AFELM Commander’s Call

Lt Col Jorge Jaramillo
Commander, NPS AFELM
14 May 19
OVERVIEW

The AFIT of Today is the Air Force of Tomorrow.

- Fleet and Family Support Program
- NPS President’s Student Council (Maj Caitlin Diffley)
- AFELM Senior Enlisted Advisor
- AFELM Status
- Promotions / Selects
- Changes in the USAF
- Admin
- Parting Shots

BREAK

- Mentoring
  - Promotion (N-O PRF)
  - PRF – 2 Line Guidance
  - ODP/ADP
Fleet & Family Support Center

Naval Support Activity, Monterey

Stress Management Techniques and Tips

Ms. Vanessa Anderson
Take control of your stress

Fleet and Family Support Center
Naval Support Activity Monterey
What’s In It For You?

- Identify your “Stress Zone”
- Manage thoughts to reduce stress
- Manage actions to reduce stress
- Take personal accountability for positive change
What is Stress?

Stress is a response to physical or psychological events perceived by an individual and potentially causing harm or psychological trauma.

Stress is normal, we have to separate stress from stressors.

A stressful event can be real or imagined.

Stress is directly related to your perception.
Two Faces of Stress

Stress is NECESSARY

- Stress is essential for:
  - Strength and toughness
  - Growth and development
  - Acquire new skills
  - Meeting challenges
  - Performing difficult missions

Stress can be TOXIC

- Stress can lead to:
  - Persistent internal distress
  - Functional impairment
  - Misconduct
  - Substance abuse
  - Mental disorders
Common Stressors

- Academic achievement goals
- Physical fitness goals
- Relationships: interactions w/ others or loneliness/homesickness
- Financial issues
- Lifestyles decisions
- Career decisions
External vs. Internal
Warning Signals

- Physical Symptoms
  - Headaches
  - Fatigue
  - Muscle tension
  - Jaw Clenching/ Teeth Grinding
  - Restlessness
  - Sleeping problems
  - Change in appetite
  - Chest pain

- Emotional Symptoms
  - Anger
  - Anxiety
  - Depression
  - Difficulty Making Decisions
  - Forgetfulness
  - Feeling unhappy for no reason
  - Being easily upset
  - Worrying frequently
Warning Signals

- Behavioral Symptoms
  - Avoiding tasks and responsibility
  - Crying easily
  - Decreased job performance
  - Difficulty concentrating
  - Snapping at people
  - Withdrawing from family and friends
  - Arguing with friends or partner
### Stress Continuum Model

<table>
<thead>
<tr>
<th>READY Green</th>
<th>REACTING Yellow</th>
<th>INJURED Orange</th>
<th>ILL Red</th>
</tr>
</thead>
<tbody>
<tr>
<td>- Good to Go</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Well Trained</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Prepared</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- Fit &amp; Focused</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- Cohesive Unit &amp; Ready Families</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Distress or Impairment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Mild &amp; Temporary</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>- Anxious, Irritable, or Sad</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- Physical or Behavioral Changes</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>- More Severe or Persistent Distress or Impairment</td>
<td></td>
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<tr>
<td>- May Leave Lasting Memories, Reactions, &amp; Expectations</td>
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<td></td>
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<tr>
<td>- Stress Injuries Don’t Heal without Help</td>
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<td></td>
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<tr>
<td>- Symptoms Persist for &gt;60 Days, Get Worse, or Initially Get Better &amp; Then Return Worse</td>
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</tr>
</tbody>
</table>

**Unit Leader Responsibility**

**Individual, Shipmate, Family Responsibility**

**Caregiver Responsibility**
ABC Theory of Emotional Arousal

A
• Activating Event

B
• Belief

C
• Consequent Emotions and Behaviors
Steps to Get a Handle on Stress

- Identify your stress zone
- Manage thoughts and actions to reduce stress
- Take personal accountability for positive change
- Healthy outlets vs. unhealthy behaviors
Positive Self Care: Stress Management Techniques

