DEPARTMENT OF THE AIR FORCE Headquarters US Air Force Washington, DC 20330-1030 CFETP 21RX Parts I and II 30 June 2017

## AFSC 21RX LOGISTICS READINESS OFFICER



# CAREER FIELD EDUCATION AND TRAINING PLAN

**ACCESSIBILITY:** Publications and forms are available on the e-publishing website at <u>www.e-publishing.af.mil</u> for downloading or ordering.

**RELEASABILITY:** There are no releasability restrictions on this publication.

## LOGISTICS READINESS BADGE

Combines the falcon, oval wreath, and globe with one lightning bolt and quartermaster key to denote the logistics readiness competencies of 1) Supply Management and 2) Deployment, Distribution, and Transportation (DDT).



#### HERALDRY

The falcon at the center symbolizes the Air Force. It also symbolizes American military strength, dedication, and devotion to duty of Logistics Readiness Officers who support the generation and employment of aerospace forces across the spectrum of warfare. The globe with three encircling arrows is symbolic of the extensive range of our logistics support mission and capability to sustain our forces by land, sea, or air. The key symbolizes the security, safekeeping, and control of materiel in the old "Quartermaster Corps" tradition. The lightning bolt symbolizes the integrating role of contingency operations and the capability to combine essential logistics elements into a coherent plan supporting the warfighter. The olive branch surrounding the badge symbolizes the peace aerospace forces provide through a professional LRO group.

Wear the basic badge after graduating from the Logistics Readiness Officer Basic Course. Wear the senior badge after having completed training requirements in three of the five primary logistics readiness proficiencies of Supply, Transportation (Ground or Air), Fuels, Vehicle Management and Logistics Plans and after having completed 7-years as an LRO. Additionally, the LRO must complete certification requirements for both competencies (Supply Management and DDT). Wear the master badge at the 15-year point, having completed all training requirements.

*NOTE:* Interservice transfers that have completed another services logistics course are authorized to wear the LRO Basic Badge with documented approval from the MAJCOM A4R or 21R MAJCOM Functional Manager.

#### CAREER FIELD EDUCATION AND TRAINING PLAN LOGISTICS READINESS OFFICER (LRO) SPECIALTY AFSC 21RX TABLE OF CONTENTS

PREFACE	4
PART I	
Section A - General Information	6
Purpose of the CFETP	
CFETP Uses	
Coordination and Approval	
Section B - Career Field Description, Training and Progression	7
The Logistics Readiness Officer Career Field	
The Logistics Readiness Officer and Developing the Force	
Implementation/Qualification Requirements	
Section C - Competency Training Requirements	13
AFSC Prefixes	
21R4 DAFSC	
Section D - Resource Constraints	14
PART II	
Section A - Course Training Standards	15
Task, Knowledge, and Competency Level requirements	
Section B - Training Course Index	16
Purpose	
AFSC Awarding Courses	
Non-AFSC Awarding Courses	

### TABLE OF CONTENTS CONTINUED

Section C – Support Material	17
Section D - LRO Proficiency Training Record	18
Charts	
Chart 1. Logistics Readiness Competencies and Proficiencies	7
Chart 2. Career Progression	12
Chart 3. LOOP	19
Chart 4. LRO Training Records Levels of Understanding	20
Chart 5. General Roles and Responsibilities Training Matrix	20
Chart 6. Logistics Plans Training Matrix	22
Chart 7. Transportation (Ground) Training Matrix	27
Chart 8. Transportation (Air) Training Matrix	30
Chart 9. Supply Training Matrix	33
Chart 10. Vehicle Management Training Matrix	41
Chart 11. Fuels Training Matrix	43
Chart 12. Life Cycle Logistics Training Matrix	47
Table	
Table 1. Qualification Requirements	11
Attachments	
Attachment 1: Course Training Standards, Logistics Readiness Officer Basic Course	48
Attachment 2: Logistics Readiness Officer Training Courses	60
Attachment 3: Terms Explained	67
Attachment 4: 21R Specialization Track	72
OPR: 344 TRS/TRR Certified by: AF/A4LR, Col Jeanne I. Hardrath	

Supersedes: CFETP 21RX, dated 1 August 2013 Pages: 77

#### PREFACE

"Strategic Context: New Air Force operating concepts are evolving to meet the changing global threat requiring new logistics operating concepts to support them. In turn, this will require new knowledge, skills, and abilities in our officer, enlisted, and civilian workforce that align to the way we must operate in the future. These changes must be identified and implemented across the near, mid, and long-term planning time frames.

Vision: We must be able to deliberately, repeatedly, and affordably deliver high quality, integrated, agile Total Force Integration (TFI) logisticians, across all planning time horizons, with the right competencies, at the right place, at the right time to provide agile logistics support of Global Vigilance – Global Reach – Global Power."

Air Force Logistics Human Capital Strategy, 2016

1.0. **Logistics Readiness Officers**, encompass the integration of logistics disciplines for air and ground transportation, supply management, fuels, vehicle management and logistics plans. Their responsibilities include directing integrated logistics processes, accomplishing joint logistics planning for warfighting support and sustainment with the joint staff, unified commands, other military services and agencies of the Office of the Secretary of Defense and directing acquisition, retail and wholesale logistics activities.

2.0. **The CFETP:** The CFETP consists of two parts that are used to plan, manage, and control training within the 21R career field. Officers, supervisors, and commanders will use each part to plan, manage, and execute career field-specific education and training.

2.1. Part I contains four sections and provides information necessary for overall management of training in the career field. <u>Section A</u> explains how to use the plan; <u>Section B</u> identifies career progression information, duties and responsibilities, training strategies; <u>Section C</u> associates each skill level with qualifications (knowledge, training, education, experience, etc.); and <u>Section D</u> indicates resource constraints in formal/unit training (i.e. funds, manpower, equipment, facilities).

2.2. Part II describes education and training venues, as well as the mechanics for accomplishing required education and training. <u>Section A</u> identifies Course Training Standards (CTSs); <u>Section B</u> identifies required and additional education & training venues; <u>Section C</u> Support Material; <u>Section D</u> identifies the LRO Proficiency Training Record.

3.0. Using the CFETP: The following individuals must utilize this CFETP to ensure LROs receive effective and appropriately-timed education & training and skill-enhancing experience at appropriate stages in their development. At the unit level, commanders, supervisors and trainers will use Part II to plan and conduct training commensurate with the requirements directed by this plan. Additionally, individuals occupying the following positions must comply with but are not limited to the following duties and responsibilities:

3.1. **Individual:** Individuals should complete CFETP core requirements for upgrade from 21R1 to 21R3 within 48 months of being assigned to a 21R position. Check records to ensure 21R3 certification has been awarded. With prior coordination and approval from their squadron commander (or equivalent), Air Reserve Component (ARC) members may extend this requirement to 72 months to accommodate availability constraints. Individuals will also complete required education & training requirements for upgrade to senior and master skill levels as directed by this plan.

3.2. Unit Training Manager: Responsibilities are outlined in AFI 36-2201, *Air Force Training Program Career Field Education and Training*. Responsibilities include (but are not limited to) loading

member's CFETP into Training Business Area (TBA), assisting supervisors and commanders with tracking/managing completion of Competency Training Matrices (Part II, Section D), and granting supervisors and commanders access to electronic training records. Field grade and above LROs, with at least a senior rating, do not require training records; however, the unit will ensure training is accurately identified in readiness reporting systems.

3.3. **Supervisor/Operations Officer:** Supervisors and Operations Officers will ensure trainees understand fundamentals of each Proficiency Training Matrix task, manage and control officer progression through competency training, and document training completion in TBA and the Military Personnel Data System (MilPDS). Supervisors and Operations Officers will also determine work center rotations, identify local training tasks and conduct documented quarterly training progress review with trainee, verify pre-task/task/post-task actions are included for follow-on training and certify completion of training.

3.4. **Squadron Commander:** Squadron commanders (or equivalent) are responsible for ensuring assigned officers meet requirements prescribed in this CFETP. Squadron commanders (or next higher authority) will certify competency training progression by documenting task completion in TBA. These responsibilities may be delegated to the squadron Operations Officer. Commanders will also certify award of the 21R3 AFSC and senior certification via submission of an AF Form 2096, *Classification/On-The-Job-Training Action*, to their local Force Support Squadron (FSS) for final disposition.

3.5. **MAJCOM A4R:** MAJCOM A4Rs or 21R MAJCOM Functional Manager will abide by responsibilities outlined in AFI 36-2201.

#### SECTION A - GENERAL INFORMATION

1.0. **Purpose of the CFETP.** This CFETP contains and provides information for career field functional managers, commanders, supervisors, trainers, and the technical training centers to plan, develop, manage and conduct a robust career field training program. This plan identifies initial skills, upgrade, qualification, advanced, and continuation training.

1.1. Serves as a management tool to plan, develop, manage, and conduct a career field training program; it is also used to ensure established training is provided at the appropriate points throughout an officer's career.

1.2. Identifies requirements for each skill level and recommends training for each phase of an officer's career.

1.3. Lists training courses available in the specialty, identifies sources of training, and provides the training medium (See Attachment 2).

2.0. **CFETP uses.** This is the comprehensive plan to ensure a cohesive training program is instituted for each officer.

2.1. Air Education and Training Command (AETC) develops/revises formal resident training based on user requirements documented in this CFETP. AETC is responsible for developing procurement and acquisition strategies to obtain the resources required to provide training identified in the CFETP. The AETC Course Training Manager (AETC CTM) and the Air Force Career Field Manager (AFCFM) are the custodians of this CFETP and ensure HQ AFPC/DP2LL receives approved revisions for publication. The AETC CTM is responsible for notifying HQ AETC to index the CFETP in <a href="http://www.e-publishing.af.mil">http://www.e-publishing.af.mil</a>.

2.2. The AFCFM will schedule and chair a Utilization and Training Workshop (U&TW) at a minimum of every 3 years to address the training needs of the career field. The AFCFM will also ensure the CFETP is validated annually, and updated as needed.

2.3. Squadron commanders use this plan to develop and implement a tailored training program for officers assigned to their squadrons by reviewing CFETP-directed training requirements and the officer's existing documented training accomplished in previous assignments. In addition, squadron commanders will ensure each officer's training plan is maintained and tracked in the TBA.

3.0. **Coordination and approval.** The CFETP is approved and maintained by the Air Force Career Field Manager (AFCFM) in accordance with (IAW) AFI 36-2201, *Air Force Training Program Career Field Education and Training*. Forward recommended changes to the AFCFM, HQ USAF/A4LR. MAJCOM requests for CFETP updates to include additional training requirements must be submitted to the AFCFM prior to the annual validation of the CFETP. The AFCFM is the approval authority. MAJCOM representatives and AETC training personnel will identify and coordinate career field training requirements. The AETC CTM for AFSC 21R will coordinate with the AFCFM to initiate an annual MAJCOM review of this document to ensure currency and accuracy.

4. Use of TBA is mandatory for all Active, Guard, and Reserve personnel to document CFETP requirements. Contact the MAJCOM 21R functional manager if unable to comply with this mandate.

#### SECTION B - CAREER FIELD DESCRIPTION, TRAINING AND PROGRESSION

1.0. Logistics Readiness Officer Career Field. The 21R AFSC Competency areas of Supply Management and DDT align with Joint Publication (JP) 4-0 Joint Logistics core logistics capabilities and the DoD Logistics Human Capital Strategy (LHCS) Core Competencies. Outlined in the chart below:

COMPETENCIES	Supply Management	Deployment, Distribution and Transportation (DDT)
	Supply	
PROFICIENCIES	Vehicle Management	Transportation (Ground or Air) Logistics Plans
	Fuels	
	Life Cycle Logistics	

Chart 1.	Logistics	Readiness	Competencies	and Proficiencies
----------	-----------	-----------	--------------	-------------------

1.1. **Logistics Readiness Competency Definitions.** The following paragraphs from the Logistics Human Capital Strategy describe the career field Competencies:

1.1.1. **Supply Management.** Skills include the ability to accurately forecast requirements, identify and select supply sources, schedule deliveries, receive, store, verify and transfer product, and authorize supplier payments.

1.1.2. **Deployment, Distribution, and Transportation.** Ability to plan, coordinate, synchronize, and execute personnel and cargo movement and sustainment tasks in support of military operations.

1.2. **Logistics Readiness Proficiency Definitions.** The following paragraphs from the Air Force Officer Classification Directory (AFOCD) describe the career field and its proficiencies:

1.2.1. **Supply.** Directs materiel management operations to include direction and management of retail or wholesale supply activities. Included are environmental compliance and inventory management. Determines, computes, and analyzes current and projected materiel requirements; applies authorizations and allowances; establishes and maintains non-demand based stock levels; manages asset positioning; inspects, reviews, and evaluates work methods and procedures. Ensures accountability is maintained for supplies, equipment, Nuclear Weapons Related Materiel (NWRM), War Reserve Materiel (WRM) and Mechanized Materiel Handling Systems (MMHS). Determines effectiveness of functional data systems. Manages assigned information systems and applies approved standards and criteria to ensure proper implementation, operation, and results. Develops plans, programs, policies and procedures to manage

materiel management activities, including analysis, determination and computation of requirements, asset serviceability and shelf life management, plans for mission changes facility requirements, equipment allowances, and materiel accounting. Executes working capital fund and determines budget requirements. Provides guidance on handling of readiness materiel stocks, including location, type of storage, protection, security, and quality control.

1.2.1.1. **Supply Chain.** The DoD supply chain is a global network that provides materiel, services, and equipment to the joint force. The fundamental goal of the supply chain is to understand the requirements, maximize force readiness and optimize the allocation of joint resources. The functional capabilities that contribute to the DoD supply chain include management of supplies and equipment, inventory management, repair chain, management of global supplier networks, and assessment of global requirements, resources, capabilities, asset disposal and risks. The DoD's supply chain responsiveness and reliability affects the readiness and capabilities of US military forces and is critical to the overall success of joint operations.

1.2.1.2 **Supply Chain Management.** Supply chain management involves identification and coordination of requirements, planning and synchronizing joint supply activities throughout DoD, and managing key global suppliers to support Combatant Commander requirements. Critical elements of supply chain management include understanding and prioritizing requirements; visibility of forces as they maneuver, identifying mission-essential weapon systems and equipment; visibility of materiel moving through the distribution pipeline; ability to accurately forecast demands for sustainment; and prioritization of supply tasks in the area of responsibility (AOR). Operational planners can work with logistics planners to optimize supply chain operations and identify requirements to providers. Planners identify mission priorities, assess risks, and plan for the protection of the supply chain in the operational theater. Additional responsibilities include planning for secure storage and disposition of hazardous materials, planning to retrograde material and equipment, and establishing Joint Logistics Enterprise visibility of materiel requirements.

1.2.1.3. **Supply Chain Areas.** Joint logisticians must integrate all three areas of the DoD supply chain: managing supplies and equipment, managing inventory, and managing global supplier networks to provide responsive supply operations.

1.2.2. Vehicle Management. Directs vehicle management operations to include coordination of vehicle and equipment requirements, allocations, priorities, and warranty repairs. Evaluates quality of operator care and maintenance. Determines operational requirements and specifications including reliability, maintainability, and standardization for facilities, vehicles and materiel handling equipment. Develops policies and procedures for the administration of vehicle accidents and abuse programs. Collects and analyzes data on vehicle operations and maintenance. Manages compliance with Air Force energy objectives for leased and Air Force owned ground vehicles.

1.2.3. **Fuels.** Directs fuels operations including environmental compliance and inventory management of ground fuel, aviation fuel and cryogenics. Determines petroleum provisions, computes and analyzes current and projected petroleum and cryogenic requirements; computes, establishes and maintains stock levels to meet peacetime and wartime requirements; manages fuel received from pipeline, tank trucks, rail cars, and marine vessels. Manages fuel dispensing systems, fuel storage facilities, cryogenic storage and production, and sample and test fuel samples. Develops and plans procedures to manage fuel activities including system design, plans for mission changes, facility requirements, equipment allowance, required reporting and accounting. Interprets fuels directives. Inspect, reviews and evaluates work methods and procedures. Resolves problems related to commander, staff and operating units on peacetime, wartime and contingency fuels support. Coordinates with elements of DoD and other governmental organizations to assure support to customers.

1.2.4. **Life Cycle Logistics.** Directs acquisition/life cycle logistics activities. Plans for and manages systems, subsystems, and equipment throughout their life cycle, including integrated logistics support activities and modernization/obsolescence planning. Develops, initiates, integrates, and manages all logistics actions associated with life cycle management of weapon systems, subsystems, and equipment. Serves as logistics focal point throughout the system's life cycle. Formulates logistics requirements for weapon systems.

1.2.5. **Transportation.** Directs Transportation operations to include managing cargo distribution functions including receiving, inspecting, tracing, tracking, packaging, and shipping of supplies, NWRM, equipment, and war readiness spares. Responsible for logistics pipeline management and time-sensitive delivery of materiel in support of peacetime, contingency, and wartime operations. Maintains in-transit visibility for shipments of personal property, passengers, supplies and equipment.

1.2.5.1 **Ground Transportation.** Responsible for the safe and efficient transportation of personnel and cargo within and between installations in support of daily and contingency operations. Resolves problems related to shipment staging, safety, and fire hazards. Manages shipment storage space utilization and develops and maintains a shipment storage facility and mechanized material handling equipment modernization program to include maintenance, future upgrades, and working stock requirements. Determines readiness requirements, including emergency supply support plans, tactical and strategic movement of personnel, materiel, and units. Schedules and coordinates movement of cargo, personnel, and personal property by commercial or military modes using systems that interface with defense total asset visibility systems. Uses In-Transit Visibility (ITV) systems. Coordinates with elements of DoD and other governmental organizations to assure support to customers. Ensures proper allocation and effective use of transportation resources. Establishes and administers an effective packaging and preservation program. Evaluates movement forecasts and flow of personnel and cargo into the transportation system, movement capabilities, and efficiency of modes used.

1.2.5.2. **Air Transportation.** Directs aerial port operations including management of fixed and mobile air terminals through various sub-processes to include: Fleet Services, Aerial Delivery, Passenger Terminals, Freight, and Air Terminal Operations. Coordinates transportation support requirements and capabilities with other agencies using DoD and USAF logistics, transportation, and ITV systems. Evaluates movement forecasts and flow of personnel and cargo into the most efficient mode of the Defense Transportation System.

1.2.6. **Logistics Plans.** Directs peacetime, contingency, and wartime logistics planning operations including deployment command and control, Logistics Readiness Centers, Combat Support Center activities, deployment, bed-down, and redeployment activities. Integrates Combat Support planning efforts, conducts readiness assessment of logistics activities, conducts contingency planning, base support and expeditionary site planning, WRM management, support agreement management, Acquisition Cross-Servicing Agreements, manages logistics Time-phased Force Deployment Data and Unit Type Codes. Enables international theater security cooperation and interoperability, operating in coalition or Joint environments often working with contractors, host-nations.

