

**BY ORDER OF THE  
CHIEF, NATIONAL GUARD BUREAU**

**AIR NATIONAL GUARD INSTRUCTION 36-6**

**9 NOVEMBER 2010**



**Personnel**

**THE AIR NATIONAL GUARD STATUTORY  
TOUR PROGRAM POLICIES AND  
PROCEDURES**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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Air National Guard personnel may volunteer to serve on active duty under the National Guard Bureau, Title 10, United States Code, Section 12301(d), Armed Forces Statutory Tour of Duty Program (Statutory Tour Program). While on active duty they serve as members of the Air National Guard of the United States (ANGUS) in a Reserve of the Air Force status. Tours of duty are available in the Statutory Tour Program at many locations that include, but are not limited to, the National Guard Bureau (NGB), the Air National Guard Readiness Center (ANGRC), the Office of the Secretary of Defense (OSD), the office of the Secretary of the Air Force (SAF), Headquarters, United States Air Force (HQ USAF), the Major Commands (MAJCOM) and other Air National Guard Operating Locations (ANG/OL). By their service, members of the ANGUS provide the NGB and its federal mission with a positive influence on the development and implementation of plans, programs, and policies, and they provide their expertise in functional and operational areas to staff agencies within the Department of Defense (DoD). The overall benefit of the Statutory Tour Program is the enhancement of NGB's mission by helping (1) Management decisions to reflect current ANG missions and weapons system requirements while at the same time (2) Providing ANGUS personnel with the opportunity to apply their exceptional field experience and expertise in a policy making environment. This instruction applies to all ANG members serving in the Statutory Tour Program under Title 10 U.S.C., Section 12301 (d).

Refer recommended changes and questions about this publication to the Office of Primary Responsibility (OPR) using the AF Form 847, Recommendation for Change of Publication; route AF Form 847s from the field through the appropriate functional chain of command. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with Air Force Manual (AFMAN) 33-363, Management of Records, and disposed of

in accordance with Air Force Records Information Management System (AFRIMS) Records Disposition Schedule (RDS) located at <https://www.my.af.mil/gcss-af61a/afirms/afirms>.

**SUMMARY OF CHANGES**

This publication has been updated to reflect changes that implement new guidelines and procedures dealing with the management of individuals assigned to the ANG Statutory Tour Program. The major changes include the addition of the standardized hiring process, force management review and the force development process.

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***Section A—Responsibilities.***

**1. Responsibilities.**

1.1. Chief of the National Guard Bureau (CNGB) or designated representative is the final recommending authority for all tours of duty on the NGB Joint Staff.

1.2. Director of the Air National Guard (NGB/CF) or designated representative is the final approval authority for: Force Management Review (FMR) and subsequent FMR appeals,

Colonel and CMSgt actions, nomination of non-ANG members for statutory tours and for all Force Development Council actions.

1.3. The Functional Director is defined in Attachment 1, Terms. The senior ranking member “in charge” of the Functional Directorate and the approval or recommending authority for all actions of ANG Statutory Tour Program personnel attached to their respective directorate. Notwithstanding, all personnel actions will be routed through the Functional Director to Human Resources (NGB/HR).

### ***Section B—Assignments***

**2. Assignments.** The methods for filling existing or projected vacancies in the Statutory Tour Program are through a force development action, advertisement, priority selection or management direction. NGB/HR must be contacted whenever action is required to fill a vacancy within the Statutory Tour Program. NGB/CF or designated representative is the approval authority for all accessions and reassignments of any Colonel/CMSgt or accession of non ANG members. Members will be assigned to duty once the appropriate orders are published. While serving on active duty, members must serve with the consent of the Governor or the Adjutant General as the Governor’s designee. Notwithstanding, ANGUS personnel remain on the rolls of their respective State in the event of a return to State control. Member’s initial tour length will be 2- 4 years unless Mandatory Separation Date (MSD) dictates otherwise. Members are considered in a probationary status during their first four years on statutory tour. Members will be reviewed for retention/career status in accordance with the FMR (see paragraph 5). Military technicians and Active Guard/Reserve (AGR) personnel who are selected for the Statutory Tour Program have restoration rights to their former jobs. AGRs should familiarize themselves with ANGI 36-101, The Active Guard/Reserve (AGR) Program. Technicians should familiarize themselves with The Uniformed Services Employment and Reemployment Rights Act of 1994 USERRA, 38 U.S.C. § 4301 – 4335. Notification concerning assignment/reassignment within the statutory tour program is the responsibility of NGB/HR. **IT IS IMPERATIVE THAT NO COMMITMENT BE MADE TO ANY APPLICANT, STATUTORY TOUR MEMBER, OR ORGANIZATION UNTIL SUCH TIME AS NGB/HR HAS COMPLETED PROCESSING OF THE ACTION AND PUBLISHED THE REQUIRED NOTIFICATIONS/ORDERS.** NOTE: Orders will not be published until the selectee/nominee has signed NGB Form 830, *Statutory Tour Statement of Understanding* (Attachment 2), and NGB/HR has completed all other required administrative processing.

2.1. Force Development. Statutory tour members will be reviewed at the direction of NGB/CF, but at a minimum, on an annual basis utilizing the Statutory Tour Force Development Process. The Force Development Process is designed to provide leadership oversight, guidance and direction for professional development of statutory tour members. This process focuses on developing leaders fully capable of operating across a strategic, operational, and tactical leadership environment. The statutory tour force development process will be conducted in accordance with the Statutory Tour Force Development Guidelines (Attachment 3). All statutory tour members will be required to complete a development plan (DP) (Attachment 7) via the statutory tour force development web site. Mandatory requirements as published on the web site will not be waived. The force development process will identify statutory tour candidates to compete for in-residence developmental education, congressional fellowships, field command and lateral

opportunities. Members will not be considered for promotion opportunities through this process. Members should request consideration for these programs during the force development process. All members selected for command tours and subsequent return to statutory tour as a career status member will be required to sign the Statutory Tour Field Command Memorandum of Agreement (Attachment 8). The Force Development Council (FDC) will determine the final list of approved candidates. NGB/CF is the final approval for all force development actions pertaining to Colonel and CMSgt actions, invitation for application to in-residence PME, consideration for senior developmental education beyond SDE and SNCOA, congressional fellowships, and field command candidacy. Reassignment of current Stat Tour Airman is based upon their current primary AFSC and/or their expressed desires on the DP. Members considered for reassignment involving a PCS through the force development process should have already completed at least three years time on station. Subsequent reassignment orders involving a PCS would normally be for 3 - 4 years time on station at the new duty location. Any action which would result in the award of career status or extension beyond 20 years of active service requires NGB/CF approval. Any statutory tour member may request reconsideration of their FD action in writing. Reconsideration request will only be reviewed in the event a member can provide satisfactory evidence that an alleged entry or omission in the record was in error or unjust. All evidence not already included in the record must be submitted by the member. Reconsideration request received without the appropriate chain of command coordination will be returned to the member without action. Reconsiderations must be received by NGB/HR within 15 days of the date member received official notification of the FD action. The member's chain of command will not hold a reconsideration request to circumvent the 15 day submission requirement. The decision authority for reconsideration for Lieutenant Colonels and below and SMSgts and below is the functional team lead. The decision authority for reconsideration for Colonels and CMSgts is the Director, Air National Guard. The reconsideration decisions are final. There is no appeal beyond the team lead and Director, Air National Guard, as appropriate.

2.2. Advertising. Advertising will normally be nationwide allowing any current ANG member to apply for entrance into the statutory tour program. When deemed necessary, and approved by NGB/CF or designated representative, advertisements may be open to Air Force Reserve, or active duty Air Force Airmen. Interested members or applicants will respond to a formal announcement (Military Vacancy Announcement or MVA). These announcements may be viewed on the ANG web page. Agencies requesting a "fill" will include in the MVA information of interest regarding the vacancy, and in most cases, mandatory criteria for filling the vacancy. The member or applicant must address all mandatory criteria in his or her response to the MVA. Mandatory criteria announced in the MVA will not be waived. All applications that meet the mandatory criteria will be forwarded to the selecting official for review. Selections will be made in accordance with the statutory tour hiring guidance (Attachment 14). Complete applications, or responses to MVAs, are to be submitted to NGB/HR and must arrive by the close of business on the closeout date. If the application package does not arrive by the closeout date and/or is not complete, it will not be considered. When applying for multiple MVAs, separate applications will be required. The requisite contents of all applications will be as stated in the MVA.

2.3. Priority Selection. Priority selection will be used on a limited basis as directed by CNGB or NGB/CF. This method will be used to fill a vacancy without utilizing any method of advertising. Functional Directors must submit rationale to NGB/HR explaining the uniqueness of the situation, the reason why the position should not be advertised, and why the nominee is uniquely qualified above other available personnel within the same career field. NGB/CF is the final approval for all priority selection actions. This approval authority may not be delegated

2.4. Management Directed Reassignment. Statutory tour members are subject to management directed reassignment. CNGB or NGB/CF management directed reassignments are not advertised.

2.5. Rated Officer and Career Enlisted Aviator (CEA) Assignments. Limited tours of duty in the Statutory Tour Program that have been identified as requiring rated officer or CEA aircrew expertise. Aircrew Position Indicator (API) 8 (officer), API 9 (ABM) and API D (enlisted) identify UMD requirements that have responsibilities and duties that require the incumbent to actively fly. API 4 (officer) and API E (enlisted) identify UMD requirements that have responsibilities and duties that require aircrew expertise but do not require the incumbent to actively fly.

2.5.1. IAW AFI 38-201, Determining Manpower Requirements, all aircrew requirements must be validated by NGB/A3 and documented on an AF Form 480, Aircrew AFSC / Active Flying Justification. Validation of an aircrew requirement will be based upon the duties and responsibilities identified on the Unit Manpower Document (UMD) position description.

2.5.2. Incumbents assigned to API 4/E, API 8/D or API-9 positions must be a U.S. Air Force Rated Officer and/or a CEA medically and professionally qualified for aviation service. Aircrew assigned to an API 4/E billet will not maintain flying currency or actively fly in the performance of their official duties. Aircrew assigned to an API-8/9/D billet must maintain flying currency and actively fly in the performance of their official duties.

2.5.3. The position description for an active flying requirement must support the assignment of an active flying assignment for an ANG weapon system. UMD requirements will not be changed exclusively to accommodate a specific individual.

2.5.4. Individuals assigned to API 4/E requirements (non-flying) may fly in an Indoctrination Status when deemed necessary, and approved by NGB/A3.

2.5.5. All rated officers and CEAs, receiving Aviation Career Incentive Pay (ACIP), Career Enlisted Flying Incentive Pay (CEFIP) or Hazardous Duty Incentive Pay (HDIP) are required to maintain a current flight physical (AF Form 1042).

2.5.6. For the purposes of maintaining flying currency rated officers and CEAs assigned to an ANG Statutory Tour active flying billet must be attached to an ANG, AFRC or Active Duty flying unit IAW AFI 11-401, Aviation Management. Flight records, Standardization and Evaluation, and Continuation Training records for rated officers and CEAs assigned to an active flying billet will be maintained at the unit of attachment. Aircrew must in-process with NGB/A3OS to coordinate required NGB/A3 attached flyer

documentation for ANG attached aircrew, and ensure timely payment of ACIP/CEFIP/HDIP entitlement.

2.5.7. Flight records for aircrew assigned to inactive rated or non-rated UMD requirements will be maintained by the Host Wing HARM office at Andrews AFB. Aircrew must in-process with the Host HARM office to ensure timely payment of ACIP/CEFIP/HDIP entitlement.