Exercise  Nutrition  Rest  Centering
### It’s Not Easy Being Green

<table>
<thead>
<tr>
<th>READY Green</th>
<th>REACTING Yellow</th>
<th>INJURED Orange</th>
<th>ILL Red</th>
</tr>
</thead>
<tbody>
<tr>
<td>Stay fit &amp; eat right</td>
<td>Work out, eat right, get rest</td>
<td>Talk with Leaders</td>
<td>All stress illnesses MUST be referred to Medical for evaluation</td>
</tr>
<tr>
<td>Get adequate rest</td>
<td>Spend time with people you trust</td>
<td>Seek guidance from chaplains, counselors, and/or medical staff</td>
<td></td>
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<tr>
<td>Use alcohol in moderation</td>
<td>Take your mind off of worries you can’t fix</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Build strong marital, family and social relationships</td>
<td>Have fun when you can</td>
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<td></td>
</tr>
<tr>
<td>Resolve conflicts effectively</td>
<td>Encourage yourself and others</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**READY**

- Green

**REACTING**

- Yellow

**INJURED**

- Orange

**ILL**

- Red
Debrief

- Which areas do you need the most improvement?
- Which tip can you incorporate into your life today?
- Will any of the tips require you to manage your thoughts?
- How will you be different if you adopt one or more of the tips?
AFELM Senior Enlisted Advisor

The AFIT of Today is the Air Force of Tomorrow.

AFIT

U.S. AIR FORCE

MSgt Joe Scobey

Air University: The Intellectual and Leadership Center of the Air Force
Aim High...Fly - Fight - Win
Enlisted Position Updates

The AFIT of Today is the Air Force of Tomorrow.

• Air Force NCOs are now attending NPS for deliberate development.

• In order to compete with NCO/SNCO peers AF-ELM CC has developed the following duties for their development.

  • (E6) - NCOIC protocol; organizes/assists/plans ceremonies
  • (E6) - NCOIC operations; training, and individual readiness
  • (E6-E7) - Add'l Duty First Sergeant  TSgt Mclaughlin
  • (E7-E8) - SEA AF-ELM CC. MSgt Scobey

• **Goal:** Minimum time investment outside of academics that gives our enlisted members continued career development.
AFELEM Status

The AFIT of Today is the Air Force of Tomorrow.

- 111 Students Onboard
- Relatively Superior Image
  - Keep up the good work!
- No Academic Probations
PROMOTIONS

The AFIT of Today is the Air Force of Tomorrow.

• Please stand up if you have pinned-on, will pin-on soon, or were selected for promotion since February 2019

• Line numbers on vMPF
• Promotion Increments on MyPers

• Happy to help with pin-ons
USAF Changes

The AFIT of Today is the Air Force of Tomorrow.

The AFIT of Today is the Air Force of Tomorrow.

- Promotion Recommendation Form (PRF) - Officers
  - WHY:
    - Focus on potential to serve in the next higher grade vice creative writing style and format
    - Enhance senior rater voice to the promotion board, as originally intended
  - HOW:
    - 9-lines to 2-lines
    - New strat guidance for SR= amongst eligible officers by zone & second strat in accordance with guiding principles

- Promotion Categories
  - Six promotion sub-catergories
  - Instructor Duty: More value to instructor duty and more difficult to become be selected for instructor duty
  - PhD Management: deliberate assignment management
  - 21st Century Learning Opportunities: language; certificates; etc.
  - OCPs…
OCP Update (15 Apr 19)

- Authorized use of two-piece Flight Duty Uniform in garrison

- “Sleeve Swap”
  - Squadron patch on **RIGHT** sleeve along with U.S. Flag
  - Higher headquarters patch to the **LEFT** sleeve
The Air University: The Intellectual and Leadership Center of the Air Force

Aim High…Fly - Fight - Win

The AFIT of Today is the Air Force of Tomorrow.

