overall program remains consistent with the objectives laid out in this instruction.

1.6.3.1. Typical Nighthawk shift hours are 1800-2400L. However, if mission needs dictate, shift hours may be adjusted accordingly.

1.6.3.2. Nighthawk teams will begin and end their shifts at the wing or base command post. The command post will maintain the Nighthawk checklist, radios, flashlights, and continuity book for team checkout and use.

1.6.3.3. The Nighthawk team is out and about during the evening and spends the majority of the time observing base facilities and various wing and group organizations. Main Operating Base teams are encouraged to visit GSU locations where practical.

1.6.3.4. The Nighthawk team eats at the military dining facility during their shift.

1.6.3.5. Existing base resources will be used to support the Combat Nighthawk program (vehicles, radios, etc). Responsible base agencies will cooperate to fully support Combat Nighthawk teams.

1.6.4. Responsibilities:

1.6.4.1. The Director, Air and Space Operations (HQ USAFE/A3):

1.6.4.1.1. Provides program oversight.

1.6.4.1.2. Assigns FGO and SNCO (or civilian equivalents) HQ POCs to serve as Combat Nighthawk program liaisons to the wing or group POCs.

1.6.4.1.3. Develops and provides standardized guidance, provides a source of information exchange, and monitors compliance.

1.6.4.1.4. Consolidates, reviews, and makes inquiries as needed to the wing or group POCs for the building of Combat Nighthawk metric graphs provided to COMUSAFE monthly or as required.

1.6.4.1.5. Maintains a continuity book.

1.6.4.2. The Wing Commander (or equivalent):

1.6.4.2.1. Responsible for the execution of the installation program.

1.6.4.2.2. Appoints a primary FGO POC and an alternate POC to coordinate the program.

1.6.4.2.3. Provides resources to ensure the success of Combat Nighthawk.

1.6.4.3. **The Wing POC (or equivalent):** Responsible for executing the procedures identified in section **1.6.3.** and for collecting and reporting metrics through the chain of command to HQ USAFE/CCX.

1.6.4.4. Wing Nighthawk Team:

1.6.4.4.1. The Nighthawk team is directly responsible to the wing or group commander. In the absence of other wing, group or squadron supervisors, the Nighthawk teams make decisions and marshal resources as necessary to cope with unexpected events.

1.6.4.4.2. The Nighthawk team shall report feedback directly to the wing or group POC or alternate, who will then up-channel it to the wing or group commander.

1.6.5. **Reportable Metrics.** The following table identifies mandated metrics reportable to HQ USAFE:

Table 1.6. HQ USAFE Reportable Metrics.

Metric 1:	Total number of sorties.
OPR:	HQ USAFE/A3
Frequency:	Monthly
Metric 2:	CGO participation (percentage of population).
OPR:	HQ USAFE/A3
Frequency:	Monthly
Metric 3:	SNCO participation (percentage of population).
OPR:	HQ USAFE/A3
Frequency:	Monthly

Section 1G—Combat Proud Program

1.7. Combat Proud:

1.7.1. **Purpose.** Combat Proud is a program aimed at improving the appearance of our bases to foster pride and productivity and strengthens the commitment to our professional military way of life.

1.7.2. **Scope.** This is a command-wide program designed to improve overall base appearance throughout USAFE. Our installations must be functional, safe, and attractive. Base appearance guidelines, procedures, and responsibilities assure consistency, architectural compatibility, and high standards in buildings, their interiors, and surroundings.

1.7.3. **Procedures.** Combat Proud program procedures work in concert with guidelines and USAFE facility standards established in the Commander's Guide to Installation Excellence. Its purpose is to raise our facility standards, even in a restrictive budget environment. By striving to improve our facilities and investing wisely, we continue to improve our mission capability and high quality of life for our people. Combat Proud raises the bar even higher through focused short, mid, and long-term base appearance initiatives.

1.7.3.1. **Continuous Base Appearance Initiatives.** These are initiatives that each individual and organization can perform to help on a daily basis to improve our surroundings. Recurring base appearance events may include but are not limited to: owner-user facility and common area responsibility, distinguished visitor route sweeping, refuse collection, recycling, litter patrol, debris and brush removal, weekly unit cleanup details, and utilization of the base self-help center.

1.7.3.2. **Maintenance, upgrades, and standardization.** These initiatives focus on recurring mid-term events that are generally the responsibility, but not limited to the base civil engineer. Recurring maintenance programs may include: protective coating maintenance, pavement striping, sidewalk, curb, and gutter replacements, sign standards, tree trimming, dumpster siting, and enclosures. Standardization initiatives may include: walkways, lighting, exterior furniture, fencing and screening, door signs, and pavilions. Mid-term improvements should include minor projects such as: fence screening in industrial areas, base lake upgrades, fitness trail expansion, playground upgrades, and area landscaping. Temporary facilities should be replaced by permanent solutions

as soon as economically feasible. Construction programs focus on replacing unattractive facilities which support the mission and demolishing those that do not.

1.7.3.3. Comprehensive Planning. The base comprehensive plan is the foundation for developing high standards of facility excellence. The plan provides the basis for other plans and quality standards needed for installation development and improvement. It emphasizes achieving and maintaining long-term and consistent facility excellence. It addresses future needs and allows for flexibility in execution. Finally, it establishes a vision for the future that can be passed on to successors.

1.7.3.4. Special Interest Item--Force Protection. Force protection is paramount when siting new facilities or modifying existing ones. Temporary fixes, such as barriers protecting key facilities, require permanent solutions. These permanent solutions must provide facility excellence in support to the warfighter. Architecturally compatible force protection initiatives must be carefully examined to balance long-term sustainability and safety with base appearance. Permanent force protection solutions must also include re-routing of roadways and relocation of parking.

1.7.3.4.1. Installation Anti-Terrorism/Force Protection (AT/FP) working groups and threat working groups should be consulted to prioritize and plan permanent solutions to integrate force protection standards to the maximum extent possible. AT/FP working groups should be included on coordination of applicable construction plans.

1.7.3.5. Special Programs. Installations develop and sponsor special programs each year as mission needs and time allows to advance base appearance toward achieving overall wing goals. Annual reports are coordinated with the USAFE program administrator and submitted to USAFE/A7C. Candidate special programs may include, but are not limited to:

1.7.3.5.1. Base Beautification Team. A team comprised of appointed airmen from base units to pick up trash on distinguished visitor routes.

1.7.3.5.2. Zonal Cleanup Teams. Appointed teams charged with executing a one-time cleanup of a focus area and then turning over responsibility to owner-users.

1.7.3.5.3. Showcase Program. A program that uses individual volunteer groups to clean and beautify base areas such as parks, recreational locations, and roads that they choose. This program is similar to the Adopt-a-Highway program prevalent throughout the United States.

1.7.3.5.4. Proud of "Insert Base Name" Day. An installation program that provides a recurring one-day opportunity for individuals or groups to participate in a base-wide cleanup and facility improvement effort.

1.7.3.5.5. Clean Eagle. A program activated by the wing or group commander which uses base organizations to maintain overall cleanliness at select times during the year by eliminating trash, debris, and other eyesores within designated areas of the installation.

1.7.3.5.6. Facility Manager Program. Existing facility manager programs shall be modified as required to support Combat Proud goals and objectives.

1.7.3.5.7. Housing Mayor Program. Housing Mayor Programs, if applicable, shall be modified as required to support Combat Proud goals and objectives.

1.7.3.6. Recognition and Awards Program. Outward appearance is a window to the inner workings of a unit--its organizational efficiency, attention to detail, esprit-de-corps, even its orientation

toward its customers. The recognition and awards program highlight exceptional achievement by individuals, organizations, and installations throughout the command. Candidate recognition and awards programs may include but are not limited to:

1.7.3.6.1. Proud Awards. A program that recognizes units for their efforts for the best maintained office, industrial facility, and grounds during a specific timeframe pending climatic feasibility. Best maintained dormitories, family housing areas, and surrounding grounds may be recognized separately. Incentive rewards may be monetary. Alternative incentives may include: plaques, recognition in the base paper, local patron certificates, reserved parking spots, or time off.

1.7.3.6.2. Base Appearance Competition. An annual command-wide competition in which installations compete against each other in overall base appearance and cleanliness. An evaluation team will grade key industrial and administrative facilities, self-help projects, family housing, facility exteriors, dorms, a set number of facility interiors, and overall base appearance. Notional monetary prizes are: \$100K to the winning installation, \$50K to the runner up and \$50K for most improved. To ensure a command-wide focus, GSUs may compete against each other in a similar, reduced scope competition.

1.7.3.6.3. Geographically Separated Units. GSU's shall support the concepts and initiatives of the Combat Proud program to the fullest extent possible within the priorities and parameters set forth by their installation leadership.

1.7.4. **Responsibilities:**

1.7.4.1. To be successful, this program requires wing or group commanders to demonstrate leadership through active engagement and focused and dedicated resources. Base appearance is not a responsibility solely owned by base civil engineers, but is in fact a wing or group-wide leadership issue that ultimately rests with the owner user. The program relies on senior leadership of all units to work in concert with the local engineering staff to identify facility requirements. The base civil engineer and base financial manager should satisfy those requirements in the most expeditious manner available, within the priorities and parameters set forth by wing or group leadership.

1.7.4.2. **The Director, Civil Engineering (HQ USAFE/A7C):**

1.7.4.2.1. Provides program oversight.

1.7.4.2.2. Assigns FGO and SNCO (or civilian equivalents) HQ POCs to serve as Combat Proud program liaisons to the wing or group POCs.

1.7.4.2.3. Develops and provides standardized guidance, provides a source of information exchange, and monitors compliance.

1.7.4.2.4. Consolidates, reviews, and makes inquiries as needed to the wing or group POCs for the building of Combat Proud metric graphs provided to COMUSAFE monthly or as required.