### ***Section C—Promotions***

**3. Promotions.** Individuals recommended for promotion while participating in the Statutory Tour Program must meet all mandatory criteria IAW ANGI 36-2502, Promotion of Airmen, or ANGI 36-2504, Federal Recognition of Promotion in the Air National Guard of the United States and as a Reserve of the Air Force below the Grade of General Officer. The Functional Director or designated representative must approve a promotion request prior to submitting to NGB/HR for processing. Requests to promote members who are careers status within the statutory tour program and whose subsequent promotion would place them outside the force management profile (Attachment 16, table 1) will require NGB/CF approval. Member's who are not currently career status must sign NGB Form 832, *Promotion Statement of Understanding* (Attachment 15), indicating they understand the profile requirements for the grade upon which they are about to enter. In addition to regulatory requirements, a minimum of a bachelor's degree is required for promotion to Major and above. Officers meeting Reserve Officer Personnel Management Act (ROPMA) Promotion Boards not currently assigned to a position commensurate with the new grade and/or having not completed the appropriate level Professional Military Education (PME) will result in a promotion delay IAW AFI 36-2504. Affected members will be required to compete for positions commensurate to the next grade through the selection processes outlined in section B of this instruction. The AF Form 709, Promotion Recommendation Form, will be signed by the senior rater with a "Do Not Promote" for officers meeting the board while assigned to statutory tour who have failed to complete PME for promotion to the next highest grade and/or have failed to maintain fitness standards IAW AFI 36-2905 Fitness Program.

### ***Section D—Evaluations***

**4. Officer Performance Reports (OPR) and Enlisted Performance Reports (EPR).** The Functional Director is responsible for ensuring that OPRs and EPRs are promptly completed on members assigned to his or her functional directorate, whether statutory tour personnel or regular Air Force members, IAW AFI 36-2406, Officer and Enlisted Evaluation Systems.

### ***Section E—Statutory Tour Force Management Review***

#### **5. The Force Management Review Process (FMRP).**

5.1. Force Management Review (FMR). The FMR functions as a corporate review vehicle to provide openness and consistency. It provides a fair and equitable force shaping process to meet the needs of the Air National Guard.

5.1.1. FMR Composition. FMR composition (all are voting members, except for Advisor/Recorder):

- 5.1.1.1. Chairperson: GO (normally 2-star).
- 5.1.1.2. Commander, ANGRC.
- 5.1.1.3. ANG Command Chief,
- 5.1.1.4. NGB Joint Staff Representative (Colonel/or above or Civilian Equivalent).
- 5.1.1.5. 1AF Representative (Colonel/or above or Civilian Equivalent).
- 5.1.1.6. Field Representative (Colonel or above).
- 5.1.1.7. Advisor/Recorder – NGB/HR (non-voting).

5.1.2. The Director Air National Guard may appoint up to three additional members to serve on the FMR beyond the membership below (Attachment 17). These appointments should be utilized to ensure appropriate gender and minority representation within the FMR membership. The Director, Air National Guard will review and approve/disapprove extension of any statutory tour members who serve on the FMR and meet criteria for consideration. The recommendations of the FMR are advisory only and must be approved by Director, Air National Guard.

5.2. Convenes. Convenes annually to review statutory tour members who have a date of separation (DOS) during the next calendar year and must be reviewed for entry into the career program (end of probationary tour) or for continuation beyond 20 years total active federal military service.

5.3. Procedures. All proceedings will be held in closed session. All statutory tour members being considered by the FMR will receive fair and impartial consideration. FMR will be free from any improper command or other influences in the performances of its duties or as a result of such performance. Panel members may not discuss or consider outside communications or materials not otherwise contained in the material properly presented before the FMR. Panel members will not communicate with anyone outside the panel membership in reference to the panel proceedings. Individuals appointed to the FMR will be administered an oath (Attachment 18) and follow the guidelines in Attachment 16. The panel recorder will review all documents before the panel is convened for completeness.

5.4. The FMR reviews all enlisted and officer statutory tour personnel for entry into “career status” or for continuation beyond 20 years total active federal military service. Individual career intentions, supervisor, and chain of command recommendations are required for each member reviewed by the FMR (as documented on the Career Planning Worksheet (CPW), (Attachment 21).

5.4.1. Entry into the Career Program (extension beyond initial probationary tour). All enlisted and officer statutory tour personnel are normally reviewed 10-23 months prior to the date of separation of initial (probationary) statutory tour for entry into the career program. Candidates for follow-on-tours must be scrutinized to ensure that their current grade and Total Active Federal Military Service (TAFMS) allow for normal progression within the program and consistency within the force management of the total tour population. The statutory tour program is not designed to accommodate multiple tours for individuals with minimum amounts of TAFMS. Career status is normally granted to individuals who have the ability to attain a military active duty service retirement before maximum age (enlisted) or mandatory separation date (officers). Recommendation for



career status must be balanced with the career opportunities within the member's AFSC. A few AFSCs within the statutory tour program are not sustainable and a recommendation for career status may not afford the member promotion or career development opportunities. Members granted career status (successive tour) shall be administered with the understanding that their service may lead to a military retirement after attaining the required years of total active federal military service. Additionally, members must understand that by entering the career program they accept development actions which may result in position changes or geographic displacement. Director/2-digit equivalent recommending members for career status must provide justification supporting the retention of the member. Justification should include: a career plan that captures retention until 20 years TAFMS; explain if and why career field is hard to fill; and any special circumstances.

5.4.1.1. Career Status for Officers. For officers granted career status, the date of separation (DOS) will be taken out to 20 years TAFMS or MSD, whichever occurs first.

5.4.1.2. Career Status for Enlisted. For enlisted members granted career status, tour continuation (extension) will normally be in 6 year increments up to 20 years TAFMS or maximum age, whichever occurs first. Enlisted members need to attain the retainability necessary to support the tour continuation through meeting reenlistment requirements.

5.4.2. Continuation beyond 20 Years Active Service. All enlisted and officer statutory tour personnel are normally reviewed 10-23 months prior to TAFMSD plus 20 years. A follow-on tour for a member who already has attained 20 years TAFMS or more is primarily dependent upon the needs of the ANG. Director/2-digit equivalent recommending members for extension beyond 20 years TAFMS must provide justification supporting the retention of the member. Justification should include: Why it is in the best interest of the ANG statutory tour program to extend member; identify if the individual has promotion potential; identify if there is not a pool of potential candidates for the position held and why; what will be done to ready replacement candidates during the extension period if granted; and any special circumstances.

5.4.2.1. Tour Extensions beyond 20 Years Active Service. Approved extensions will normally be one year in length. Members would then be required to meet another FMR at the end of the approved extension period. Any extension beyond one year must be justified.

5.4.3. Non-continuation on Statutory Tour. Members not selected for entry into the career program or continuation beyond 20 years of total active federal military service will be provided at least 180 days notification prior to their date of separation (DOS). Members eligible for a 20 year active duty retirement may elect to retire or return to state of affiliation. All others will be returned to state of affiliation.

5.5. FMR Recommendations. The panel President will brief and provide the FMR recommendations to the Director, Air National Guard. The recommendations of the FMR are not binding on the Director, Air National Guard, but will be given serious consideration. The FMR recommendations will largely determine which members are extended or not. Other than the FMR Report and FMR Minority Report, no record of FMR proceedings will

be prepared. The Director, Air National Guard will review the recommendations of the FMR, and approve or disapprove any or all specific recommendations. The Director, Air National Guard is the final approval authority on all actions and will ensure NGB-JA and NGB-IG for review prior to initiating any action. The Director, Air National Guard may disapprove a panel in its entirety if substantial material errors and/or procedural deficiencies are found.

5.5.1. FMR Report. The recorder (NGB/HR) will publish a report of the FMR action and recommendation, using Attachment 23 as a guide, to be submitted to the Director, Air National Guard NLT 15 days from the panel completion date.

5.5.2. FMR Minority Report. Any member of the panel who disagrees with the recommendation of the majority of the panel may submit a minority report using Attachment 22 as a guide. The member will sign both the minority report and the panel proceedings, indicating on the panel proceedings that a minority report is being submitted as an attachment to the FMR Report.

5.6. FMR Decision Criteria. The FMR decisions are based on the needs of the Air National Guard. The FMR will consider:

5.6.1. The member's Career Planning Worksheet (CPW) (Attachment 21) that lists their desire to participate in the statutory tour program and supervisor/2-digit recommendations.

5.6.2. Force Management Profile (FMP) of individual. (Attachment 16, Table 1).

5.6.3. The "whole person" concept, which includes the following criteria: -Promotion Potential / Follow-on Assignments, Time in grade, Time in position, Duty History, Military Education, Evaluation Reports (OPRs/EPRs), Physical Fitness Results, any official disciplinary actions a matter of record, i.e. Letters of reprimand, etc.

5.6.4. Current and future force structure. Refer to Attachment 16, Force Management Review (FMR) Guidelines, Table 1 Force Management Profile (FMP). The FMP was designed to enhance movement within the statutory tour program while focusing on entrance into the career program and continuation beyond 20 years Total Active Federal Military Service (TAFMS). The Force Management Profile is a management tool to be used as a guide in managing the force. Other variables may be considered as the FMR panel sees fit.

5.7. FMR Notification Process.

5.7.1. Pre-Review and Recommendation Process. NGB/HR will identify statutory tour personnel who are to be reviewed 10-23 months prior to tour end date for either career status or continuation beyond 20 years of total active federal military service. Not later than 60 days prior to the scheduled FMR, pre-review FMR memorandums of notification will be provided to any individual considered (Attachment 19) and the Director/2-digit (Attachment 20) with suspense for return of the Career Planning Worksheets (CPWs) via the Force Management Review website to NGB/HR NLT by the established suspense date which will be NLT 30 days prior to the scheduled FMR. The member has an affirmative obligation to carefully and completely review the documents that will be submitted to the FMR. If the member believes the documents are inaccurate or

incomplete, he or she must bring that purported deficiency in writing to the attention of NGB/HR as soon as possible, but in any event no later than three duty days before the panel meets. If the member does not concur with the Director/2-digit recommendation on the CPW, member may submit personal comments via the Force Management Review website to the Statutory Tour Force Management Review (FMR). Comments may describe any matter of record concerning the member that is believed to be important for the FMR's consideration. Letters of recommendation from other individuals cannot be submitted. All the information provided by the member and entered into the Force Management Review website must be accurate and, if called on to do so, the member must provide evidence to support any questioned information. To be considered by the FMR, the personal comments must be entered into the Force Management Review website by the established suspense date which will be clearly indicated on the website. NGB/HR will review all CPWs to insure supervisor and/or Director/2-digit recommendations, to include member's signature of acknowledgement are received.

5.7.2. Post-Review and Notification Process. Post-review FMR memorandums of notification communicating the FMR decisions will be prepared for each Director/2-digit (Attachment 24) to brief their affected members. Each member will be required to sign a statement to acknowledge notification of FMR results (Attachment 25). Normally, notifications will be provided to each individual within 60 days following the FMR.

5.8. FMR Reconsideration Process. The Director, Air National Guard is the authority for all reconsiderations. Any statutory tour member may request reconsideration of their FMR decision in writing. The request should include justification/documentation not considered with the original request. Further, the request should support reconsideration as in the best interest of the Air National Guard. The reconsideration request must be reviewed and endorsed in a timely manner by each level of command to NGB/HR for processing. Endorsements may include support or non-support of individual's request with additional rationale. Reconsideration requests received without the appropriate chain of command coordination will be returned to the member without action. Reconsiderations must be received by NGB/HR within 30 days of the date on the memorandum of notification of the FMR decision. The member's chain of command will not hold a reconsideration request to circumvent the 30 day submission requirement. The reconsideration decision of the Director, Air National Guard is final. There is no appeal beyond the Director, Air National Guard.

5.9. Out of Cycle Reviews. Out of cycle reviews will be as determined and approved by the Director, Air National Guard and may be conducted as needed. Such action will include approval of all accession, reassignment or promotion of all O-6 and E-9 actions, any action to extend a member's DOS beyond twenty years of AD, priority selections, action resulting in members obtaining career status, and selections from an advertisement of non-ANG members.

### ***Section F—Tour Curtailment***

**6. Tour Curtailment.** Statutory tours have a specified start and end date. However, exceptions are as follows:

6.1. Voluntary Curtailment. A member desiring to terminate his or her tour prior to their DOS must request curtailment in writing through their Director/Office Chief to NGB/HR.

Request should include reason for curtailment and indicate a requested DOS (where possible, allow a minimum of 60 days notice). If the request is disapproved, the member's tour of duty will remain unchanged with the same DOS. Active duty service commitments, on a case-by-case basis, will be a factor to be considered in the decision to grant the request. However, members should not take any action toward terminating their participation in the Statutory Tour Program until new orders are published and received reflecting the revised DOS. Once approved, members wishing to revoke their request must obtain concurrence from their Director/Office Chief.