2.0 **Develop and Manage the Force:** As stated in the Logistics Human Capital Strategy, the Logistics Board directed AF/A4L to develop a logistics workforce to equip logisticians with the requisite training and education for business acumen to effectively lead and transform a vast \$17B logistics enterprise; from the industrial base to the flightline. This initiative is a purposeful education and focused training roadmap that supports career path progression across key logistics competencies and proficiencies. It includes courses designed to provide targeted education to Airmen at the right time in their careers and technically-

oriented education that is career field-specific. It also includes tailored courses that are managed and developed by the Air Force Institute of Technology (AFIT).

2.0.1. **Develop and Manage the Force Internet-based training modules:** These modules complement On the Job Training and experience to ensure officers have a firm foundation in the two competencies. These online courses are administered by the AFIT School of Systems and Logistics (AFIT/LS) and Defense Acquisition University (DAU). See their websites for further information.

#### 2.1. Skill Certification.

2.1.1. **21R3 Certification.** Representative grades are normally O-1 through O-3. IAW the AFOCD, the following are mandatory for 21R3 certification: An officer will complete the LRO Orientation Program described in Part II, Section D prior to attending the LRO Basic Course, 48 months experience in at least three (No less than 12 months in each) of the five proficiencies (Supply, Transportation (Ground or Air), Vehicle Management, Logistics Plans, and Fuels); and completed requirements for both Competencies (Supply Management and DDT). Those officers with proficiency training completion dates annotated in their training record prior to the official date of this CFETP are grandfathered from the above requirements. Prior enlisted experience will be considered for qualification. In order to qualify with prior-enlisted experience, individuals must have attained a 5-level in supply (2SXXX), fuels (2FXXX), logistics plans (2GXXX), or transportation (2TXXX). Furthermore, the officer's prior enlisted rank must be commensurate to a Non-Commissioned Officer (NCO).

2.1.2. Senior Certification. A fully qualified 21R3 will be eligible for award of the senior skill level with 7 years of logistics officer experience (time spent outside of the career field in positions not coded as 21RX does not count toward senior certification).

2.1.3. **Master Certification.** A fully qualified 21R will be eligible for the Master certification with 15 years of logistics officer experience. These qualified officers are ready to assume a broad spectrum of leadership roles.

Logistics Readiness Officer Certification					
To Obtain	Entry Level Cert		Senior Cert	Master Cert	
Must Complete		Eligibility for 21R3			
Experience and Training	Completion of LOOP and Basic LROC Training	Minimum 12 months in three of the five proficiencies and signed off on all tasks. Cumulative time as 21R = 48 months and completed requirements for both Competencies (Supply Management and DDT)	Completion of all previous experience and training from LRO Basic and 21R3 and 7 Years as 21R. Additionally, must complete certification requirements for both competencies (Supply Management and DDT)	15 years of logistics officer experience as a 21R. These qualified officers are ready to assume a broad spectrum of leadership roles. Completion of all previous experience and training from LRO Basic and 21R3 LRO senior requirements	

**Table 1. Qualification Requirements** 

2.2. **Career Progression.** Experience and knowledge in this Air Force specialty will help officers plan and achieve their Air Force career goals as LROs. There are certain jobs or experiences in this discipline that will assist them in meeting individual goals. Consequently, training and experience complement one another to develop officers with theoretical and practical mastery of the LRO skill sets. Chart 2 describes the career path/training opportunities and outlines when training is required for career progression within this specialty.



Chart 2. Logistics Readiness Officer Career Progression

2.3. **Broadening Opportunities.** At the 3-13 year point, RegAF LROs are competitively selected by the DT for Special Experience and Exchange Duties (SPEED) Programs such as Logistics Career Broadening Program (LCBP), Education with Industry (EWI), and Base Level Broadening Program (BLBP). After award of 21R3, LROs are encouraged to seek out internal & external broadening opportunities. These include instructor at the LRO Basic Course, ROTC, PME, OTS Instructor, Basic Military Training Flight Commander and many others. Discuss opportunities outside of the 21R career field with your supervisors and mentors; however, LROs are strongly cautioned to not accomplish back to back broadening assignments.

#### SECTION C – COMPETENCY TRAINING REQUIREMENTS

1.0. **AFSC Prefixes.** The Logistics Readiness AFSC prefixes and titles are located in the AFOCD. Squadron Commanders will approve the award of prefixes based on requirements located in the AFOCD.

1.0.1 **21R4 DAFSC.** The 21R4 DAFSC is only held for the duration of an assignment at a NAF or higher staff-level position. As a general rule, time spent outside of core duties (SOS, OTS, ROTC, USAFA instructor, etc.) does not count towards the award of senior/master certification unless waived by the Group Commander or equivalent.

#### SECTION D - RESOURCE CONSTRAINTS

1.0. **No Resource Constraints.** No resource constraints were identified during the revision of the Course Training Standards for all 21RX courses. Any resource constraints identified during course revision will be forwarded for Course Resource Estimate and forwarded to AETC/A3TM Training Pipeline Manager for resolution IAW AFI 36-2201.

#### SECTION A - COURSE TRAINING STANDARD

1.0. **Task, Knowledge, and Proficiency Level Requirements.** These requirements are based on an analysis of the duties contained herein and validated by the U&TW. The qualitative requirements for each task are based on the Competency values listed on the Training Record Levels of Understanding in Chart 5.

1.1. **Customer Feedback.** Unit supervisors will submit Field Evaluation Questionnaires (FEQ) on officers who complete the formal LRO Basic Course training at Sheppard AFB. Respond to FEQs when received from the technical training group (82 TRG and 363 TRS). (Reference AFI 36-2201)

1.2. **Records Documentation.** The CFETP will be issued at the first duty station. Completion of training will be documented and certified. Upon completion of the in-residence LRO Basic Course, students will receive a certificate of completion and a training report (AF Form 475, *Education/Training Report*) and will include CFETP tasks accomplished at the Basic Course.

1.3. Logistics Readiness Officer Training Requirements by Course. The CTS is listed at attachment 1 of this CFETP. Task, Knowledge, and Competency Levels are included.

#### SECTION B – TRAINING COURSE INDEX

1.0. **Purpose.** This section of CFETP identifies training courses available to the LRO. Squadron leadership and training management personnel should use this information to plan, develop, and update their respective Master Training Plan. The Education and Training Course Announcements (ETCA) contains more detailed course information at the ETCA website (https://etca.randolph.af.mil/). Refer to this site for more detailed course information.

#### 2.0. AFSC Awarding Courses.

2.1. **Logistics Readiness Officer Basic Course Training.** This AFSC awarding course is to provide the basic knowledge and skills needed to perform basic LRO duties. The goal is to send new LROs to the Basic Course within their first 120 days of assignment to the unit. The scope of training includes Introduction to Logistics, Basic Level Roles and Responsibilities, Supply, Fuels, Transportation, Vehicle Management, Logistics Plans, Life Cycle Logistics, and Capstone exercises.

3.0. Non-AFSC Awarding Courses. See Attachment 2 for additional logistics training and education opportunities.

#### SECTION C - SUPPORT MATERIAL

1.0. **Competency Training**. Designed to build on concepts taught at the Basic Course and applied at the unit level.

1.1. **Concept.** The intent of Competency training is to produce qualified Logistics Readiness Officers and award the 21R3 skill level. Competency training consists of the tasks identified under the respective proficiencies in Charts 6-13.

1.2. **Master Training Plan.** The instructional design for unit level training is determined locally. Unit training may include work center and field visits, task observations, classroom instruction, self-study, supervisor/commander interaction to meet training objectives.

#### 1.3. Training Documentation.

1.3.1. Operation Officers/Squadron Commanders will review TBA with trainees at an initial interview within 60-days (120 Days for ARC) of the trainee's assignment to the unit. During the interview the supervisor and trainee will discuss task requirements. Document the initial interview in TBA notes.

1.3.2. Operation Officers/Squadron Commanders will identify tasks the trainee will be required to complete. As some installations may not have all the required equipment, supervisors will identify tasks able to be completed in TBA. Any task that cannot be completed due to local limitations will be documented in TBA. Every effort should be made by the trainee to meet the task requirement when able (TDY, loaner equipment, etc.).

1.3.3. Operation Officers/Squadron Commanders will review training progress with trainees monthly until training is complete. Documentation of this review will be in TBA.

1.3.4. Basic Course Instructors will sign off on all the standard CFETP tasks on a hard copy and/or electronic one for the student's parent unit to update TBA.

#### SECTION D - LRO PROFICIENCY TRAINING RECORD

1.0 The LRO Proficiency Training Record is comprised of proficiencies of Supply, Fuels, Transportation (Ground and Air), Logistics Plans, Life Cycle Logistics and Vehicle Management tasks. The officer must be assigned to the work center for the required 12 months and complete the associated requirements for completion of the proficiency. While not assigned to the corresponding work center, ARC members may gain and document experience while on Annual Tour or Seasoning Training. ARC Unit Commanders have discretion when evaluating the 12 month experience requirements based on the member's experience and other factors. Officers must accomplish all tasks in the area available on location (see note below) and have the same recorded in TBA by their trainer before they petition their squadron commander for completion of that proficiency. The commander will determine if a trainee requires remedial training before approving a proficiency area completion.

**NOTE:** If the process is not available at a particular location, trainers may line through and initial the process area. This action will waive the requirement for that specific process. However, commanders must review/verify each lined through item prior to considering for upgrade to 21R3 and submitting an AF Form 2096.

2.0. How to Use the LRO Training Record:

The commander/supervisor should use task experts to conduct LRO Proficiency training. Upon completion of training, the trainer should make appropriate annotations in TBA.

3.0. LRO Orientation Program: The objective of this program is to provide a foundation for successful completion of the Basic Course. LOOP should occur immediately upon arrival at first duty assignment, but must be completed before attending the Basic Course. LOOP is a Squadron Commander's program and should consist of an initial interview and a detailed orientation of squadron functions and capabilities.

### Chart 3. Logistics Readiness Officer Orientation Program (LOOP)

LRO Ori	ientation Program <sup>Oper</sup>	ations Offi	cer Signatu	re/Date Comp	oleted
Note: To cor processes/kno	nplete the LRO Orientation Program Matrix, the train wledge areas signed off.	ee MUST l	nave ALL		
	Knowledge		Trainee	Certifiers	D. (
1	Initial Interview. The squadron commander accomp initial interview to determine individual's experience/background	olishes	Initials		Date
2	Orientations are to familiarize the officer with duties responsibilities, key personnel, and location of each squadron/group/wing agency with a role in logistics (i.e. deployment machine). Tours and briefings will	s, support include:			
2.1	Logistics Readiness Squadron and areas of responsil (flights and functions)	bility			
2.1.1	Operations Officer and areas of responsibility				
2.1.1.1	Functions & responsibilities of Operations Complian	nce			
2.1.2	Functions of the deployment machine; tour, receive on each function (i.e., DCC, CDF, PDF, IDRC)	a briefing			
2.2	Aerial Port/Air Mobility Squadron areas of responsi (flights and functions, if available at base)	bility			
2.3	Supply Chain Operations Squadron and areas of responsibility (if available at location)				
3	Vehicle and Equipment Familiarization Training:				
3.1	Vehicle familiarization training will provide general familiarization on MHE, general-purpose and specia vehicles	ll purpose			
3.2	Logistics Automated Information Systems familiariz	zation			
4.0	Fuels Operations and areas of responsibilities				
5.0	Familiarization and understanding of Squadron's UN UMPR	MD and			
6.0	Familiarization and understanding of a Flight's oper budget (3400, 3080 etc.)	ating			

Eac	Each key process or knowledge area must be completed before			
completing the Competency.				
Identify	Recognize basic characteristics of task, function, item or process			
Explain	Articulate in specific detail a task, function, item or process and the purpose thereof			
Discuss	Consider or examine the task, function item or process and apply to a specific scenario			
Analyza	The ability to review and interpret information regarding a task, function, item or process and			
Anaryze	identify potential problems and/or develop courses of action			
Conduct	Utilize acquired knowledge to perform a task, function or process			

#### Chart 5. Logistics Readiness Officer General Roles and Responsibilities

Genera	al Roles and Responsibilities	perations Offic	cer Signatu	re/Date Comp	bleted
Note: To processes/	complete the General Roles and Responsibilities Matr knowledge areas signed.	ix, the trainee	MUST hav	e ALL	
Note: If a the process commande 2096 to the change, co	process/knowledge area is not available at a particular s/knowledge area. This action will waive the requirement ers must review/verify each lined through process/know e FSS or local personnel function. Once a waived proc mmanders should ensure the individual is properly tra	r location, train nent for that sp wledge area pr cess becomes a ined on that re	ners may linecific proce ior to submavailable du quirement.	ne through an ess; however, itting an AF ue to PCS or o	d initial Form other
	Knowledge		Trainee Initials	Certifiers Initials	Date
1.0	Roles and Responsibilities: THIS AREA WILL F COMPLETED DURING LRO BASIC COURSE COMPONENTS ARE PART OF THE CTS.	BE AND ALL			
1.1	Explain the roles and responsibilities of installation l logistics organizations	level			
1.2	Explain the Logistics Readiness Competency				
1.3	Identify the Logistics Human Capital Strategy				
1.4	Explain the role of logistics in sortie generation and projection	force			
1.5	Explain general safety policies and procedures within logistics organizations	n base level			

1.6	Explain environmental compliance standards within base level logistics organizations		
1.7	Explain the principles of Risk Management		
1.8	Explain base level logistics compliance metrics and reports		
1.9	Identify squadron resourcing, budgeting and execution process		
1.10	Explain squadron readiness roles and responsibilities		
1.11	Identify Air Force logistics support above wing level		
1.12	Identify the structure and functions of Joint Staff/Air Staff/MAJCOM		
1.13	Identify logistics readiness competencies and joint logistics functions and capabilities		
1.14	Explain procedures for policy management at all levels		
1.15	Explain the roles and responsibilities of Air Reserve Components within the TFI structure		
1.16	Identify and understand Financial Improvement and Audit Readiness (FIAR) Roles responsibilities		
1.17	Explain the roles, responsibilities, organizational structure and mission of an Air Forces Forward (AFFOR) Staff		
1.18	Explain the roles, responsibilities and mission of the Air Force Installation Mission Support Center (AFIMSC)		
1.19	Explain the roles, responsibilities, and mission of the Air Force Sustainment Center (AFSC) and subordinate agencies (SCOW, SCOG, VSCOS, SCMW, SCMG, etc.)		

## Chart 6. Logistics Plans Training Matrix

Logisti	Logistics Plans Operations Officer Signature/Date Completed				eted	
Note: To areas signed	<b>Note:</b> To complete the Logistics Plans Training Matrix, the trainee <b>MUST</b> have <b>ALL</b> processes/knowledge areas signed.					
Note: If a the process commanded 2096 to the change, co	process/knowledge area is not available at a partic s/knowledge area. This action will waive the requi ers must review/verify each lined through process/k e FSS or local personnel function. Once a waived p mmanders should ensure the individual is properly	ular location, train rement for that sp nowledge area pr process becomes a trained on that re	ners may li ecific proce ior to subm available du quirement.	ne through an ess; however, hitting an AF he to PCS or o	d initial Form other	
	Knowledge		Trainee	Certifiers		
	Identify the capabilities of Logistics Plans Unit T	vpe Codes	Initials	Initials	Date	
2.0	(UTC)	ype codes				
2.1	AEROSPACE PLANNING TR: JP 4-0; Vol 1 Doctrine; Vol 2, Leadership; AFI 10-401; AFI 10-403; AFI 10-1301; CJCSM 3130.06A	, Basic 10-402; AFI				
2.1.1	Explain National Mobilization					
2.1.2	Identify the concepts of an Air Tasking Order and originate	l where they				
2.1.3	Explain the concepts of Combat Support					
2.1.4	Explain how the UTC Availability Listing constru forces to the Combatant Commander	ict presents				
2.1.5	Explain the principles and processes of Global For Management	rce				
2.1.6	Explain AEF Online Tools AFRIT (AF Reporting Tool), CCTK (Commanders Tool Kit), DPDRT ( Processing Discrepancy Reporting Tool), PDPT ( Deployment Preparedness Tool) & RPT (Reclams Tool)	g Instructions Deployment Personal a Processing				
2.2	LOG C2 - PLANNING SYSTEMS Integrated System (IDS) TR: AFI 10-401; JP 4-0; JP 3-08 1; CJCSI 3100.01; CJCSM 3122.03	Deployment ; AFSC PUB				
2.2.1	Explain the Joint Operation Planning and Executi (JOPES)	on System				

2.2.2	Explain the purpose of the Global Command and Control System (GCCS)		
2.2.3	Explain the relationship between JOPES and the Air Force contingency planning process and systems Deliberate and Crisis Action Planning and Execution Segments (DCAPES)		
2.2.4	Identify purpose of LOGMOD		
2.2.5	Analyze and execute the development of a passenger and cargo LOGMOD schedule		
2.3	PLANS MANAGEMENT TR: AFI 10-404; AFPD 10-4; AFI 10208; AFI 10-401; AFI 10-501		
2.3.1	Explain the difference between the types of deployment orders		
2.3.2	Conduct an exercise as the Installation Deployment Officer (IDO) or Assistant IDO		
2.3.3	Analyze and Explain OPLAN and associated orders		
2.3.4	Explain the difference between shortfalls and limiting factors (LIMFACs)		
2.3.5	Explain the purpose of Joint and Air Force doctrine documents		
2.4	PLANS MANAGEMENT - CONTINGENCY PLANNING TR: JP 5-0; AFSC PUB 1; Vol 2, Leadership; AFI 10-401; AFI 10-403; CJCSM 3122.01; CJCSM 3122.02; CJCSM 3122-03; CJCSM 3150.01		
2.4.1	Analyze the War and Mobilization Plan (WMP) documents		
2.4.2	Explain the planning phases of the contingency planning process		
2.4.3	Analyze Time-Phased Force Deployment Data (TPFDD)		
2.4.4	Analyze the Manpower, Equipment Force, Packaging (MEFPAK)		
2.4.5	Explain the UTC development and review process		
2.4.6	Explain the role of and use of Operational Contract Support (OCS) in planning and execution		
2.5	PLANS MANAGEMENT - CRISIS ACTION PLANNING TR: JP 5-0; AFSC PUB 1; AFDD2; AFI 10-401; AFI 10-403; CJCSM 3122.01; CJCSM 3122.02; CJCSM 3122.03		
2.5.1	Explain the phases of crisis action planning		
2.6	INSTALLATION DEPLOYMENT ROLES & RESPONSIBILITIES TR: JP 4-0; Vol 1, Basic Doctrine; AFI 10-403; Vol 2, Leadership: Append 4-0 Combat Support: AFI 10-401: AFI		