**TIMELINE**

**2019**
- 1 APR: Expansion of in-store AAFES sales locations continues

**2020**
- 1 JUN: Coyote brown boots mandatory
- Coyote brown T-Shirt mandatory
- U.S. Flag spice brown color criteria mandatory
- Spice brown officer rank mandatory
- DLA green socks/coyote brown socks mandatory

**2021**
- 1 APR: OCP Utility Uniform mandatory
- All AF patches must be converted to the spice brown color criteria

**BENEFITS**
- The OCP works in all climates and across the spectrum of missions we perform
- Over 100,000 Airmen have been issued and/or are already wearing OCPs. This includes AFCENT, AFSOC and our AFGSC Defenders
- The OCP will bring back Air Force heraldry with unit patches
- The OCP celebrates our joint warfighting excellence and close ties with the Army

**AIR FORCE OCP UNIFORM GUIDANCE**

Further official wear guidance will be available soon in AFI 36-2903, Dress and Personal Appearance.
• **TDYs**: They need to be cleared through me first.
  - Relevant to your thesis/research?
  - Who’s funding it? DTS LOA and Routing List?
  - Provide me 5 W’s before proceeding or asking for professor/PO approval.

• **Leave**: Sooner than Later – 2 weeks prior preferred / NLT 1 week prior
  - OCONUS: Plan with Security Manager’s Office (ATP Plan) and Travel Office (APACS)
  - Follow procedures in SAKAI/Liferay
  - **Communicate your plans before making any reservation/booking flights**

• **Remain attached to NPS AFELM** after Graduation (DOS Request Form)
  - Beyond 7 days of graduation
  - No need to reach out to your AFPC function / “detailer” for this
  • **REMINDER**: I need your post-graduate plan by COB Friday, 17 May 19
ADMIN

The AFIT of Today is the Air Force of Tomorrow.

- **Awards, Awards, Awards:** Keep an eye out for award email from your PO ~2 months prior to graduation.
  - AFA Award; Department Awards; Volunteer Awards; FAO Awards, etc.
  - New AFELM Awards Program

- **Training Reports:** Inputs are due 2 Weeks prior to gradation / departure
  - If going on IRT (immersion), Inputs expected 2 weeks prior to NPS departure
    - Get an LOE from your IRT supervisor
  - Certificate Students: 2 weeks prior to departing/out-processing NPS
  - Follow instruction on SAKAI/Liferay

- **Thesis Extension** – Come talk to me before submitting (not usually approved)

- **Out-Processing:** Visit Lt Col Garvin before turning in final checklist— feedback on process

- **CC Transition:** Beginning on Monday, 27 May 19, send all requests/inquires to Lt Col Garvin and CC Lt Col Jaramillo

- **AFELM Change of Command:** Tuesday, 4 June 2019 / 1530 / GL-102
PARTING SHOTS

The AFIT of Today is the Air Force of Tomorrow.

• USAF competitively selected YOU
• USAF investing in YOU – for your and nation’s future
• YOU are in the military and have a responsibility here

• NPS AFELM, shaping better Airmen by expanding minds and reducing waistlines...
  • I’m here to help and enable YOU

Welcome fly-bys 0830-1530. Appointment reserves time block.

Available 24/7 in case of emergencies—don’t hesitate to call.
The AFIT of Today is the Air Force of Tomorrow.

Questions?

Break...
DOR Chart - Line of the Air Force - Captain

If your DOR to Captain is:

