



NCC Pediatrics Continuity Clinic Curriculum Military Career Planning & Management

Objectives

Upon completion of this module, the resident should be able to:

- Know how to read a Leave and Earnings Statement
- Describe the performance evaluation system of the Army, Navy, and Air Force
 - Name of evaluation system
 - Date that O-3s are evaluated
 - Who writes and signs evaluations for resident medical officers
- Know how to tell when an officer is up for promotion
- Describe key characteristics of officers who are promoted

How to read an active duty Army, Navy or Air Force Leave and Earning Statement

Your pay is your responsibility.

This is a guide to help you understand your Leave and Earnings Statement (LES). The LES is a comprehensive statement of a member's leave and earnings showing your entitlements, deductions, allotments (fields not used for Reserve and National Guard members), leave information, tax withholding information, and Thrift Savings Plan (TSP) information. Your most recent LES can be found 24 hours a day on **myPay**.

If members receive Career Sea Pay, the Sea Service Counter will still be displayed in the remark portion of the LES. The LES remains one page in length.

Verify and keep your LES each month. If your pay varies significantly and you don't understand why, or if you have any questions after reading this publication, consult with your disbursing/finance office.

DEFENSE FINANCE AND ACCOUNTING SERVICE MILITARY LEAVE AND EARNINGS STATEMENT																														
ID	NAME (LAST, FIRST, MI)				SOC SEC NO.	GRADE	PAY DATE	YRS SVC	ETS	BRANCH	ADSN/DSSN	PERIOD COVERED																		
ENTITLEMENTS			DEDUCTIONS				ALLOTMENTS				SUMMARY																			
TYPE			AMOUNT				TYPE				AMOUNT																			
A B C D E F G H I J K L M N O	10			11				12				+ AMT FWD							13											
												+ TOT ENT							14											
												- TOT DED							15											
												- TOT ALMT							16											
												= NET AMT							17											
												- CR FWD							18											
												= EOM PAY							19											
												DIEMS				RET PLAN														
												TOTAL			20				21				22				23		24	
												LEAVE		BF BAL	ERND	USED	CR BAL	ETS BAL	LV LOST	LV PAID	USE LOSE	FED TAXES		WAGE PERIOD	WAGE YTD	MS	EX	ADD'L TAX	TAX YTD	
		25	26	27	28	29	30	31	32	33		34	35	36	37	38														
FICA TAXES		WAGE PERIOD		SOC WAGE YTD		SOC TAX YTD		MED WAGE YTD		MED TAX YTD		STATE TAXES		ST	WAGE PERIOD	WAGE YTD	MS	EX	TAX YTD											
		39		40		41		42		43		44		45	46	47	48	49												
PAY DATA		BAQ TYPE		BAQ DEPN		VHA ZIP		RENT AMT		SHARE	STAT	JFTR	DEPN	2D/JFTR	BAS TYPE		CHARITY YTD		TPC	PACIDN										
		50		51		52		53		54	55	56	57	58	59		60		61	62										
Thrift Savings Plan (TSP)		BASE PAY RATE		BASE PAY CURRENT		SPEC PAY RATE		SPEC PAY CURRENT		INC PAY RATE		INC PAY CURRENT		BONUS PAY RATE		BONUS PAY CURRENT														
		63		64		65		66		67		68		69		70														
		CURRENTLY NOT USED				TSP YTD DEDUCTIONS		DEFERRED		EXEMPT		CURRENTLY NOT USED																		
		71				72		73		74		75																		
REMARKS		YTD ENTITLE				YTD DEDUCT																								
		76				77				78																				

Fields 1 - 9 contain the identification portion of the LES.

- **1 NAME:** The member's name in last, first, middle initial format.
- **2 SOC. SEC. NO.:** The member's Social Security Number.
- **3 GRADE:** The member's current pay grade.
- **4 PAY DATE:** The date the member entered active duty for pay purposes in YYMMDD format. This is synonymous with the Pay Entry Base Date (PEBD).
- **5 YRS SVC:** In two digits, the actual years of creditable service.
- **6 ETS:** The Expiration Term of Service in YYMMDD format. This is synonymous with the Expiration of Active Obligated Service (EAOS).
- **7 BRANCH:** The branch of service, i.e., Navy, Army, Air Force.
- **8 ADSN/DSSN:** The Disbursing Station Symbol Number used to identify each disbursing/finance office.
- **9 PERIOD COVERED:** This is the period covered by the individual LES. Normally it will be for one calendar month. If this is a separation LES, the separation date will appear in this field.