	10-402; AFI 10-1301; AFPD 10-4; TR: FCAT 21-209; LOGMOD ON-LINE HELP; WMP 1, ANNEX E		
2.6.1	Explain role of Installation Deployment Officer (IDO)		
2.6.2	Discuss the Joint Reception, Staging, Onward Movement and Integration Concept (JRSO&I)		
2.6.3	Explain concepts of force posturing (Warfighter and Institutional Force)		
2.6.4	Explain the difference between the various posturing codes		
2.6.5	Explain pre-deployment planning		
2.6.6	Identify deployment organizational structure (IDRC/DCC etc.)		
2.6.7	Explain the purpose of the Installation Deployment Plan (IDP)		
2.6.8	Explain and conduct Deployment Process Working Group (DPWG)		
2.6.9	Analyze and Execute Installation Deployment Readiness Cell (IDRC) operations		
2.6.10	Analyze and Execute Concept Brief		
2.6.11	Explain Redeployment Planning		
2.6.12	Explain Role of Unit Deployment Manager		
2.7	BASE SUPPORT PLANNING TR: AFI 10-404; AFI 10-403		
2.7.1	Analyze and Execute Base Support Planning		
2.7.2	Analyze LIMFACs in base support planning		
2.7.3	Conduct Base Support Planning Committee and Review		
2.8	READINESS REPORTING TR: AFI 10-201		
2.8.1	Analyze Designed Operational Capability (DOC) Statement		
2.8.2	Explain resource readiness		
2.8.3	Explain capability readiness		
2.8.4	Explain Unit Type Code readiness		

2.8.5	Identify readiness reporting systems		
2.8.6	Explain METLs, where they're located, how they're assessed and reported		
2.9	SITE SURVEYS TR: AFI 10-404		
2.9.1	Explain site survey processes		
2.9.2	Analyze site survey data/libraries (e.g. BaS&E, NGA, GDSS, etc.)		
2.10	WAR RESERVE MATERIEL (WRM) MANAGEMENT TR: AFPD 25-1; AFI 25-101; AFI 10-401; AFI 10-403; AFI 10-404; AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2; DODD 3110.6		
2.10.1	Explain the purpose of the WRM program		
2.10.2	Explain the roles and responsibilities of WRM management entities (base, MAJCOM, & enterprise level)		
2.10.3	Explain budgetary process and procedures of WRM funding		
2.10.4	Identify types and categories of WRM		
2.10.5	Analyze War Plans Additive Requirements Report (WPARR)		
2.10.6	Analyze War Consumables Distribution Objective (WCDO)		
2.10.7	Analyze Inventory Management Plan (IMP)		
2.10.8	Identify WRM requirements on the Vehicle Authorization List (VAL)		
2.10.9	Analyze Wartime Aircraft Activity Report (WAAR) extract		
2.10.10	Explain WRM peace time use request purpose and process		
2.11	SUPPORT AGREEMENTS TR: AFI 25-201; AFI 25-301		
2.11.1	Explain the types, purpose, and milestones of support agreements		
2.11.2	Explain the roles and responsibilities of the Support Agreement Manager		
2.11.3	Explain the roles and responsibilities of the Functional Area Agreement Coordinator		
2.11.4	Explain the purpose of an Acquisition Cross-Servicing Agreement (ACSA)		
2.11.5	Explain the Functional Area Responsibilities and Authorities associated with ACSA		

2.11.6	Attend and Complete Contingency Wartime Planners Course (CWPC)		
2.11.7	Attend and complete the Installation Deployment Officer (IDO) Course		
2.12	FACILITIES TR: AFMAN 32-1084		

## Chart 7. Transportation (Ground) Training Matrix

Transp	Transportation (Ground) Operations Officer Signature/Date Completed				npleted
Note: To c processes/k	<b>Note:</b> To complete the Ground Transportation Training Matrix, the trainee <b>MUST</b> have <b>ALL</b> processes/knowledge areas signed off.				
<b>Note:</b> If a process/knowledge area is not available at a particular location, trainers may line through and initial the process/knowledge area. This action will waive the requirement for that specific process; however, commanders must review/verify each lined through process/knowledge area prior to submitting an AF Form 2096. Once a waived process becomes available due to PCS or other change, commanders should ensure the individual is properly trained on that requirement.				d initial Form are the	
	Knowledge		<b>Trainee</b> Initials	Certifiers Initials	Date
3.0	TRAFFIC MANAGEMENT TR: DoD 4140.1-R 24-204; AFPD 24-2; DOD 4140.65; AFI 24-238; 24-206; Pax: DoDD 4500.56; AFPD 24-1; DoDI 4 DoD 4515.13	; AFMAN AFMAN 5500.43;	muus		Dute
3.1	CARGO MOVEMENT GENERAL TR: DOD 4500.9R Part II; AFI 10-401; AFI 24- 91-302; AFPAM 24-237; AFJMAN 24-206; AFM 204; AFOSH STD 91-501; MIL-STD 2073; MIL- TO 00-85 series; Carriers' Classification and Ra NMFC; UFC; Channel Sequence Listing	203; AFI IAN 24- ·STD 129; te Tariffs;			
3.1.1	Identify the capabilities of Transportation (Ground) Codes (UTC)	Unit Type			
3.1.2	Identify the importance of the Transportation Discre Reports (TDR), Report of Shipment (REPSHIP) and personal property discrepancy reports	epancy d the			
3.1.3	Explain the Uniform Materiel Movement and Issue System (UMMIPS), Required Delivery Date (RDD Project Codes, and TAC Codes	Priority ), and			
3.1.4	Identify the various modes of shipment				
3.1.5	Explain Secure Holding Areas				
3.1.6	Identify the methods of preparing, packing and crat	ing cargo			
3.1.7	Explain the shipping and receiving process				

3.1.8	Identify the importance of controlling accountable forms		
3.1.9	Explain the importance of controlling classified, hazardous and NWRM cargo		
3.1.10	Distinguish the importance of NWRM cargo movement policies and procedures		
3.1.11	Explain the importance of In-transit Visibility (ITV) and the Integrated Development Environment/Global Transportation Network Convergence (IGC)/Enterprise Solution-Supply (ESS)		
3.1.12	Explain the importance of the Cargo Movement Operations System (CMOS)		
3.2	PERSONAL PROPERTY MOVEMENT ARRANGEMENTS TR: JFTR (Vol 1) JTR (Vol 2); Air Force Supplement/JFTR Vol 1 and JTR Vol 2; DoD 4500-9R; Part IV; PPCIG (Vols 1 and 2); DD FORM 1797; DoD 4500.9R Part IV & V; AFPD 24-4; Personal Property Rate Solicitation; SDDC Volume Rate; Defense Table of Official Distances (DTOD); AFI 64-102; TOPS Manual; MIL-STD 129		
3.2.1	Explain how personal property movement entitlements are determined and the difference between household goods, unaccompanied baggage, professional equipment and storage		
3.2.2	Identify privately owned vehicle shipping entitlements		
3.2.3	Identify the rules for shipping privately-owned firearms		
3.2.4	Explain the process for individuals to perform a personally procured move		
3.2.5	Explain your role in regards to the movement of deceased personnel's personal property (BLUE BARK)		
3.2.6	Explain the function of the Defense Personal Property System (DPS) and how it applies to customers		
3.2.7	Explain the personal property shipping procedures to include the relationship between the carrier and the service, loading/receiving process, inspections and movement entitlements		
3.2.8	Identify proper use of the Personal Property Consignment and Info Guide World Wide (PPCIGW)		
3.2.9	Explain the Joint Personal Property Shipping Office (JPPSO) functions		
3.3	PASSENGER TRAVEL TR: DoD 4500.9R; JFTR (Vol 1); JTR (Vol 1 & 2); AFI 24- 101; AFI 24-501; Defense Table of Distances (DTOD); MTMC Volume Rate Printout (VRP); Domestic & International Rate Solicitation Guides; AFI 51-502; AFI 24- 201; AFMAN 24-204; AFI 24-203; MIL-STD 129; TO 00-85		

	series; Foreign Clearance Guide; AFI 10-403; AFI 36-2101; AFI 38-201; AFI 90-201		
3.3.1	Explain passenger movement entitlements and responsibilities for passenger travel		
3.3.2	Identify the mode(s), routing, and cost for passenger travel		
3.3.3	Identify the functions of the Commercial Travel Office (CTO)		
3.3.4	Explain the movement process for human remains		
3.3.5	Explain the rules regarding emergency leave travel		
3.3.6	Identify the difference between Centrally Billed Account and Individually Billed Account		
3.4	DEPLOYMENT OPERATIONS TR: AFMAN 10-401; AFI 10-403; DoD 4500.9R; AFI 10- 201; AFI 36-6023		
3.4.1	Explain the role of Traffic Management in the deployment process		
3.4.2	Identify the importance of deployment work centers and deployment training		
3.5	VEHICLE OPERATIONS TR: AFI 10-403; AFI 24-301; SFI 12-213; AFI 24-306; AFOSH 91-100		
3.5.1	Identify vehicle operations responsibilities during mobility operations to include deployment, reception, operations and employment		
3.5.2	Identify the functions of Documented Cargo Section		
3.5.3	Discuss the authorized use of Government Motor Vehicles		
3.5.4	Explain the Government Motor Vehicle Misuse Process		
3.5.5	Explain the policies and procedures to operate vehicles in both peacetime and contingency environments		
3.5.6	Identify licensing procedures		
3.5.7	Identify dispatch procedures		
3.5.8	Identify Training and Validation procedures		
3.6	FACILITIES TR: AFMAN 32-1084		
3.6.1	Explain the Transportation (Ground) infrastructure for Military Construction (MILCON) and justification		

## Chart 8. Transportation (Air) Training Matrix

Transportation (Air) Operations Officer Signature/Date Completed					
Note: To processes/l	complete the Air Transportation Training Matrix, the knowledge areas signed off.	e trainee MUS'	<b>F</b> have <b>AL</b>	L	
<b>Note:</b> If a process/knowledge area is not available at a particular location, trainers may line through and initial the process/knowledge area. This action will waive the requirement for that specific process; however, commanders must review/verify each lined through process/knowledge area prior to submitting an AF Form 2096. Once a waived process becomes available due to PCS or other change, commanders should ensure the individual is properly trained on that requirement.				nd ting an should	
	Knowledge		<b>Trainee</b> Initials	<b>Certifiers</b> Initials	Date
4.0	ORGANIZATION AND MISSION OF MILIT AIRLIFT SYSTEMS TR: DTR 4500.9-R; AMCI 24-101; AFI 24-11 401; AFI 10-403	CARY 4; AFI 10-			
4.0.1	Identify the organization and mission of the comr the DoD airlift system	nands within			
4.0.2	Identify the types and descriptions of organic and transport aircraft and associated capabilities	commercial			
4.0.3	Explain the mission and functions of the Aerial P and Air Mobility Squadron	ort Squadron			
4.0.4	Identify the capabilities of Transportation (Air) U Codes (UTC)	nit Type			
4.0.5	Identify the types and descriptions of material has equipment and associated capabilities	ndling			
4.0.6	Explain the concept and process for managing Tr Working Capital Funds (TWCF)	ansportation			
4.1	PASSENGER SERVICE OPERATIONS TR: DTR 4500.9-R, 4515.13; AMCI 24-101 V 15; AFI 24-101	olumes 14 &			
4.1.1	Explain customer relations and DV procedures				
4.1.2	Explain how to determine travel eligibility				
4.1.3	Explain how to manage standby listings				

4.1.4	Explain delayed or diverted space required passengers policies		
4.1.5	Explain travel restrictions and border clearance requirements		
4.1.6	Identify funds control procedures		
4.1.7	Explain Space Available (SA) and Space Required (SR) passengers policies and procedures		
4.1.8	Explain Passenger Terminal Security and Screening		
4.1.9	Discuss Non-combatant Evacuation Operation (both originating and reception)		
4.2	FLEET SERVICES TR: AMCI 24-101;Volumes 10 & 14; Appropriate Aircraft -9's and -1's		
4.2.1	Identify the role and functions of Fleet Services in Aerial Port operations		
4.2.2	Identify health factors/threats during fleet services operations		
4.3	AIR TERMINAL OPERATIONS TR: AMCI 24-101 Volume 9		
4.3.1	Discuss the roles and responsibilities of the Air Terminal Operations Center		
4.3.2	Conduct ramp control functions		
4.3.3	Discuss the concept of capability forecasting		
4.3.4	Explain the role of Customer Service Branch/Airlift Clearance Authority		
4.3.5	Explain the QAE process for contract commercial aircraft documentation		
4.3.6	Explain how to process and coordinate Human Remains at origin, en route and arrival stations		
4.4	AIR CARGO PROCEDURES TR: DODR 4500.32, 4500.9; AFJMAN 24-204; AFPD 24-2; AMCI 24-101 Volume 11; Mil Std 129; CFR 49; AMCI 24.101 Volume 9; AFI 24-201		
4.4.1	Explain how to process originating and terminating cargo		
4.4.2	Explain how to process originating and terminating mail		
4.4.3	Explain the concepts of load planning		
4.4.4	Explain the tradeoff between velocity and maximum aircraft utilization		

4.4.5	Conduct palletization procedures		
4.4.6	Discuss special handling cargo procedures		
4.4.7	Identify how to expedite priority shipments		
4.4.8	Explain hazardous/explosive materials movement and compatibility		
4.5	RAMP OPERATIONS TR: DTR 4500.9-R; AFPD 24-2; TO 00-25-172; AMCI 24- 101		
4.5.1	Explain procedures for loading and offloading aircraft		
4.5.2	Identify the role of the Aerial Port Expeditor Program (APEX)		
4.5.3	Explain Engine Running On and Off loading (ERO) procedures		
4.5.4	Discuss Risk Management (RM) specific to ramp operations		
4.6	MOBILITY OPERATIONS TR: DTR 4500.9-R; AFI 10-403; AFI 10-401; AMCI 24- 101		
4.6.1	Explain deployment work centers and their respective missions		
4.6.2	Explain the Joint Inspection (JI) process		
4.6.3	Identify the roles and missions of Contingency Response Wings and Groups, Combat Mobility Element (CRW/CRG/CME)		
4.7	AUTOMATED INFORMATION SYSTEMS TR: Applicable handbooks and system guides		
4.7.1	Explain the Integrated Development Environment/Global Transportation Network Convergence (IGC)		
4.7.2	Identify the Global Decision Support System (GDSS)		
4.7.3	Explain Global Air Transportation Execution System (GATES) and Cargo Movement Operating System (CMOS)		
4.7.4	Explain the Integrated Computerized Deployment System (ICODES)		
4.7.5	Explain Total Asset Visibility (TAV)		
4.8	FACILITIES: AFMAN 32-1084		
4.8.1	Explain the Transportation (Air) infrastructure for Military Construction (MILCON) and justification		

## **Chart 9. Supply Training Matrix**

Supply Operations Of			ficer Signat	ture/Date Cor	npleted
Note: To consigned off.	nplete the Supply Training Matrix, the trainee MU	ST have AL	L processe	s/knowledge	areas
<b>Note:</b> If a pro- initial the pro- however, com AF Form 209 ensure the ind	ocess/knowledge area is not available at a particula cess/knowledge area. This action will waive the re manders must review/verify each lined through pr 6. Once a waived process becomes available due t ividual is properly trained on that requirement.	ar location, tra equirement for rocess/knowle to PCS or oth	ainers may or that spec edge area p er change,	line through ific process; rior to submit commanders	and tting an should
	Knowledge		<b>Trainee</b> Initials	Certifiers Initials	Date
5.0	Explain the Materiel Management Flight Organi. Structure	zational			
5.0.1	Identify the capabilities of Supply Unit Type Co	des (UTC)			
5.1	ASSET MANAGEMENT TR: AFI 23-101; A 122; AFH 23-123 Vol 2 Pt 1	FMAN 23-			
5.1.1	Explain the Base Supply Management Report ( N	M-32)			
5.2	AIRCRAFT PARTS STORE TR: See referen within specific process/procedure	ces below			
5.2.1	Analyze the decentralized concept of the Aircraf Store (APS)	t Parts			
5.2.2	Explain the roles and responsibilities of APS				
5.2.3	Explain the Care of Stock in Storage (COSIS) pr	inciples			
5.2.4	Explain the relationship and parts request proces flightline maintenance organizations	s with			
5.2.5	Analyze the Readiness Spares Packages (RSP) c management	oncept and			
5.2.6	Analyze the Wartime Mobilization Plan (WMP) and 5	Parts 3			
5.2.7	Explain the relationship between WMP (Parts 3 RSPs	and 5) and			

5.2.8	Explain the types/differences between RSPs and Mission Support Kits (MSK)		
5.2.9	Analyze the difference between detailed-managed items and Peacetime Operating Stock (POS)		
5.2.10	Analyze the RSP/MSK Listings and utilization of products		
5.2.11	Analyze the Base-Level Review Process		
5.2.12	Explain the funding process for RSP		
5.2.13	Explain the RSP Authorization Reconciliation process		
5.2.14	Explain differences between RSP transfer and deployment status		
5.2.15	Explain Aircraft Sustainability Model (ASM) Assessments		
5.2.16	Explain the AF Form 2005		
5.3	BENCH STOCK TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2		
5.3.1	Analyze the bench stock management concept and purpose		
5.3.2	Analyze the Master Bench Stock List (S04)		
5.3.3	Analyze the Bench Stock Review List (M04)		
5.4	MISSION CAPABLE (MICAP) PROCESSES TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2		
5.4.1	Analyze the MICAP concept and the varying levels of responsibilities		
5.4.2	Identify the responsibilities of Base, Supply Chain Operations Wing (SCOW), Supply Chain Management Wing (SCMW), Air Force Sustainment Center (AFSC), Depot, and MAJCOM in the MICAP process		
5.4.3	Explain the importance of the Aerospace Maintenance and Regeneration Group (AMARG)		
5.4.4	Explain the MICAP verification process		
5.4.5	Analyze cause & delete codes		
5.4.6	Analyze ES-S MICAP & AWP Reports		