1.7.4.2.5. Maintains a continuity book.

1.7.4.3. **The Wing Commander (or equivalent):**

1.7.4.3.1. Responsible for the execution of the installation program.

1.7.4.3.2. Appoints the vice wing commander (or equivalent) as primary wing or group POC to coordinate the programs.

1.7.4.3.3. Provides resources to ensure the success of Combat Proud.

1.7.4.3.4. Establishes a committee (or equivalent) as necessary to address program issues. Membership should include, but is not limited to: civil engineers, security forces, contracting, services, comptroller, and public affairs.

1.7.4.4. **The Wing POC (or equivalent).** Monitors and reports program status and metrics through the chain of command on a periodic basis to HQ USAFE/A7C as necessary. HQ USAFE/A7C shall publish and disseminate new metrics criteria and reporting procedures as applicable.

1.7.4.5. **Base-Level Civil Engineer Units.** Promote a common level of knowledge of these guidelines by all personnel in installation-relevant decision making and implementation processes. Comprehensive planning emphasizes developing, achieving, and maintaining long-term high standards of facility excellence. The base Self-Help program is essential as a force multiplier to achieve program objectives.

1.7.5. Reportable Metrics:

1.7.5.1. Metrics Methodology. Installation POC’s shall submit metrics data to HQ USAFE/CCX as required. Weighted scores from targeted categories will be tabulated to produce an overall combined score as an objective measurement of base appearance as outlined in *Attachment 6*.

1.7.5.1.1. Combat Proud Scoring Model. Metrics data sources will focus on overall program management, program execution, and installation initiatives.

1.7.5.1.2. Program Management. Program Management performance measures shall emphasize: leadership involvement, recognition and public affairs awareness, facility manager support, housing mayor involvement. Base appearance plans are integral to overall program management and should focus on continuous base initiatives, as well as targeted short term special interest items in concert with overall wing priorities.

1.7.5.1.3. Execution and Initiatives. Pride in ownership is fundamental to the success of program execution. Individual unit improvements such as self-help renovations or landscaping projects shall be measured to gauge owner-user participation at installations. Installations shall also participate in quarterly base-wide cleanup days which will be a reportable measure. Execution of plans developed under program management shall be measured to show progress towards a quarterly or annual goal.

1.7.5.2. The following table identifies mandated metrics reportable to HQ USAFE:

Table 1.7. HQ USAFE Reportable Metrics.

Metric 1:	Measure base appearance.
OPR:	HQ USAFE/A7C
Frequency:	Quarterly

Section 1H—Combat Care Program

1.8. Combat Care:

1.8.1. **Purpose.** Combat Care is a program designed to improve the care, attention, and information flow spouses and families receive while the military member is deployed and to support military members deployed to USAFE.

1.8.2. **Scope.** This program is applicable to all USAFE installations. It includes all aspects of deployment support from pre-deployment preparation, to assistance during deployment, as well as support for return, reunion, and reintegration back into the family and community.

1.8.3. **Procedures.** Guidance for Combat Care is in compliance with DODD 1342.17, *Family Policy*, and DODI 1342.22, *Family Centers*. Both of these issuances require programs and support activities designed to help single and married DOD personnel and their families to manage successfully the challenges of mobilization and deployments, before, during, and after they occur.

1.8.3.1. The POC at each main operating base (MOB) and Geographically Separated Unit (GSU) interfaces directly with unit commanders and the Integrated Delivery System (IDS) as necessary to ensure command objectives are met. The POC will represent the Combat Care program agenda items at the Community Action Information Board (CAIB).

1.8.3.2. To assure the base populace is well informed of Combat Care initiatives, the POC ensures the development of a dynamic, aggressive marketing program in coordination with base public affairs. This should be accomplished through articles or advertisements using various types of media to include, but not restricted to radio, television, newspapers and newsletters, electronic mail, and related means.

1.8.3.3. To facilitate Combat Care programs, each base will implement a working group to focus on Combat Care initiatives as part of the IDS. This Combat Care Working Group (CCWG) (or equivalent body) will be chaired by the wing or group Combat Care POC with minimum membership from the following agencies or units: Family Support Center (FSC), Family Member Support Flight (A7SY), chapel (HC), Family Advocacy (SGOHF), HAWC, life skills (SGOMH), and public affairs (PA). Other organizations should be included as necessary, but not limited to the first sergeants council, Department of Defense Dependent Schools, Army and Air Force Exchange Service (AAFES), Defense Commissary Agency (DeCA), American Red Cross, and United Services Organization (USO). The CCWG will meet as needed, but at least quarterly. The CCWG will educate the base populace and leadership regarding Combat Care initiatives and programs, as well as identify and address needs related to successfully coping with deployment. Based on their findings, the CCWG will make programmatic and budgetary recommendations and report to base leadership and the HQ USAFE POC.

1.8.3.4. HQ USAFE/A1PM, in conjunction with other community agencies that have responsibility for support for individuals or families, have developed and implemented a variety of family readiness programs that focus on personnel and family needs. Combat Care will seek ways to expand and improve these programs by standardizing best practices throughout the command, improving family readiness training programs, expanding unit key spouse programs, exploiting technology to increase connectivity between deployed members and their families, and creating a comprehensive return and reunion program to successfully reintegrate personnel back into their families and their communities. To facilitate the success of this program, wing or group POCs will ensure that deploying members and their families complete the Combat Care Pre-deployment

checklist at *Attachment 7*. Feedback from Customer Satisfaction surveys will be utilized to adjust program offerings, training, follow-up services, or scheduling, as necessary.

1.8.4. Responsibilities:

1.8.4.1. The Director of Personnel (HQ USAFE/A1):

- 1.8.4.1.1. Provides program oversight.
- 1.8.4.1.2. Assigns FGO (or civilian equivalent) HQ POC to serve as Combat Care program liaisons to the wing or group POCs.
- 1.8.4.1.3. Develops and provides standardized guidance, provides a source of information exchange, and monitors compliance.
- 1.8.4.1.4. Consolidates, reviews, and makes inquiries as needed to the wing or group POCs for the building of Combat Care metric graphs provided to COMUSAFE monthly or as required.
- 1.8.4.1.5. Maintains a continuity book or file.

1.8.4.2. The Wing Commander (or equivalent):

- 1.8.4.2.1. Responsible for the execution of the MOB and GSU installation programs.
- 1.8.4.2.2. Appoints the deputy MSG commander (or equivalent) as primary wing or group POC to coordinate the Combat Care program.
- 1.8.4.2.3. Supports with availability of resources. Ensures that the annual Combined Federal Campaign contributions donated to the Family Support and Youth Programs is utilized in support of Combat care.

1.8.4.3. The Wing POC (or equivalent):

- 1.8.4.3.1. Interfaces directly with MOB and GSU unit commanders and enlisted members, as necessary to ensure command objectives are met.
- 1.8.4.3.2. Chairs the CCWG. The CCWG function can become a subcommittee of the IDS. The IDS, serving as the executive arm of the Community Action Information Board (CAIB), will submit agenda items to the CAIB when decisions regarding the Combat Care program budget and resources are required by the wing or group commander.
- 1.8.4.3.3. Ensures the CCWG meets quarterly to provide quality feedback of services from the “grass roots” level.
- 1.8.4.3.4. Ensures each commander is aware of deployment-related services and Combat Care options for the base population.
- 1.8.4.3.5. Markets program aggressively using various media to maintain high public awareness of Combat Care programs and issues.
- 1.8.4.3.6. Keeps the wing or group commander fully informed of the steps taken to increase and improve the quality of Combat Care programs offered.
- 1.8.4.3.7. Collects and reports metrics through chain of command to HQ USAFE/CCX.

1.8.4.3.8. Acts as liaison to the HQ USAFE Combat Care POC to provide input on the deployment support needs of Air Force members and their families.

1.8.4.3.9. Maintains a continuity book.

1.8.4.3.10. Ensures surveys are completed to determine satisfaction with the base Combat Care programs offered.

1.8.5. **Reportable Metrics.** The following table identifies mandated metrics reportable to HQ USAFE:

Table 1.8. HQ USAFE Reportable Metrics.

Metric:	Measure customer satisfaction with return and reunion.
OPR:	HQ USAFE/A1
Frequency:	Quarterly or as required

Chapter 2

SPECIAL INTEREST PROGRAMS

Section 2A—Hidden Heroes Program

2.1. Hidden Heroes:

2.1.1. **Purpose.** Hidden Heroes is a program designed to increase volunteerism throughout USAFE by identifying volunteer opportunities, encouraging active duty, DOD civilian, and eligible family members throughout the command to serve as volunteers on base and in their surrounding communities. It is also designed to recognize volunteers for the significant contributions they make to improve the base and local community.

2.1.2. **Scope.** This program is applicable to all USAFE bases.

2.1.3. **Procedures.** Guidance for the Hidden Heroes program is in compliance with AFI 36-3009, *Family Support Program*, paragraph 4.4 and implemented throughout USAFE to identify, track, and report the number of volunteer opportunities available, the number of volunteers, and the number of hours worked by USAFE volunteers. Extensive media efforts will be undertaken to encourage greater participation with increased emphasis placed on identifying volunteer opportunities, as well as recognizing our volunteers.

2.1.4. Responsibilities:

2.1.4.1. The Director of Personnel (HQ USAFE/A1):

2.1.4.1.1. Provides program oversight.

2.1.4.1.2. Assigns FGO and SNCO (or civilian equivalents) HQ POCs to serve as Hidden Heroes program liaisons to the wing or group POCs.

2.1.4.1.3. Develops and provides standardized guidance, provides a source of information exchange, and monitors compliance.

2.1.4.1.4. Implements an interactive Hidden Heroes web-based system capable of:

2.1.4.1.4.1. Tracking volunteer opportunities.

2.1.4.1.4.2. Tracking volunteer hours to enhance the recognition of volunteers.

2.1.4.1.4.3. Enabling volunteers to submit an application online.

2.1.4.1.4.4. Enabling agencies seeking volunteers to post opportunities to web.

2.1.4.1.4.5. Matching skills required for opportunities with the skills of prospective volunteers

2.1.4.1.4.6. Gathering data on volunteer program to be used to develop metrics to measure the success of each base's Hidden Heroes program.