6.2. Mandatory separation from Statutory Tour Program. Personnel will be separated for the reasons below, regardless of the expiration date of their current tour. Retention is not authorized. The involuntary separation procedures of paragraph 6.3. do not apply; however, members must be given as much advance notice of separation as possible, ordinarily not less than 90 days. Separation of any member currently in the Statutory Tour Program is required when:

6.2.1. Officers Reach Their Mandatory Separation Date (MSD). Officers will be separated upon reaching their maximum years of service unless they have completed between 18 and 20 years of active federal service for retirement purposes (sanctuary zone). Officers who are in the sanctuary zone may request extension of MSD through NGB/A1. If approved, MSD will be extended until the end of the month in which they reach retirement eligibility.

6.2.2. Enlisted Personnel Reach Age 60. Enlisted personnel will be separated upon reaching age 60 unless they have completed between 18 and 20 years of active federal service for retirement under 10 USC 8914. Enlisted members who are in the sanctuary zone may request extension beyond age 60 through NGB/A1. If approved MSD will be extended until the end of the month in which they reach retirement eligibility.

6.2.3. The required security clearance is withdrawn, cancelled or cannot be obtained.

6.3. Involuntary Separations and Separations for Cause from Statutory Tour Program. Except as specified in paragraph 6.1., personnel will be involuntarily separated from the Statutory Tour Program only IAW procedures prescribed herein. NGB/CF will review all recommendations for involuntary separation under this paragraph and will make the final determination of whether a member's tour of duty will be curtailed, as recommended, or the member will be retained in the Statutory Tour Program. This authority may not be delegated.

6.4. Guidelines for Involuntary Separation:

6.4.1. Functional Directors may recommend a member's tour be curtailed prior to DOS based upon the grounds listed in 6.5. or for any other reasons of incompatibility with the Statutory Tour Program. In recommending an involuntary curtailment of tour, the Functional Director will document counseling or issue a memorandum of counseling or reprimand when an individual's degree of efficiency, performance of duty, military conduct, or the commission of any derogatory act makes the issuance of such document appropriate. Normally, a counseling statement (AF Form 174, Record of Individual Counseling may be used) or a memorandum of reprimand will be documented in the supervisor's or Functional Director's records before initiating involuntary separation action. When the reason for separation, however, warrants immediate separation,

counseling or a memorandum of reprimand may be omitted. Individuals being counseled will verify, in writing, acknowledgement of the counseling session.

6.4.2. When deciding whether to initiate involuntary separation action, the following factors must be considered:

6.4.2.1. The seriousness of the events or conditions that form the basis for initiating separation proceedings. Consider the effect of the member's continued retention on military discipline, good order, and morale. The likelihood that the events or conditions will continue or recur.

6.4.2.2. Whether the actions of the member resulted or are likely to result in an adverse impact on accomplishment of the Statutory Tour Program. Substandard performance of duties.

6.4.2.3. The member's potential for further service.

6.4.2.4. The member's military record, this includes past contribution to the ANG, assignments, awards and decoration, evaluations, ratings, memorandums of commendation, records of non-judicial punishment, records of involvement with civilian authorities, and any other matter deemed relevant by the separation authority (NGB/CF).

6.5. Grounds for Separation. The following breaches of discipline are examples of action that are incompatible with service in the Statutory Tour Program. Serious consideration should be given to involuntarily separating a member from statutory tour for the following reasons:

6.5.1. Acts of misconduct, whether or not connected with the member's official duties to include, conviction for the illegal use of drugs, abuse of alcohol, or moral or professional dereliction. Loss of professional qualifications required for the performance of assigned duties. Substandard performance of duties or failure to perform assigned duties.

6.5.2. Acts or expressed sentiments of discrimination, harassment, or prejudice. Failure to maintain medical qualification or physical fitness standards. Failure to attain or maintain a skill level compatible with the Unit Manning Document (UMD) assignment.

6.6. Procedures. The supervisor or Functional Director must submit a recommendation to NGB/HR to involuntarily separate a member from the Statutory Tour Program. The following procedures will be followed:

6.6.1. The Functional Director is required to submit a fully substantiated and documented recommendation to NGB/HR. NGB/HR will consult with NGB Judge Advocate (NGB-JA). Upon completion of administrative and legal reviews, NGB/HR will issue to the member a letter of notification (LON) informing him or her of the recommendation and the proposed action to involuntarily curtail their tour of duty prior to DOS. Appropriate written documentation substantiating the specific reasons for the recommendation will be provided to the member and forwarded with the LON. Once formally notified, a member has the right to submit a written rebuttal and response to the recommendation and request a review of the action by NGB/CF. The member's response must include information responding to the Functional Director's recommendation as well as any justification supporting retention. The member's response must be received

within 15 calendar days from date of receipt of notification. When personal notification is not practicable or otherwise available, notice will be forwarded to the member's last known address, certified with return receipt requested. All reasonable means of notifying a member must be exhausted to accomplish notification. The member's response or rebuttal will be included with the Functional Director's recommendation at all times the matter is reviewed. If the member fails to respond within 15 days, after review of the action, NGB/CF may direct that orders be issued curtailing the member's tour of duty. Upon NGB/CF notification of early curtailment, the member will have 90 days to transition back to the state.

6.6.2. Personnel pending involuntary separation from the Statutory Tour Program will be provided the assistance of military legal counsel upon request.

6.6.3. Upon receipt, NGB/CF will appoint an investigating officer (IO) to conduct a review of the actions (to include all documentation) and to make recommendations on the issue of whether the member should be involuntarily curtailed or retained in the Statutory Tour Program. The IO must be a commissioned officer, senior in grade to the member under review, and may not be in the chain of command of either the member or the Functional Director making the recommendation. The IO will review the submissions and make written recommendations within 10 working days. The IO will limit the scope of the investigation to the rationale as recommended by the Functional Director for curtailment and the associated rebuttal submitted by the member. The IOs recommendation will be limited to the retention or non-retention of the member. Where the IO deems necessary, he or she may solicit additional information from either side as well as conduct interviews of the parties and witnesses in order to reconcile disputed material facts. Interviews of the parties and witnesses shall be accomplished with sworn affidavits where possible. Any extension of the 10-day period for completing the investigation shall be submitted directly to NGB/CF with sufficient justification warranting the time being requested.

6.6.4. The IO shall submit the recommendation to NGB/CF for review. NGB/CF may order additional investigation if not satisfied that the matter in dispute has been fully developed. NGB/CF may conduct its review by submitting matters in dispute to a Board of Officers as outlined in AFI 51-602 Board of Officers. Once the recommendation is reviewed, the IO (or Board, where applicable) will be dismissed and a decision rendered. The decision of NGB/CF is final. If the decision is to affirm the recommendation of the Functional Director to curtail the member's tour of duty in the Statutory Tour Program, NGB/CF will direct that appropriate orders be prepared and the member will immediately begin steps to effect a return to state control. Members separated for cause may be considered for separation from active status in the ANG. If the member is to be concurrently discharged from active status in the ANG while remaining in the Statutory Tour Program, the provision of AFI 36-3208, Administrative Separation of Airmen, applies. If the decision is to retain the member, NGB/CF will direct that the case be fully dismissed or direct such other further action as deemed appropriate for retaining the member in the Statutory Tour Program.

6.7. Statutory Tour members involuntarily separated before the scheduled end of a tour who meet the eligibility requirements outlined in DoD Financial Management Regulation (FMR)

(also see AFI 36-3207, Separating Commissioned Officers) may be eligible for separation pay.

6.8. Members released from the Statutory Tour Program for cause will not be considered for a subsequent or future tour in the Statutory Tour Program or Active Duty for Operational Support (ADOS) tour. An involuntary release for cause for the purpose of this provision is a separation from the Statutory Tour Program under such conditions or circumstances that may authorize an involuntary discharge or a court-martial.

**7. Forms Adopted.** AF Form 847, *Recommendation for Change of Publication*

**8. Forms Prescribed.** NGB Form 830, *Statutory Tour Statement of Understanding*

NGB Form 831, *Force Development Statutory Tour Statement of Understanding*

NGB Form 832, *Promotion Statement of Understanding*

HARRY M. WYATT III, Lieutenant General,  
USAF  
Director, Air National Guard

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

Title 10, United States Code, 1 February 2010

Title 32, United States Code, 1 February 2010

AFI 36-2115, Assignments within the Reserve Components, 8 April 2005

AFI 36-2116, Extended Active Duty for Reserve Component Officers, 1 November 1997

AFI 36-3208, Administrative Separation of Airman, 9 July 2004, Incorporating Through Change 5, 14 September 2010

AFI 36-3207, Separating Commissioned Officers, 9 July 2004, including AFI 36-3207\_AFGM1, 13 April 2010

AFI 36-2406, Officer and Enlisted Evaluation Systems, 15 April 2005

AFI 36-2608, Military Personnel Records System, 30 August 2006

AFI 38-201, Determining Manpower Requirements, 30 December 2003

AFI 36-2905, Fitness Program, 1 July 2010

AFI 11-401, Aviation Management, 7 March 2007 Incorporating Through Change 2, 18 May 2009

AFI 51-602, Board of Officers, 2 March 1994

ANGI 36-2502, Promotion of Airmen, 17 January 2010

ANGI 36-2504, Federal Recognition of Promotion in the Air National Guard of the United States and as a Reserve of the Air Force below the Grade of General Officer, 28 July 2004

DoDI 1205.18, Full Time Support (FTS) to the Reserve Components, 4 May 2007

***Abbreviations and Acronyms***

**ACIP**—Aviation Career Incentive Pay

**AD**—Active Duty

**ADSW**—Active Duty for Special Work

**AGR**—Active Guard Reserve

**ANG**—Air National Guard

**ANGRC**—Air National Guard Readiness Center

**ANGUS**—Air National Guard of the United States

**API**—Aircrew Position Indicator

**CINC**—Commander in Chief

**CCM**—Command Chief Master Sergeant



**CNGB**—Chief of the National Guard Bureau  
**CPW**—Career Planning Worksheet  
**DoD**—Department of Defense  
**DOS**—Date of Separation  
**DP**—Development Plan  
**DRU**—Direct Reporting Units  
**EPR**—Enlisted Performance Report  
**FDT**—Force Development Team  
**FDC**—Force Development Council  
**FMR**—Force Management Review  
**FOA**—Field Operating Agencies  
**FWG**—Financial Working Group  
**HDIP**—Hazardous Duty Incentive Pay  
**HQ USAF**—Headquarters United States Air Force  
**IDE**—Intermediate Developmental Education  
**IFR**—Individual Flight Records  
**IO**—Investigating Officer  
**LON**—Letter of Notification  
**MAJCOM**—Major Command  
**MSD**—Mandatory Separation Date  
**MVA**—Military Vacancy Announcement  
**NAF**—Numbered Air Force  
**NGB**—National Guard Bureau  
**OPR**—Officer Performance Report  
**OSD**—Office of the Secretary of Defense  
**PCS**—Permanent Change of Station  
**PME**—Professional Military Education  
**ROPMA**—Reserve Officer Personnel Management Act  
**SAF**—Secretary of the Air Force  
**SDE**—Senior Developmental Education  
**TDY**—Temporary Duty  
**UCMJ**—Uniform Code of Military Justice

**UMD**—Unit Manning Document

*Terms*

**ANG Functional Director**— For the purpose of this instruction, the reference to ANG Functional Director includes ANG Functional Directors, Office Chiefs, Training and Education Center Commander, Air National Guard and Air Force Reserve Test Center Commander, 1AF/CC and ANG Advisors at the MAJCOM/CG office, or their designated representative.

**Career Status**— Members within the statutory tour program who have been reviewed and approved for extension beyond a 4 year probationary period, and have been awarded statutory tour career management status. Awarded extension will be to 20 years of active duty, age 60 or MSD whichever comes first.

Attachment 2

STATUTORY TOUR STATEMENT OF UNDERSTANDING

Figure A2.1. Statutory Tour Statement of Understanding.