<table>
<thead>
<tr>
<th>DOR Range</th>
<th>Major</th>
<th>Lt Col</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
<th>2026</th>
</tr>
</thead>
<tbody>
<tr>
<td>01-Jan-2012 - 31-Dec-2012</td>
<td>2017B</td>
<td>2020</td>
<td>2021</td>
<td>2022</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>01-Jan-2013 - 31-Dec-2013</td>
<td>2017D</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>01-Jan-2014 - 31-Dec-2014</td>
<td>2018</td>
<td>2022</td>
<td>2023</td>
<td>2024</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>01-Jan-2015 - 31-Dec-2015</td>
<td>2019</td>
<td>2023</td>
<td>2024</td>
<td>2025</td>
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<td></td>
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<tr>
<td>1 Jan 2016 - 31 Dec 2016</td>
<td>2020</td>
<td>2024</td>
<td>2025</td>
<td>2026</td>
<td>2027</td>
<td>2028</td>
<td>2029</td>
</tr>
<tr>
<td>1 Jan 2017 - 31 Dec 2017</td>
<td>2021</td>
<td>2025</td>
<td>2026</td>
<td>2027</td>
<td>2028</td>
<td>2029</td>
<td>2030</td>
</tr>
<tr>
<td>1 Jan 2018 - 31 Dec 2018</td>
<td>2022</td>
<td>2026</td>
<td>2027</td>
<td>2028</td>
<td>2029</td>
<td>2030</td>
<td>2031</td>
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<tr>
<td>1 Jan 2019 - 31 Dec 2019</td>
<td>2023</td>
<td>2027</td>
<td>2028</td>
<td>29</td>
<td>2029</td>
<td>2030</td>
<td>2031</td>
</tr>
</tbody>
</table>

DOR Chart - Line of the Air Force - Major

If your DOR to Major is:

<table>
<thead>
<tr>
<th>DOR Range</th>
<th>Lt Col</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
<th>2024</th>
<th>2025</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Apr 2016 - 31 Dec 2016</td>
<td>2018</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
</tr>
<tr>
<td>1 Jan 17 - 30 Sep 17</td>
<td>2019</td>
<td>2020</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
<td>2024</td>
</tr>
<tr>
<td>1 Oct 17 - 31 Aug 18</td>
<td>2020</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
<td>2024</td>
<td>2025</td>
</tr>
<tr>
<td>1 Sep 18 - Present</td>
<td>2021</td>
<td>2022</td>
<td>2023</td>
<td>2024</td>
<td>2025</td>
<td>2026</td>
</tr>
</tbody>
</table>
## PROMOTIONS

**myPers**

**The AFIT of Today is the Air Force of Tomorrow.**

### DOR Chart - Line of the Air Force - Lt Col

<table>
<thead>
<tr>
<th>If your DOR to Lt Col is:</th>
<th>You are forecasted to meet the following boards:</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td><strong>Colonel</strong></td>
</tr>
<tr>
<td></td>
<td>2 Yrs BPZ</td>
</tr>
<tr>
<td>01 Dec 2012 - 31 Dec 2013</td>
<td>2016</td>
</tr>
<tr>
<td>01-Jan-2014 - 28-Feb-2015</td>
<td>2017</td>
</tr>
<tr>
<td>1 Feb 2016 - 31 Dec 2016</td>
<td>2019</td>
</tr>
<tr>
<td><strong>1 Jan 2017 - 30 Nov 2017</strong></td>
<td><strong>2020</strong></td>
</tr>
<tr>
<td>1 Dec 2017 - 31 Oct 2018</td>
<td>2021</td>
</tr>
<tr>
<td>1 Nov 2018 - Present</td>
<td>2022</td>
</tr>
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</table>
## CY19 Officer Promotion Board Eligibility Criteria

The AFIT of Today is the Air Force of Tomorrow.