2.1.4.1.5. Pursues funding for volunteer incentives, recognition, and publicity programs for installations.

2.1.4.1.6. Consolidates, reviews, and makes inquiries as needed to the wing or group POCs for the building of Hidden Heroes metric graphs provided to COMUSAFE monthly or as required.

2.1.4.1.7. Maintains a continuity book.

2.1.4.2. The Wing Commander (or equivalent):

2.1.4.2.1. Acts as the lead volunteer and is responsible for the execution of the installation program.

2.1.4.2.2. Supports program implementation, recognition and media efforts to promote volunteerism.

2.1.4.2.3. Appoints a wing or group FGO POC (or equivalent) and an installation Hidden Heroes "Foreman." The Foreman needs to be a volunteer who is somewhat of an icon on base, is well known, and respected. The Foreman should not be the base Volunteer Resource Manager (VRM) or Family Support Center Flight Chief.

2.1.4.2.4. Provides resources to ensure the success of Hidden Heroes.

2.1.4.3. The Wing POC (or equivalent):

2.1.4.3.1. Responsible for the execution of the installation-level program.

2.1.4.3.2. Develops a strategic plan to include an annual media plan to publicize Hidden Heroes programs and initiatives.

2.1.4.3.3. Develops and leads the installation Hidden Heroes working group to assist identifying and resolving issues that hinder the success of the Hidden Heroes program. The working group should consist of representatives from base leadership, First Sergeants Council, family support center, Hidden Heroes Foreman, and local agencies that need volunteers or are interested in increasing their volunteer pool.

2.1.4.3.4. Coordinates with local agencies to identify volunteer opportunities and encourage their participation in the Hidden Heroes program.

2.1.4.3.5. Develops the base monthly, quarterly, and annual recognition plan to ensure appropriate and timely recognition of volunteers.

2.1.4.3.5.1. Establishes criteria for identifying those Hidden Heroes deserving of special recognition.

2.1.4.3.5.2. Tracks Hidden Heroes success stories and develops policies for distribution of Hidden Heroes coins and certificates, and other items used to recognize those who consistently go above and beyond through volunteerism.

2.1.4.3.6. Provides updates to the wing or group commander as required.

2.1.4.3.7. Reports metrics monthly through chain of command to HQ USAFE/CCX.

2.1.4.3.8. Attends the base Volunteer Advisory Council (VAC) meetings.

2.1.4.3.9. Maintains a continuity book.

2.1.4.4. Hidden Heroes Foreman:

- 2.1.4.4.1. Works closely with the base Volunteer Resource Manager (VRM) to:
- 2.1.4.4.2. Provide base level implementation oversight and guidance to volunteers and volunteer agencies.
- 2.1.4.4.3. Maintain the Hidden Heroes web-based database program which establishes a volunteer bank, serves as a repository of volunteer opportunities, and tracks volunteer hours.
- 2.1.4.4.4. Identifies and matches volunteers to agencies or volunteer opportunities.
- 2.1.4.4.5. Provides unit commanders with volunteer data for recognizing and rewarding those volunteers who make significant contributions i.e., the Military Outstanding Volunteer Service Medal or Volunteer Excellence Award.
- 2.1.4.4.6. Ensures each volunteer provides the VRM a signed copy of AF Form 2805, **Volunteer Data Card and Service Record**, in compliance with AFI 36-3009, *Family Support Center Program*, paragraph 8.3.
- 2.1.4.4.7. Attends the installation Hidden Heroes Working Group and base Volunteer Advisory Council (VAC) meetings.

2.1.4.5. The Squadron Commander:

- 2.1.4.5.1. Appoints a representative to the installation Hidden Heroes Working Group and ensures their full participation.
- 2.1.4.5.2. Supports program implementation and recognition to promote volunteerism.

2.1.4.6. The Squadron Representative:

- 2.1.4.6.1. Implements installation-level procedures and publicizes volunteer opportunities to unit while encouraging squadron members to get involved.
- 2.1.4.6.2. Develops a description of duties for each volunteer position or opportunity within the squadron. The squadron representative provides description and POC information for each respective position.
- 2.1.4.6.3. Attends the installation Hidden Heroes Working Group meetings.
- 2.1.4.6.4. Provides success stories to the Foreman.

2.1.5. Reportable Metrics. The following table identifies mandated metrics reportable to HQ USAFE:

Table 2.1. HQ USAFE Reportable Metrics.

Metric 1:	Measure the percentage of identified volunteer opportunities.
OPR:	HQ USAFE/A1PM
Frequency:	Monthly or as required
Metric 2:	Measure the percentage of volunteers.
OPR:	HQ USAFE/A1PM
Frequency:	Monthly or as required
Metric 3:	Measure the average number of recorded volunteer hours.
OPR:	HQ USAFE/A1PM
Frequency:	Monthly or as required

Section 2B—Project CHEER Program**2.2. Project CHEER:**

2.2.1. **Purpose.** Project CHEER (Creating Hope, Energy, Enthusiasm, and Recreation) is a program designed to create an environment of energy and enthusiasm for our single and unaccompanied airmen, enlisted and officer, when they need it during the holiday season and winter months (November through March). The holiday season and winter months are often difficult times for many of our members; the program's goal is to relieve some of the stress during this timeframe.

2.2.2. **Scope.** This is a command-wide program designed to enhance mission readiness, morale, and quality of life for our single and unaccompanied airmen, both enlisted and officer.

2.2.3. **Procedures.** Project CHEER programs will follow the procedures in this instruction to the maximum extent possible. However, wings and groups may tailor their local programs to fit their unique circumstances as long as their overall program remains consistent with objectives laid out in this instruction.

2.2.4. Responsibilities:**2.2.4.1. HQ USAFE Commander's Action Group (HQ USAFE/CCX):**

2.2.4.1.1. Provides program oversight.

2.2.4.1.2. Assigns FGO and SNCO (or civilian equivalents) HQ POCs to serve as Project CHEER program liaisons to the wing or group POCs.

2.2.4.1.3. Develops and provides standardized guidance, provides a source of information exchange, and monitors compliance.

2.2.4.1.4. Consolidates, reviews, and makes inquiries as needed to the wing or group POCs for the building of Project CHEER metric graphs provided to COMUSAFE monthly or as required.

2.2.4.1.5. Maintains a continuity book or file.

2.2.4.2. The Director of Services (HQ USAFE/A7S):

2.2.4.2.1. Appoints POC to HQ USAFE Project CHEER committee.

2.2.4.2.2. Develops and maintains list of command-sponsored Project CHEER events for commercial sponsorship.

2.2.4.2.3. Obtains commercial sponsors for command-sponsored Project CHEER events.

2.2.4.3. The Wing Commander (or equivalent):

2.2.4.3.1. Responsible for the execution of the installation program.

2.2.4.3.2. Appoints a wing or group FGO POC and an alternate to coordinate the program.

2.2.4.3.3. Provides resources to ensure the success of Project CHEER.

2.2.4.3.4. Establishes a Project CHEER office in an easily accessible location for single airmen. At a minimum this office will consist of a desk, computer, and phone.

2.2.4.3.5. Establishes a Project CHEER committee. Minimum membership will consist of the primary and alternate Project CHEER POCs and representatives from the judge advocate, chaplain, services, comptroller, and first sergeants.

2.2.4.4. The Wing POC (or equivalent):

2.2.4.4.1. Keeps the wing or group commanders fully informed of activities planned for the program.

2.2.4.4.2. Establishes and publishes Project CHEER office operating hours and ensures office is manned when open.

2.2.4.4.3. Chairs the Project CHEER committee.

2.2.4.4.4. Maintains Project CHEER calendar of events.

2.2.4.4.5. Develops a dynamic, aggressive marketing program in coordination with Services and Public Affairs. Ensures the base populace is well informed through various types of media to include radio, television, newspapers and newsletters, electronic mail, and other means.

2.2.4.4.6. Reports metrics monthly through the chain of command to HQ USAFE/CCX (November through March).

2.2.5. Reportable Metrics. The following table identifies mandated metrics reportable to HQ USAFE:

Table 2.2. HQ USAFE Reportable Metrics.

Metric 1:	Measure the number of Project CHEER events.
OPR:	HQ USAFE/CCX
Frequency:	Monthly
Metric 2:	Measure attendance at Project CHEER events.
OPR:	HQ USAFE/CCX
Frequency:	Monthly
Metric 3:	Measure the dollar amount of sponsorship contributions for Project CHEER events.
OPR:	HQ USAFE/CCX
Frequency:	Monthly

Section 2C—Customer College Program

2.3. Customer College:

2.3.1. **Purpose.** To deliver the training, resources, tools, and initial skills required for customer service professionals to provide comprehensive care that exceeds customer expectations. The program’s objective is to help foster an atmosphere of dedication to helping others and a culture of excellent service, and personal and organizational pride. Customer College will put fully-trained, customer-focused people back into our products and services and ultimately make a positive and long-lasting contribution to USAFE quality of life.

2.3.2. **Scope:**

2.3.2.1. **MOBs.** The USAFE Customer College program will be established initially at the 435 ABW, 86 AW, 52 FW, 31 FW, 39 ABG, 65 ABW and a combined program for the 48 FW and 100 ARW. These sites will execute the command customer college curriculum in a dedicated facility with a full-time staff.

2.3.2.2. **Tenant units, GSUs, MUNSS.** Once the MOB programs are established, training at tenant units, GSUs, and MUNSS may progress with options that best suit their local environment based on an assessment of the most efficient method to deliver the training. A number of options single or in combination can meet the training requirements for personnel at tenant units, GSUs, and MUNSS. They include establishing a stand-alone customer college training program complete with a dedicated facility and full-time staff, sending students to a host base to receive training, establishing a branch college supported by an MOB program (for example, sending instructors from the MOB to the smaller installation to conduct training, or training instructors from smaller units at the existing MOB program), or accomplishing the training via a web-based or distance learning concept. Tenant units, GSUs, and MUNSS shall coordinate with HQ USAFE/A7S to determine the best method to conduct training based on their needs, environment, and geographic location.