5.5	STOCK CONTROL PROCESSES TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2		
5.5.1	Explain the purpose for stock management		
5.5.2	Identify the different stockage policies and levels (demand based and non-demand based)		
5.5.3	Explain inventory levels (Adjusted Stock Levels, MRSP, CRSP, CHPMSK)		
5.5.4	Analyze Readiness Base Leveling (RBL) Proactive Demand Leveling (PDL) and Customer Oriented Leveling Technique (COLT) concepts		
5.5.5	Conduct a Aircraft Sustainability Model (ASM)		
5.5.6	Identify MILSTRIP procedures		
5.5.7	Explain the Uniform Materiel Movement and Issue Priority System (UMMIPS)		
5.5.8	Explain the Force Activity Designator (FAD) concept		
5.5.9	Explain a Due-out validation		
5.5.10	Identify the Air Force retention/excess polices		
5.5.11	Explain the purpose of Transaction Identification Codes		
5.5.12	Understand how requirements are funded		
5.5.13	Explain the process of requesting Supply Assistance Request and Supply Discrepancy Report		
5.5.14	Explain Local Purchase policies and procedures		
5.6	EQUIPMENT MANAGEMENT PROCESSES TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt 1		
5.6.1	Identify the Air Force Equipment Management System (AFEMS)		
5.6.2	Identify the equipment management Allowance Standard concept		
5.6.3	Explain the accountability requirements for Non- Equipment Authorized In-use Detail equipment authorized inventory data		
5.6.4	Identify the Organizational Visibility List (R-15)		
5.6.5	Identify the process involved in requesting equipment		
5.6.6	Identify the establishment of In-use details		
--------	--	--	--
5.6.7	Identify the various EAID products and listings to include Q09 and Q10 listings		
5.6.8	Identify the purpose of the R14 - Custodian authorization/custody receipt listing (CA&CRL)		
5.6.9	Identify the purpose of Special Purpose Recoverable Authorized Maintenance (SPRAM) and the R25 SPRAM listing		
5.7	REPAIR CYCLE MANAGEMENT PROCESSES TR: AFI 23-101; AFMAN 23-122 Sec 4C; TOs 00-20-3; 00-35D-54		
5.7.1	Discuss the Due-In From Maintenance (DIFM) process		
5.7.2	Analyze the repair cycle asset management listing (D23)		
5.7.3	Explain the Repair Network Enhancement Program		
5.7.4	Identify impacts of Turnaround Action (TRN)		
5.7.5	Analyze the Awaiting Parts (AWP) listing (D19)		
5.7.6	Explain the concept of time change items		
5.7.7	Explain the Time Compliance Technical Orders (TCTO) process		
5.7.8	Explain the concept of Depot Level Reparables (DLR)		
5.7.9	Explain Supply points and how they are managed		
5.7.10	Identify Supply point detail records		
5.7.11	Explain the repair cycle data list Q04		
5.7.12	Describe the Repair Network and the collaborative relationship between the Node Manager, Repair Network Manager, and other supply entities for repair constraint resolution		
5.7.13	Explain Supply Condition Codes		
5.8	ISSUE PROCEDURES TR: AFI 23-101; AFMAN 23-122 Ch 5, 9, 10; AFH 23- 123 Vol 1 & Vol 2 Pt 1 AFR 0-2; TOs 0-1-01, 00-5-1; Illustrated Parts Breakdown (IPB); FEDLOG; D043		
5.8.1	Explain the issue process		

5.9	RESEARCH/RECORDS MAINTENANCE PROCEDURES TR: AFMAN 23-122		
5.9.1	Identify the manual research process		
5.9.2	Identify the parts of national stock number		
5.9.3	Identify the various materiel management research systems to include ES-S FEDMALL, FEDLOG, D043		
5.9.4	Analyze an Item record		
5.9.5	Explain Expendability, Recoverability, Reparability, and Cost (ERRC) codes		
5.9.6	Identify Interchangeability and Substitution Group (I&SG) records		
5.10	TURN-IN PROCEDURES TR: AFMAN 23-122; AFI 23-101, TO00-35D-54		
5.10.1	Explain the turn-in process for Consumables/expendables		
5.10.2	Explain the turn-in process for Repair cycle		
5.10.3	Explain the turn-in process for Equipment		
5.10.4	Explain the turn-in process for Exception processing		
5.10.5	Explain the turn-in process for Found on Base		
5.10.6	Explain the turn-in process for Hazardous material		
5.10.7	Explain the turn-in process for Engineering Investigation (EI)/PQDR		
5.10.8	Explain the turn-in process for In-check property		
5.10.9	Explain the turn-in process for Inspect property for assignment of condition code		
5.10.10	Explain the turn-in process for a DIFM, consumable, etc. item		
5.11	INQUIRIES TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt 1		
5.11.1	Explain a Detail record		
5.11.2	Analyze the consolidated transaction history (CTH)		
5.11.3	Explain the Repair cycle record		

5.11.4	Explain the Requirements computation		
5.11.5	Explain the capabilities of LIMS-EV		
5.12	INSPECTION PROCESSES TR: AFMAN 23-122		
5.12.1	Identify the different Condition tags/labels		
5.12.2	Explain the different Condition codes		
5.12.3	Explain Identity changes		
5.12.4	Explain inspection requirements for various commodities		
5.12.5	Explain Shelf life management to include bench stock		
5.12.6	Explain HAZMAT management and storage procedures		
5.12.7	Explain the Functional check process		
5.12.8	Explain the management of Electrostatic sensitive devices/electrostatic discharge (ESD) items		
5.12.9	Explain suspect/unsuitable materiel management		
5 1 2	STORAGE AND DISTRIBUTION PROCESSES		
5.15	TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt 1		
5.13.1	TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt1Explain the warehouse storage layout		
5.13       5.13.1       5.13.2	TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt1Explain the warehouse storage layoutExplain the general storage principles		
5.13         5.13.1         5.13.2         5.13.3	TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt1Explain the warehouse storage layoutExplain the general storage principlesConduct a warehouse pull		
5.13         5.13.1         5.13.2         5.13.3         5.13.4	TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt1Explain the warehouse storage layoutExplain the general storage principlesConduct a warehouse pullExplain the purpose of the Daily Document Register (D04)		
5.13         5.13.1         5.13.2         5.13.3         5.13.4         5.13.5	<ul> <li>TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt 1</li> <li>Explain the warehouse storage layout</li> <li>Explain the general storage principles</li> <li>Conduct a warehouse pull</li> <li>Explain the purpose of the Daily Document Register (D04)</li> <li>Explain the steps to pull, distribute, and issue property</li> </ul>		
5.13         5.13.1         5.13.2         5.13.3         5.13.4         5.13.5         5.13.6	<ul> <li>TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt 1</li> <li>Explain the warehouse storage layout</li> <li>Explain the general storage principles</li> <li>Conduct a warehouse pull</li> <li>Explain the purpose of the Daily Document Register (D04)</li> <li>Explain the steps to pull, distribute, and issue property</li> <li>Explain the difference between a Due-In and Due-Out</li> </ul>		
5.13         5.13.1         5.13.2         5.13.2         5.13.3         5.13.4         5.13.5         5.13.6         5.13.7	<ul> <li>TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt 1</li> <li>Explain the warehouse storage layout</li> <li>Explain the general storage principles</li> <li>Conduct a warehouse pull</li> <li>Explain the purpose of the Daily Document Register (D04)</li> <li>Explain the steps to pull, distribute, and issue property</li> <li>Explain the difference between a Due-In and Due-Out</li> <li>Explain how and why a shipment can occur</li> </ul>		
5.13         5.13.1         5.13.2         5.13.2         5.13.3         5.13.4         5.13.5         5.13.6         5.13.7         5.13.8	<ul> <li>TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt 1</li> <li>Explain the warehouse storage layout</li> <li>Explain the general storage principles</li> <li>Conduct a warehouse pull</li> <li>Explain the purpose of the Daily Document Register (D04)</li> <li>Explain the steps to pull, distribute, and issue property</li> <li>Explain the difference between a Due-In and Due-Out</li> <li>Explain how and why a shipment can occur</li> <li>Explain the process of warehouse location validation</li> </ul>		

5.13.10	Explain the organizational refusal procedures		
5.13.11	Explain the controlled material storage requirements		
5.13.12	Explain the use of the classified receipt list		
5.13.13	Explain the relationship between Materiel Management and Documented Cargo		
5.14	INVENTORY PROCEDURES TR: AFMAN 23-122		
5.14.1	Identify various types of non-NWRM inventories and their purposes		
5.14.2	Develop an inventory schedule		
5.14.3	Conduct an inventory		
5.14.4	Discuss Nuclear Weapons Related Materiel (NWRM) Accountability & Positive Inventory Control (PIC) as detailed in AFI 20-110		
5.14.5	Explain the reverse posts process and the impact on inventories and accountable records		
5.14.6	Analyze the consolidated inventory adjustment document		
	Tegister (MITO)		
5.15	DOCUMENT CONTROL TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2 Pt 1		
<b>5.15</b> 5.15.1	DOCUMENT CONTROL TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2 Pt 1 Identify what constitutes source documents		
<b>5.15</b> 5.15.1 5.15.2	DOCUMENT CONTROL         TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 &         Vol 2 Pt 1         Identify what constitutes source documents         Identify the steps involved in document disposition		
<b>5.15</b> 5.15.1 5.15.2 5.15.3	DOCUMENT CONTROL         TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2 Pt 1         Identify what constitutes source documents         Identify the steps involved in document disposition         Explain the management and resolution of delinquent documents		
<b>5.15</b> 5.15.1 5.15.2 5.15.3 5.15.4	DOCUMENT CONTROL         TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2 Pt 1         Identify what constitutes source documents         Identify the steps involved in document disposition         Explain the management and resolution of delinquent documents         Explain the Tracer Action Reports and Shipping Discrepancy Reports		
5.15         5.15.1         5.15.2         5.15.3         5.15.4         5.16	DOCUMENT CONTROL         TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2 Pt 1         Identify what constitutes source documents         Identify the steps involved in document disposition         Explain the management and resolution of delinquent documents         Explain the Tracer Action Reports and Shipping Discrepancy Reports         CONSOLIDATED SUSTAINMENT ACTIVITY         GROUP – SUPPLY (CSAG-S) TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2 Pt 1		
5.15         5.15.1         5.15.2         5.15.3         5.15.4         5.16	DOCUMENT CONTROL         TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2 Pt 1         Identify what constitutes source documents         Identify the steps involved in document disposition         Explain the management and resolution of delinquent documents         Explain the Tracer Action Reports and Shipping Discrepancy Reports         CONSOLIDATED SUSTAINMENT ACTIVITY         GROUP – SUPPLY (CSAG-S) TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2 Pt 1         Explain the CSAG-S funding process		
5.15         5.15.1         5.15.2         5.15.3         5.15.4         5.16         5.16.1         5.17	DOCUMENT CONTROL         TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2 Pt 1         Identify what constitutes source documents         Identify the steps involved in document disposition         Explain the management and resolution of delinquent documents         Explain the Tracer Action Reports and Shipping Discrepancy Reports         CONSOLIDATED SUSTAINMENT ACTIVITY         GROUP – SUPPLY (CSAG-S) TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2 Pt 1         Explain the CSAG-S funding process         REJECT/MANAGEMENT NOTICE PROGRAM         TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt 2 Ch 7		
5.15         5.15.1         5.15.2         5.15.3         5.15.4         5.16.1         5.17.1	DOCUMENT CONTROL         TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2 Pt 1         Identify what constitutes source documents         Identify the steps involved in document disposition         Explain the management and resolution of delinquent documents         Explain the Tracer Action Reports and Shipping Discrepancy Reports         CONSOLIDATED SUSTAINMENT ACTIVITY         GROUP – SUPPLY (CSAG-S) TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2 Pt 1         Explain the CSAG-S funding process         REJECT/MANAGEMENT NOTICE PROGRAM         TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt 2 Ch 7         Identify responsibilities in the reject management program		

5.17.3	Explain the management notice research process		
5.17.4	Explain the steps involved in resolving rejects		
5.18	POST-POST PROCESSING TR: AFMAN 23-122		
5.18.1	Explain the concept of Post-Post Processing		
5.19	PROCEDURES AND ANALYSIS PROCESSES		
5.19.1	Explain the functions of the Inspection Section		
5.19.2	Explain the Care of Supplies in Storage (COSIS)		
5.19.3	Explain how to conduct internal Annual Inspections		
5.19.4	Identify the importance of customer support visits		
5.19.5	Identify the management reports and listings used to assess the health of a Supply Account		
5.20	DECENTRALIZED MAINTENANCE SUPPORT (DMS) TR: AFMAN 21-101; AFI 23-101		
5.20.1	Explain the roles and responsibilities of (DMS)		
5.20.2	Identify the relations between DMS/MXG and Customer Support Liaison Element		
5.21	GENERAL TASKS AND KNOWLEDGE TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2, AFR 40O-54, AFJMAN 23-215, AFI 23-111; AFI 91-301, DoD 4145.19-R-1; 40 CFG261; FED Standard 313; AF Internal Procedures for using the GPC		
5.21.1	Explain the Reports of Survey process		
5.22	FACILITIES TR: AFMAN 32-1084		
5.22.1	Explain the Transportation (Ground) infrastructure for Military Construction (MILCON) and justification		

# Chart 10. Vehicle Management Training Matrix

Vehicle Management         Operations Off		ficer Signature/Date Completed			
Note: To processes/	complete Vehicle Management Training Matrix, the tr knowledge areas signed off.	rainee MUST	Γ have <b>ALI</b>		
Note: If a initial the p however, c AF Form 2 ensure the	process/knowledge area is not available at a particular process/knowledge area. This action will waive the re commanders must review/verify each lined through pro 2096. Once a waived process becomes available due to individual is properly trained on that requirement.	r location, tra quirement fo ocess/knowle o PCS or oth	ainers may r that speci edge area pr er change, o	line through a fic process; fior to submit commanders	und ting an should
	Knowledge		Trainee Initials	Certifiers Initials	Date
6.0	VEHICLE MANAGEMENT TR: AFI 10-401; AFI 24-302; TO 36-1-191				
6.0.1	Explain the functions of vehicle management				
6.0.2	Identify the capabilities of Vehicle Management Codes (UTC)	Unit Type			
6.0.3	Explain the mobile maintenance processes and pr	rocedures			
6.0.4	Explain managements roles and responsibilities i management	n fleet			
6.0.5	Analyze the Critical Vehicles Listing				
6.0.6	Discuss the purpose of Mission Essential Levels				
6.0.7	Explain the Mission Capable rate				
6.0.8	Analyze the Vehicle Authorization Listing				
6.0.9	Explain management's role in regards to the Veh Validation Visit process	icle			
6.0.10	Explain the vehicle authorization establishment p	process			
6.0.11	Explain the process and procedures for managing identified as Nuclear Certified Equipment	g vehicles			
6.0.12	Discuss the vehicle equivalents and vehicle man funding process	agement			

6.0.13	Explain the Vehicle Management systems to include DPAS, LIMS-EV-VV etc.		
6.0.14	Explain how vehicles are tasked and prepared for deployment		
6.1	FLEET MANAGEMENT AND ANALYSIS ELEMENTTR: AFI 23-101, T.O. 36-1-191, AFI 24-302		
6.1.1	Explain the scheduled maintenance program		
6.1.2	Explain the summer rebuild process		
6.1.3	Explain the process of leasing and maintaining GSA vehicles		
6.1.4	Identify commercial rental policies and procedures		
6.1.5	Explain the management role and responsibilities of fleet management		
6.1.6	Identify the roles of the 635 SCOW and 441 VSCOS in funds and authorization management		
6.1.7	Explain the purpose of the Vehicle Control Program		
6.1.8	Identify AF energy conservation objectives with regards to the vehicle fleet		
6.1.9	Explain the importance of jacket file management to include NWRM Vehicles		
6.2	MATERIEL CONTROL TR: AFI 24-302; AFI 23-110; AFMAN 23-122		
6.2.1	Identify the importance of property responsibility and accountability within Materiel Control		
6.2.2	Discuss the delayed maintenance and deferred parts programs		
6.2.3	Explain the tool control processes and procedures		
6.2.4	Explain Composite Tool Kits (CTK) and Individual Tool Kits (ITK)		
6.3	FACILITIES TR: AFMAN 32-1084		
6.3.1	Explain the Vehicle Management infrastructure for Military Construction (MILCON) and justification		

# **Chart 11. Fuels Training Matrix**

Fuels	Fuels     Operations Officer Signature/Date Complet				pleted
<b>Note:</b> To complete the Fuels Training Matrix, the trainee <b>MUST</b> have <b>ALL</b> processes/knowledge areas signed off.					
<b>Note:</b> If a process/knowledge area is not available at a particular location, trainers may line through and initial the process/knowledge area. This action will waive the requirement for that specific process; however, commanders must review/verify each lined through process/knowledge area prior to submitting an AF Form 2096. Once a waived process becomes available due to PCS or other change, commanders should ensure the individual is properly trained on that requirement.					
	Knowledge		Trainee Initials	Certifiers Initials	Date
7.0	FUELS ORGANIZATION TR: AFI 23-201, AFI 10-401; DoDM 4140.15				
7.0.1	Explain the Fuels Management Flight Organizational	l Structure			
7.0.2	Explain the Fuels Management Flight external relation	onships			
7.0.3	Identify the capabilities of the Fuels Unit Type Code	s (UTC)			
7.0.4	Explain the Roles and Responsibilities as the Fuels R Officer (RO)	Responsible			
7.1	FUELS FACILITIES TR: AFOSH Stds 91-203; TOs 37-1-1, 37A1-101, 42B-1-23, 40CFR Series; AFIs 23-201, 23-502; UI 01, 3-460-03; DoD 4140.25M; AFMAN 32-1084	, 42B-1-1, FCs 3-460-			
7.1.1	Explain fuel and cryogenic system capabilities				
7.1.2	Identify fuel system & cryogenic components				
7.1.3	Explain how to inspect fuel systems and cryogenic co	omponents			
7.1.4	Explain how to maintain fuel system and cryogenic c	components			
7.1.5	Explain how to receive fuel and cryogenics				
7.1.6	Explain how to issue fuel and cryogenics				

7.1.7	Explain how to transfer fuel and cryogenics		
7.1.8	Explain how to inventory fuel and cryogenics		
7.1.9	Explain the process to assure fuels infrastructure readiness		
7.1.10	Explain DLA Energy Sustainment, Restoration, and Modernization (SRM) projects		
7.1.11	Explain Fuels infrastructure for Military Construction (MILCON) and justification to include AFPA's role		
7.1.12	Understand DLA's role in bulk fuel		
7.1.13	Explain fuel reclamation procedures		
7.2	FUELS DISTRIBUTION TR: AFIs23-201, 23-302; AFOSH Stds 91-25, 91-38, 91-501; TOs 00-20B-5, 00-25-172, 36-1-191		
7.2.1	Explain the various means for dispensing fuel products		
7.2.2	Explain the types of fuel dispensing vehicles and equipment and their capabilities		
7.2.3	Explain how to inspect/maintain refueling units		
7.2.4	Conduct a aviation fuel issue		
7.2.5	Explain the defuel process		
7.2.6	Explain the receipt into storage tanks		
7.2.7	Identify the different types of ground fuel and issue processes		
7.2.8	Explain aircraft hot refueling		
7.2.9	Discuss Fuels role in sortie generation		
7.2.10	Explain In-Shelter fuel servicing procedures		
7.2.11	Explain the aspects of Concurrent Servicing Operations (CSO) (Cargo / Passenger Aircraft) and CSO Supporting Combat Sortie Generation (CSG)		
7.2.12	Explain multi-source refueling operations		
7.2.13	Explain hydrant utilization determination and its role in the overall mission and workload		
7.2.14	Explain expediter duties		