<table>
<thead>
<tr>
<th>Board ID</th>
<th>Date</th>
<th>Corps</th>
<th>Grade</th>
<th>APZ_ LEQ</th>
<th>IPZ</th>
<th>1~YR BPZ</th>
<th>2~YR BPZ</th>
</tr>
</thead>
<tbody>
<tr>
<td>P0619A (COL)</td>
<td>14-Jan-19</td>
<td>MSC</td>
<td>LT COL</td>
<td>31-Dec-12</td>
<td>1 Jan 13 - 31 Jan 14</td>
<td>1 Feb 14 - 31 Jan 15</td>
<td>1 Feb 15 - 31 Oct 15</td>
</tr>
<tr>
<td>P0419A (MAJ)</td>
<td></td>
<td>NC</td>
<td>CAPT</td>
<td>31-Dec-13</td>
<td>1 Jan 14 - 31 Dec 14</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>P0619B (COL)</td>
<td>4-Mar-19</td>
<td>LAF-J</td>
<td>LT COL</td>
<td>30-Sep-14</td>
<td>1 Oct 14 - 30 Sep 15</td>
<td>1 Oct 15 - 31 Aug 16</td>
<td>1 Sep 16 - 31 Jul 17</td>
</tr>
<tr>
<td>P0519A (LT COL)</td>
<td></td>
<td>LAF</td>
<td>MAJ</td>
<td>31-May-15</td>
<td>1 Jun 15 - 31 Mar 16</td>
<td>1 Apr 16 - 31 Dec 16</td>
<td>1 Jan 17 - 30 Sep 17</td>
</tr>
<tr>
<td>P0419B (MAJ)</td>
<td></td>
<td>MSC</td>
<td>CAPT</td>
<td>31-Jan-15</td>
<td>1 Feb 15 - 31 Oct 15</td>
<td>1 Nov 15 - 30 Jun 16</td>
<td>1 Jul 16 - 28 Feb 17</td>
</tr>
<tr>
<td>P0619C (COL)</td>
<td>3-Jun-19</td>
<td>BSC</td>
<td>LT COL</td>
<td>31-May-12</td>
<td>1 Jun 12 - 31 May 13</td>
<td>1 Jun 13 - 28 Feb 14</td>
<td>1 Mar 14 - 31 Jan 15</td>
</tr>
<tr>
<td>P0519B (LT COL)</td>
<td></td>
<td>CHAP</td>
<td>MAJ</td>
<td>31-Jul-15</td>
<td>1 Aug 15 - 30 Apr 16</td>
<td>1 May 16 - 28 Feb 17</td>
<td>1 Mar 17 - 30 Jun 18</td>
</tr>
<tr>
<td>P0419C (MAJ)</td>
<td></td>
<td>BSC</td>
<td>CAPT</td>
<td>31-Dec-14</td>
<td>1 Jan 15 - 31 Dec 15</td>
<td>N/A</td>
<td>N/A</td>
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<tr>
<td>M0619A (COL)</td>
<td>16-Sep-19</td>
<td>MC/DC</td>
<td>LT COL</td>
<td>31-May-14</td>
<td>1 Jun 14 - 31 May 15</td>
<td>1 Jun 15 - 31 May 16</td>
<td>1 Jun 16 - 31 May 17</td>
</tr>
<tr>
<td>M0519A (LT COL)</td>
<td></td>
<td>MAJ</td>
<td>31-May-14</td>
<td>1 Jun 14 - 31 May 15</td>
<td>1 Jun 15 - 31 May 16</td>
<td>1 Jun 16 - 31 May 17</td>
<td></td>
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<tr>
<td>M0419A (MAJ)</td>
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<td>CAPT</td>
<td>31-May-14</td>
<td>1 Jun 14 - 31 May 15</td>
<td>N/A</td>
<td>N/A</td>
<td></td>
</tr>
<tr>
<td>P0519C (LT COL)</td>
<td></td>
<td>NC</td>
<td>MAJ</td>
<td>31-Aug-14</td>
<td>1 Sep 14 - 30 Apr 15</td>
<td>1 May 15 - 31 Dec 15</td>
<td>1 Jan 16 - 31 Aug 16</td>
</tr>
<tr>
<td>P0619D (COL)</td>
<td>16-Oct-19</td>
<td>LAF</td>
<td>LT COL</td>
<td>31-Dec-13</td>
<td>1 Jan 14 - 28 Feb 15</td>
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</tr>
<tr>
<td>P0419D (MAJ)</td>
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<td>NC</td>
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<td>31-Oct-15</td>
<td>1 Nov 15 - 31 Oct 16</td>
<td>1 Nov 16 - 31 Aug 17**</td>
<td>1 Sep 17 - 31 Mar 18**</td>
</tr>
<tr>
<td>P0419E (MAJ)</td>
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<td>CHAP</td>
<td>CAPT</td>
<td>31-May-15</td>
<td>1 Jun 15 - 31 Mar 16</td>
<td>1 Apr 16 - 30 Jun 17</td>
<td>1 Jul 17 - 30 Apr 18</td>
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<td>P0419E (MAJ)</td>
<td></td>
<td>LAF</td>
<td>CAPT</td>
<td>31-Dec-14</td>
<td>1 Jan 15 - 31 Dec 15</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>DAY</td>
<td>ACTION</td>
<td>PRF Accounting Date - CSBs</td>
<td>Flow OPBs</td>
<td>MPS Susp to print OPBs</td>
<td>MPS Susp to Disperse OPBs with Instructions to Eligibles</td>
<td>Flow Senior Rater RIP/DQHB</td>
<td>AF Student MLR</td>
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* Day is approximate and may not fall on the exact calculated date because of weekends/holidays.
Meeting Promotion Boards
(in student status)