2.3.3. **Description.** Customer College will eventually offer three levels of training (“Bachelor’s”, “Master’s”, and “PhD” levels). These levels of instruction do not correspond to award of an academic

diploma. Instead, they correspond with the duties, training, and experience of service providers, supervisors, and leaders, as follows:

2.3.3.1. Bachelor's Level of Training. The initial course is intended for front line customer service providers and their supervisors whose main duties involve service to customers, who are either internal or external, to their organization. The course will focus on fundamental and foundational skills that enable customer service providers to understand their role, understand the needs and expectations of customers, comprehend the importance of providing fast, accurate, professional service, and know their impact as service providers in accomplishing their organization mission, their customer's mission, and improving USAFE quality of life. Completion of this level of training will be accompanied by documentation in the individual's training record, appropriate USAFE certification and recognition for the skills they learn, and will be a prerequisite for the next higher level of customer service training. In individual cases, equivalent experience can take the place of this prerequisite. Graduates with this level of training will be eligible, upon nomination of the customer college staff, to instruct or perform as guest speakers or presenters at the Bachelor's course."

2.3.3.2. Master's Level of Training. This course is intended for customer service supervisors who have completed the Bachelor's level of training (or equivalent training or experience) and whose scope of responsibility includes supervision of three or more front line service providers. The target audience is junior to mid-career NCOs, officers, and civilian supervisors whose leadership directly impacts the quality of service provided by their organization. The Master's level of training will focus on the leadership and managerial techniques of supervision, the role and importance of customer service at the squadron and group level, the interaction of service providers and their customers in relation to the installation's mission. Completion of this level of training will be accompanied by documentation in the individual's training record, appropriate USAFE certification and recognition for the skills they learn, and will be a prerequisite for the next higher level of customer service training. Graduates will be eligible to instruct or perform as guest speaker or presenter at the Bachelor's level of Customer College training.

2.3.3.3. Doctoral Level of Training. Also known as the PhD level, this course is intended for customer service leaders who have completed the Master's level of training (or equivalent training or experience) and whose scope of responsibility includes supervision of customer service branches, flights, squadrons, or similar organizational elements. The target audience is mid-career to senior NCOs, officers and civilian supervisors whose leadership directly impacts the quality of service provided by their organization. The PhD level will focus on managerial techniques and leadership as it relates to the group and wing mission, the impact of customer service on organizational esprit-de-corps and installation quality of life, and will address advanced topics such as stress management and work-life balance. Completion of this level of training will be accompanied by documentation in the individual's training record and appropriate USAFE certification and recognition for the skills they learn. Graduates will be eligible to instruct or perform as guest speaker or presenter at any level of Customer College training.

2.3.4. **Procedures.** The Bachelor's level of training will be funded and executed first. The following procedures apply:

2.3.4.1. Facility and Equipment. Customer College will be housed in a dedicated facility commensurate with the size, population, and training requirements of the base. The facility should support an optimum class size of 20 to 25 students. The college will be equipped as necessary to

support and execute a comprehensive customer care curriculum to the target audience. As a minimum, the facility should include adequate student seating and classroom and administrative workspace. Minimum equipment will include a computer (desktop or laptop) compatible with Windows 2000®, a television with videocassette recorder, and a projection system with screen.

2.3.4.2. Staffing. The minimum staff size will be two full-time employees. Installations may increase the staff size to meet the local training demand generated by this instruction. Since no manpower authorizations accompany this program, installations will have to staff from within. Staffing options include civilian over hire positions, non-appropriated fund memorandums of agreement (NAF MOAs) and outsourcing. The cost of staffing the program rests on each installation unless future dedicated funding is made available.

2.3.4.3. Target Audience. The initial course is intended for front line customer service providers and their supervisors whose main duties involve service to customer who are either internal or external to their organization. Each installation will identify the target training audience that best meets the local mission, manpower, organizational structure, and needs of the installation. Once identified, the target audience should be prioritized for training scheduling based on local needs and impact. The impact of facility and staff size must be considered in assessing the installation's ability to train the target audience. Civilian and local national employees scheduled for the training should contact their local civilian personnel office for coordination and ensure records are updated with a copy of the Customer College certificate of completion. The following is a minimum list of prioritized organizations and activities whose employees have a great impact on external customer service. Commanders or directors shall determine the priority, by position, within each activity for customer service training. The required minimum target audience for training is:

2.3.4.3.1. Services. Army and Air Force Exchange Service, Defense Commissary Agency, human resources, marketing, food service, library, lodging, fitness and sports, child development, family day care, youth activities, community center, skills development center, outdoor recreation, rod and gun, international tickets and tours, and all services business activities (bowling, golf, clubs, MOMS, roller rink, etc).

2.3.4.3.2. Mission Support. Military personnel flight, family support, civilian personnel, and the education office.

2.3.4.3.3. Civil Engineering. Human resources, engineering and construction, housing management, dormitory management, furnishings management, Self-Help store, and operations customer service.

2.3.4.3.4. Security Forces. Visitor control, vehicle registration, pass and ID, and non-US passes.

2.3.4.3.5. Communications. Customer service, switchboard operations, help desks, postal operations, and visual information.

2.3.4.3.6. Medical and Health Services. Customer service, patient advocacy, family advocacy, pharmacy, TriCare Service Centers, HAWC, public health, medical and health service providers and technicians including dental, optometry, flight medicine, technicians, and preventative health.

2.3.4.3.7. Comptroller. Financial services, civilian pay, customer service, and customer support.

2.3.4.3.8. Contracting. Customer service element, government purchase card element, quality assurance, and functional flight commanders or chiefs.

2.3.4.3.9. Transportation. Customer service, privately operated vehicle (POV) inspection, vehicle operations, dispatch, military taxi, protocol, U-drive-it, rental office, driver testing, traffic management office (TMO), personal property center (inbound and outbound), vehicle processing, and Sato Travel.

2.3.4.3.10. Supply. Customer service, storage and issue, pickup and delivery, and individual equipment.

2.3.4.3.11. Staff Agencies and Individuals. Protocol, chaplain service, public affairs, judge advocate, and social actions.

2.3.4.3.12. Associates. Defense Automated Printing Service, Defense Reutilization and Marketing Office, DOD education activity, Red Cross, Stars and Stripes, AF News, Air Mobility Command passenger service travel and terminal operations, and American Forces Network.

2.3.4.4. Curriculum. A standard command curriculum will be provided by HQ USAFE. Since 70 percent of the curriculum must be standard across the command, use of the HQ USAFE curriculum will allow installations to vary 30 percent of the curriculum content at their discretion. The 30 percent content variance can be achieved with any mix of locally validated instructional topics or blocks, resources, media, or supporting material. However, this variance cannot reduce the course duration. Installations may further develop the customer service curriculum and assemble resources and ancillary training material exceeding the command curriculum to meet their local requirements. Annually, a group commander designated by the wing commander or equivalent will validate the curriculum to ensure it is applicable to the installation mission and supports the specific needs of the base environment.

2.3.4.5. Course Structure. Command guidance will not specify class frequency. This is a function of each installation's target audience, facility capacity, and staff size. Installations require flexibility to produce a program that meets the commander's intent within the environment and with the resources they have committed to the program. However, installations should plan to support an optimum class size of 20 to 25 students. The customer college curriculum will not easily support large numbers of students (such as mass briefings in the base theater) since classroom interaction cannot occur.

2.3.4.6. Metrics and Reporting Requirements. The purpose and objective of Customer College must be validated by measuring our progress in achieving them.

2.3.4.6.1. Metric 1. Measure the percentage of the installation's target audience that has received training. USAFE goal is to train 80 percent of your target audience. **NOTE:** employee turnover and PCS or separations will affect this measurement.

2.3.4.6.2. Metric 2. Measure and compare a sample of customer satisfaction based on data collected from opinion meters placed at selected facilities across the installation. Opinion meters are automated customer service data collection devices that are customizable, mobile, improve data collection sample size, and provide highly accurate information that reflects real-time customer attitudes and opinions at the point of service. USAFE quarterly goal is to attain an average customer satisfaction rating of "4" on a 5 point scale where outstanding = 5, excellent = 4, good = 3, fair = 2, poor = 1.

2.3.5. Responsibilities:**2.3.5.1. The Director of Services (HQ USAFE/A7S):**

2.3.5.1.1. Provides program oversight.

2.3.5.1.2. Assigns FGO and SNCO (or civilian equivalents) HQ POCs to serve as Customer College program liaisons to the wing or group POCs.

2.3.5.1.3. Consolidates, reviews, and makes inquiries as needed to the wing or group POCs for the building of Customer College metric graphs provided to COMUSAFE monthly or as required.

2.3.5.1.4. Maintains a continuity book.

2.3.5.2. The Wing Commander (or equivalent):

2.3.5.2.1. Provides personal support by communicating the importance of enrollment, participation, and completion of the course by customer service providers, supervisors, and leaders.

2.3.5.2.2. Provides the financial commitment to establish a dedicated, fully equipped, instructional facility with a full-time staff of instructors or facilitators and resources needed to execute the curriculum.

2.3.5.2.3. Appoints a group commander or equivalent to validate curriculum annually.

2.3.5.2.4. Reports Customer College metrics to USAFE/CCX as required.

2.3.5.3. The Wing Commander (or equivalent):

2.3.5.3.1. Identifies the specific target audience that requires each level of training within their organizations.

2.3.5.3.2. Validates the curriculum annually to ensure it is applicable to the installation mission and supports the specific needs of the base environment.

2.3.5.3.3. Reviews training statistics and results.

2.3.5.4. The Squadron Commander (or equivalent):

2.3.5.4.1. Ensures their service providers are prioritized and scheduled for training, enrolled in the appropriate course, and complete the training.

2.3.5.4.2. Reports training statistics and results.

2.3.5.5. Customer College staff (wing or group POC):

2.3.5.5.1. Establishes, maintains, and updates the training facility.

2.3.5.5.2. Establishes, maintains, and updates the curriculum per USAFE guidance.

2.3.5.5.3. Schedules classes, executes the curriculum, instructs classes, keeps appropriate training records, and tracks and reports training statistics and metrics.