7.2.15	Identify the different fuel types, hazards and limitations of product		
7.2.16	Explain the Gravity-fed versus Pump Fuel Distro Operations		
7.3	FUELS ENVIRONMENTAL AND SAFTY OFFICE (FESO) TR: AFOSH 91 SERIES; AFIs 20-112, 23-201, 23-204, 23- 502,TOs 00-20B-5, 33D2-10 series. 37A-1-101, 37-1-1 42B Series, 42C series, TO 37A9-3-15-1, DoD 4140.25M		
7.3.1	Explain the different types of evaluations		
7.3.2	Discuss corrective action/root cause analysis		
7.3.3	Analyze action in the Spill Prevention Control and Countermeasures (SPCC) Plan		
7.3.4	Explain environmental coordination requirements		
7.3.5	Analyze Incident Reporting		
7.4	FUELS SERVICE CENTER (FSC)         TR:       AFIs 23-201, 23-204, 23-502, T.O.s 42B-1-1, 42B-1-23;         DLA Energy Policy Documents		
7.4.1	Explain the role of the Responsible Officer (RO)		
7.4.2	Explain the responsibilities of the Fuels Service Center (FSC)		
7.4.3	Explain the capabilities of the Fuels Manager® Defense		
7.4.4	Explain accounting using Base Level Support Applications (BLSA)		
7.4.5	Explain the importance of transaction accuracy		
7.4.6	Explain the accounting reconciliation process		
7.4.7	Explain how daily inventories are used to obtain and record inventories		
7.4.8	Analyze out of tolerance discrepancies (gains/losses)		
7.4.9	Analyze computer generated fuels reports		
7.4.10	Analyze the Inventory Management Plan (IMP) and War Consumable Distribution Objective (WCDO)		
7.4.11	Analyze the aircraft flying schedules		
7.4.12	Explain Emergency Response Procedures		

7.4.13	Analyze and execute Bulk Petroleum Contingency Reporting (REPOL)		
7.5	LAB TASKS AND PROCEDURES TR: 42B Series; AFI 23-201, MIL-STD-3004		
7.5.1	Explain Lab Task Procedures		
7.5.2	Explain fuel sampling		
7.5.3	Explain cryogenic sampling		
7.5.4	Identify contaminated products, isolate and explain disposition		
7.5.5	Explain the bottle method test		
7.5.6	Explain a color and particulate assessment		
7.5.7	Explain a matched weight test		
7.5.8	Explain a flashpoint test		
7.5.9	Explain a conductivity test		
7.5.10	Explain a water content test		
7.5.11	Explain a Fuel System Icing Inhibitor (FSII) Content test		
7.5.12	Explain the American Petroleum Institute (API)		
7.5.13	Explain fuel additives		
7.5.14	Explain the review of lab results utilizing FMD & Air Force Test & Analysis Tool		
7.5.15	Discuss the Lockout/Tagout program		
7.5.16	Identify the contents and use of aircraft crash kit		
7.6	IDENTIFY THE DIFFERENT TYPES OF FUELS SUPPORT EQUIPMENT (FSE) TR: TO 37A9-3-1; AFPAM 23-221		
7.6.1	Explain the functions of each piece of FSE		
7.6.2	Explain the Aerial Bulk Fuel Delivery System		
7.6.3	Explain Forward Area Refueling Point operations		

# Chart 12. Life Cycle Logistics Matrix

Life	Cycle Logistics	Operations Officer Signature/Date Completed					
Note: proces	<b>Note:</b> To complete the Life Cycle Logistics Training Matrix, the trainee <b>MUST</b> have <b>ALL</b> processes/knowledge areas signed off.						
<b>Note:</b> If a process/knowledge area is not available at a particular location, trainers may line through and initial the process/knowledge area. This action will waive the requirement for that specific process; however, commanders must review/verify each lined through process/knowledge area prior to submitting an AF Form 2096. Once a waived process becomes available due to PCS or other change, commanders should ensure the individual is properly trained on that requirement.							
	Knowledge		Trainee Initials	<b>Certifiers</b> Initials	Date		
8.0	Explain the relationship between using agencies and AFS AFLCMC System Program Offices	SC,					
8.1	Identify the Logistics Strategy						
8.2	Identify 21R roles and responsibilities in Life Cycle Logi	istics					
8.3	Identify certifications and training requirement for Life C Logistics certs	Cycle					

## BY ORDER OF THE SECRETARY OF THE AIR FORCE

# OFFICIAL

JOHN B. COOPER Lieutenant General, USAF DCS/Logistics, Engineering and Force Protection

#### 4 Attachments:

- CTS Logistics Readiness Officer Basic Course
   Logistics Readiness Officer Training Courses
- 3. Terms Explained
- 4. 21R Specialization Track

### Attachment 1

#### CTS L3OBR21R1 0L1B

## LOGISTICS READINESS OFFICER BASIC COURSE BEHAVIORAL STATEMENTS

Behavioral Statement Coding System		
Code	Definition	
К	Subject Knowledge Training – The verb selection identifies the individual's ability to identify facts, state principles, analyze, or evaluate the subject.	
Р	Performance Training – Identifies that the individual has performed the task to the satisfaction of the course; however, the individual may not be capable of meeting field requirements for speed and accuracy.	
РК	Performance Knowledge Training – The verb selection identifies the individual's ability to relate simple facts, procedures, operating principles, and operational theory for the task.	
-	No training provided in the course or CDC.	
X	Training is required but not provided due to limitations in resources.	
East during a standard at		

Each training standard element is written as a behavioral statement. The detail of the statement and verb selection reflects the level of training provided in the course.

Task ID	Knowledge	Proficiency
1.0	GENERAL ROLES AND RESPONSIBILITIES	
1.0.1	Explain the roles and responsibilities of installation level logistics organizations	К
1.0.2	Explain the Logistics Readiness Competencies	K
1.0.3	Identify the Logistics Human Capital Strategy	K
1.0.4	Explain the role of logistics in sortie generation and force projection	K
1.0.5	Explain general safety policies and procedures within base level logistics organizations	K
1.0.6	Explain environmental compliance standards within base level logistics organizations	K
1.0.7	Explain the principles of Risk Management	K
1.0.8	Explain base level logistics compliance metrics and reports	K
1.0.9	Identify squadron resourcing, budgeting and execution process.	K
1.0.10	Explain squadron readiness roles and responsibilities	K
1.0.11	Identify Air Force logistics support above wing level	K
1.0.12	Identify the structure and functions of Joint Staff/Air Staff/MAJCOM	K
1.0.13	Identify logistics readiness Competencies and joint logistics functions and capabilities.	K
1.0.14	Explain procedures for policy management at all levels	K

1.0.15	Explain the roles and responsibilities of Air Reserve Components within the TFI structure.	K
1.0.16	Explain the roles and responsibilities of Maintenance Squadrons (MXS, AMXS, MUNS, EMS, CMS)	K
2.0	LOGISTICS PLANNING TR: AFI 10-400; AFI 10-401; AFI 10-403; AFPD 10-4; AFI 10-404; JP 4- 0; Vol 2, Leadership	
2.0.1	Explain the purpose of Joint and Air Force doctrine documents	K
2.1	AEROSPACE PLANNING TR: JP 4-0; Vol 1, Basic Doctrine; Vol 2, Leadership; AFI 10-401; AFI 10-402; AFI 10-403; AFI 10-1301; CJCSM 3130.06A	
2.1.1	Explain National Mobilization	K
2.1.2	Identify the concepts of an Air Tasking Order	K
2.1.3	Explain the concepts of Combat Support	K
2.1.4	Explain how the Air Expeditionary Force construct presents forces to the Combatant Commander	K
2.1.5	Explain the principles and processes of Global Force Management	K
2.2	LOG C2 - PLANNING SYSTEMS (IDS) TR: AFI 10-401; JP 4-0; JP 3-08; AFSC PUB 1; CJCSI 3100.01; CJCSM 3122.03	
2.2.1	Explain the Joint Operations Planning and Execution System (JOPES)	K
2.2.2	Explain the relationship between JOPES and the Air Force contingency planning process and systems Deliberate and Crisis Action Planning and Execution Segments (DCAPES)	K
2.2.3	Identify purpose of LOGMOD (components and products produced)	K
2.3	PLANS MANAGEMENT TR: AFI 10-404; AFPD 10-4; AFI 10-208; AFI 10-401; AFI 10-501	
2.3.1	Explain the difference between the types of deployment orders	K
2.3.2	Conduct a mobility exercise	Р
2.3.3	Explain OPLAN and associated orders	K
2.3.4	Explain the difference between shortfalls and Limiting Factors (LIMFACs)	K
2.4	CONTINGENCY PLANNING TR: JP 5-0; AFSC PUB 1; Vol 2, Leadership; AFI 10-401; AFI 10-403; CJCSM 3122.01; CJCSM 3122.02; CJCSM 3122-03; CJCSM 3150.01	
2.4.1	Identify the War and Mobilization Plan (WMP) documents	K
2.4.2	Identify the planning phases of the contingency planning process	К
2.4.3	Explain Time-Phased Force Deployment Data (TPFDD)	K
2.4.4	Explain the Manpower, Equipment Force, Packaging (MEFPAK)	K
2.4.5	Explain the UTC development and review process (effects of UTA)	К
2.5	CRISIS ACTION PLANNING TR: JP 5-0; AFSC PUB 1; Vol 2, Leadership; AFI 10-401; AFI 10-403; CJCSM 3122.01; CJCSM 3122.02; CJCSM 3122.03	K
		11

	INSTALLATION DEPLOYMENT ROLES & RESPONSIBILITIES	
2.6	TR: JP 4-0; Vol 1 Basic Doctrine; AFI 10-403; Vol 2, Leadership; Annex	
	4-0 Combat Support; AFI 10-401; AFI 10-402; AFI 10-1301; AFPD 10-4; TP: ECAT 21-200: LOCMOD ON LINE HELP: WMP 1 ANNEX E	
2.6.1	Explain role of Installation Deployment Officer (IDO)	К
2.0.1	Identify the Joint Reception, Staging, Onward Movement and Integration	
2.6.2	concept (JRSO&I)	K
2.6.3	Identify concepts of force posturing (Warfighter and Institutional Force)	Κ
2.6.4	Identify the difference between the various posturing codes	Κ
2.6.5	Identify deployment organizational structure (IDRC/DCC etc.)	K
2.6.6	Identify the purpose of the Installation Deployment Plan (IDP)	K
2.6.7	Identify the functions of Deployment Process Working Group (DPWG)	K
2.6.8	Identify the purpose of a Concept Brief	K
2.6.9	Identify the purpose of Redeployment Planning	Κ
2.6.10	Identify Base Support Planning and the Committee responsibilities	Κ
2.6.11	Explain Designed Operational Capability (DOC) Statement	Κ
2.6.12	Identify resource readiness (UTC and resource)	Κ
2.6.13	Identify a site survey and systems	K
2.6.14	Identify purpose of the WRM program and key players	K
2.6.15	Identify War Plans Additive Requirements Report (WPARR)	K
2.6.16	Identify War Consumables Distribution Objective (WCDO)	K
2.6.17	Identify Inventory Management Plan (IMP)	K
2.6.18	Identify WRM requirements on the Vehicle Authorization List (VAL)	Κ
2.6.19	Identify Wartime Aircraft Activity Report (WAAR) extract	K
2.6.20	Identify the types, purpose, and milestones of support agreements and key	K
	DISTRIBUTION	
	TR: AFI 24-301: AFMAN 24-306: AFOSH 91-100: AFPD 24-1: DoD	
3.0	4500.36M; DoDI 4140.1-R; AFMAN 24-204; AFPD 24-2; DoDI 4140.65.	
	AFI 24-238; AFMAN 24-106; AFI 20-110	
3.0.1	Identify the Deployment and Distribution Flight Organizational Structure	K
	TRAFFIC MANAGEMENT	
3.1	TR: DoD 4140.1-R; AFMAN 24-204; AFPD 24-2; DOD 4140.65; AFI 24-	
	238; AFMAN 24-206; Pax: DoDD 4500.56; AFPD 24-1; DoDI 4500.43; DoD 4515 13	
	Job 4515.15	
3.1.1	Report of Shipment (REPSHIP) and the personal property discrepancy reports	K
	Identify the Uniform Materiel Movement and Issue Priority System	
3.1.2	(UMMIPS), Required Delivery Date (RDD), and Project Codes, and TAC	K
	Codes	
3.1.3	Identify the various modes of shipment	K
3.1.4	Identify Secure Holding Areas	K
3.1.5	Identify the shipping and receiving process	К
3.1.6	Identify the importance of controlling accountable forms	К
3.1.7	Identify the importance of controlling classified, hazardous and NWRM cargo	K

	Explain the importance of In-transit Visibility (ITV) and the Integrated	
3.1.8	Development Environment/Global Transportation Network Convergence	K
	(IGC)/Enterprise Solution-Supply (ESS)	
3.1.9	Identify the importance of Cargo Movement Operations System (CMOS)	K
3.1.10	Identify the roles and responsibilities of Personal Property	K
3.1.11	Identify the functions of the Commercial Travel Office (CTO) including official travel	К
3.1.12	Identify the movement process for human remains	K
3.1.13	Identify the difference between Centrally Billed Account and Individually Billed Account	К
3.1.14	Identify the role of Traffic Management in the deployment process	K
	GROUND TRANSPORTATION	
3.2	TR: DoD 4500.36M; AFPD 24-3; AFI 24-301	
3.2.1	Identify vehicle operations roles and responsibilities during mobility operations to include deployment, reception, operations and employment (peacetime and contingency)	К
3.2.3	Identify the functions of Documented Cargo Section	K
3.2.4	Identify the authorized use of Government Motor Vehicles	K
3.2.5	Identify the Government Motor Vehicle Misuse Process	K
3.3	AIR TRANSPORTATION TB: DTB 4500.0 B. 4515.13	
	Identify the organization and mission of the commands within the DoD sirlift	
3.3.1	system	K
	Identify the types and descriptions of organic and commercial transport	
3.3.2	aircraft and associated capabilities	K
3.3.3	Identify the mission and functions of the Aerial Port Squadron and Air Mobility Squadron	К
3.3.4	Identify the types and descriptions of material handling equipment and associated capabilities	К
3.3.5	Identify the concept and process for managing Transportation Working Capital Funds (TWCF)	К
3.3.1	PASSENGER SERVICES TR: DTR 4500.9-R, 4515.13, AMCI 24-101 Volumes 14 & 15; AFI 24-101	
3.3.1.1	Identify customer relations and DV procedures	K
3.3.1.2	Identify how to determine travel eligibility	K
3.3.1.3	Identify how to manage standby listings	K
3.3.1.4	Identify delayed or diverted space required passengers policies	K
3.3.1.5	Identify travel restrictions and border clearance requirements	K
3.3.1.6	Identify Space Available (SA) and Space Required (SR) passengers policies and procedures	К
3.3.1.7	Identify Passenger Terminal Security and Screening	К
3.3.2	FLEET SERVICES TR: AMCI 24-101;Vol 10 and 14; Appropriate Aircraft -9's and -1's	
3.3.2.1	Identify the role and functions of Fleet Services	Κ
3.3.3	AIR TERMINAL OPERATIONS TR: AMCI 24-101 Volume 9	

3.3.3.1	Identify the roles and responsibilities of the Air Terminal Operations Center	K
3.3.3.2	Identify the concept of capability forecasting (Customer Service)	K
3.3.3.3	Identify the role of Customer Service Branch/Airlift Clearance Authority	K
3.3.3.4	Identify the QAE process for contract commercial aircraft documentation	K
3.3.3.5	Identify how to process and coordinate Human Remains at origin, en route and arrival stations	К
3.3.4	AIR CARGO PROCEDURES TR: DODR 4500.32, 4500.9; AFJMAN 24-204; AFPD 24-2; AMCI 24-101 Volume 11, Mil Std 129; CFR 49, AMCI 24.101 Volume 9; AFI 24-201	
3.3.4.1	Identify how to process originating and terminating cargo	K
3.3.4.2	Identify the concepts of load planning to include velocity and maximum aircraft utilization	К
3.3.4.3	Identify palletization procedures	K
3.3.4.4	Identify special handling cargo procedures	K
3.3.4.5	Identify hazardous/explosive materials movement and compatibility	K
3.3.5	RAMP OPERATIONS TR: DTR 4500.9-R; AFPD 24-2; TO 00-25-172; AMCI 24-101	
3.3.5.1	Explain procedures for loading and offloading aircraft	K
3.3.5.2	Identify the role of the Aerial Port Expeditor Program (APEX)	K
3.3.5.3	Identify Engine Running On and Off loading (ERO) procedures	K
3.3.5.4	Discuss Risk Management (RM) specific to ramp operations	K
3.3.6	MOBILITY OPERATIONS TR: DTR 4500.9-R; AFI 10-403; 10-401; AMCI 24-101	
3.3.6.1	Identify the Joint Inspection (JI) process	K
3.3.6.2	Identify the roles and missions of Contingency Response Wings and Groups, Combat Mobility Element (CRW/CRG/CME)	K
3.3.7	AUTOMATED INFORMATION SYSTEMS TR: Applicable handbooks and system guides	
3.3.7.1	Identify the Integrated Development Environment/Global Transportation Network Convergence (IGC)	K
3.3.7.2	Identify the Global Decision Support System (GDSS)	Κ
3.3.7.3	Identify Global Air Transportation Execution System (GATES) and Cargo Movement Operating System (CMOS)	K
3.3.7.4	Identify the Integrated Computerized Deployment System (ICODES)	K
3.3.7.5	Explain Total Asset Visibility (TAV)	K
4.0	SUPPLY TR: AFI 23-101; AFMAN 23-122	
4.0.1	Identify the Materiel Management Flight Organizational Structure	Κ
4.0.2	GENERAL TASKS AND KNOWLEDGE TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2, AFR 400- 54, AFJMAN 23-215, AFI 23-111; AFI 91-301, DoD 4145.19-R-1; 40 CFG261; FED Standard 313; AF Internal Procedures for using the GPC	
4021	Explain the Deports of Survey process	V

	ISSUE PROCEDURES	
4.0.3	TR: AFI 23-101; AFMAN 23-122 Ch 5, 9, 10; AFH 23-123 Vol 1 & Vol 2	
	Pt 1 AFR 0-2;TOs 0-1-01, 00-5-1, Illustrated Parts Breakdown (IPB);	
4031	FEDLOG, D043 Explain the issue process	K
4.0.5.1	ASSET MANACEMENT SECTION	IX.
4.1	TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt 1	
	Identify the roles and responsibilities of Central Storage, Aircraft Parts Store	
4.1.1	(APS), HAZMAT Tracking Activity (HTA) Individual Equipment Element	K
	(IEE), and Individual Protective Equipment (IPE)	
412	AIRCRAFT PARTS STORE	
7.1.2	TR: See references below within specific process/procedure	
4121	MISSION CAPABLE (MICAP) PROCESSES	
7,1,2,1	TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2	
4.1.2.1.1	Identify MICAP concept and the varying levels of responsibilities	K
	Identify responsibilities of Base, Supply Chain Operations Wing (SCOW),	
4.1.2.1.2	Air Force Sustainment Center (AFSC), Depot, and MAJCOM in the MICAP	K
	process	
4.1.2.1.3	Group (AMARG)	K
41214	Identify the MICAP verification process	ĸ
41215	Identify cause & delete codes	K
4.1.2.1.5	Identify East & delete codes	K
4.1.2.1.0	CENTDAL STODACE ELEMENT	IX.
4.1.3	TR: See references below within specific process/procedure	
	STORAGE AND DISTRIBUTION PROCESSES	
4.1.3.1	TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt 1	
4.1.3.1.1	Explain the warehouse storage layout	K
4.1.3.1.2	Explain general storage principles	K
4.1.3.1.3	Identify the purpose of the Daily Document Register (D04)	K
4.1.3.1.4	Explain the steps to pull, distribute, and issue property	K
4.1.3.1.5	Explain the difference between a Due-In and Due-Out	K
4.1.3.1.6	Identify the process of warehouse location validation	K
4.1.3.1.7	Identify the processing of warehouse refusals	K
4.1.3.1.8	Identify organizational refusal procedures	K
4.1.3.1.9	Identify controlled material storage requirements	K
4.1.3.1.10	Identify the use of the classified receipt list	K
112111	Identify the relationship between Materiel Management and Documented	K
4.1.3.1.11	Cargo	К
4.2	CUSTOMER SUPPORT SECTION	
	TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt 1	
4.2.1	Explain the roles and responsibilities of the Equipment Accountability and	K
	Customer Support Liaison Elements.	
4.2.2	CUSTOMER SUPPORT LIAISON ELEMENT	
	<b>I K:</b> See references below within specific process/procedure	