The AFIT of Today is the Air Force of Tomorrow.

AFI 36-2406

- Sequence of Events on next slide

- Narrative-Only (N-O) PRF
  - Written by losing unit (signed by Senior rater)
  - Not board specific (can represent member in multiple boards)

- Officer Pre-selection Brief (OPB)
  - Board specific (Review of your records)

- Management Level Review (MLR)
  - Senior rater level (HQ AFPC), determines DP, P, DNP

- Recommendation-Only (R-O) PRF
  - Accomplished by AFPC
  - Board specific
**PRF Process**

For AF Officers

Selected to attend PME/Graduate School*

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**Member selected for School**

Supervisor writes Narrative-Only PRF/coords SR approval

SR/appointee gives copy of approved N-O PRF (sealed if necessary) to individual NLT 30 days prior to PCS**

**Member in School**

Member’s servicing MPS notified…passed to member

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**Public Release**

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**Supervisor gives copy of approved N-O PRF to MPS**

MPS sends N-O PRF to AFPC

AFPC creates “Missing PRF” message w/ list of board-eligible names, for whom AFPC doesn’t have a PRF

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Servicing MPS sends student OPB; officer makes corrections/updates as applicable

Student MLR assigns DP/P/DNP***

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Promotion board

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*IAW AFI 36-2406, para 8.1.2.1. Please refer to AFI for specific requirements by grade.

**IAW AFI 36-2406, para 8.1.5.6.2.

On Board Date -150, if the officer has not signed into student status, the losing senior rater is required to render a Regular PRF for the CSB, as well as the non-board specific Narrative-Only PRF for future consideration while in student status.

***Details in AFI 36-2406, para. 8.3.5
2-Line PRF Update (a/o 9 May)

The AFIT of Today is the Air Force of Tomorrow.

- No “grandfathering” of old N-O PRFs. They will have to be re-written.
- N-O PRFs will be re-written once member (student) is meeting a promotion board—they are not all being re-written at the same time.
- If member w/ 9-Line is on the Master Eligible List (MEL) for promotion, the senior rater (SR), who originally signed the PRF, will be notified to re-accomplish a 2-Line PRF.
  - If SR is unable to be reached (retired, etc.), then the current SR in the same position as the signatory SR will re-accomplish in their place.
ADP

• ADP - Airmen Development Plan

  • Still separate but will be replaced by the MyVector ODP
    • In transition for most communities (more to follow…)

  • Make sure to have both your ADP and ODP updated and sync’d
Who to Send Your ADP (AFIT Students)

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- **ADP Assignment/Vectoring/special duty (non-IDE students and not Command SOI):** Route ADP to me and I will forward to appropriate AFPC Assignments Team.

- **Command Statement of Intent (SOI):** If submitting SOI, route to the AFIT Director of Civilian Institution Programs, Colonel Thomas Brown, Thomas.Brown@afit.edu, and be sure to provide draft comments/inputs for the Director.

- **ADP Assignment/Vectoring for NPS IDE students only:** Route AFPC Secure ADP to AFIT Director of Civilian Institution Programs, Colonel Thomas Brown, Thomas.Brown@afit.edu. If submitting stand-alone ADP, send to your AFIT PM who will route through the chain to the Director.
The AFIT of Today is the Air Force of Tomorrow.