2.3.5.5.4. With the support of commanders, continuously validates the USAFE Customer College program by:

2.3.5.5.4.1. Identifying, tracking, monitoring, and reporting training progress at the installation.

2.3.5.5.4.2. Assessing training impact on improving customer attitudes, opinions, and satisfaction.

2.3.5.5.4.3. Assessing training impact on improving internal and external customer service as a means to effectively accomplishing the mission.

2.3.5.5.5. Works with unit training monitors to ensure course completion is documented in the individual’s training record.

2.3.5.5.6. Develops an appropriate certificate of recognition for course completion.

2.3.5.5.7. Develops a program to highlight, publicize, and generate enthusiasm for the base-level program.

2.3.6. **Reportable Metrics.** The following table identifies mandated metrics reportable to HQ USAFE:

Table 2.3. HQ USAFE Reportable Metrics.

Metric 1:	Measure the percentage of the installation’s target audience that has received training.
OPR:	Installation Customer College staff
Frequency:	Monthly
Metric 2:	Measure and compare a sample of customer satisfaction based on data collected from opinion meters placed at selected facilities across the installation.
OPR:	Installation Customer College staff
Frequency:	Monthly

Section 2D—Project Wizard Program

2.4. Project Wizard:

2.4.1. **Purpose.** Project Wizard is a program aimed at increasing the opportunities for our members and families to study and explore through our libraries. Exposure to the full spectrum of resources and programs at our libraries helps educate our customers, broaden their horizons, and gives them the chance to become lifelong learners.

2.4.2. **Scope.** Implementation of Project Wizard will focus on the General Libraries. Participation in this program for libraries under base closure procedures is optional, and any level of voluntary participation should be evaluated based on ability of staff to implement a quality program. Branch libraries at smaller GSUs and other sites managed by the USAFE Library Service Center may be added based on manpower available and their participation will be on an appropriately smaller scale. For libraries located on bases that are or become remote assignments, children and young adult programs are optional.

2.4.3. Procedures:

2.4.3.1. **Regular Programs.** The General Libraries must offer the following regular programs each year. The libraries may offer more as interest and time allows. Details on all programs for the prior year must be provided on 1 November to HQ USAFE/A7SXL when submitting the Library Annual Report (LARP) narrative.

2.4.3.1.1. Adult Programs, 3 each year. Examples of adult programs include a weekly Reading Club, a “One Book, One Base” event where all participants read the same book and special events are planned around the theme of the book, Adult Volunteer program to take advantage of the valuable experience in our communities, a Craft Club that may meet in the library and later may hold an exhibit to show off their talents, a Family Reading Program or event to encourage modeling good reading behavior.

2.4.3.1.2. Children’s Programs, 3 each year. Examples of children’s programs include a weekly Story Hour to introduce young preschoolers and others to the library environment, an Infant Reading Program to encourage new parents to read to their children, and an After School Program for elementary students.

2.4.3.1.3. Young Adult or Teen Programs, 2 each year. Examples of young adult or teen programs include a Young Adult Graphic Novel Reading Club, a Teen Volunteer Program that exposes teens to the world of the library while they earn volunteer credits, or a Teen Computer Club where a staff member or teen volunteer teaches others about the Internet, how to trouble shoot computers, or other topics.

2.4.3.2. Special Programs. The general libraries must offer the following command-sponsored Special Programs each year. They may be offered in addition to the seven regular programs set forth in paragraph 2.4.3.1. above, or they may be counted as three of the seven programs required by the GES. They may offer additional locally-run special programs on their own as interest and time allows.

2.4.3.2.1. Information Quest. The purpose of this contest is to advertise, promote, and increase customer usage of the online electronic resources available in USAFE libraries through an imaginative and innovative resource trivia contest. This special program increases the visibility of the “bricks and mortar” library as well as the virtual library. It also communicates to our off-duty educational students that the library is an excellent source for peer-reviewed, authoritative, and in-depth information for their projects and papers. The Command provides an Implementation Manual, and works with USAFE/A7SPM for sponsorship of prizes. Contest is held March through April.

2.4.3.2.2. Summer Reading Program. This command-sponsored and funded program is open to all USAFE children ages 5 to 12 to help them retain their reading skills while out of school for the summer. The Command requests input on the theme each year from the Library Directors, and includes a program guide as well as incentives. The Command also works with USAFE/A7SPM to promote the program in conjunction with Extreme Summer, and speakers that fit in with the Summer Reading Program themes are requested to tour the libraries. Summer Reading Program is held June through August.

2.4.3.2.3. Electronic Resources Training. In order to highlight and provide instruction for the electronic resources the library offers, the General Libraries must offer a 1-hour class at least once a quarter. This class is taught at the library, or off site at a Learning Resource Center (LRC), an education classroom, or the location most convenient for the students. The audience for this training class is active duty and family members who are enrolled in classes. The command develops a training plan for use by the librarians. It includes the Air Force and USAFE funded databases, and provides instruction on how to access each database from work, how to access the resources from home, and why the student should use the resources. The Library

Director must work with the Education Center personnel and college and university instructors to tailor the training to the needs of the local students.

2.4.3.3. **Collection Improvements.** To support the Project Wizard programs, libraries must provide a current collection of items demanded by our customers. The general libraries must work each year to improve the quality of these materials. Quality of the collection can be measured in part by the book turnover ratio as reported on the GES each December. Library directors must conduct a needs assessment or survey annually; meet with education center staff, course instructors, and participate in the Base Education Planning and Advisory Committee meetings to obtain input to improve the quality of the educational materials in the library. Central and local funds may be used to purchase these books. As well, the needs assessment must evaluate the popular collections including crafts, travel, children's books, teen collections, cookbooks, and other recreational areas. Local funds must be used to improve these collections. Enough local funds should be received to replace 5 percent of the library's collection each year.

2.4.4. **Responsibilities:**

2.4.4.1. **The Director of Services (HQ USAFE/A7S):**

2.4.4.1.1. Provides program oversight.

2.4.4.1.2. Assigns a HQ POC to serve as the Project Wizard program liaison to the wing or group POCs.

2.4.4.1.3. Develops and provides standardized guidance, provides a source of information exchange, and monitors compliance.

2.4.4.1.4. Develops a marketing plan to launch Project Wizard, and will update it annually. This marketing plan will include strategies and resources that can be customized for each program. It must be used for marketing all regular programs. Specific marketing tools will be provided for the special programs including Information Quest, the Summer Reading Program, and the Electronic Resources Training.

2.4.4.1.5. Consolidates, reviews, and makes inquiries as needed to the wing or group POCs for the building of Project Wizard metric graphs provided to COMUSAFE monthly or as required.

2.4.4.1.6. Maintains a continuity book.

2.4.4.2. **The Wing Commander (or equivalent):**

2.4.4.2.1. Responsible for the execution of the installation program. Ensures the libraries receive sufficient local funding for library resources for children and adult books and other resources as well as furnishings, supplies, computers, and other operating expenses.

2.4.4.2.2. Actively supports the library events and programs as well as encouraging customer participation.

2.4.4.3. **The Wing POC (or equivalent):**

2.4.4.3.1. Responsible for reporting metrics through the chain of command as directed to HQ USAFE/CCX.

2.4.4.3.2. Responsible for ensuring the successful execution of the installation program. Advocates for funds and works closely with the wing or group commander to ensure the librar-

ies receive sufficient local funding for all resources. Works with the Director of Services and, or the Project Wizard program liaison on requests for funding. Coordinates with other wing or group POCs and shares information regarding avenues for success in funding and project management. Works closely with library director on all aspects of project.

2.4.4.3.3. Ensures the wing or group commander is aware of all the needs of their libraries.

2.4.4.4. The Base Library Director:

2.4.4.4.1. Responsible for following the procedures as set out in section [2.4.3](#).

2.4.4.4.2. Submits an initial programming plan to HQ POC no later than (NLT) 1 October each year.

2.4.4.4.3. Keeps the services commander fully informed of all steps taken to increase the quality and quantity of the library programs offered at the library.

2.4.4.4.4. Submits a budget to the services commander and the wing or group POC that delineates resources needed each year, and for providing guidelines for sufficient local funding required.

2.4.4.4.5. Responsible for gathering and reporting metrics through the chain of command reporting them to the HQ POC as directed.

2.4.5. **Reportable Metrics.** The following table identifies mandated metrics reportable to HQ USAFE:

Table 2.4. HQ USAFE Reportable Metrics.

Metric 1:	Measure the number of books checked out, as a percentage compared to a baseline.
OPR:	USAFE Base Librarians
Frequency:	Monthly
Metric 2:	Measure the number of programs offered (minimum standard is three adult programs, three children programs, and two teen programs per year).
OPR:	USAFE Base Librarians
Frequency:	Monthly
Metric 3:	Measure the number of computer users as a percentage compared to a baseline.
OPR:	USAFE Base Librarians
Frequency:	Monthly
Metric 4:	Measure the number of library visitors “through the door” as a percentage compared to a baseline.
OPR:	USAFE Base Librarians
Frequency:	Monthly

Chapter 3

HQ USAFE METRICS REPORTING

Section 3A—Metrics Reporting

3.1. Purpose. The CSIPs will use metrics data/reporting as a means to measure the progress, impact, success, and opportunities for improvement in the programs as we continually strive to accomplish the mission in an organized and effective way, increase readiness, and take care of our people. The consolidated table of CSIP metrics and USAFE goals is at [Attachment 2](#).

3.2. Procedures. All wing commanders (or equivalents) will use the “Wing/Group Metrics Reporting Template” ([Attachment 8](#)) to report their progress/metrics to USAFE/CCX NLT the 15th of each month. These reports should not go directly to COMUSAFE, but be sent to <mailto:usafe.ccx@ramstein.af.mil> as directed by the monthly USAFE/DS tasker. The reporting template may be used to provide additional information to explain reported data and metrics. Additionally, wing or group commanders may include a separate e-mail or memo to serve as an executive summary to highlight special accomplishments along with monthly reports.

3.2.1. The reporting template allows wings or groups to identify the top five unfunded requirements for each of the CSIPs.