STATUTORY TOUR STATEMENT OF UNDERSTANDING		
The proponent agency is NGB/HR. The prescribing directive is ANGI 36 - 6		
INSTRUCTIONS		
<p><i>Place full Initials next to every statement to indicate that it has been read and understood by member. If you have a middle name use it! Once you have read and initial every statement, indicating your understanding of the statements, print your full name in the member name block and sign, in the member signature block, then date.</i></p>		
STATEMENT OF UNDERSTANDING		
_____	I certify that I have read and understand, or have had explained to me, the provisions of the <b>Air National Guard Statutory Tour Program, Policies and Procedures, ANGI 36 - 6.</b>	
_____	I understand that my first tour of duty is probationary.	
_____	I understand that I will be reviewed by the Force Management Review process for extension within the statutory tour program. I understand that if I am not within the force management profile for years of active service as outlined in Attachment 16, table 1, I should not anticipate extension with award of career status within the statutory tour program.	
_____	I further understand that if selected for an initial tour or granted a follow-on tour, the tour of duty will be for a specified period as shown in the active duty orders, and that the granting of either a first tour or a follow-on tour of duty does not alone imply that an additional tour will be automatically allowed.	
_____	I also further understand that while serving in the Statutory Tour Program, I may be required to change duty locations or PCS based on the needs of the National Guard Bureau, and that a failure to accept a new duty assignment at a different location when properly proffered such refusal will be considered a ground for a voluntary curtailment, as defined in 6.1.	
_____	I understand that as a statutory tour member, I am subject to the Uniform Code of Military Justice (UCMJ). Additionally, I understand that acceptance of an initial statutory tour or PCS, will prohibit me from relocating to a new duty station or separating from active duty not earlier than 1 year from the effective date of published orders.	
_____	MEMBER FULL NAME (Last, First Middle)	MEMBER SIGNATURE
_____	_____	DATE
		(YYYYMMDD)

### Attachment 3

#### STATUTORY TOUR FORCE DEVELOPMENT GUIDELINES

**A3.1. Objective.** Provide senior leadership oversight, guidance and direction for professional development of statutory tour members focused on developing leaders fully capable of operating across a strategic, operational and tactical leadership environment. Optimizes personnel decision processes to ensure we invest education, training, and experiences in the right person at the right time. Ensures the Stat Tour Program employs personnel in the best possible match to their aptitudes and expectations. Enhances use of leadership input in the developmental assignment process. Provides a deliberate process to offer our best candidates developmental assignment and education opportunities.

**A3.2. Purpose.** To provide the necessary tools and formal guidance to ensure appropriate development opportunities are provided during an Airmen career. Implementation will be realized through a series of deliberate opportunities in education, training, and assignments.

A3.2.1. Force Development is about:

A3.2.1.1. Accomplishing ANG missions today and tomorrow.

A3.2.1.2. Improving enlisted Airmen skills deliberately.

A3.2.1.3. Using Airmen skills more effectively.

A3.2.1.4. Listening to enlisted Airmen better about their goals.

A3.2.1.5. Talking to Airmen more clearly about their potential and possibilities.

A3.2.2. Force Development is not about:

A3.2.2.1. Development for its own sake.

A3.2.2.2. Developing everyone the same.

A3.2.2.3. Just changing PME.

A3.2.2.4. The individual's career field alone.

A3.2.2.5. The enlisted Airman's individual promotion.

A3.2.3. Force Development is designed to be a systematic perspective, which provides a deliberate approach based on institutional requirements, senior leader interface, and interactive modeling. This will be facilitated with inputs from the Functional Development Team (FDT), Directors/2-digit equivalents, and the individual members themselves.

**A3.3. Force Development (FD) Tracks and Levels of Development.** FD defines three distinct levels of development: tactical, operational, and strategic. These three levels can be captured in two tracks: Leadership and Tactical.

A3.3.1. Tactical Track. Capitalizes and utilizes the segment of the Stat Tour force that provides technical skill sets and specialized experience. The primary expectation is to provide the capability to retain necessary skills and experience. It includes the Tactical Level of development.

A3.3.1.1. Tactical Level. Development to gain knowledge and experience in a primary AFSC, combined with educational and leadership training experience. Grow experience from initial assignments. Functional growth achieved through assignments within and across functional areas (Major and below and Master Sergeant and below)

A3.3.2. Leadership Track. (Colonel and Lieutenant Colonel and Senior Master Sergeant – Chief Master Sergeants). ANG leadership will have the ability to manage senior Stat Tour members, and associated requirements. Additionally, these positions will provide the platform for force development and assignment experience opportunities for our exceptional Stat Tour performers. It includes the Operational and Strategic Levels of development.

A3.3.2.1. Operational Level. Development to continue to widen experience and increased responsibility within a related family of skills. Future leaders, groomed for greater responsibility through cross-functional and career broadening. (Lt Cols and Colonels and CMSgts and SMSgts)

A3.3.2.2. Strategic Level. Development that provides challenges to gain breadth of experience and leadership perspective. This is the level leaders integrate across broad mission areas and specialties to accomplish AF missions. (Colonels and CMSgts)

#### **A3.4. Roles and Responsibilities.**

A3.4.1. Airmen. Responsible for initiating and updating an individual DP to express assignment and developmental preferences. Also, responsible for becoming familiar with the appropriate career paths for their specialty and seeking the appropriate guidance in expressing career preferences on their DP. The DP allows the Airman to express their preferences, and allows senior leadership an avenue to assess and communicate the needs of the organization and the ANG with an enlisted member's goals.

A3.4.2. Rater/Supervisor. Plays an integral role in supporting all aspects of FD through mentoring and feedback as documented on the DP. Ensures assigned Airmen complete DPs to meet the FD team established schedules.

A3.4.3. Director/2-digit Equivalent. Directors/2-digit equivalents are responsible for understanding and documenting developmental inputs using the DP and disseminating FD information to those airmen who work for them. Responsible for reviewing individual's DP and assessing each Airman's developmental potential. Provides brief written comments to the Functional Development Team (FDT) to enhance review via the DP, as appropriate.

A3.4.4. Functional Manager (FM). Senior leader designated by NGB/CF to provide oversight and functional advisory services related to functional communities (may be more than one AF specialty that falls under their purview). Functional Manager serves as the Chair for their respective Functional Development Team (FDT). The Functional Manager, with support of Career Field Manager, develops Functional Career Planning Diagrams (CPD). Performs force development and assignment vectoring of enlisted members within functional community regardless of location via the Functional Development Team (FDT) (i.e., A1 Functional responsible for all Airmen in the AFS of 38XX/3SXXX at NGB/A1, TEC, MAJCOM Staff Integrators, etc.). Assignment vectoring is a "level" of next assignment (not a specific position).

A3.4.5. Functional Development Team (FDT). Reviews, considers, and recommends force development for all Airmen within their respective functional communities (except for Colonels and CMSgts).

A3.4.6. Force Development Council (FDC). Reviews, considers, and recommends force development opportunities for all Colonels and CMSgts and those Airmen forwarded by the Functional Development Team (FDT). Provides oversight of personnel development to meet both functional family and Air National Guard corporate leadership requirements.

A3.4.7. NGB/HR. HR will implement and provide oversight for Stat Tour FD. Serves as central manager for FD planning, programming, and execution. Participates in developing and maintaining tools to execute FD, such as the EDP. Provides support to Functional Development Team and Force Development Council as necessary, to include: acts as advisor, provides appropriate reports, data, records, or related products. Provides snapshot of potential developmental opportunities/assignments when requested. Provide professional, logistical, and administrative support, to include coordination of location and timing of meetings. Execute lateral and developmental assignments within established guidance and prioritization plans.

**A3.5. Functional Development Team (FDT) Membership and Procedures.** There will be a Functional Development Team established for each functional area identified by a Functional Manager in Attachment 5 (officer) and Attachment 6 (enlisted). All proceedings will be held in a closed session. All statutory tour members being considered by the FDTs will receive fair and impartial consideration. FDT will be free from any improper command or other influences in the performances of its duties or as a result of such performance. Panel members will not communicate with anyone outside the panel membership in reference to the panel proceedings. Individuals participating on the FDT will be administered an oath (Attachment 10). The team recorder will review all documents before the panel is convened for completeness

A3.5.1. FDT Membership:

A3.5.1.1. Chair: Functional Manager

A3.5.1.2. Members: Any Director/2 –Digit Equivalent or for enlisted FDTs only, a Designated Directorate representative (normally a CMSgt) who has an Airman assigned/attached with that functional PAFSC (except for NGB J-Staff and 1AF. Which will each provide one Rep (Colonel/CMSgt ore equivalent) to represent all enlisted assigned for each functional PAFSC).

A3.5.1.3. Advisor: NGB/HR

A3.5.2. FDT Procedures.

A3.5.2.1. Meets once a year or as directed by NGB/CF.

A3.5.2.2. Reviews DP's for all Airmen who hold a PAFSC within the respective functional area (except for Colonels and CMSgts currently assigned to a key position identified in Attachment 4).

A3.5.2.3. Force Development is deliberate management of assignment experiences, combined with education and training opportunities to develop leaders. Therefore, each DP/Airman is reviewed to identify any of the following developmental vectors, if appropriate:

A3.5.2.3.1. Training recommendations: any formal or informal training that may be required or preferred based on AFSC or current position.

A3.5.2.3.2. Educational Recommendations: DE opportunities – BDE, IDE, SDE or Congressional Fellowship (officers only)

A3.5.2.3.3. Assignment Experiences: Identify recommended assignments, or actual lateral assignment that is recommended for further development of Airmen, to include field command opportunities for officers.

A3.5.2.4. Key considerations for identifying developmental vectors:

A3.5.2.4.1. Airman's career gates: Time-in-Position (TIP) (>3 years), Rank/Time-in-grade, Years of Service, TAFMS, MSD, etc.

A3.5.2.4.2. Airman's prior assignments, training, military education, professional military education.

A3.5.2.4.3. Airman's developmental preferences and Director's/2-digits recommendations/assessment. Balance individual's desires, availability, and potential with institutional requirements.

A3.5.2.4.4. Airman's development potential.

A3.5.2.4.5. Remember that common to all career fields are development opportunities at the tactical, operational, and strategic levels. At the foundation, Airman will establish a solid grounding at the tactical level in a primary career field. Some Airman will remain at the tactical level providing depth of expertise in a particular field. Others will progress into positions with increasing levels of responsibility and leadership opportunities at the operational and strategic levels. There is no "set path" to senior leadership.

A3.5.2.4.6. An Airman must comply with physical fitness requirements and have no ADCON issues for force development consideration.

A3.5.2.5. For Majors and below and SMSgts and below. FDT should plan development of Airman to obtain depth in the functional community (i.e. lateral movement within functional community to acquire functional depth).

A3.5.2.6. For CMSgts, Lt Cols and Colonels (except Colonels and CMSgts assigned to key positions identified in Attachment 1). FDT should plan for development of Airmen as leaders to include career broadening and skill-pairing. Determine need for "developmental assignment vectors" outlined in Attachment 4.

A3.5.3. FDT Deliverables.

A3.5.3.1. For Majors and below and SMSgts and below.

A3.5.3.1.1. Feedback. FDT provides developmental feedback to all Airman via the Development Plan (DP).

A3.5.3.1.2. Lateral Functional Development. Identify any Airman for functional development via lateral movement within the functional community. Coordinate these movements with affected Directors/2-digit equivalents within the FDT. Provide results to HR for execution.

A3.5.3.1.3. IDE In-residence/ Congressional Fellowship. Identify any Captains or Majors who should be considered for in-residence IDE or Congressional Fellowship to the Force Development Council. Nominees must be rank ordered.

A3.5.3.1.4. Field command. Identify any Captains or Majors who should be considered for field command rotation to the Force Development Council. Nominees must be rank ordered.

A3.5.3.2. For CMSgts, Lt Cols and Colonels (except Colonels and CMSgts assigned to key positions identified in Attachment 4.)

A3.5.3.2.1. Feedback. FDT provides developmental feedback to all Airmen via the Development Plan (DP).

A3.5.3.2.2. Time-in-Position. Review and identify Airmen at the 3 year time-in-position (TIP) point. This review will be to evaluate the need for PCA, PCS, or force development electives.

A3.5.3.2.3. Lateral or Cross Functional Development. Identify Airmen for functional development via lateral movement within the functional community or skill-pairing (cross-functional development). Coordinate these movements with affected Directors/2-digit equivalents within the FDT. Provide results to HR for execution.