4.2.2.1	BENCH STOCK TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2	
4.2.2.1.1	Identify the bench stock management concept and purpose	Κ
4.2.2.2	STOCK CONTROL PROCESSES TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2	
4.2.2.2.1	Explain the purpose for stock management	K
4.2.2.2.2	Identify the different stockage policies and levels (demand based and non- demand based)	К
4.2.2.3	Explain inventory levels (Adjusted Stock Levels, MRSP, CRSP, CHPMSK)	К
4.2.2.2.4	Explain Readiness Base Leveling (RBL), Proactive Demand Leveling (PDL) and Customer Oriented Leveling Technique (COLT) concepts	K
4.2.2.2.5	Explain Aircraft Sustainability Model (ASM)	K
4.2.2.2.6	Identify Military Standard Requisitioning & Issue Procedures (MILSTRIP) procedures	K
4.2.2.2.7	Identify Uniform Materiel Movement and Issue Priority System (UMMIPS)	K
4.2.2.2.8	Identify Force Activity Designator (FAD) concept	K
4.2.2.2.9	Identify Due-out validation	K
4.2.2.2.10	Identify the process of requesting Supply Assistance Request and Supply Difficulty Report	K
4.2.2.11	Identify Local Purchase policies and procedures	K
4.2.2.3	INQUIRIES TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt 1	
4.2.2.3.1	Explain Detail record	К
4.2.2.3.2	Identify the Consolidated Transaction History (CTH)	K
4.2.2.3.3	Explain Repair cycle record	K
4.2.2.3.4	Explain the capabilities of LIMS-EV	K
4.2.2.4	RESEARCH/RECORDS MAINTENANCE PROCEDURES TR: AFMAN 23-122	
4.2.2.4.1	Identify the parts of a National Stock Number (NSN)	K
4.2.2.4.2	Identify the various materiel management research systems to include ES-S FEDMALL, FEDLOG, D043,	Κ
4.2.2.4.3	Identify Expendability, Recoverability, Reparability, and Cost (ERRC) codes	K
4.2.2.4.4	Identify Interchangeability and Substitution Group (I&SG) records	K
4.2.2.5	DECENTRALIZED MAINTENANCE SUPPORT TR: AFMAN 21-101; AFI 23-101	
4.2.2.5.1	Explain the roles and responsibilities of Decentralized Maintenance Support (DMS)	K
4.2.2.5.2	Identify the relations between DMS and Customer Support Liaison Element	K
4.2.2.6	DOCUMENT CONTROL TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2 Pt 1	
4.2.2.6.1	Identify what constitutes source documents	Κ
4.2.2.6.2	Identify the steps involved in document disposition	K
4.2.2.6.3	Explain the Tracer Action Reports and Shipping Discrepancy Reports	К
4.2.3	EQUIPMENT ACCOUNTABILITY ELEMENT TR: See references below within specific process/procedure	

4.2.3.1	EQUIPMENT MANAGEMENT PROCESSES TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt 1	
4.2.3.1.1	Identify the Air Force equipment management accounting systems	Κ
4.2.3.1.2	Identify the equipment management Allowance Source (AS) concept	Κ
4.2.3.1.3	Identify the process involved in requesting equipment	K
4.2.3.1.4	Identify the purpose of Special Purpose Recoverable Authorized Maintenance (SPRAM)	K
4.3	MAINTENANCE SUPPORT SECTION TR: AFI 23-101; AFMAN 23-122	
4.3.1	Explain the roles and responsibilities of the Maintenance Support Section	Κ
4.3.2	FLIGHT SERVICE CENTER TR: See references below within specific process/procedure	
4.3.2.1	REPAIR CYCLE MANAGEMENT PROCESSES TR: AFI 23-101; AFMAN 23-122 Sec 4C, TOs 00-20-3, 00-35D-54	
4.3.2.1.1	Explain the Due-In From Maintenance (DIFM) process	K
4.3.2.1.2	Analyze the repair cycle asset management listing (D23)	K
4.3.2.1.3	Identify Repair Network Enhancement Program	K
4.3.2.1.4	Analyze the Awaiting Parts (AWP) listing (D19)	Р
4.3.2.1.5	Identify Time Compliance Technical Orders (TCTO) process	K
4.3.2.1.6	Identify the concept of Depot Level Reparables (DLR)	K
4.3.2.1.7	Identify Supply points and how they are managed	K
4.3.2.1.8	Describe the Repair Network and the collaborative relationship between the Node Manager, Repair Network Manager, and other supply entities for repair constraint resolution	K
4.3.2.2	TURN-IN PROCEDURES TR: AFMAN 23-122; AFI 23-101, TO00-35D- 54	
4.3.2.2.1	Identify turn-in process for Consumables/expendables	K
4.3.2.2.2	Identify turn-in process for Repair cycle	K
4.3.2.2.3	Identify turn-in process for Equipment	K
4.3.2.2.4	Identify turn-in process for Exception processing	K
4.3.2.2.5	Identify turn-in process for Found On Base (FOB)	K
4.3.2.2.6	Identify turn-in process for hazardous material	K
4.3.2.2.7	Identify turn-in process for Engineering Investigation reports (EI)/Product Quality Deficiency Report (PQDR)	K
4.3.2.2.8	Identify turn-in process for in-check property	Κ
4.3.2.2.9	Identify turn-in process for inspect property for assignment of condition code	K
4.3.2.2.10	Identify turn-in process for processing turn-in	K
4.4	INSPECTION SECTION TR: AFJMAN 23-210; AFMAN 23-122	
4.4.1	Explain the roles and responsibilities of the inspection section	K
4.4.2	INSPECTION PROCESSES TR: AFMAN 23-122	
4.4.2.1	Identify the different condition tags/labels	Κ
4.4.2.2	Identify identity changes	K

4.4.2.3	Explain shelf life management to include bench stock	K
4.4.2.4	Identify HAZMAT management and storage procedures	K
4.4.2.5	Explain functional check process	K
4.4.2.6	Identify the management of Electrostatic Sensitive Devices/Electrostatic Discharge (ESD) items	Κ
4.4.2.7	Identify suspect/unsuitable materiel management	K
4.4.3	PROCEDURES AND ANALYSIS PROCESSES TR: AFMAN 23-122; AFI 23-101	
4.4.3.1	Identify the functions of the Inspection Section	K
4.4.3.2	Identify the Care of Supplies in Storage (COSIS)	K
4.4.3.3	Identify how to conduct internal annual inspections	K
4.4.3.4	Identify the importance of customer support visits	K
4.4.3.5	Identify the management reports and listings used to assess the health of Supply Account	Κ
4.5	PHYSICAL IVENTORY CONTROL SECTION TR: DLM 4000.25-M; AFI 23-101	
4.5.1	Explain the centralized execution of inventory functions for the LRS/CC IAW inventory policy contained in DLM 4000.25-M, Defense Logistics Management System Manual.	K
4.5.2	INVENTORY PROCEDURES TR: AFMAN 23-122	
4.5.2.1	Identify various types of non-NWRM inventories and their purposes	K
4.5.2.2	Explain Nuclear Weapons Related Materiel (NWRM) Accountability & Positive Inventory Control (PIC) as detailed in AFI 20-110	K
4.5.2.3	Identify the reverse posts process and the impact on inventories and accountable records	K
4.5.2.4	Explain consolidated inventory adjustment document register (M10)	K
4.6	OPERATIONS COMPLIANCE TR: AFI 20-112	
4.6.1	Explain the organization, roles, and responsibilities of Operations Compliance to include the Functional Systems Management Section, Quality Assurance Section, Resource Management Section, and Squadron Training Section	K
4.6.2	CONSOLIDATED SUSTAINMENT ACTIVITY GROUP – SUPPLY (CSAG-S) TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 1 & Vol 2 Pt 1	
4.6.2.1	Identify the CSAG-S funding process	K
4.6.3	REJECT/MANAGEMENT NOTICE PROGRAM TR: AFI 23-101; AFMAN 23-122; AFH 23-123 Vol 2 Pt 2 Ch 7	
4.6.3.1	Identify responsibilities in the reject management program	K
4.6.4	POST-POST PROCESSING TR: AFMAN 23-122	
4.6.4.1	Explain the concept of Post-Post Processing	К
5.0	VEHICLE MANAGEMENT TR: AFI 24-304; AFI 24-302; AFI 24-203; AFMAN 24-307; AFMAN 24- 309; TO 36-1-191	
5.0.1	Identify the Vehicle Management Flight Organizational Structure	K

51	FLEET MANAGEMENT TB: AFI 24 304; AFI 24 302; AFI 24 203; AFMAN 24 307; AFMAN 24	
5.1	309; TO 36-1-191	
5.1.1	Identify the functions of vehicle management	K
5.1.2	Identify the mobile maintenance processes and procedures	K
5.1.3	Identify managements roles and responsibilities in fleet management	K
5.1.4	Identify the Critical Vehicles Listing	K
5.1.5	Identify the purpose of Mission Essential Levels	K
5.1.6	Identify the Mission Capable rate	K
5.1.7	Analyze the Vehicle Authorization Listing	Р
5.1.8	Explain managements role in regards to the Vehicle Validation Visit process	K
5.1.9	Explain the vehicle authorization establishment process	K
5.1.10	Explain the process and procedures for managing vehicles identified as Nuclear Certified Equipment (NCE).	К
5.1.11	Identify the vehicle equivalents and vehicle management funding process	K
5.1.12	Identify the Vehicle Management systems to include DPAS, LIMS-EV-VV etc.	К
5.2	FLEET ANALYSIS TR: AFI 23-101, T.O. 36-1-191, AFI 24-302	
5.2.1	Explain the scheduled maintenance program	K
5.2.2	Identify the summer rebuild process	K
5.2.3	Explain the process of leasing and maintaining GSA vehicles	K
5.2.4	Identify commercial rental policies and procedures	K
5.2.6	Identify factors used and responsibilities regarding the Vehicle Buy Program	K
5.2.7	Identify the purpose of the Vehicle Control Program	K
5.2.8	Identify AF energy conservation objectives with regards to the vehicle fleet	K
5.2.9	Explain the importance of jacket file management to include NCE Vehicles	K
5.3	MATERIEL CONTROL TR: AFI 24-302; AFI 23-110; AFMAN 23-122	
5.3.1	Identify the importance of property responsibility and accountability within Materiel Control	К
5.3.2	Explain the delayed maintenance and deferred parts programs	K
5.3.3	Explain the tool control processes and procedures	K
6.0	FUELS ORGANIZATION TR: AFI 23-201	
6.0.1	Identify the Fuels Management Flight Organizational Structure	K
6.0.2	Identify the Fuels Management Flight external relationships	K
6.1	FUELS FACILITIES           TR: AFOSH Stds 91-38, 91-67, 91-501; TOs 37-1-1, 37A1-101, 42B-1-1,           42B-1-23, 40CFR Series; AFIs 23-201, 23-502; UFCs 3-460-01, 3-460-03; DoD 4140.25M	
6.2.1	Explain fuel and cryogenic system functions	K
6.2.2	Identify fuel system & cryogenic components	K
6.2.3	Identify how to inspect fuel	K

6.2.4	Identify how to maintain fuel system & cryogenic components	K
6.2.5	Explain how to receive fuel & cryogenics	K
6.2.6	Explain how to issue fuel & cryogenics	K
6.2.7	Explain how to transfer fuel & cryogenics	K
6.2.8	Identify how to inventory tanks	K
6.2.9	Identify the process to assure fuels infrastructure readiness	K
6.2.10	Explain DLA Energy Sustainment, Restoration, and Modernization (SRM) projects	K
6.2.11	Explain fuels infrastructure for Military Construction (MILCON) and justification	K
6.3	FUELS DISTRIBUTION TR: AFIs23-201, 23-302; AFOSH Stds 91-25, 91-38, 91-501; TOs 00-20B- 5, 00-25-172, 36-1-191	
6.3.1	Explain the various means for distributing fuel products	K
6.3.2	Identify refueling units and their capabilities	K
6.3.3	Identify how to inspect/maintain refueling units	K
6.3.4	Explain the defuel process	K
6.3.5	Identify the receipt into bulk storage	K
6.3.6	Identify the different types of ground fuel and issue processes	K
6.3.7	Identify a hot refuel	K
6.3.9	Explain fuels role in sortie generation	K
6.3.9	Identify in-shelter fuel servicing procedures	K
6.3.10	Identify aspects of Concurrent Servicing Operations (CSO)	K
6.3.11	Identify multi-source refueling operations	K
6.3.12	Explain the importance of hydrant utilization	K
6.3.13	Identify expediter duties	K
6.4	COMPLIANCE AND ENVIRONMENTAL TR: AFOSH 91 SERIES; AFIs 20-112, 23-201, 23-204, 23-502, TOs 00- 20B-5, 33D2-10 series. 37A-1-101, 37-1-1 42B Series, 42C series, TO 37A9-3-15-1, DoD 4140.25M	
6.4.1	Identify the different types of inspections	K
6.4.2	Explain corrective action/root cause analysis	K
6.4.3	Explain action in the Spill Response Plan	K
6.4.4	Explain environmental coordination requirements	K
6.5	FUELS SERVICE CENTER (FSC)           TR: DoD 4140.25M, 5126.46; AFIs 23-201, 23-204, 23-502, T.O.s 42B-1-1,           42B-1-23; DLA Energy Policy Documents	
6.5.1	Explain the role of the Responsible Officer (RO)	K
6.5.2	Explain responsibilities of the FSC	K
6.5.3	Identify accounting via the Fuels Automated System	К
6.5.4	Identify the importance of the accuracy of transactions	K
6.5.5	Explain the reconciliation process	K
6.5.6	Identify capabilities of Fuels Manager Defense (FMD)	K

6.5.7	Identify daily inventories	K
6.5.8	Explain out of balance discrepancies (gains and losses)	K
6.5.9	Analyze computer generated fuels reports	Р
6.5.10	Explain the IMP & WCDO Levels	K
6.5.11	Explain the aircraft flying schedules & parking plan	K
6.5.13	Explain Bulk Petroleum Contingency Reporting (REPOL)	K
6.6	LAB TASKS AND PROCEDURES TR: 42B Series	
6.6.1	Explain Lab Task Procedures	K
6.6.2	Identify fuel sampling	K
6.6.3	Identify cryogenic sampling	K
6.6.4	Identify contaminated products	K
6.6.5	Identify the bottle method test	K
6.6.6	Identify a color and particulate assessment	K
6.6.7	Identify a matched weight test	K
6.6.8	Identify a flashpoint test	K
6.6.9	Identify conductivity test	K
6.6.10	Identify a FSII Content test	K
6.6.11	Identify a water content test	K
6.6.12	Identify an API gravity test	K
6.6.13	Identify fuel additives	K
6.6.14	Identify the review of lab results utilizing FMD and Air Force Test & Analysis Tool	К
6.6.15	Explain the importance of the Lockout/Tagout program	K
6.6.16	Identify contents and use of aircraft crash kit	K
6.7	IDENTIFY THE DIFFERENT TYPES OF FUELS MOBILITY EQUIPMENT TR: TO 37A9-3-1	
6.7.1	Explain functions of Fuels Operational Readiness Capability Equipment (FORCE)	К
6.7.2	Explain Aerial Bulk Fuel Delivery System (ABFDS)	K
6.7.3	Explain Forward Area Refueling Point operations (FARP)	K
7.0	LIFE CYCLE LOGISTICS TR: FAR; DFAR; DoDI 5000.02	
7.1	Explain the relationship between using agencies & squadrons (like agencies) and SCOW, MAJCOM, and Item Managers	K
7.2	Identify Logistics Strategy	K
7.3	Identify 21R roles and responsibilities in LCL	K
7.4	Identify certifications and training requirement for LCL certs	K
8.0	CAPSTONE	
8.1	Participate in a capstone event that includes all logistics readiness competencies covering garrison and expeditionary operations.	P/K

#### Attachment 2

#### LOGISTICS READINESS OFFICER TRAINING COURSES

Advanced Course in Logistics and Technology (LOGTECH): Logisticians with the recognized potential to assume greater responsibilities and charged with implementing executive direction will benefit tremendously from the Advanced course. This 5-day program is organized around LOGTECH core logistics objectives. The course is taught at the Keenan-Flagler School of Business at the University of North Carolina.

Advanced Sortie Production Course (ASPC): The Advanced Sortie Production Course is a 12week course for 21A/21M/21R captains and majors. The course is taught at Nellis AFB in the Advanced Maintenance and Munitions Operations School. This highly selective course is open to all MAJCOMs and requires wing commander nomination packages routed through respective MAJCOMs. Students will learn the art and science of Advanced Sortie Production techniques through class room instruction, exercises, DV mentorship and a demanding Capstone exercise at the end of the course. Students are graded on tests covering assigned readings, oral presentations, and written submissions. Upon return to their home station graduates are expected to conduct monthly academic sessions for officers and senior enlisted leaders. HQ ACC/A4M is the POC for the course.

**Contingency Wartime Planning Course (CWPC):** This course is designed to instruct Air Force war planners on the basics of Air Force planning in the grades of E-5 to O-5. The curriculum consists of five blocks of instruction covering the following aspects: players, resources, plan development, execution and analysis. The course is conducted by the Curtis E. Lemay Center for Doctrine Development and Education, Maxwell AFB, AL.

**Defense Logistics Agency Energy Responsible Officer (RO), Terminal Manager and Property Administrator Course:** The course is designed to provide individuals with an in-depth understanding of the roles and responsibilities required to serve as a custodian of Defense Working Capital Fund (DWCF) owned products.

**Deliberate and Crisis Action Planning Execution Segments (DCAPES) Base and Advance Course:** Designed to introduce DCAPES to Air Force functional users. During the modules that make up the training program, functional users learn how to use the new DCAPES suite of automated planning and execution tools.