3.2.1.1. Submissions for unfunded CSIP items must fall within the parameters identified in the COMUSAFE Funding Guidance Policy memo dated Nov 2003.

3.2.1.2. Submissions must be authorized for purchase with appropriated funds.

3.2.1.3. Combat Education requests/submissions must indicate whether the requirement is BA 01 or BA 03.

3.2.2. CSIP metric reporting is to include measures, numbers, and data from the wing/group population as well as for the GSU population under the parent wing/group. GSU population numbers and or CSIP metrics will not reported separately.

3.3. Forms Adopted: AF Form 2805, **Volunteer Data Card and Service Record.**

3.4. Visual Aids Prescribed:

3.4.1. USAFEVA 10-208, *Goals*.

3.4.2. USAFEVA 10-209, *Combat Programs and Special Interest Programs*.

ROBERT H. FOGLESONG, General, USAF
Commander

Attachment 1**GLOSSARY OF REFERENCES AND SUPPORTING INFORMATION*****References***

AFM 37-139, *Records Disposition Schedule*

USAFEI 36-2201, *Logistics and Operations Maintenance Training Program*

AFI 21-101, *Aerospace Equipment Maintenance Management*

AFI 21-101, *Aerospace Equipment Maintenance Management*, USAFE Supplement 1

USAFEI 21-103, *Reporting Control System: USAFE-A4M (W/M) 7104 Report*

AFI 10-248, *Fitness Program*

AFI 34-266, *Air Force Fitness and Sports Programs*

USAFE Guide to Installation Excellence

AFI 36-3009, *Family Support Program*

AF 2805, *Volunteer Data Card and Service Record*

Abbreviations and Acronyms

AAFES—Army and Air Force Exchange Service

ABG—Air Base Group

ABW—Air Base Wing

AEF—Aerospace Expeditionary Force

AFSC—Air Force Specialty Code

AGE—Aerospace Ground Equipment

AMU—Aircraft Maintenance Unit

ARW—Air Refueling Wing

AWM—Awaiting Maintenance

AWP—Awaiting Parts

BESC—Base Education Steering Committee

CAMS—Core Automated Maintenance System

CDC—Career Development Course

CHEER—Creating Hope, Energy, Enthusiasm, and Recreation

COMUSAFE—Commander, United States Air Forces in Europe

DCC—Dedicated Crew Chief

DeCA—Defense Commissary Agency

DOD—Department of Defense
ESO—Education Services Officer
FGO—Field Grade Officer
FTD—Field Training Detachment
FW—Fighter Wing
GES—Golden Eagle Standards
GP—Group
GSU—Geographically Separated Units
HAWC—Health and Wellness Center
IREP—Intermediate Repair Enhancement Program
ISO—Isochronal
LARP—Library Annual Report
LRC—Learning Resource Center
MC—Mission Capable
MOB—Main Operating Base
MOC—Maintenance Operations Center
MPF—Military Personnel Flights
MTF—Maintenance Training Flight
MUNSS—Munitions Sites
MXG—Maintenance Group
NAF—Nonappropriated Funds
NCO—Noncommissioned Officer
NDI—Nondestructive Inspection
NLT—No Later Than
OPR—Office of Primary Responsibility
PCS—Permanent Change of Station
POC—Points of Contact
PT—Physical Training
QA—Quality Insurance
SNCO—Senior Noncommissioned Officer
USAFE—United States Air Forces in Europe
UTC—Unit Type Code

UTE—Utilization

vOP—Virtual Outprocessing

Attachment 2

CSIP CONSOLIDATED METRICS AND USAFE GOALS

A2.1. The following is a table outlining the program specific metrics and established goals for each Combat and Special Interest Program.

Figure A2.1. CSIP Consolidated Metrics and USAFE Goals.

Combat & Special Interest Programs					
Key:					
N/A Historical Data Not Available					
	HO OPR	Reporting Frequency	AF Goal	USAFE Goal	12 AF Goal
Combat Flightline:					
1. Measure percent of personnel overdue in 5- and 7- level up-grade training above USAFE goals.	LGMMT	Monthly	None	5-Lvl= ≤ 10% 7-Lvl= ≤ 15%	N/A
2. Measure percentage of flying hour program hours programmed versus executed.	MKG/CC	Monthly	None	≤ ± 3%	N/A
3. Measure the number of 2A00X personnel working outside of core duty.	MKG/CC	Monthly	None	≤ 3% of Assn	N/A
4. Measure USAFE fleet Mission Capable rates.	LGMMA	Monthly	7	Varies w/a/c	N/A
5. Measure USAFE Initial CAMS error rates by unit.	LGMMA	Monthly	4%	≤ 3%	N/A
6. Measure Aircraft and Engine forms pass rates.	LGMMA	Monthly	None	≥ 95%	N/A
7. Identify number of aircraft with unauthorized nose art or missing required USAFE emblems.	LGMAS	Quarterly	None	Zero	N/A
Combat Fitness:					
1. Percentage of people tested who meet or exceed the Air Force fitness standard.	SG	Monthly	75%	≥ 85%	None
2. Percentage of our airmen documenting ≥ 12 workouts per month via FitLinxx.	SV	Monthly	None	Trend data	None
3. Measure and compare the Air Force Five-Star Fitness Program results to the previous year. The number of stars and the percentage achieved by category will be measured.	SV	Annually	None	≥ 4 Stars	None
Combat Intro / Exit:					
1. Measure number of required stops for inprocessing.	DP	Monthly	None	≤ 3 Stops	None
2. Measure customer satisfaction with USAFE base inprocessing procedures. ("5" best rating)	DP	Monthly	None	≥ 4	None
3. Measure number of required stops for outprocessing.	DP	Monthly	None	≤ 3 Stops	None
4. Measure customer satisfaction with USAFE base outprocessing procedures.	DP	Monthly	None	≥ 4	None
5. Measure "PCS Order Receipt" defined as average number of days member receives orders prior to Projected Date of Departure (PPD).	DP	Monthly	60 days	≥ 60 days	60 days
6. Measure number of individuals not receiving their PCS orders by time-period specified as the USAFE timeliness goal.	DP	Monthly	None	< 5%	Zero
7. Measure "TMO Lobby Wait Time" defined as average time an individual waits to be served after sign in.	LGTT	Monthly	None	≤ 10 mins	10 mins
8. Measure "TMO Appointment Wait Time" defined as average number of calendar days a person waits for the first available appointment.	LGTT	Monthly	None	≤ 6 days	8 days
Combat & Special Interest Programs					
	HO OPR	Reporting Frequency	AF Goal	USAFE Goal	12 AF Goal
Combat Education:					
1. Measure percent of airmen E-5 and below enrolled in college education courses.	DP	Quarterly	None	≥ 12%	12%
2. Measure the percentage of non-standard course times and locations offered. (times/location)	DP	Quarterly	None	± 40% increase / ± 10% increase	None
3. Measure customer satisfaction with education programs and services. ("5" best rating)	DP	Quarterly	None	≥ 4	4
4. Measure the number of classes closed due to maximum student capacity.	DP	Quarterly	None	Zero	N/A
Combat Nighthawk:					
1. Total number of sorties.	DO	Monthly	None	54 shifts / qtr.	N/A
2. CGO participation (percentage of population).	DO	Monthly	None	≥ 15% / qtr.	N/A
3. SNCO participation (percentage of population).	DO	Monthly	None	≥ 15% / qtr.	N/A
Combat Touch:					
1. Measure number of unit visits per chaplain to work centers and dormitories.	HC	Monthly	None	≥ 150	150
2. Measure number of hours spent on unit visits per chaplain.	HC	Monthly	None	≥ 45 hrs.	45 hrs.
3. Measure customer satisfaction with chaplain leadership and advisory functions.	HC	Monthly	None	≥ 4	4
4. Measure customer satisfaction with pastoral care and chapel worship at each service.	HC	Monthly	None	≥ 4	4
5. Measure customer satisfaction with chaplain services and pastoral care at work centers and dormitories.	HC	Monthly	None	≥ 4	4
Combat Proud:					
Measure base appearance (Weighted score from several categories = overall score).	CE	Quarterly	None	≥ 85% / qtr.	None
Combat Care:					
Measure customer satisfaction with return and reunion.	DP	Quarterly	None	Trend	None
Hidden Heroes:					
1. Measure the percentage of identified volunteer opportunities.	DP	Monthly	None	± 10% of AD pop.	N/A
2. Measure the percentage of volunteers.	DP	Monthly	None	± 10% of AD pop.	N/A
3. Measure the average number of recorded volunteer hours.	DP	Monthly	None	≥ 2hrs./mo./vol	N/A
Project CHEER:					
1. Measure the number of Project CHEER events.	CCX	Monthly	None	≥ 10 events / mo.	N/A
2. Measure attendance at Project CHEER events.	CCX	Monthly	None	Trend data	N/A
3. Measure the dollar amount of sponsorship contributions for Project CHEER events.	CCX	Monthly	None	Trend data	N/A
Combat & Special Interest Programs					
	HO OPR	Reporting Frequency	AF Goal	USAFE Goal	12 AF Goal
Customer College:					
1. Measure the percentage of the installation's target audience that has received training.	SV	Monthly	None	≥ 80% trained	N/A
2. Measure and compare a sample of customer satisfaction based on data collected from opinion meters placed at selected facilities across the installation. ("5" best rating)	SV	Monthly	None	≥ 4	None
Project Wizard:					
1. Measure the number of books checked out, as a percentage compared to a baseline.	SV	Monthly	None	Annual increase	None
2. Measure the number of programs offered. (3 Adult, 3 Children, 2 Teen; 3/3/2 = 8)	SV	Monthly	7	8 per year	None
3. Measure the number of computer users as a percentage compared to a baseline.	SV	Monthly	None	Annual increase	None
4. Measure the number of library visitors "through the door" as a percentage compared to a baseline.	SV	Monthly	None	Annual increase	None

Attachment 3

COMBAT FLIGHTLINE AIRCRAFT APPEARANCE COMPETITION CHECKLIST/SCORE SHEET

A3.1. The figure outlines the evaluation criteria and assessment used for the quarterly Aircraft Appearance Competitions command-wide.