A3.5.3.2.4. SDE In-residence. Identify Lt Cols or Colonels who should be considered for in-residence SDE to the Force Development Council. Nominees must be rank ordered.

A3.5.3.2.5. Field command. Identify any Airmen who should be considered for field command rotation to the Force Development Council. Nominees must be rank ordered.

A3.5.3.2.6. "Developmental Assignment Vectors". Identify any Airmen or who should be considered for "developmental assignment vectors" as identified in Attachment 4. to the Force Development Council.

**A3.6.** Force Development Council (FDC) Membership and Procedures. The FDC provides Stat Tour Airmen force development for current and future leaders of the ANG. The FDC will review all Airmen forwarded by the FDTs. All proceedings will be held in a closed session. All statutory tour members being considered by the FDC will receive fair and impartial consideration. FDC will be free from any improper command or other influences in the performances of its duties or as a result of such performance. Panel members will not communicate with anyone outside the panel membership in reference to the panel proceedings. Individuals participating on the FDC will be administered an oath (Attachment 10). The recorder will review all documents before the panel is convened for completeness

A3.6.1. FDC Membership.

A3.6.1.1. Members:

A3.6.1.1.1. Deputy Director, ANG.

A3.6.1.1.2. ANGRC/CC.



A3.6.1.1.3. 1AF/CC or Designated Rep.

A3.6.1.1.4. Director, Joint Staff or Designated Rep.

A3.6.1.1.5. NGB/CCM.

A3.6.1.1.6. The Director Air National Guard may appoint (Attachment 9) up to three additional members to serve beyond the required membership.

A3.6.1.2. Advisor: NGB/HR

A3.6.2. FDC Procedures.

A3.6.2.1. Meets following the Force Development Teams (FDTs).

A3.6.2.2. Reviews DP's for all Colonels and CMSgts. Reviews all recommendations for IDE/SDE in-residence or Congressional Fellowship, field command opportunities and Airmen forwarded for a "developmental assignment vector" as outlined in Attachment 4.

A3.6.2.3. Force Development is the deliberate management of assignment experiences, combined with education and training opportunities to develop leaders. Therefore, each DP/Airman is reviewed to identify any of the following developmental vectors, if appropriate:

A3.6.2.3.1. Training recommendations: any formal or informal training that may be required or preferred based on AFSC or current position.

A3.6.2.3.2. Assignment Experiences: Identify recommended assignments, or actual lateral assignment that is recommended for further development of Airman.

A3.6.2.4. Key considerations for identifying developmental vectors:

A3.6.2.4.1. Airmen career gates: Time-in-Position (TIP) (>3 years), Rank/Time-in-grade, Years of Service, TAFMS, etc., MSD, etc.

A3.6.2.4.2. Airmen prior assignments, training, and military education.

A3.6.2.4.3. Airmen developmental preferences and Director's/2-digits recommendations/assessment. Balance individual's desires, availability, and potential with institutional requirements.

A3.6.2.4.4. Airmen development potential.

A3.6.2.4.5. Remember, that common to all career fields are development opportunities at the tactical, operational, and strategic levels. At the foundation, Airman will establish a solid grounding at the tactical level in a primary career field. Some Airman will remain at the tactical level providing depth of expertise in a particular field. Other will progress into positions with increasing levels of responsibility and leadership opportunities at the operational and strategic levels. There is no "set path" to senior leadership.

A3.6.2.4.6. An Airman must comply with physical fitness requirements and have no ADCON issues for force development consideration.

A3.6.2.5. Review those Airmen forwarded by the FDT for a "development assignment vector".

### A3.6.3. FDC Deliverables.

A3.6.3.1. Time-in-Position. Review and identify Colonels and CMSgts at the 3 year time-in-position (TIP) point. This review will be to evaluate the need for PCA, PCS, or force development electives.

A3.6.3.2. "Development Assignment Vectors". Review all Airmen identified by each FDT for possible developmental assignments. The FDC may select Airmen for developmental assignments based on projected vacancies, career broadening, and needs of the ANG. Provide results to HR for execution.

A3.6.3.3. Key Positions. Review all Colonels/CMSgts for development or assignment to key positions as outlined in Attachment 4.

A3.6.3.4. Recommendations: Provides recommendations for assignment vectors pertaining to Colonels and Chiefs, candidates for IDE/SDE in-residence, Congressional fellowships and command opportunities to NGB/CF for final approval. (Attachment 11.)

A3.6.4. Notifications. Notification communicating the force development decisions will be prepared by NGB/HR for each Director/2-digit (Attachment 12.) to brief their affected members. Each member will be required to sign NGB Form 831, *Force Development Statutory Tour Statement of Understanding* (Attachment 13.). Normally, notifications will be provided to each individual within 60 days following the FD.

**Attachment 4****DEVELOPMENTAL VECTORS – KEY POSITIONS****A4.1. DEVELOPMENTAL VECTORS (Career Broadening)**

A4.1.1. Developmental Assignments: Execs, SAF/Air Staff/LL Assignment, NGB J-Staff (not 2-digits), MAJCOM (not CG), Field Rotation, Special Duty Assignment, Division Chiefs (officers only), Command Assignments (officers only)

A4.1.2. Developmental Education Enlisted: PME in-residence, CCAF, Bachelor, Masters Degree, Developmental Education Officer: IDE/SDE in-residence, Congressional Fellowship (Major only).

**A4.2. KEY POSITIONS ENLISTED:** ANG Command Chief Master Sergeant, 1AF Command Chief Master Sergeant, ANGRC Command Chief Master Sergeant, NGB Joint Staff Senior Enlisted Manager, ANG Liaison Superintendent, DOD/SAF positions, Commandant, Enlisted PME, Enlisted Legislative Liaison, AFSC Functional Managers

**A4.3. KEY POSITIONS OFFICER:** Director/Office Chiefs/2-digits, MAJCOM CGs/Center CC's, SAF FF/JCS/OSD, NGB J-Staff 2-digits.

## Attachment 5

## STAT TOUR OFFICER FUNCTIONAL MANAGEMENT AND FDT ALIGNMENT

Table A5.1. Stat Tour Officer Functional Management and FDT Alignment.

FUNCTIONAL MANAGER	OFFICER CAREER FIELD
A1	Support Forces – 38XX
A2	Intelligence – 14XX
A3	Pilot - 11XX Navigator - 12XX Space Missile and C2 – 13XX Weather - 15WX Operations Support – 16XX Remote Piloted Aircraft pilot – 18XX
A4	Logistics – 21XX
A6	Cyber Operations - 17XX
A7	Civil Engineer – 32XX Security Forces – 31XX
AQ	Acquisition – 63XX Contracting – 64XX
FM	Finance – 65XX
HC	Chaplain – 52XX
JA	Judge Advocate – 51XX
PA	Public Affairs – 35XX
SG	Health Services – 41XX Biomedical Clinicians – 42XX Biomedical Specialist – 43XX Physician – 44XX Surgery – 45XX Nurse – 46XX Dental – 47XX Aerospace Medicine – 48XX

Attachment 6

STAT TOUR ENLISTED FUNCTIONAL MANAGEMENT AND FDT ALIGNMENT

Table A6.1. Stat Tour Enlisted Functional Management and FDT Alignment.

FUNCTIONAL MANAGER	AIR FORCE SPECIALTY CODE
A1	Services - 3MXXX Mission Support – 3SXXX
A2	Intelligence – 1NXXX
A3	Aircrew Operations – 1AXXX Command Control Systems Ops – 1CXXX Aircrew Flight Equipment – 1PXXX Safety – 1SXXX Aircrew Protection – 1TXXX Unmanned Aerospace System (UAS) Sensor Operator (SO) – 1UXXX Weather - 1WXXX
A4	Manned Aerospace Maintenance - 2AXXX Fuels – 2PXXX Logistics Plans- 2GXXX Missile and Space Systems Maintenance – 2MXXX Precision Measurement – 2PXXX Maintenance Management – 2RXXX Material Management – 2SXXX Transportation/Vehicle Maintenance – 2TXXX Munitions & Weapons – 2WXXX
A6	Cyberspace – 3DXXX
A7	Civil Engineering - 3EXXX Security Forces - 3PXXX
AQ	Contracting – 6CXXX
FM	Financial - 6FXXX
HC	Chaplain Service Support - 5RXXX
JA	Legal - 5JXXX
PA	Public Affairs – 3NXXX
SG	Medical – 4XXXX Medical – 4AXXX, 4BXXX, 4CXXX, 4DXXX, 4EXXX, 4HXXX, 4JXXX, 4MXXX, 4NXXX, 4PXXX, 4RXXX, 4TXXX, 4VXXX Dental – 4YXXX

## Attachment 7

## SAMPLE DEVELOPMENT PLAN (DP)

## DEVELOPMENT PLAN (DP)

Authority: 10 USC 12310

Purpose: To assist individuals plan his or her desired assignment and career objectives combined with the rater/director/2-digit equivalent, supervisors, and leadership in reviewing career goals, objectives, and developmental opportunities/assignments.

Routing Use: None

Disclosure: Voluntary, but failure to disclose the information requested will limit your consideration for developmental opportunities.

## SECTION I – MEMBER IDENTIFICATION DATA/SERVICE HISTORY

Name Rank Office Symbol:

PAFSC:

2AFSC:

Time-in-Position (TIP):

EDIGS (Date Entered Guard):

DOR:

DOS:

Mandatory Separation Date (MSD):

Active Duty 20 Year Date:

Last PME Completed:

## SECTION II –PREFERENCES

- Please check your preference(s); if more than one preference is selected, then please identify preference priority (i.e., 1st, 2nd, 3rd, etc)

- Preferences are not a guarantee of future developmental opportunities or assignments

- An officer must comply with physical fitness requirements and have no ADCON issues for force development consideration

Will be separating within next 12 months (MSD, not extended, etc). ODP not required.

Have served less than 3 years in current assignment, and therefore request retention in current assignment

Lateral Assignment within core AFSC to provide breadth and variety within functional area

“Skill-pairing”, i.e. cross-functional assignment, to increase breadth of experience and leadership responsibility within related family of skills; experience in a functional community outside the individual’s primary AFSC

Request a “developmental assignment vector”. Choices: Exec, SAF, Air Staff, LL Assignment, NGB J-Staff (not 2-digits), MAJCOM (not CG), Field Rotation/Command Assignment, or Special Duty Assignment. (Lt Col or Colonel Only)

Preference(s):

Request Developmental Education. Choices: Congressional Fellowship (Maj Only), IDE (Maj w/ less than 16yrs commissioned service) or SDE (Lt Col or Colonel w/less than 25yrs commissioned service)

Preference(s):

Request a “key assignment”. Choices: Director/Office Chief/2-digit, MAJCOM CG, Center

CC, SAF LL, JCS, OSD, NGB J-Staff 2-digit. (Colonel Only)

Preference(s):

Short Term Goals:

Long Term Goals:

### SECTION III. FORCE DEVELOPMENT RECOMMENDATIONS.

As part of the Stat Tour Force Development initiative and overall Stat Tour career management process, the rater/director/2-digit equivalent, and Functional Development Team (FDT) (if applicable) will provide comments “vectoring” the officer for future developmental opportunities.

Major and below. FDTs should plan development of officers to obtain depth in the functional community (i.e., lateral movement within functional community to acquire functional depth). Developmental feedback is provided by FDT to officers and directors/2-digits via the Officer Development Plan (ODP).

Recommendations are:

- Will be separating within next 12 months (MSD, not extended, etc). ODP not required.
- Officer does not show potential for force development at this time.
- Served less than 3 years in current assignment, and therefore recommend retention in current assignment.
- Consider for lateral assignment within core AFSC to provide breadth and variety within functional area (list preference(s)).
- Recommended for “skill-pairing”, i.e. cross-functional assignment, to increase breadth of experience and leadership responsibility within related family of skills; experience in a functional community outside the individual’s primary AFSC (list preference(s)).
- Recommended for “Developmental Education”. Congressional Fellowship or IDE in-residence (Maj w/ less than 16yrs commissioned service). (list preference)

Colonel and Lieutenant Colonel. FDTs should plan development of officers to obtain leadership and career broadening development (does not include Colonel’s assigned to key positions outlined in Attachment 1, as the FDC plans their development). Developmental feedback is provided by FDT to officers and directors/2-digits via the Officer Development Plan (ODP).