**Enterprise Logistics Course (ELC):** Taught at the Air Force Institute of Technology School of Systems and Logistics, this course prepares AFSC 21X (21A, 21M, 21R) O-5s and Series 346 GS-14/15s for strategic leadership positions at the O-6/GS-15 levels, with major emphasis on enterprise-level logistics competencies. It will enhance students' critical thinking skills about challenges they'll face in multiple positions as senior logisticians. The course will include a comprehensive analysis of topics such as: financial management/working capital funds, supply chain management, depot maintenance/workload/sustainment, PPBES/programming, life cycle logistics, joint logistics planning, nuclear enterprise logistics, and current issues impacting senior logisticians. Targeted students for this course will be graduated squadron commanders or civilian equivalents with 15-18 years of experience. This is a 2 week high-intensity in-resident course.

**Global Supply Chain Executive Development Program:** Logisticians in this certificate program learn how to effectively design superior supply chain operations. The program provides participants with critical skills in the following areas: crafting customized supply chain architectures, leveraging

innovation, managing the supply base, aligning supply chain partners, and implementing optimal measurement and control systems. The course is taught at the University of Tennessee.

**Joint Logistics Course (JLC) :** The purpose of this course is to prepare military officers and civilians for assignments that involve Joint logistics planning, inter-service and multinational logistics support, and Joint logistics in a theater of operations. The course is conducted at the Army Logistics University (ALU), Ft Lee, VA.

**Intermediate Logistics Readiness Officers Course (ILROC). (PENDING – IN DEVELOPMENT).** This course provides training for 6-10 year Captains (O-3) going into Operations Officer positions to perform duties described in the AFOCD. This course is a prerequisite to hold an Operations Officer or Command position. Instruction includes: Doctrine, Joint Logistics, Air Force Logistics Competencies, (Supply Management, Deployment, Distribution and Transportation), Maintenance Support, FGO Roles and Responsibilities and Logistics Readiness Officer Force Development. The course places particular emphasis on operational processes which LROs should be able to affect at home station, in Joint and deployment environments. Officers who have previously completed ALROC/IROC will be grandfathered from this requirement.

**Installation Deployment Officer Course (IDOC):** Taught by the USAF Expeditionary Center staff, this course prepares LROs to execute the duties of an Installation Deployment Officer (IDO) across the deployment and redeployment continuum. The IDOC is an academically challenging course, utilizing lecture, performance and exercises to emphasize the role of the IDO in the deployment and redeployment process.

**Joint Planning and Execution System (JOPES) Course:** Provides the Joint Force with extensive hands-on instruction designed for action officers/planners and senior personnel that are involved in the planning and execution of joint operations and exercises. This course covers Command Relationships, Joint Operational Planning, Adaptive Planning, Global Force Management (GFM), the roles and responsibilities of AOs/Planners and JOPES guidance. The AOs/Planners will use the JOPES Editing Tool (JET) and the Rapid Query Tool (RQT) for performing TPFDD Analysis, Error Checking, Validation, Force Movement Tracking, and a lesson on In-Transit Visibility (ITV).

**Joint Air Operations Planning Course (JAOPC):** JAOPC is a 9-day Professional Continuing Education course sponsored by HAF/A8XX. The objective of the course is to educate students in the fundamental concepts, principles and doctrine required to develop the air portion of a joint/combined campaign plan. The target audience for JAOPC is officers in the grades of O-3 to O-6 and civilian equivalents. JAOPC also accepts International Officers, Sister Service Officers and Guard/Reserve Officers. Students develop a joint air operations plan during the course by going through the 7-step joint operation planning process for air (JOPPA). The course is supplemented by various lectures and case studies that support the understanding of JOPPA.

**LOG099 - Fundamentals of Logistics:** This course is comprised of five modules. These modules describe logistics, its environment and the four logistics processes of acquisition, distribution, sustainment, and disposition. It is designated for new accessions and new practitioner in the logistics career field. The course objectives are to provide new accessions and those new to logistics with a basic knowledge of logistics organizations processes and practices; to orient new personnel in the logistics career fields and assist them in becoming productive logistics practitioners; and to assist new logistics practitioners in understanding basic joint and AF doctrine.

**LOG103 - Centralized Asset Management (CAM):** An online course explaining Centralized Asset Management (CAM) and the fundamental shift in Weapon System Sustainment (WSS) Philosophy. The

way the U.S. Air Force programs and budgets for WSS is changing. The roles between MAJCOMS and AFMC are changing. CAM centralizes and integrates sustainment funding allowing for an enterprise approach to the sustainment business.

**LOG109 - Fundamentals of Industrial Maintenance:** This course is designed to further the professional capability of military and civilian personnel as entry level employees assigned to the Department of Defense Depot Maintenance System. Depot maintenance business processes are examined to include Core, 50/50, Depot Source of Repair (DSOR), partnering, environmental management, depot maintenance workload process and material support. Also, depot maintenance aircraft, depot maintenance exchangeables and other current depot issues will be discussed. Student centered exercises will emphasize problem analysis, decision making, and forecasting.

**LOG117 - Process Improvement Team Member Course:** This is a Web based course providing an in depth look at process improvement methodologies. The course is intended to ensure a basic understanding of why, how and when the process improvement methodologies should be used. The course will provide the education required by all potential members of a team charged with process improvement.

**LOG135 - Systems Lifecycle Integrity Management:** The overall goal of the Systems Lifecycle Integrity Management (SLIM) course is to provide the learner with the knowledge and comprehension necessary to integrate the SLIM elements throughout the lifecycle of a weapons system. Additionally, the learner will be motivated to integrate and apply SLIM to their day-to-day practice. SLIM is a crossfunctional initiative used in the real world from acquisition to sustainment to disposal. The learners respond positively to the successful application of SLIM and will also reflect how the elements of SLIM can benefit them. Harnessing the benefits of SLIM and showing the benefits' direct application to the learner provides the bridge needed to build the positive connection with SLIM and its use across the enterprise.

**LOG143 - LRS Quality Assurance Evaluator Course:** This course is designed to educate LRS evaluators on the concept, policies and responsibilities of the Logistics Readiness Squadron Quality Assurance Program contained in AFI 20-112. This course will ensure a standardized method is used to evaluate a unit's compliance with Air Force, command and local directives and policies. Completion of this course is mandatory to qualify as a LRS evaluator.

**LOG199 - Introduction to Logistics:** The course uses a variety of methods to explain and illustrate the relationships and inter-dependencies of logistics to its various components. Informal lectures, case study exercises, student presentations, and small group exercises are used to provide students with an understanding of acquisition, sustainment, distribution, supply chain management, the Air Force's Enterprise Logistics Strategy and the associated Enterprise Logistics Information Systems, governance, contingency operations, and disposition. There is also a half-day logistics simulation that demonstrates the uncertainty in managing a supply chain, even with perfect information, and how this may lead to inaccurate decision making.

**LOG209 - Concepts of Industrial Maintenance Management:** This course is designed to further the professional capability of military and civilian personnel as midlevel managers assigned to the Department of Defense Depot Maintenance System. Industrial maintenance management practices, operations, production management principles and analytical techniques are examined for suitability to enhance support of operational and combat forces. This course is focuses on contemporary production management techniques to aid managers in problem solving, constraint resolution, decision making and demand forecasting.

**LOG210 - Applied Concepts of Industrial Maintenance Management:** This course is designed to further the professional capability of military and civilian personnel as mid-level managers assigned to the Department of Defense Depot Maintenance System. Industrial maintenance management practices, operations, production management principles and analytical techniques are examined for suitability to enhance support of operational and combat forces. This course is centered on student focused exercises which emphasize team work, problem analysis, resolution, decision making and forecasting.

**LOG238 - Critical Chain Project Management Foundational Concepts:** The Critical Chain Project Management (CCPM) Foundational Concepts course provides students with an introduction to Critical Chain project scheduling procedures, management tools and processes, and organizational requirements. Topics are presented in sufficient depth to allow students to successfully participate in the transition to and sustainment of CCPM as a primary workload planning, scheduling and execution tool for Programmed Depot Maintenance (PDM) and other program management activities. The course is designed for mid and upper level managers responsible for coordinating and directing the organizational resources, policies and metrics necessary to implement and sustain CCPM. Course educates managers on the general theory of CCPM rather than providing training on any particular CCPM based scheduling software. In three class days, the course presents a detailed CCPM model and relates it to the Theory of Constraints, classical project scheduling, and continuous process improvement. Concepts are introduced through lecture and videos, and illustrated/reinforced through a number of simulations and exercises.

**LOG262 - Applied Maintenance Management Concepts:** Provides base level aircraft and munitions maintenance managers with a survey of concepts and techniques from production operations management and related disciplines, with emphasis on identifying and defining issues, quantitative analysis of alternative courses of action, and effective communication of proposals and related costs and benefits up the chain of command. The course stresses practical application to actual challenges confronting base level maintenance managers. Although several mathematical techniques are introduced, the course is specifically designed for managers who may not have any previous math background. Topics include group decision making dynamics, continuous process improvement methods, capacity requirements planning, general scheduling theory, project scheduling, basic statistics, queuing theory, organizational safety, and basic reliability and maintainability and calculations.

**LOG299 - Combat Logistics:** This is a theater logistics-focused course that addresses the roles and responsibilities of logisticians deployed to support the full range of military operations. The course includes informal lectures, guided discussions, videos, learning exercises, and a team research project with an oral presentation.

**LOG309 - Applied Concepts of Industrial Operations Management:** This course is designed to further the professional capability of military and civilian personnel as upper level managers assigned to the Department of Defense Depot Maintenance System. Foundational concepts of industrial operations management will be discussed to include strategic planning and execution. Students will study current operational methodologies for strategic planning, forecasting and forming a business case analysis. Additionally, project scheduling and post project execution analysis will be explored and reinforced through practical exercise and case study.

**LOG399 - Strategic Logistics Management:** The objective of this course is to educate personnel on how the USAF utilizes DoD's strategic logistical resources to support military operations. This course focuses on the distribution, utilization, sustainment, and disposition of logistical resources. This course is designed to broaden student understanding of Air Force logistics doctrine, processes, programs, and policies that foster critical thinking on a broad range of key issues facing the Air Force and joint logistics communities using a seminar forum designed to enhance discussion among students, faculty, and guest

speakers. Guest speakers are primarily from joint organizations and commands such as TRANSCOM, The Joint Staff, and Defense Logistics Agency.

**LOG409 - Applied Concepts of Organizational Design:** An executive approach to building high performing organizations. Emphasis will be placed on contemporary management principles and techniques as embodied in the Malcolm Baldrige Performance Excellence Program. We will discuss a deeply rooted management approach of integrated methodologies, theories and systems that work together to provide focus, alignment and results throughout the entire organization.

Logistics Feasibility Assessment Capability (LOGFAC): LOGFAC is the Air Force system of record used by Operations and Logistics planners to develop and plan requirements for wartime aircraft activity, wartime non munitions consumables, munitions requirements/distribution and global asset prepositioning. In addition, it provides "What If" force supportability and asset visibility analysis and assessments. These capabilities provide a viable tool for the war fighter's decision support and predictive analysis planning. LOGFAC is the Air Force system serving as the Air Force War and Mobilization Plan, Volume 4 (WMP4) database and is used to compute War Consumables Distribution Objective (WCDO) consumables requirements. This is the Air Force War Reserve Materiel (WRM) program link to positioning of resources with theater air campaigns via the component AF WMP4/Wartime Aircraft Activity Report (WAAR). The WCDO is the only USAF approved document used to pre-position war consumables at or near the Planned Operating Base (POB) in support of AF forces. This deliberate planning document identifies "Worst Case" Operations Plans (OPLAN), Concept Plans (CONPLAN), and/or Plan Set requirements for all major categories of war consumables, i.e., POL products, munitions and miscellaneous items (film, non-explosive chaff, etc.). The LOGFAC system provides asset visibility and analysis capability for WRM assets. It provides support capability assessments for real world taskings as well as contingency scenarios, force supportability based on asset authorization, on-hand quantities and storage locations, and overall capability assessments. LOGFAC interfaces with the Combat Ammunition System (CAS), the Logistics Module (LOGMOD), Standard Base Supply System (SBSS), Non-Nuclear Consumables Annual Analysis (NCAA), and Defense Logistics Agency (DLA) Energy through the Integrated Consumables Item Support (ICIS) Model. These capabilities provide an automated method to produce a Munitions WCDO and provide information to assist in publishing the Inventory Management Plan. LOGFAC is less a force projection tool and more a force support tool, although it does calculate consumable requirements for force projection assets. It is used by operators and logisticians to generate employment and deployment aviation sorties in support of contingency planning efforts and to determine consumable requirements for those sorties.

**Logistics Module (LOGMOD):** LOGMOD provides Air Force (AF), Major Commands (MAJCOMs), Base-Level Logistics Planners, and Base-Level Unit Deployment Managers (UDMs) with the capability to plan and execute deployment, reception, redeployment and forward deployments operations worldwide. LOGMOD is the primary system for over 9,100K base-level users to perform planning, development, sustainment, and execution of UTCs for exercises, AEFs, and contingencies. LOGMOD provides1,513 logistics planners at Air Force, Air Force Reserve, and Air National Guard levels a webbased application for deployment deliberate planning and crisis action execution. LOGMOD is crucial for logistics planners and UDMs to plan for worldwide deployment of personnel, supplies, and equipment to meet various exercises, contingencies, and wartime tasking. It provides Air Force logistics planners a web-based logistics-planning program that receives and maintains cargo and personnel details for UTC Tasking. It maintains detailed cargo records to include Transportation Tracking Account Number (TTAN) and Transportation Tracking Number (TTN) information as well as personnel records (levy file positions and the personnel file used to fill them). It also provides a C2 capability through the LOGMOD schedule. LOGMOD manages standard Unit Type Codes (UTCs) logistics details and assembles contingency plan equipment requirements that provide personnel readiness tracking, scheduling, and monitoring capabilities.

**Management of Aerial Ports Operations Course (MAPOC):** Prepares selected officers, NCOs and civilian personnel for management positions. Training includes familiarization with DoD transportation structure and all aerial port management functions including the management of budget and resources, training, civilian personnel, lean logistics, acquisition management, data analysis, workforce management and Air Reserve Component (ARC). The training culminates with a capstone exercise to apply principles learned throughout the course.

**Petroleum Logistics Management Course (PLMC):** Provides training for Air Force fuels personnel (AFSCs 21R and 2F071) in the knowledge and skills needed to perform duties associated with the Fuels Management Team. Instruction includes all aspects of managing, planning, organizing, directing, and coordinating fuels operation activities. It is designed to enhance the executive ability of the Fuels Management Team in the areas of fuel accountability, daily operations, quality control/assurance and deliberate/contingency planning. In addition, training received provides the skills required to manage a deployed fuels operation utilizing fuels support equipment (FSE).

**SYS106 - Opportunities within a Multi-Generational Workplace:** This course is designed to enhance the interaction of the Acquisition Workforce in the workplace and in teams. It will provide students an understanding of generational expectations, their potential impact on the changing workplace and tools to influence generational behavior in a positive manner. We will define the generations including myths and then delve into generational expectations and preferences in the areas of communication and engagement, work-life flexibility, continual development, leadership of and by various generations.

**SYS108 - Teaming Environment for Acquisition Managers:** This course is designed to provide participants with a forum for awareness, understanding, and promotion of effective interaction between members of an Integrated Product Teams (IPTs). The course focuses on self-awareness, attitudes, and behaviors that create conflict and provide skills for managing and resolving conflict positively. The topics and exercises in this course are designed to enhance cooperation through proven conflict resolution approaches, group dynamics, dealing with difficult people, communication skills, and team building for group unity.

**SYS279 - Logistics Assessment (LA):** This course is comprised of seven lessons. The first six lessons cover an introduction to the LA philosophy and policy; an overview of general assessor skills; how to prepare for an LA; how to conduct an LA; how to utilize the results of LA assessments to recommend deficiency corrections; and how to conduct Post IOC LA assessments. To provide hands-on application, students will conduct a simulated LA of an actual fighter program using cases and real-world data in the capstone seventh lesson.

**SYS281 - Air Force Acquisition and Sustainment Course:** This course provides a general overview of the latest in acquisition and sustainment policy, processes, management tools, and reform initiatives. The course delivers critical knowledge of current acquisition and sustainment hot topics, and is laced with real world examples, actual program results, and topical videos. The three core processes of AF acquisition are reviewed, as well as the primary strategic roadmaps driving weapon system sustainment. The foundational processes of test, systems engineering, risk management and evolutionary acquisition are emphasized as well unique acquisition peculiarities associated with space, cyberspace, services and defense business systems are also covered. The sustainment arena is reviewed from the retail, wholesale, and combat perspectives, to include an overview of depot operations. Core process changes associated with sustainment are discussed, to include supply chain management, high velocity maintenance, condition based maintenance, and predictive maintenance. A wealth of acquisition references, websites,

guidebooks, and management tools are also provided. A must course for all involved with Air Force acquisition and support.

**SYS400 - Current Topics in Acquisition and Support:** This course is an outstanding opportunity to learn or refresh on issues and initiatives impacting experienced acquisition and support professionals. Topics may vary somewhat from class to class, in part to reflect the most recent changes, but also to accommodate the schedules of expert guest speakers. The course enables students to listen to and engage with the experts there is generally a different speaker or facilitator for each topic presented. Students also learn by reading a recent journal article and analyzing it with a small group of other students. The course is a great opportunity for students to learn from one another, as they gather together from different functions, jobs, bases, and backgrounds to share knowledge and experience during roundtable discussions. Students thus benefit from exposure to the wide range of current topics in the acquisition and support arenas, helping to assess the impacts to their roles and responsibilities as managers.

**WKSP0647 - Life Cycle Logistics for Non-Logisticians:** The LCL Workshop provides a general overview of the latest in product support policy, processes, management tools, and reform initiatives. The course delivers critical information on life cycle logistics management and is laced with real world examples, actual program results, and topical videos. Environmental factors and policy shaping product support management are covered, to include the four primary strategic roadmaps driving weapon system sustainment. Product support is reviewed from the retail, wholesale, requirements, joint, DoD and combat perspectives, to include logistic management in each phase of the lifecycle.

**War Reserve Material (WRM) Web Based Training:** The course is found on the ADLS AFCEC Gateway and is designed for current users of Air Force War Reserve Materiel courseware, service personnel, AD, ANG or AFRC appointed as a WRMOs. The course is a one-time requirement and should be taken prior to assuming duties as the Wing/Base WRMO. The estimated time to complete this course is 8 hours.

**Follow-on MAJCOM/Unit Courses:** Numerous LROs operate within the joint environment. Joint training is a key item to ensure a LRO is ready to support joint operational mission requirements and exercises around the world. This portion of the CFETP provides the road map and is a crucial link in order to enhance joint knowledge while in a joint requirement. This portion of the training plan provides generic and technical joint training to further develop a LROs area of expertise.

Go to the Joint Knowledge Online (JKO) website,

https://jkodirect.jten.mil/Atlas2/faces/page/login/Login.seam?cid=36779, for a complete listing of distance learning courses available for joint training and to enroll.