Figure A3.1. Combat Flightline Aircraft Appearance Competition Checklist/Score Sheet.

Aircraft tail number:			
Evaluator:			
Score in .5 point increments			
10 = Ready for DVI! Could send to an Air Show			
8 = Better than most			
6 = Needs a little work			
4 = Below Standards			
Aircraft Appearance			Score
1	Interior neatness and cleanliness		
2	Exterior cleanliness (special attention to wheel wells)		
3	Covers, ground wire, chocks and ropes		
4	Forms appearance and organization		
5	General exterior appearance		
6	Commanders emphasis item		
Total Score			
Special Instructions: Each MXG expand this checklist, within the identified categories, to include local specific weapons system items.			
Remarks:			

Attachment 5

COMBAT FLIGHTLINE COMBAT CREW CHALLENGE CHECKLIST

A5.1. The following figure is a score sheet outlining the evaluation criteria and assessment used for the Combat Crew Challenge competitions command-wide.

Figure A5.1. Combat Flight—Combat Crew Challenge Checklist.

Team Evaluated:		Team Evaluated:	
Evaluator:			
Combat Crew Challenge			
<i>Based on monthly numbers, start with 100 pts</i>		100	
1	Add score from monthly appearance competition		
2	MC rate (meets standard = 10 pts; below = 8 pts; less than 60% = 6 pts) cumulative average		
3	QA data: Deduct 10 pts for DSV or TDV and 5 pts for UCR for each team member		
4	MX related ground aborts (-5 pts for each)		
5	Overdue training (-5 pts for each)		
6	Acft forms documentation errors (-2 points for each error - only one set scored per team)		
7	CAMS initial error rate (-2 pts for each percentage pt)		
8	Delayed discrepancies (-2 pts for each wing level AWM, -5 for any AWP without doc #)		
9	Commanders emphasis item (up to 20 pts)		
		Total Score	
Special Instructions: Aircraft impounded or off station for more than one week, in cannibalization status or phase will be excluded from the competition. Squadrons with multiple AMUs are encouraged to compete internally and nominate one team to compete at MXG level. Squadrons with only one AMU can nominate two teams to compete with each other at the MXG level.			
Remarks:			

Attachment 6

COMBAT PROUD APPEARANCE SCORING MODEL

A6.1. Figure A6.1. outlines all evaluation criteria and point assessments used for evaluating base Combat Proud performance and improvements.

Figure A6.1. Combat Proud Appearance Scoring Model.

Combat Proud Scoring Model					
Program Management - 50%					
Recognition Program	Oct 03	Nov 03	Dec 03	Max Pts	8
Housing	0	0	0	0	of 2
Dormitory	0	0	0	0	of 2
Group/Unit	0	0	0	0	of 2
PA Articles/Events	0	0	0	0	of 2
Leadership Involvement	Oct 03	Nov 03	Dec 03	Max Pts	15
Base Drive Arouds (Weekly)	0	0	0	0	of 6
Monthly Program Update	0	0	0	0	of 3
Facility Manager Qtrly Update				0	of 3
Housing Mayor Qtrly Update				0	of 3
Facility Manager Program	Oct 03	Nov 03	Dec 03	Max Pts	5
Monthly Updates/Mtg	0	0	0	0	of 3
POC Listing Quarterly Update				0	of 2
Housing Mayor Program	Oct 03	Nov 03	Dec 03	Max Pts	5
Monthly Updates/Mtg	0	0	0	0	of 3
POC Listing Quarterly Update				0	of 2
Base Appearance Planning				Max Pts	17
Architectural Compatibility Standards Published				0	of 3
Paint Plan				0	of 2
AT/FP Barrier Replacement Plan				0	of 2
Screening Plan				0	of 2
Beautification Plan				0	of 2
Temp Structure/CONEX Removal/Demolition Plan				0	of 2
Sign Standards				0	of 2
Contractor Activities Plan				0	of 2
PROGRAM MANAGEMENT SUBTOTAL				0	of 50
Execution & Initiatives - 50%					
Individual Unit Improvements	Oct 03	Nov 03	Dec 03	Max Pts	20
2 pts each event	0	0	0	0	of 20
Base Cleanup Day				Max Pts	5
Base-wide (Quarterly)				0	of 5
Base Appearance Execution				Max Pts	25
Paint Plan				0	of 5
AT/FP Barrier Replacement Plan				0	of 5
Screening Plan				0	of 5
Beautification Plan				0	of 3
Temp Structure/CONEX Removal/Demolition Plan				0	of 3
Sign Standards				0	of 2
Contractor Activities Plan				0	of 2
EXECUTION & INITIATIVES SUBTOTAL				0	of 50
GRAND TOTAL				0	of 100

Figure A6.2. Combat Proud Appearance Scoring Model (Continued).

NOTES:	
Fill in "Yellow" highlighted areas of the scoring model only, do not exceed maximum possible score for each respective event or plan identified in the far right column	
Program Management	
Recognition Program	
Housing	Earn 2 points each quarter the specified events occur to max.
Dormitory	Earn 2 points each quarter the specified events occur to max.
Group/Unit	Earn 2 points each quarter the specified events occur to max.
PA Articles/Events	Earn 2 points each quarter the specified events occur to max.
Leadership Involvement	
Base Drive Arouds (Weekly)	Earn 1/2 point for each weekly drive around
Monthly Program Update	Earn 1 point for each monthly update to leadership
Facility Manager Qtrly Update	Earn 3 points for updating quarterly
Housing Mayor Qtrly Update	Earn 3 points for updating quarterly
Facility Manager Program	
Monthly Updates/Mtg	Earn 1 point for each monthly update
POC Listing Current	Earn 2 points for updating quarterly
Housing Mayor Program	
Monthly Updates/Mtg	Earn 1 point for each monthly update
POC Listing Current	Earn 2 points for updating quarterly
Base Appearance Planning	
A.C. Standards Published	Earn total points for having specific plan
Paint Plan	Earn total points for having Wing/CC approved execution strategy for the specific plan
AT/FP Barrier Replacement Plan	
Screening Plan	
Beautification Plan	
Temp Structure/CONEX Removal	
Sign Standards	
Contractor Activities Plan	Earn total points by updating contractor boilerplate
Execution & Initiatives	
Individual Unit Improvements	
2 pts each event	Earn 2 points for each unit level improvements/self-help
Base Cleanup Day	
Base-wide (Quarterly)	Earn max points for holding event quarterly
Base Appearance Execution	
Paint Plan	Completion of specific objectives as outlined in the Wing/CC approved plan with credit gained for finished product. For example, paint plan says you will paint 20 building each year. You get total point credit for completing the painting of 5 buildings in the quarter.
AT/FP Barrier Replacement Plan	
Screening Plan	
Beautification Plan	
Temp Structure/CONEX Removal	
Sign Standards	
Contractor Activities Plan	

Attachment 7

COMBAT CARE PREDEPLOYMENT AND PRE-TDY CHECKLIST

A7.1. Table A7.1., Combat Care PreDeployment/Pre-TDY Checklist, identifies the minimum criteria and items that AD members and their families should consider or address prior to deploying or before going on TDY assignments. **Predeployment guide minimums (should address deployed member and spouse/family):** *NOTE:* (*) Items that are especially important.

Table A7.1. Combat Care Predeployment and Pre-TDY Checklist.

Task/Action	Yes	No	N/A
1. Finance			
1.1. Bills (recurring & non-recurring)			
1.2. Checking/Bank Account Access			
1.3. Investments/Other income sources			
1.4. Safety Deposit Boxes			
2. Legal			
2.1. *Power of Attorney* (as needed)			
2.2. *Living Will and Wills*			
2.3. Spouses SSN			
2.4. Guardianship for Children			
2.5. Insurance Policies			
2.6. Deeds/Leases/Real Estate Documents			
2.7. Marriage or Divorce Papers/Birth Certificates/Adoption			
2.8. School Records			
2.9. Naturalization Documents			
2.10. Vehicle Titles			
2.11. Taxes			
3. Personnel Issues			
3.1. TDY Orders/PSC Orders			
3.2. *vRED (Emergency data)*			
3.3. ID card expirations & DEERS enrollment			
3.4. *SGLI*			
3.5. Passport/Visa Documents			
3.6. Family Care Plan (as applicable)			
3.7. NEO/Safe Haven Info			
3.8. Personal affairs (Funeral/burial instructions)			

Task/Action	Yes	No	N/A
4. Household			
4.1. Vehicle registration/Inspection			
4.2. Crime Prevention Measures/Force Protection Info			
4.3. Maintenance/utilities/Who to contact for problems			
4.4. Disaster/Evacuation Plan and Kit (Water, food, clothing, etc.)			
5. Communication			
5.1. Local emergency contacts (Fire, Red Cross Police)			
5.2. Unit information (Key spouse, First Sergeant, Commander, Supervisor)			
5.3. Key contacts (Chaplain, FSC, referral agencies)			
5.4. Pertinent web address listing (www.afcrossroads.com ; www.militaryonesource.com Tricare, Red Cross, etc.)			
6. Important Communication/Contact Information			
6.1. Sponsor's Squadron			
6.2. Duty Section/Unit			
6.3. OIC/NCOIC Names			
6.4. Orderly Room			
6.5. Commander/1st Sgt			
6.6. Security (LE Desk phone number)			
6.7. Sponsor's TDY Location (If released)			
6.7.1. Phone Number (Comm./DSN)			
6.7.2. Mailing Address			
6.7.3. Unit e-mail address			
6.8. Emergency Contacts (Relatives)			
6.9. Password & PIN info			
7. Combat Care Services available			
8. Medical			
8.1. Tricare enrollment/claim process			
8.2. Location of facilities/providers/Clinic contact numbers			
8.3. Medical/Dental/Shot Records			
9. Pet Care			
9.1. Veterinary Info			

Attachment 8

CSIP MONTHLY METRICS REPORTING TEMPLATE

A8.1. The following example is the reporting tool for CSIP metrics that will be used by wings and or groups to submit their monthly reports to HQ USAFE. This tool is subject to change as additions and or deletions occur by direction of COMUSAFE.