Recommendations are:

- Will be separating within next 12 months (MSD, not extended, etc). ODP not required.
- Officer does not show potential for force development at this time.
- Served less than 3 years in current assignment, and therefore recommend retention in current assignment.
- Consider for lateral assignment with core AFSC to provide breadth and variety within functional area (list preference(s)).

**Attachment 8****STATUTORY TOUR FIELD COMMAND MEMORANDUM OF AGREEMENT**

Limited Tours may be sourced by NGB as resources allow.

Command Tour duration will be no less than one year, no greater than two years.

Member will remain part of the Stat Tour Development Program throughout the duration of their tour.

Members will remain eligible to apply for posted vacancies which may result in promotion opportunity upon return to Stat Tour

Concurrence with this agreement constitutes TAG approval to allow member to apply for vacancies within the Stat Tour Program

NGB responsibilities:

Provide support for separation from Stat Tour and subsequent assignment to unit of assignment.

Separation order will include PCS fund cite. (HR).

Track members through the Force Development process (HR).

Provide adjustments (Resource and Controlled Grade) to State MRV and HQs 2I vouchers as authorized by the FDC (A1M).

Identify an equivalent position for members return to Stat Tour upon completion of command tour (FDC).

Equivalent position may be within a new directorate or at a new duty location

Provide support to return member to Stat Tour, to include PCS funding.

Return member to Stat Tour Career Status; duration not less than 2 years (HR).

Member's responsibilities:

Identify supporting unit willing to provide a command tour for a limited period of no less than one year, and no more than two years.

Accomplish all required actions to separate from Stat Tour, to include out-processing requirements of the servicing MPF.

Continue to update Officer Development Plan for semi-annual review.

Accomplish all items required to return to Stat Tour prior to authorization of return orders.

Members must remain qualified for worldwide duty. Member will be required to meet physical standards for entrance back to extended active duty.

If the member remains at the unit in excess of two years, member must reapply and be competitively selected to re-enter Stat Tour.

Members will receive BAH for location of assignment.

Unit/State Responsibilities:

If applicable, provide a resource (AGR, Tech, or Traditional) as agreed upon with the member.

In the event the member is supported by an NGB employment authorization and control grade, the State is responsible to ensure the member is placed in a vacant command billet.

Produce the order which places the member in AGR status, and in appropriate command billet.

Allow the member to apply for vacancies in the Stat Tour Program



**Attachment 9**

**FORCE DEVELOPMENT PROCESS (FDP) APPOINTMENT MEMORANDUM  
FORMAT**

MEMORANDUM FOR Chairman and Members of the Calendar Year (XXXX) Force  
Development Council (FDC)

FROM: NGB/CF

SUBJECT: Appointment of Calendar Year (XXXX) Force Development Council

The following individuals are appointed to serve on the CY (XXXX) Force Development  
Council

Chairman : Rank, Name

Members: Rank, Name

Recorder(s) (w/o vote): Rank, Name

Purpose:

Convene date: The FDC will convene (time), (date), at (location – complete address).

**Attachment 10****FORCE DEVELOPMENT COUNCIL (FDC)/FORCE DEVELOPMENT TEAM (FDT)  
OATH'S**

Recorder administers to voting members:
“Do you swear that you (identify each member by grade/name) will faithfully, without prejudice or partiality, and having in view both the special fitness of individuals and the efficiency of the Air National Guard and the United States Air Force, perform duties imposed upon you, that you understand that no one may dictate, coerce, or attempt to improperly influence your vote, and that you will not divulge the proceedings or results of this FDC/FDT except to proper authority, so help you God?”
FDC members will respond: “I do.”
Chairman administers to Recorder and any non-voting members:
“Do you swear that you (identify each member by grade/name) will faithfully, without prejudice or partiality, and having in view both the special fitness of individuals and the efficiency of the Air National guard and the United States Air Force, perform duties imposed upon you, that you understand that no one may dictate, coerce, or attempt to improperly influence your actions or deliberations, and that you will not divulge the proceedings or results of this FDC/FDT except to proper authority, so help you God?”
Recorder/non-voting members will respond: “I do.”

**Attachment 11**

**FORCE DEVELOPMENT COUNCIL REPORT FORMAT**

MEMORANDUM FOR (Director, Air National Guard)

FROM:

SUBJECT: Report of CY (XXXX) Force Development Council

Pursuant to NGB/CF memorandum, dated (date), the Force Development Council (FDC) appointed therein convened at (time), (date), at (location).

The FDC, acting under oath, has carefully reviewed the records of every member submitted for consideration. The individuals recommended for IDE/SDE in residence, Congressional Fellowship, field command opportunities and assignment vectors are listed in attachments the attached.

The panel adjourned at (time) hours, (date).

SIGNATURE BLOCK OF PANEL CHAIR

Attachments

## Attachment 12

**SAMPLE POST FDP NOTIFICATION MEMORANDUM FORMAT (DIRECTOR/2-DIGIT)**

MEMORANDUM FOR Director/Office Chief/CG
FROM: NGB/HR
SUBJECT: Results – Calendar Year (XXXX) Force Development Process
Attached are the Calendar Year (XXXX) Force Development Process (FDP) results for your Directorate/Office. Each of your affected members must be notified by you in person no later than (date). During notification, you must ensure that each member completes and signs a CY (XXXX) FDP Member Acknowledgement of Decision Notification. A copy of the signed acknowledgement must be provided to NGB/HR for each member NLT (date).
Each individual will be contacted by NGB/HR, on or about (date), to provide specific instructions. Based on their FMR result, these instructions will prepare them for either subsequent extension, return to state control, or retirement.
The point of contact for this issue is (rank, name, office symbol), commercial (XXX) XXX-XXXX, DSN XXX-XXXX, or email (name)@ang.af.mil.
Attachments
1. List of Directorate/Office CY (XX) FDP Results
2. Copy of FDP Member Acknowledgement of Decision Notification

Attachment 13

FORCE DEVELOPMENT STATUTORY TOUR STATEMENT OF UNDERSTANDING

Figure A13.1. Force Development Statutory Tour Statement of Understanding.

FORCE DEVELOPMENT STATUTORY TOUR STATEMENT OF UNDERSTANDING		
<small>The proponent agency is NGB/HR. The prescribing directive is ANGI 36 - 6</small>		
INSTRUCTIONS		
<small>Place full initials next to every statement to indicate that it has been read and understood by member. If you have a middle name use it! Once you have read and initial every statement, indicating your understanding of the statements, print your full name in the member name block and sign in the member signature block, then date.</small>		
STATEMENT OF UNDERSTANDING		
<p>I _____ certify that I understand the following pertaining to my assignment as a result of the CY _____ Statutory Tour Force Development Process and subsequently approved by the Director, Air National Guard.</p> <p>I will be reassigned to _____ NLT _____ (YYYYMMDD)</p> <p>I am ineligible to apply for other statutory tour lateral opportunities prior to this reassignment. I may continue to apply for promotion opportunities with the concurrence of my current Director/Office Chief. Any applications currently on file will be removed from consideration. Upon reassignment I may be eligible to apply for other statutory tour opportunities with the concurrence of my new Director/Office Chief.</p> <p>Upon acceptance of this assignment my DOS will remain _____ (YYYYMMDD)</p> <p>I understand that should I decline this assignment, action will be taken to return me to state control NLT _____ IAW ANGI 36 -6, Attachment 2, Statutory Tour Statement of Understanding. (YYYYMMDD)</p> <p>I understand I must acknowledge this action no later than 14 days of receipt. Failure to acknowledge within the 14 days will result in a declination of this assignment and subsequent action to return to state control.</p>		
MEMBER FULL NAME <small>(Last, First Middle)</small>	MEMBER SIGNATURE	DATE
_____	_____	_____ (YYYYMMDD)
STATEMENT OF ACCEPTANCE / DECLINATION		
<p><input type="checkbox"/> I ACCEPT THIS ASSIGNMENT</p> <p><input type="checkbox"/> I DECLINE THIS ASSIGNMENT AND WILL RETURN TO STATE CONTROL NLT _____ <small>(members DOS will be established 180 days from declination)</small> (YYYYMMDD)</p>		
MEMBER FULL NAME <small>(Last, First Middle)</small>	MEMBER SIGNATURE	DATE
_____	_____	_____ (YYYYMMDD)

**Attachment 14****STANDARDIZED HIRING PROCESS**

**A14.1.** NGB/HRD will identify potential statutory tour candidates to the gaining Directorate for lateral reassignments. Statutory tour candidates may have been previously identified through force development/force management processes. If a statutory tour candidate cannot be identified through lateral reassignment, positions will be advertised.

**A14.2.** Request for advertisements will be accomplished via Fill Action Worksheet. Advertisements should be for a minimum of 30 days, advertised ANG wide. Advertisements may be opened to regular Air Force members or Air Force Reserve members when the potential for limited ANG interest exists. Request to advertise outside of the ANG will be routed by NGB/HRD through NGB/CF for approval. Requirements identified in military vacancy announcements should accurately reflect mandatory qualifications, duties, and responsibilities as outlined in approved position descriptions.

**A14.3.** Statutory tour members currently identified on a Commander's Administrative Control roster or unit information file roster will not be considered for statutory tour reassignment.

**A14.4.** Once a position has closed and all qualified applications are on file, NGB/HRD will coordinate the following:

A14.4.1. Coordinate and schedule all interview panels with the gaining Directorate. Two weeks during each month will be identified by NGB/HRD to facilitate interviews. Face-to-face interviews should be conducted whenever possible (however, time, distance, and cost factors may preclude or unnecessarily delay the selection process.) Formal interviews may be conducted by phone or video teleconference when face-to-face interviews are not feasible.

A14.4.2. Interview panel membership should consist of the following:

A14.4.2.1. One member of the gaining directorate, equal to or above the rank of the position being considered, identified on FAW by Directorate.

A14.4.2.2. One field representative, equal to or above the rank of the position being considered, identified by NGB/HRD, or approved by NGB/HRD for 1AF boards.

A14.4.2.3. One military member from outside the directorate equal to or above the rank of the position being considered, identified by NGB/HRD, or approved by NGB/HRD for 1AF boards.

A14.4.2.4. Panel members will be representative of candidate diversity to the best of abilities.

A14.4.3. Once interview panel is identified, applications should be scored by panel as outlined in a scoring matrix provided by NGB/HRD. Scoring will be used as identification to afford applicants interviews. Points may be awarded for, however not limited to:

A14.4.3.1. Qualifications above and beyond those required for minimal qualification

A14.4.3.2. Needs of the organization

A14.4.3.3. Professional military education completion

A14.4.3.4. Command/Leadership Expertise

A14.4.3.5. Career Advancement Potential/Leadership Potential

A14.4.4. Interview panel members will provide a series of interview questions to NGB/HR for review. Interview panel will utilize the same series of questions for each applicant. Panels will score each interview candidate on substance of questions asked. Scores will be compiled and reviewed. Upon completion of all interviews, the panel president will provide the recommendation to NGB/HR on panel nomination report.

**A14.5.** NGB/HRD will coordinate all necessary concurrences prior to official notification to the approved nominee.

Attachment 15

PROMOTION STATEMENT OF UNDERSTANDING

Figure A15.1. Promotion Statement of Understanding.