**Air Force Institute of Technology (AFIT) Courses:** AFIT is the Air Force's premier institution of professional and graduate education in acquisition, logistics, engineering, and management. Go to <a href="http://www.afit.edu/ls/courselist.cfm">http://www.afit.edu/ls/courselist.cfm</a> for more information.

**Defense Acquisition University (DAU):** DAU coordinates the acquisition education and training programs to meet the training requirements of approximately 132,000 DoD Acquisition, Technology and Logistics (AT&L) workforce personnel. As the DoD corporate university for acquisition education, the DAU sponsors curriculum and instructor training to provide a full range of basic, intermediate, advanced, and assignment-specific courses to support the career goals and professional development of the AT&L Workforce. Information and course descriptions can be found at <a href="http://www.dau.mil/">http://www.dau.mil/</a>.

**Defense Threat Reduction Agency (DTRA).** DTRA courses can be found at the following link: www.dtra.mil/oe/cs/programs/training/dnws/registration.cfm.

#### Attachment 3

#### **TERMS EXPLAINED**

**Air Force Career Field Manager. AFCFM.** AF focal point for the designated career field within a functional community. Serves as the primary advocate for the career field, addressing issues and coordinating functional concerns across various staffs. Responsible for the career field policy and guidance. Must be appointed by the CFM and hold the grade of Colonel/GS-15 (or equivalent) for officer and DAF civilian specialties, and the grade of Chief Master Sergeant for enlisted Airmen.

**Air Force Institute of Technology. AFIT.** AFIT offers Masters Degrees in Logistics Management, Acquisition Logistics, Logistics and Supply Chain Management. Ph.D. programs are also available. AFIT School of Systems and Logistics (AFIT/LS) also provides professional continuing education courses (PCE).

**Air Force Petroleum Agency. AFPA.** The Center of Excellence for all POL-related operations and initiatives. They mitigate and analyze worldwide operational incidents & issues, and provide expert solutions to identified trends. They are the service control point (SCP) for all Defense Logistics Agency (DLA) managed programs including Military Construction (MILCON), Sustainment, Restoration, and Modernization (SRM), and transaction accounting procedures. They provide the warfighter and space launch activities with technical support and specialized capabilities for petroleum, propellants, cryogenics, alternative fuels, chemicals and gases supporting all aerospace vehicles, systems and equipment.

Acquisition Professional Development Program. APDP. Established to ensure career development within designated acquisition and logistics career fields.

Air Reserve Component. ARC. Used when referencing both the Air Force Reserve and Air National Guard components of the Air Force.

Advanced Study of Air Mobility. ASAM. The IDE program is designed to provide a highly select group of officers with the tools and education to develop future mobility leaders. The 13-month course of study in Global Reach concepts, and graduates earn an Air Force Institute of Technology accredited Master of Science in Logistics degree. Prospective candidates for the course go through a highly competitive Central Designation Board process before being selected as students in the program, and the curriculum is comprised of four additional components including Expeditionary Center courses, Air Command and Staff College courses, a Graduate Research Project, and site visits.

**Base Level Broadening Program. BLBP.** A premier developmental program where officers are competitively selected and developed at the base/unit-level to cross-flow into another Logistics AFSC for a period of 18 months. Officers selected for this program gain valuable tactical knowledge and experience in their logistics counterpart core competencies ranging across Logistics Readiness, Aircraft Maintenance and Munitions. Selectees will PCS/PCA to their broadening squadron and attend a corresponding Initial Skills Training Course.

**Contractor Logistics Support. CLS.** Contractor support includes the cost of contractor labor, materials, and overhead incurred in providing all or part of the logistics support to a weapon system, subsystem, or associated support equipment. Contract maintenance is performed by commercial organizations using contractor personnel, material, equipment, and facilities or government-furnished material, equipment, and facilities. Contractor support may be dedicated to one or multiple levels of maintenance and may take the form of Interim Contractor Support (ICS), where the services are provided

temporarily (usually in the initial phases of a system's operation), or Contractor Logistics Support (CLS), where the support extends over the operational life of the system. Other contractor support may be purchased for engineering and technical services.

**Course Training Standard. CTS.** A specialized document that identifies the tasks and/or knowledge requirements and level of competency provided within a specific course of training. The document serves as a contract between AETC and its customers. It standardizes and controls the quality of officer training.

**Contingency Response Wing. CRW.** The CRW is responsible for training and rapidly deploying personnel to quickly open airfields in remote locations and extend Air Mobility Command's ability to deploy people and equipment around the globe. Most of the operations can be classified by three types, Joint Task Force - Port Opening (JTF-PO), where USAF and US Army units create distribution chains, Expeditionary Air Mobility Support, (EAMS) where CRW personnel augment existing forces for the mission, and Initial Airbase Opening (IAO).

**Depot & Arsenal Executive Leadership Program. DAELP.** DAELP is an executive development program serving the commanders and senior civilian leaders of the Nation's Depot and Arsenal facilities, focused at the O-6 and civilian-equivalent career level (O-5 by exception). DAELP is administered at the University of North Carolina at Chapel Hill (UNC) by the Institute for Defense and Business (IDB) and delivered in partnership with the UNC Kenan-Flagler Business School.

**Developmental Assignment. DA.** A deliberate approach to gaining varied "hands on" experience to help prepare for senior leadership positions by focusing on specific competency to be strengthened through each assignment.

**Defense Acquisition University. DAU.** Provides mandatory, assignment-specific, and continuing education courses for military and civilian acquisition personnel within the Department of Defense.

**Developmental Education. DE.** Critical component of the force development construct and represents a large investment in the continuum of our Airmen's growth. DE is a deliberate process for developing our future leaders through traditional military education, advanced academic degrees or experiential assignments with industry or academic institutions.

**Develop and Manage the Force. DMTF.** A purposeful education and focused training roadmap that supports career path progression across key logistics mission sets to include deployment and distribution, supply chain, repair network management, life cycle logistics, and joint logistics. The training roadmap includes courses that are available to all logistics officers at the appropriate time in their career.

**Development Team. DT.** Development Teams are deliberate force steering groups that vector personnel for assignments, educational opportunities and special programs to deliberately develop the logistics workforce

**Education with Industry. EWI.** This program sends 21X officers on a 10 month career broadening PCS tour with a selected company (FEDEX, EXXON, UPS, etc.) to learn leading-edge technology and management processes. Through EWI, officers develop an understanding of a particular industry, and are better able to interpret Air Force needs in industry terms.

**Intermediate Developmental Education. IDE.** Specific educational opportunities including (but not limited to) Air Command and Staff College, US Army Command and General Staff College, College of Naval Command and Staff, Marine Corps Command and Staff College, USAF Academy AOC Master's Program, Air Force Institute of Technology and other identified advanced academic degree programs.

**Integrated Logistics Support. ILS.** ILS is the disciplined and unified management of the technical logistic disciplines that plan and develop Logistics Support Requirements for military forces and will ensure system product quality in terms of Reliability, Availability, Maintainability, and Testability (RAMT).

**Logistics Career Broadening Program. LCBP.** LCBP is a premier developmental program where officers are competitively selected and developed as materiel officers and future leaders. Officers selected for this program gain valuable knowledge and experience in managing the acquisition and sustainment aspects of the Air Force Logistics system through rotational assignments in various functional areas of the Air Logistics Complex (ALC) or the Defense Logistics Agency (DLA).

**Life Cycle Logistics. LCL.** Is the ability to plan, develop, implement, and manage comprehensive, affordable, and effective systems support strategies. Encompasses the entire system's life cycle including acquisition (design, develop, test, produce and deploy), sustainment (operations and support), and disposal.

**Operation Contract Support. OCS.** Provides the Combatant Commander (CCDR) the tools and processes to manage the variety of services that may be required, such as base operational support, transportation, and security. Within OCS are contract support integration and contractor management.

**Professional Military Education. PME.** AF provides professional military education at Air University with Basic Developmental Education (BDE), Intermediate Developmental Education (IDE), and Senior Developmental Education (SDE). Basic is Squadron Officer School (SOS), Intermediate is Air Command and Staff College (ACSC), and Senior is Air War College (AWC). Typically Captains take SOS, Majors attend ACSC or equivalent, and Lt Colonels or Colonels take Air War College or equivalent. All officers are expected to complete their appropriate PME commensurate with their rank either by correspondence, or, if selected, in residence at Maxwell Air Force Base. Both in-residence Air Command and Staff College and Air War College are regionally accredited Masters programs (M.A.) and take slightly less than 1 year to complete.

**Senior Developmental Education. SDE.** Specific educational opportunities to include (but not limited to) Air War College, National War College, Dwight D. Eisenhower School for National Security and Resource Strategy, Army War College, and Naval War College.

**Squadron Officer School. SOS.** Professional Military Education course for U.S. Air Force Captains. It fulfills the U.S. Air Force's requirement for Basic Developmental Education (BDE).

**Supply Chain Management Group. SCMG.** Material Management Group under the 448th Supply Chain Management Wing. Management oversight of Supply Chain Management Squadrons. Provides leadership over item managers and contract specialists, who collect weapon system spares requirements and ensure availability at the source of supply.

**Supply Chain Management Squadron**. **SCMS**. Squadron under the 448th Supply Chain Management Wing. Typically, the squadron focuses on specific commodities or weapon systems, but consists of item managers and contract specialists, who collect weapon system spares requirements and ensure availability at the source of supply.

**Supply Chain Management Wing. SCMW**. The 448th Supply Chain Management Wing, headquartered at Tinker AFB, Oklahoma, it is comprised of over 2,900 civilian, military and contractor personnel across Tinker AFB, Oklahoma, Hill AFB, Utah, and Robins AFB, Georgia. As part of the Air Force Sustainment Center, the 448th SCMW is responsible for putting parts on the shelf to sustain AF

weapon systems and major equipment. The 448th SCMW provides Supply Chain Management life cycle support to include enterprise demand/supply plans, developing/implementing sourcing strategies, executing the supply plan, and design engineering authority cognizant to customer requirements for assigned engines, aircraft, space, and missile commodities. 448th SCMW supply chain professionals are tasked with posturing over \$40B in assets within our supply system to meet aging aircraft needs, years prior to its actual execution.

**Supply Chain Operations Group. SCOG.** Two Groups under the 635th Supply Chain Operations Wing. The 635th Supply Chain Operations Group at Scott AFB is responsible for strategic and tactical airlift, rotary-wing, special mission and tanker aircraft, systems support, and GSD working capital funds has three squadrons located at Scott AFB: the 435th Supply Chain Operations Squadron, which also has an operating location at Hill AFB and Wright Patterson AFB, the 436th Supply Chain Operations Squadron, and the 437th Supply Chain Operations Squadron. The 735th Supply Chain Operations Group at JB Langley-Eustis, Virginia, is responsible for fighter, bomber and special mission aircraft, nonairborne weapon system support, vehicle fleet management, and equipment management and has three squadrons: the 438th Supply Chain Operations Squadron, the 439th Supply Chain Operations Squadron and the 440th Supply Chain Operations Squadron.

**Supply Chain Operations Squadron. SCOS.** Squadron under the 635th Supply Chain Operations Wing.

**Supply Chain Operations Wing. SCOW.** The 635th Supply Chain Operations Wing is the first responder to the Air Force Supply Chain. It is responsible for conducting time-critical operational spares execution and supply chain command and control for warfighters around the globe. The wing is located at twelve direct operating locations and provides 24/7 supply chain command and control for warfighters around the globe. It is composed of three groups, the 635th SCOG, the 735th SCOG, and 635 MMG as well as the Air Force Petroleum office. In total, the 635th SCOW manages supply chain operations for more than 4,100 aircraft, 73,000 vehicles, 1M pieces of equipment, AF petroleum, oils, and lubricants and is responsible for transactional control and tracking of all Nuclear Weapons Related Materiel. This is done through the NWRM Transaction Control Cell. The 635th SCOW also has operational control over the NWRM Storage Facility at Hill AFB, Utah.

**Total Active Federal Commissioned Service. TAFCS**. All periods of active duty commissioned service.

**Total Force Integration. TFI.** Active, Guard, and Reserve (ARC) components integrated into like units.

**Training Business Area. TBA.** Web application that provides supervisors access to virtual training products, such as CFETPs, Air Force job qualification standards, as well as master and individualized training plans.

**Time on Station. TOS.** An Airmen's current base residency. TOS is computed on a month-to-month basis by adding the required period to the month and year of date arrived station.

**Total Force. TF.** The collective components (active, reserve, guard, and civilian elements) of the United States Air Force.

**USAF Expeditionary Center. EC.** The USAF Expeditionary Center is the Air Force's Center of Excellence responsible for expeditionary innovation, education, training, and exercises. The center delivers innovative expeditionary combat support concepts and capabilities and prepares leaders and

forces to effectively accomplish air mobility, Air Force, Joint, and coalition missions. The center's schools, directorates, and detachments work together to achieve one major goal – keeping Air Force forces ready, at a moment's notice, to deploy anywhere in the world.

**Utilization and Training Workshop. U&TW.** A forum led by the AFCFM and AETC/DOOM., MAJCOM Air Force Specialty Code (AFSC) functional managers/IMSC, Subject Matter Experts (SMEs), and AETC training personnel participating in establishing career field education and training requirements.
### Attachment 4

# **21R SPECIALIZATION TRACK**

# PURPOSE AND BACKGROUND

The objective of the 21R Specialization Track is to provide a framework for the Logistics Readiness Officer (LRO) in managing talent. Using the logistics core competencies, the strategic plan will develop, manage, and enable and retain the necessary skills to support the ever changing logistics environment. The LRO competencies of Supply, and Deployment/Distribution and Transportation, originate from the Logistics Human Capital Strategy (LHCS). This strategic plan uses the competencies to highlight requisite experience for the LRO community to be aligned with the LHCS vision.

### STRATEGIC COMPONENTS

The goal of this plan is to balance the requirement for senior leaders with a broad logistics knowledge, and to retain leaders with depth in single proficiencies.

### RECOMMENDATIONS

Upon entry into the LRO career field, each officer will become intimately familiar with the CFETP, to include all its attachments. The developmental tools provided in this plan are meant to be used in conjunction with the CFETP to plan, manage, and control training and career planning. This specialization track is to be a purposeful and focused career roadmap that supports career path progression across the key logistics competencies. The roadmap aims to provide additional context in the different career paths available. This knowledge will enable each LRO to research and identify the functional expertise required by the Air Force to generate senior logisticians who can perform at the operational level of war.

# **DEVELOPMENTAL TOOLS**

Individual career paths cannot be concretely defined by a working document; however, individual career progression can be facilitated by creating functional plans as a tracking mechanism to locate specific functional expertise. This will allow officers to tailor their development to individual career goals, ultimately enabling the Air Force to prepare officers to meet future logistics requirements.

The following visual roadmaps and AFPC-approved Assignment Paths depict suggested career progression for each proficiency and assignment planning. In addition to the complete list of all courses available to LROs in attachment two, each roadmap also includes suggested assignments to facilitate the development of the proficiency.

# Supply

Supply Functional Expert											
										5 	
Rank	2nd Lieutenant	1st Lieutenant		Captain		Major		Lieutenant Colonel		l Colonel	
PME	LRO Basic Course	-	sc		I	DE		SDE	>		
1st Assignment	Foundational Assignment in LRS M Flight OIC				·						
2 <sup>nd</sup> Assignment				SCM/SCOS Flig CC/OpsO	ht	_					
3 <sup>rd</sup> Assignment			LCBP/	/EWI/AFMC Depot Special Duty	t/DLA						
4 <sup>th</sup> Assignment					DC	SCM/SCO D/CC - Sta	DG ff Job				
5 <sup>th</sup> Assignment							Joint MAJCO	- DLA DM/NAF			
6 <sup>th</sup> Assignment							Squa	LRS - SCOS dron Comma	nder		
7 <sup>th</sup> Assignment							A Acquisitio	Air Staff - HO n/Life Cycle	Q Logistics		
8 <sup>th</sup> Assignment										SCM/SCO or Materiel Group Commander MAJCOM - NAF	
				IL	ROC			JPME	ELC		
Education and Training	Supply/Logi Degr	istics - Građua ree/AFIT	Supply Chain Management Course University of Tennessee		Supply Chain Manageme Cycle Logistics PhI		ment/Life PhD				
	DAWIA Certification Lvl I			DAWIA Certification Ly			Lvl II DAWIA Certification Lvl III		vl III		

# **Vehicle Management**



#### Fuels **Fuels Functional Expert** 2nd Rank 1<sup>st</sup> Lieutenant Captain Major Lieutenant Colonel Colonel Lieutenant LRO Basic SOS IDE SDE PME Course Foundational Assignment in LRS 1st Fuels Flight OIC Assignment LOOP Fuels Flight 2nd Flight CC/OpsO Assignment RO 3rd AFPET/DLA-E Assignment Special Duty/EWI AFPET 4<sup>th</sup> Ops O/DO - Staff Job Assignment NAF - Special Duty - Joint Joint - DLA-E /Army Petroleum Center MAJCOM/NAF 5<sup>th</sup> Assignment 6<sup>th</sup> Squadron Commander Assignment 7th Air Staff - HQ JPO - COCOM Staff Assignment 8<sup>th</sup> AFPET CC Assignment MAJCOM - NAF ILROC JPME ELC Education Fuels Distribution Technology Graduate Degree/AFIT and Training RO E-Learning, DLA-E RO Cr, PLMC

# Deployment, Distribution and Transportation (DDT)

# **Transportation (Ground or Air)**



# 74

# **Logistics Plans**







# **ADDITIONAL INFORMATION**

# **Ribbon Charts**

The Ribbon Chart is a visual tool allowing officers to take a proactive approach to managing their career. It summarizes a personalized plan that includes a chronological view of information such as assignment preferences, promotion eligibility windows, developmental milestones and other critical information allowing individuals to piece together their desired career plans in accordance with functional plans and the AFPC Assignment Path developmental tools. The Ribbon Chart presents one's career progression in a logical, meaningful way to facilitate mentorship and increase awareness of all the opportunities afforded at each level of their career.

The Ribbon Chart should capture preferred and recommended opportunities include professional and personal circumstances, events and conditions to help create a cohesive plan outlining specific intentions for development and provides a helpful visual during mentoring.

AFSC 21R <u>Yr G</u>	<u>2:</u> p		Rank, First Curr C	t Name, La ent Duty T urrent Unit	ist Name itle		<u>D1</u>	Vector:
Assignme	ent Preference 1 🗲							
Assignme	ent Preference 2 ->							
Assignme	ent Preference 3 🗲							
20XX	20XX	20XX	20XX	20XX	20XX	20XX	20XX	20XX
Important Dates PRFs due, IDE/SI etc.) →	DE, BPZ/IPZ,	First Look Promotion Zi	Second Look Promotion 7 t 5 SR OPR Botto	Zane Promotic m Lines	Pourth Look		SOS (Too Thie) Special Progra (MIC Protein Holdon BTARIORA AG COE (Lare) Beconto (Bittod) (CORIREE) STAFF HAF JOINT SOE	mB ARLOC:
							(CORURES) SQ/CC	
		]	Hobbies and Inte	rests				