Figure A8.1. CSIP Monthly Metrics Reporting Template (Introduction).

Headquarters U.S. Air Forces in Europe

“Bring Your Courage”

**Base Name
 Combat and Special Interest
 Program (CSIP)
 Update for “Month”**



Commander's Name

Figure A8.2. CSIP Monthly Metrics Reporting Template (CSIP Summary).



CSIP Summary Base Name

- **Top 5 CSIP Issues**

-
-
-
-

- **Overall Top 5 CSIP Unfunded Items**

- **Prior to submission of future mid-month reviews, unfunded item entries must be validated by the installation comptroller for accuracy in 3 areas...**
- **1st**, submissions must fall within the parameters identified in the attached COMUSAFE Funding Guidance
- **2nd**, submissions must be authorized for purchase with appropriated funds
- **3rd**, any Combat Education requests must indicate whether the requirement is BA 01 or BA 03. Since BA 03 funding is not readily available, any requests in this area will most likely have to be deferred to year's end

"Bring Your Courage"

Figure A8.3. CSIP Monthly Metrics Reporting Template (Definitions).



Definitions

■ Metric “Score” Color Coding

- **Green** Unit metric is greater than or equal to USAFE goal
- **Yellow** Unit metric is stable/improving but still less than the USAFE goal
- **Red** Unit metric is declining and still less than the USAFE goal

“Bring Your Courage”

Figure A8.4. CSIP Monthly Metrics Reporting Template (Combat Flightline).



Combat Flightline Base Name

METRIC	DEC 03	JAN 04	USAFE GOAL
1. Percent of 5 / 7 Levels Overdue Upgrade Training			≤ 10% / 15%
2. Percent Flying Hours Programmed vs. Executed			≤ ± 3%
3. Percentage of 2AXXX Outside of Core Duty			≤ 3%
4. Fleet Mission Capable Rates Type 1 (F-16, F-15, C-130 etc...)			Varies by A/C type
Fleet Mission Capable Rates Type 2 (F-15C, KC-135, etc...)			Varies by A/C type
5. Initial CAMS Error Rates			≤ 3%
6. Aircraft and Engine Forms Pass Rate			≥ 95%
7. # Aircraft Not Meeting USAFEPaint and Marking Standards			Zero
Comments:			
1. Goal: ≤ 10% of 5 levels / ≤ 15% percent of 7 levels			
2. Metric should be the deviation from 100% of the percent programmed vs. executed. Example Programmed 250, executed 232 = 93% so deviation = -7%. Please include raw data in the comments block.			
3.			
4. One line per aircraft type.			
5.			
6.			
7. This should be a number not a percentage			
Top 5 Unfunded:			
POC:			

“Bring Your Courage”

Figure A8.5. CSIP Monthly Metrics Reporting Template (Combat Fitness).



Definitions

■ Metric “Score” Color Coding

- **Green** Unit metric is greater than or equal to USAFE goal
- **Yellow** Unit metric is stable/improving but still less than the USAFE goal
- **Red** Unit metric is declining and still less than the USAFE goal

“Bring Your Courage”

Figure A8.6. CSIP Monthly Metrics Reporting Template (Combat Intro/Exit).



Combat Intro / Exit Base Name

METRIC	DEC 03	JAN 04	USAFE GOAL
1. Number of Inprocessing Stops			≤ 3
2. Customer Satisfaction for Inprocessing			≥ 4
3. Number of Outprocessing Stops			≤ 3
4. Customer Satisfaction for Outprocessing			≥ 4
5. Average Number of Days PCS Order Rec'd Prior to PDD*			≥ 60
6. Percent Personnel Rec'ing Orders <60 Days Prior to PDD			≤ 5%
*PDD = Projected Departure Date			
7. Average TMO Lobby Wait Time (minutes)			≤ 10 minutes
8. Average TMO Appointment Wait Time (days)			≤ 6 days
Comments:			
1.			
2.			
3.			
4.			
5.			
6.			
Top 5 Unfunded:			
POC:			

“Bring Your Courage”

Figure A8.7. CSIP Monthly Metrics Reporting Template (Combat Education).



Combat Education Base Name

METRIC	FY03/4	FY04/1	USAFE GOAL
1. % Eligible E-5 and below Enrolled in College Courses			≥ 12%
2. % of Courses in Non-standard Times			≥ 40%
% of Courses in Non-standard Locations			≥ 10%
3. Customer Satisfaction w / base education programs			≥ 4
4. Number of classes closed due to student max. capacity			Zero
Comments:			
1. <i>**USAFE/DP will provide this data pending Air Staff authorization for base-level access to central database.</i>			
2.			
3. <i>Satisfaction Survey will be conducted at end of each term.</i>			
4.			
Top 5 Unfunded:			

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Figure A8.8. CSIP Monthly Metrics Reporting Template (Combat Nighthawk).



Combat Nighthawk Base Name

METRIC	DEC 03	JAN 04	USAFE GOAL
1. Total Number of Sorties		sorties for month	54 / Qtr.
2. Percentage of CGO Participation		% of CGOs	15% / Qtr.
3. Percentage of SNCO Participation		% of SNCOs	15% / Qtr.
Comments:			
1. Do not give cumulative numbers. Give the numbers for each month for all three metrics.			
2. Bar charts will be built and will show cumulative data.			
3. Please include raw numbers for sorties, CGOs and SNCOs in comments section.			
Top 5 Unfunded:			
POC:			

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Figure A8.9. CSIP Monthly Metrics Reporting Template (Combat Touch).



Combat Touch Base Name

METRIC	DEC 03	JAN 04	USAFE GOAL
1. Number of Unit Visits to workcenters and dormitories per Chaplain			≥ 150 Visits
2. Number of Unit Visit Hours per Chaplain			≥ 45 hrs.
3. Customer Sat - Chaplain Leadership / Advisory functions			≥ 4
4. Customer Sat - Pastoral Care / Worship at each Service			≥ 4
5. Customer Sat - Chaplain Service / Pastoral Care at work / dorm			≥ 4
Comments:			
1.			
2.			
3.			
4.			
5.			
Top 5 Unfunded:			
POC:			

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Figure A8.10. CSIP Monthly Metrics Reporting Template (Combat Proud).



Combat Proud Base Name

METRIC	NOV 03	DEC 03	JAN 04	USAFE GOAL
1. Weighted Overall Score for Base Appearance				85% / Qtr.
Comments:				
1. Report scoring model data monthly. Show cumulative progression toward quarterly goal (i.e. 45%, 65%, 85%)				
Top 5 Unfunded:				
POC:				

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Figure A8.11. CSIP Monthly Metrics Reporting Template (Combat Care).



Combat Care Base Name

METRIC	FY03/4	FY04/1	USAFE GOAL
1. Measure customer satisfaction with return and reunion <i>(First reporting on this metric – 15 Apr 04)</i>	XX		≥ 4
Comments:			
1. Draft Combat Care Survey Completed ... will begin use Jan 04 for all returning deployed personnel.			
Top 5 Unfunded:			
POC:			

Figure A8.12. CSIP Monthly Metrics Reporting Template (Hidden Heroes).



Hidden Heroes Base Name

METRIC	DEC 03	JAN 04	USAFE GOAL
1. Percent of Volunteer Opportunities			≥ 10% of AD pop.
2. Percent of Overall Volunteers			≥ 10% of AD pop.
3. Average Number of Recorded Volunteer Hours			≥ 2hrs / mo / vol
Comments:			
1. * Provide percent and overall # of Opportunities i.e., 12%(230)			
2. * Provide percent and overall # of volunteers i.e., 13%(242)			
3.			
Top 5 Unfunded:			
POC:			

Figure A8.13. CSIP Monthly Metrics Reporting Template (Project CHEER).



Project CHEER Base Name

<u>METRIC</u>	<u>DEC 03</u>	<u>JAN 04</u>	<u>USA FE GOAL</u>
1. Number of Project CHEER Events			≥ 10 / Month
2. Attendance at Project CHEER Events			Trend Data
3. Dollar Amount of Sponsorship Contributions for Events			Trend Data
Comments:			
1. Only count base-wide events... do not count unit-specific events			
2. This is "total" attendance, not an average attendance per event			
3. This is a total of \$ contributions and in-kind \$ contributions of food, prizes, give-aways, etc.			
Top 5 Unfunded:			
POC:			

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Figure A8.14. CSIP Monthly Metrics Reporting Template (Customer College).



Customer College Base Name

<u>METRIC</u>	<u>DEC 03</u>	<u>JAN 04</u>	<u>USAFE GOAL</u>
1. Percentage of Target Audience w ho Received Training			≥ 80%
2. Customer Satisfaction Sample measured by Opinionmeter <i>(First reporting on this metric -- 15 May 04)</i>			≥ 4
Comments:			
1. Target audience w ho received training is defined in USAFE Instruction 10 - 203, Table 2.3 <i>(This metric will be a cumulative show ing progress toward USAFE goal)</i>			
2. Measure and compare a sample of customer satisfaction based on data collected from Opinionmeters placed at selected facilities across the installation. Mid March 04 delivery of opinion meters (estimate).			
Top 5 Unfunded:			
POC:			

Figure A8.15. CSIP Monthly Metrics Reporting Template (Project Wizard).



Project Wizard Base Name

METRIC	Baseline	DEC	JAN	FYTD	USAFE GOAL
1. % of Books Checked Out Compared to Baseline	100%				Annual Increase
2. Number of Programs Offered (Adult + Teen + Children)	N/A				8 Per Year
3. % of Computer Users Compared to Baseline	100%				Annual Increase
4. % of Library Visits Compared to Baseline**	100%				Annual Increase
** (NEW Metric Added 26 Jan 04)					
Comments:					
1. Metric 2 Programs FYTD data includes X# Adult, X# Children's and X# Teen Programs					
2. Include details on extenuating circumstances, ie, library closed one day/week; computers down, etc.					
3. Include baseline numbers in your comments.					
Top 5 Unfunded:					
1.					
2.					
3.					
4.					
5.					
POC:					

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