PROMOTION STATEMENT OF UNDERSTANDING		
<small>The proponent agency is NGB/HR. The prescribing directive is ANGI 36 - 6</small>		
INSTRUCTIONS		
<i>Place full Initials next to every statement to indicate that it has been read and understood by member. If you have a middle name use it! Once you have read and initial every statement, indicating your understanding of the statements, print your full name in the member name block and sign, in the member signature block, then date.</i>		
STATEMENT OF UNDERSTANDING		
_____	I certify that I have read and understand, or have had explained to me, the provisions of the Air National Guard Statutory Tour Program, Policies and Procedures, ANGI 36-6.	
_____	I understand that my first tour of duty is probationary.	
_____	I understand that I will be reviewed by the Force Management Review process for extension within the statutory tour program. I understand that if I am not within the force management profile for years of active service as outlined in Attachment 6, table 1, I should not anticipate extension with award of career status within the statutory tour program.	
_____	I understand that acceptance of promotion to the grade of _____ will place me outside the recommended years of active service for this grade for consideration for award of career status within the statutory tour program.	
_____	I understand that as a statutory tour member, I am subject to the Uniform Code of Military Justice (UCMJ). Additionally, I understand that acceptance of an initial statutory tour or PCS, will prohibit me from relocating to a new duty station or separating from active duty not earlier than 1 year from the effective date of published orders.	
MEMBER FULL NAME <small>(Last, First Middle)</small>	MEMBER SIGNATURE	DATE
_____	_____	_____ <small>(YYYYMMDD)</small>



**Attachment 16****FORCE MANAGEMENT REVIEW (FMR) GUIDELINES**

**A16.1. PROCEEDINGS.** All proceedings will be held in closed session. All statutory tour members being considered by the FMR will receive fair and impartial consideration. FMR will be free from any improper command or other influences in the performances of its duties or as a result of such performance. Panel members may not discuss or consider outside communications or materials not otherwise contained in the material properly presented before the FMR. Panel members will not communicate with anyone outside the panel membership in reference to the panel proceedings. Individuals appointed to the FMR will be administered an oath (Attachment 18). The panel recorder will review all documents before the panel is convened for completeness.

**A16.2. FMR OBJECTIVE AND PURPOSE.** The Force Management Review (FMR), established by the Director, Air National Guard, provides supervisors, member's chain of command, and senior ANG leadership an opportunity to participate in retention decisions affecting retention of Title 10 U.S.C. statutory tour personnel. The success of the statutory tour program relies to a significant extent upon a reasonable mix of personnel with recent field experience and personnel experienced in the tour program who provide continuity and expertise. Ensures that only the most capable members serve in the statutory tour program. Affords members promotion and career development opportunities. Allows for opportunities for members with recent field experience to enter program, while balancing the need to retain corporate knowledge and experience of some members. Allows for force shaping based on force structure and needs of the Air National Guard.

**A16.3. PERSONNEL REVIEWED.** The FMR reviews all enlisted and officer statutory tour personnel for entry into "career status" or for continuation beyond 20 years total active federal military service. Individual career intentions, supervisor and chain of command recommendations are required for each member reviewed by the FMR (as documented on the Career Planning Worksheet (CPW), Attachment 6.5).

A16.3.1. Entry into the Career Program (extension beyond initial probationary tour). All enlisted and officer statutory tour personnel are normally reviewed 10-23 months prior to the date of separation of initial (probationary) statutory tour for entry into the career program. Candidates for follow-on-tours must be scrutinized to ensure that their current grade and Total Active Federal Military Service (TAFMS) allow for normal progression within the program and consistency within the force management of the total tour population. The statutory tour program is not designed to accommodate multiple tours for individuals with minimum amounts of TAFMS. Career status is normally granted to individuals who have the ability to attain a military active duty service retirement before maximum age (enlisted) or MSD (officers). Recommendation for career status must be balanced with the career opportunities within the member's AFSC. A few AFSCs within the statutory tour program are not sustainable and a recommendation for career status may not afford the member promotion or career development opportunities. Members granted career status (successive tour) shall be administered with the understanding that their service may lead to a military retirement after attaining the required years of total active federal military service. If member does not meet Force Management Profile (FMP) outlined in Table 1 of FMR policy guidance then Director/2-digit equivalent justification must be provided to recommend

extension of member for entry into the Career Program. Justification should include: a career plan that captures retention until 20 years TAFMS; explain if and why career field is hard to fill; and any special circumstances.

A16.3.2. Continuation Beyond 20 Years Active Service. All enlisted and officer statutory tour personnel are normally reviewed 10-23 months prior to TAFMSD plus 20 years. A follow-on tour for a member who has attained 20 years TAFMS or more is primarily dependent upon the needs of the ANG. If member does not meet Force Management Profile (FMP) outlined in Table 1 of FMR policy guidance then Director/2-digit equivalent justification must be provided to recommend continuation of member beyond 20 years total active federal military service. Justification should include: Why it is in the best interest of the ANG statutory tour program to extend member; identify if the individual has promotion potential; identify if there is not a pool of potential candidates for the position held and why; what will be done to ready replacement candidates during the extension period if granted; and any special circumstances. Approved extensions beyond 20 years of active duty will normally be one year in length.

**A16.4. FMR DECISION CRITERIA.** The FMR decisions are based on the needs of the Air National Guard. The FMR will consider: The member's Career Planning Worksheet (CPW) (Attachment 21) , Force Management Profile (FMP) of individual. See Table 1 below, Current and future force structure, the "whole person" concept, which includes the following criteria: promotion potential / follow-on assignments, time in grade, time in position, duty history, military education, evaluation reports (OPRs/EPRs), physical fitness results, any official disciplinary actions a matter of record, i.e. letters of reprimand, etc.

A16.4.1. Below Force Management Profile (FMP) Table is designed to enhance movement within the statutory tour program while focusing on entrance into the career program and continuation beyond 20 years Total Active Federal Military Service (TAFMS).

**Table A16.1. Force Management Profile (FMP).**

GRADE	Recommended Profile for Career Status	Separate at
	Minimum TAFMS	20 Year Review
Colonel	16	20 or more, TIG met
Lt Col	12	20 or more, no advancement projected and/or no PME
Maj	8	20 or more, no advancement projected and/or no PME
Capt	4	NA
Lt	NA	NA
CMSgt	16	20 or more, TIG met
SMSgt	12	20 or more, no advancement projected
MSgt	8	20 or more, no advancement projected and/or no PME
TSgt	4	NA
SSgt	NA	NA

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\*NOTE: The Force Management Profile is a management tool to be used as a guide in managing the force. Other variables may be considered as the FMR panel sees fit.

**A16.5. FMR RECOMMENDATIONS.** The panel President will brief and provide the FMR recommendations to the Director, Air National Guard. The recommendations of the FMR are not binding on the Director, Air National Guard, but will be given serious consideration. The FMR recommendations will largely determine which members are extended or not. Other than the FMR Report and FMR Minority Report, no record of FMR proceedings will be prepared. The Director, Air National Guard will review the recommendations of the FMR, and approve or disapprove any or all specific recommendations. The Director, Air National Guard is the final approval authority on all actions and will forward the FMR results to NGB-JA and NGB-IG for review prior to action. The Director, Air National Guard may disapprove a panel in its entirety if substantial material errors and/or procedural deficiencies are found.

A16.5.1. FMR Report. The recorder (NGB/HR) will publish a report of the FMR action and recommendation, using Attachment 6.7 as a guide, to be submitted to the Director, Air National Guard NLT 15 days from the panel completion date.

A16.5.2. FMR Minority Report. Any member of the panel who disagrees with the recommendation of the majority of the panel may submit a minority report using Attachment 6.6 as a guide. The member will sign both the minority report and the panel proceedings, indicating on the panel proceedings that a minority report is being submitted as an attachment.

**Attachment 17****FORCE MANAGEMENT REVIEW (FMR) APPOINTMENT MEMORANDUM  
FORMAT**

MEMORANDUM FOR Chairman and Members of the Calendar Year (XXXX) Force Management Review (FMR)

FROM:

SUBJECT: Appointment of Calendar Year (XXXX) Force Management Review

The following individuals are appointed to serve on the CY (XXXX) Management Review (FMR):

Chairman : Rank, Name

Members: Rank, Name

Recorder(s) (w/o vote): Rank, Name

Purpose: Provide a fair and equitable force shaping process to meet the needs of the Air National Guard statutory tour force and make recommendations to the approving authority.

Convene date: The FMR will convene (time), (date), at (location – complete address).

**Attachment 18**

**FORCE MANAGEMENT REVIEW (FMR) OATH'S**

Recorder administers to voting members:
“Do you swear that you (identify each member by grade/name) will faithfully, without prejudice or partiality, and having in view both the special fitness of individuals and the efficiency of the Air National Guard and the United States Air Force, perform duties imposed upon you, that you understand that no one may dictate, coerce, or attempt to improperly influence your vote, and that you will not divulge the proceedings or results of this FMR except to proper authority, so help you God?”
FMR members will respond: “I do.”
President administers to Recorder and any non-voting members:
“Do you swear that you (identify each member by grade/name) will faithfully, without prejudice or partiality, and having in view both the special fitness of individuals and the efficiency of the Air National guard and the United States Air Force, perform duties imposed upon you, that you understand that no one may dictate, coerce, or attempt to improperly influence your actions or deliberations, and that you will not divulge the proceedings or results of this FMR except to proper authority, so help you God?”
Recorder/non-voting members will respond: “I do.”

**Attachment 19****SAMPLE PRE-REVIEW FORCE MANAGEMENT REVIEW (FMR) NOTIFICATION  
MEMORANDUM FORMAT (INDIVIDUAL)**

MEMORANDUM FOR

FROM:

SUBJECT: Notification of Calendar Year (CY) (XXXX) ANG Force Management Review (FMR)

You will be considered by the FMR to be convened on or about (date). The Force Management Review (FMR) will review any member with a date of separation (DOS) in CY (XXXX) and either is completing their probationary tour for possible entrance into the career program or for continuation beyond 20 years of total active federal military service. The review will determine continuation within the ANG statutory tour program.

Your Career Planning Worksheet (CPW) is located on the FMR website at [www.xxx.xx.xxx](http://www.xxx.xx.xxx). You and your Director/2-digit equivalent must complete the CPW. Your Directorate/2-digit equivalent has been notified of this requirement. This is an opportunity for you, your supervisor/Director/2-digit equivalent to discuss career goals and objectives to ensure you understand their expectations, as well as understand your possible future in the statutory tour program. You will be required to acknowledge you were briefed on your supervisor/director/2-digit equivalent recommendation on the CPW by accessing the FMR website following your meeting with the Director/2 digit equivalent. If you do not concur with the recommendation, you may submit personal comments via the FMR website. Your personal comments may describe any matter of record concerning you that is believed to be important for the FMR's consideration. You cannot submit letters of recommendation from other individuals. All the information provided by you must be accurate and if called on to do so, you must provide evidence to support any questioned information. To be considered by the FMR, your personal comments must be entered directly into the FMR website and must be accomplished by the established suspense date which is NLT 15 days prior to the FMR. You have an affirmative obligation to carefully and completely review the documents that will be submitted to the FMR. If you believe the documents are inaccurate or incomplete, you must bring that purported deficiency in writing to the attention of NGB/HR as soon as possible, but in any event no later than three duty days before the panel meets.

The Director, Air National Guard will convene the FMR, consisting of senior officers and the ANG Command Chief, to assist in determining which members should be continued in the statutory tour program based on the needs of the ANG. Sound personnel management of the statutory tour program requires a constant evaluation of the dynamics of the composition of the force to meet force shaping requirements. The FMR will review anyone for entry into career status or continuation beyond 20 years total active federal military service. The statutory tour program is not designed to accommodate multiple tours for individuals with minimum amounts of Total Active Federal Military Service (TAFMS) for entry into the career program. Additionally, continuation beyond 20 years TAFMS is primarily dependent upon the needs of the ANG statutory tour program and force management.

FMR results will be provided on or about (date). Please contact your Human Resource Manager for questions or to receive additional assistance with this process.

**Attachment 20****SAMPLE PRE-REVIEW FORCE MANAGEMENT REVIEW (FMR) NOTIFICATION  
MEMORANDUM FORMAT (DIRECTOR/2-DIGIT)**

MEMORANDUM FOR Director/Office Chief/CG

FROM:

SUBJECT: Members Considered – Calendar Year (XXXX) Force Management Review (FMR)

Attached is a list of members from your Directorate/Office to be considered by the Calendar Year (XXXX) Force Management Review (FMR). A Career Planning Worksheet (CPW) for each member is available for your input and review on the FMR website located at [www.xxx.xxx](http://www.xxx.xxx) and is required for all actions. Members will be required to acknowledge that you briefed them on your recommendation and enter that acknowledgement electronically via the FMR website CPW. You need to ensure that all CPWs are completed by the established suspense date (NLT 30 days prior to FMR date).

This is an opportunity for you and their direct supervisor to discuss career goals and objectives with each individual. You will be required to make a recommendation for entry into career status or continuation beyond 20 years total active federal military service. The statutory tour program is not designed to accommodate multiple tours for individuals with minimum amounts of Total Active Federal Military Service (TAFMS) for entry into the career program.

Additionally, continuation beyond 20 years TAFMS is primarily dependent upon the needs of the ANG statutory tour program and force management. Please refer to the force management profiles outlined in Table 1 of the FMR policy guidance.

If a member does not concur with your recommendation, the member may submit personal comments directly onto the CPW via the FMR website for review by the FMR. The personal comments may describe any matter of record concerning the member that is believed to be important for the FMR's consideration. Letters of recommendation from other individuals cannot be submitted. All the information entered into the FMR website must be accurate and, if called on to do so, the member must provide evidence to support any questioned information. To be considered by the FMR, all inputs must be complete by the established suspense dates indicated on the FMR website. The member has an affirmative obligation to carefully and completely review the documents that will be submitted to the FMR. If the member believes the documents are inaccurate or incomplete, he or she must bring that purported deficiency in writing to the attention of NGB/HR as soon as possible, but in any event no later than three duty days before the panel meets.

FMR results will be provided on or about (date). Please contact your Human Resource Manager for questions or to receive additional assistance with this process.

Attachment

1. List of Directorate/Office CY (XX) FMR Members Considered

**Attachment 21**

**SAMPLE CAREER PLANNING WORKSHEET (CPW)**

**A21.1. PURPOSE:** The CPW is provided as a tool to assist with reviewing career goals, objectives, and continuation in the ANG Statutory Tour program (not a guarantee of future assignments).

A21.1.1. The “whole person” concept which includes: Promotion Potential/Follow-on Assignments, Time in grade, time in position, duty history, military education, evaluation reports (OPRs/EPRs), physical fitness results, any official disciplinary actions a matter of record, i.e. Letters of reprimand, etc.

Part 1 – Member’s Personnel Information/Request. Member will review/complete and provide feedback to supervisor.

Part 2 – Supervisor/2-digit Recommendation. Supervisor completes and obtains director/2-digit concurrence. Upon review by the Director, email notification will be sent to the member the following day.

Part 3 – Member’s Acknowledgement – Review of Recommendation. Member acknowledges being briefed by filling out checkbox on part 3 of the on-line CPW prior to submission of the CPW.

<b>CAREER PLANNING WORKSHEET (CPW)</b>	
<b>PART 1 – MEMBER’S PERSONNEL INFORMATION/REQUEST</b>	
Name:	PME Date:
PAFSC	Rank
DIEGS	2AFSC
DOS	DOR
Office Symbol	State Code
TAFMSD	Time in position
PME last	Service date verification status
Career Goals: (Continue on separate sheet and attach, if necessary)	
b. I hereby request: (Member will check block)	
<input type="checkbox"/>	Return to state control
<input type="checkbox"/>	Retirement
<input type="checkbox"/>	Entrance into the Career Program beyond my probationary tour
<input type="checkbox"/>	Continuation beyond 20 years total active federal military service with an extension of 1 year
c. Leave Selling Eligibility: Enlisted members serving on an initial Title 10 Statutory Tour may sell up to 60 days accrued leave upon the first extension of the tour. Initial below if you plan on exercising this option. Note: Payment action cannot be initiated earlier than 90 days prior to your current DOS.	
d. Reemployment Rights (USSERA): All members serving on Title 10 Statutory Tour for more than 5 years (4 years for previous Title 32 AGRs) will no longer have rights to be re-employed by their previous employer and need to initiate a plan to exercise or forfeit reemployment rights.	
<b>PART 2 - SUPERVISOR RECOMMENDATION</b>	



<p>a. Entry into the Career Program (extension beyond initial probationary tour). A career plan that captures retention until 20 years TAFMS; explain if and why career field is hard to fill; and any special circumstances.</p>
<p>b. Continuation Beyond 20 Years Total Active Federal Military Service. Why it is in the best interest of the ANG statutory tour program to extend member; identify if the individual has promotion potential; identify if there is not a pool of potential candidates for the position held and why; what will be done to ready replacement candidates during the extension period if granted; and any special circumstances.</p>
<p><b>PART 3 - DIRECTOR /2-DIGIT RECOMMENDATION</b></p>
<p>a. Entry into the Career Program (extension beyond initial probationary tour). A career plan that captures retention until 20 years TAFMS; explain if and why career field is hard to fill; and any special circumstances.</p>
<p>b. Continuation Beyond 20 Years Total Active Federal Military Service. Why it is in the best interest of the ANG statutory tour program to extend member; identify if the individual has promotion potential; identify if there is not a pool of potential candidates for the position held and why; what will be done to ready replacement candidates during the extension period if granted; and any special circumstances.</p>
<p><b>PART 4 - MEMBER'S ACKNOWLEDGEMENT - REVIEW OF RECOMMENDATION</b></p>
<p>I certify that I have been briefed on the above recommendation concerning my continuation in the Statutory Tour Program. I also acknowledge that I am aware of the Force Management Review (FMR) procedures and have been provided the opportunity to receive a copy, if requested.</p>
<p>If I do not concur with the recommendation above, I understand I may submit personal comments via the Force Management Review website to the Force Management Review (FMR). My personal comments may describe any matter of record concerning me that is believed to be important for the FMR's consideration. I cannot submit letters or recommendations from other individuals. All the information that is input into the Force Management Review website must be accurate and, if called on to do so, I must provide evidence to support any questioned information. To be considered by the FMR, personal comments must be input into the Force Management Review website by the established suspense date which is NLT 15 days prior to the FMR. I understand I have an affirmative obligation to carefully and completely review the documents that will be submitted to the FMR. If I believe the documents are inaccurate or incomplete, I must bring that purported deficiency in writing to the attention of NGB/HR as soon as possible, but in any event no later than three duty days before the panel meets.</p>
<p><b>PERSONAL DATA - PRIVACY ACT OF 1974 (5 USC 552 A)</b></p>



**Attachment 23**

**FORCE MANAGEMENT REVIEW (FMR) REPORT FORMAT**

MEMORANDUM FOR (Director, Air National Guard)

FROM:

SUBJECT: Report of CY (XXXX) Force Management Review

Pursuant to NGB/CF memorandum, dated (date), the Force Management Review appointed therein convened at (time), (date), at (location).

The FMR, acting under oath, has carefully reviewed the records of every member submitted for consideration. The individuals recommended or not recommended for extension are listed in Attachments 5 and 6 respectively.

The panel adjourned at (time) hours, (date).

SIGNATURE BLOCK OF PANEL CHAIRMAN

Attachments

1. List of Members Recommended for Retention
2. List of Members Not Recommended for Retention
3. Minority Report (when appropriate)

**Attachment 24****SAMPLE POST-REVIEW FORCE MANAGEMENT REVIEW (FMR) NOTIFICATION  
MEMORANDUM FORMAT (DIRECTOR/2-DIGIT)**

MEMORANDUM FOR Director/Office Chief/CG

FROM:

SUBJECT: Results – Calendar Year (XXXX) Force Management Review

Attached are the Calendar Year (XXXX) Force Management Review (FMR) results for your Directorate/Office. Each of your affected members must be notified by you in person no later than (date). During notification, you must ensure that each member completes and signs a CY (XXXX) FMR Member Acknowledgement of Decision Notification. A copy of the signed acknowledgement must be provided to NGB/HR for each member NLT (date).

Each individual will be contacted by NGB/HR, on or about (date), to provide specific instructions. Based on their FMR result, these instructions will prepare them for either subsequent extension, return to state control, or retirement.

Any statutory tour member may request reconsideration of their FMR decision in writing. The member must justify why the FMR result is not in the best interest of the Air National Guard. Supporting justification, not provided with the original Career Planning Worksheet (CPW), may be provided. The reconsideration request must be reviewed and endorsed in a timely manner by each level of command to NGB/HR for processing. Endorsements must include support or non-support of individual's request with additional rationale. Reconsideration requests received without the appropriate chain of command coordination will be returned to the member without action. Reconsiderations must be received by NGB/HR within 30 days of the date on the memorandum of notification of the FMR decision. The member's chain of command will not hold a reconsideration request to circumvent the 30 day submission requirement. The reconsideration decision of the Director, Air National Guard is final. There is no appeal beyond the Director, Air National Guard.

The point of contact for this issue is (rank, name, office symbol), commercial (XXX) XXX-XXXX, DSN XXX-XXXX, or email (name)@ang.af.mil.

Attachments

1. List of Directorate/Office CY (XX) FMR Results
2. Copy of FMR Member Acknowledgement of Decision Notification

**Attachment 25**

**SAMPLE FORCE MANAGEMENT REVIEW (FMR) MEMBER  
ACKNOWLEDGEMENT OF DECISION NOTIFICATION FORMAT**

**Table A25.1. Force Management Review (FMR) Member Acknowledgement of Decision Notification.**

<b>FORCE MANAGEMENT REVIEW (FMR) MEMBER ACKNOWLEDGEMENT OF DECISION NOTIFICATION</b> The proponent agency is NGB/HR. The prescribing directive is ANGI 36 - 6		
<b>INSTRUCTIONS</b>		
Place full Initials next to every statement to indicate that it has been read and understood by member. If you have a middle name use it! Once you have read and initial every statement, indicating your understanding of the statements, print your full name in the member name block and sign in the member signature block, then date.		
<b>STATEMENT OF UNDERSTANDING</b>		
<p>_____ I hereby acknowledge receipt of the results of the Calendar Year _____ FMR. (YYYY)</p> <p style="text-align: center;"><i>Please initial appropriate action below, based on your FMR results.</i></p> <p>_____ I understand I have been selected for career status within the statutory tour program.                      - Officers entering Career Status – extended until 20 years of total active federal military service or mandatory separation date, whichever is sooner.                      - Enlisted entering Career Status – extended not to exceed current enlistment; successive extensions will be granted at each reenlistment up to 20 years of total active federal military service or mandatory separation date whichever is sooner, as long as member meets reenlistment requirements.</p> <p>_____ I understand I have been selected for extension beyond 20 years of active service within the statutory tour program.                      New date of separation as indicated _____ (YYYYMMDD)</p> <p>_____ I understand I have not been selected for career status within the statutory tour program. I have been offered an extension to the new date of separation as indicated _____ I will be reviewed for career status on the next applicable FMR. (YYYYMMDD)</p> <p>_____ I understand I have not been selected for career status within the statutory tour program. I have been offered an extension to the new date of separation as indicated _____ I will be considered for career status on the next applicable FMR. (YYYYMMDD)</p> <p>_____ I understand I will complete all requirements for extension within 60 days of receipt of this memorandum.</p> <p>_____ I understand I have not been selected for extension in the statutory tour program. I will be released at my DOS, unless advised otherwise, to either return to state control or retire.</p> <p>_____ I understand my signature below serves only as acknowledgement of this result notification and does not imply my agreement. I also understand that if I do not concur with the FMR decision I may request reconsideration in writing. I must justify why the FMR result is not in the best interest of the Air National Guard. Supporting justification, not provided by me with the original Career Planning Worksheet (CPW), may be provided. The reconsideration request must be reviewed and endorsed in a timely manner by each level of command to NGB/HR for processing. Endorsements must include support or non -support of individual s request with additional rationale. Reconsideration requests received without the appropriate chain of command coordination will be returned to the member without action. Reconsiderations must be received by NGB/HR within 30 days of the date on the memorandum of notification of the FMR decision. The member s chain of command will not hold a reconsideration request to circumvent the 30 day submission requirement. The reconsideration decision of the Director, Air National Guard is final. There is no appeal beyond the Director, Air National Guard.</p> <p><input type="checkbox"/> I will be submitting a reconsideration request of my FMR results.    <input type="checkbox"/> I will not be submitting a reconsideration request of my FMR results.</p>		
<b>MEMBER FULL NAME</b> (Last, First Middle) _____	<b>MEMBER SIGNATURE</b> _____	<b>DATE</b> _____ (YYYYMMDD)
_____ <i>Director / Office Chief / or 2 - digit Equivalent                      ANG or NGB Sponsoring Director/Officer Chief                      NGB Personal Staff - CNGB / ANG Personal Staff - DANG</i>	<b>SIGNATURE</b> _____	<b>DATE</b> _____ (YYYYMMDD)