Fields 10 through 24 contain the entitlements, deductions, allotments, their respective totals, a mathematical summary portion, date initially entered military service, and retirement plan.

- **10 ENTITLEMENTS:** In columnar style the names of the entitlements and allowances being paid. Space is allocated for fifteen entitlements and/or allowances. If more than fifteen are present the overflow will be printed in the remarks block. Any retroactive entitlements and/or allowances will be added to like entitlements and/or allowances.
- **11 DEDUCTIONS:** The description of the deductions are listed in columnar style. This includes items such as taxes, SGLI, Mid-month pay and dependent dental plan. Space is allocated for fifteen deductions. If more than fifteen are present the overflow will be printed in the remarks block. Any retroactive deductions will be added to like deductions.
- **12 ALLOTMENTS:** In columnar style the type of the actual allotments being deducted. This includes discretionary and non-discretionary allotments for savings and/or checking accounts, insurance, bonds, etc. Space is allocated for fifteen allotments. If a member has more than one of the same type of allotment, the only differentiation may be that of the dollar amount.
- **13 +AMT FWD:** The amount of all unpaid pay and allowances due from the prior LES.
- **14 + TOT ENT:** The figure from Field 20 that is the total of all entitlements and/or allowances listed.
- **15 -TOT DED:** The figure from Field 21 that is the total of all deductions.
- **16 -TOT ALMT:** The figure from Field 22 that is the total of all allotments.
- **17 = NET AMT:** The dollar value of all unpaid pay and allowances, plus total entitlements and/or allowances, minus deductions and allotments due on the current LES.
- **18 - CR FWD:** The dollar value of all unpaid pay and allowances due to reflect on the next LES as the +AMT FWD.
- **19 = EOM PAY:** The actual amount of the payment to be paid to the member on End-of-Month payday.
- **20 - 22 TOTAL:** The total amounts for the entitlements and/or allowances, deductions and allotments respectively.
- **23 DIEMS:** Date initially entered military service: This date is used SOLELY to indicate which retirement plan a member is under. For those members with a DIEMS date prior to September 8, 1980, they are under the FINAL PAY retirement plan. For those members with a DIEMS date of September 8, 1980 through July 31, 1986, they are under the HIGH-3 retirement plan. For those members with a DIEMS date of August 1, 1986 or later, they were initially under the REDUX retirement plan. This was changed by law in October 2000, when they were placed under the HIGH-3 plan, with the OPTION to return to the REDUX plan. In consideration of making this election, they become entitled to a \$30,000 Career Service Bonus. The data in this block comes from PERSCOM. DFAS is not responsible for the accuracy of this data. If a member feels that the DIEMS date shown in this block is erroneous, they must see their local servicing Personnel Office for corrective action.
- **24 RET PLAN:** Type of retirement plan, i.e. Final Pay, High 3, REDUX; or CHOICE (CHOICE reflects members who have less than 15 years service and have not elected to go with REDUX or stay with their current retirement plan).

Fields 25 through 32 contain leave information.

- **25 BF BAL:** The brought forward leave balance. Balance may be at the beginning of the fiscal year, or when active duty began, or the day after the member was paid Lump Sum Leave (LSL).
- **26 ERND:** The cumulative amount of leave earned in the current fiscal year or current term of enlistment if the member reenlisted/extended since the beginning of the fiscal year. Normally increases by 2.5 days each month.
- **27 USED:** The cumulative amount of leave used in the current fiscal year or current term of enlistment if member reenlisted/extended since the beginning of the fiscal year.
- **28 CR BAL:** The current leave balance as of the end of the period covered by the LES.
- **29 ETS BAL:** The projected leave balance to the member's Expiration Term of Service (ETS).

- **30 LV LOST:** The number of days of leave that has been lost.
- **31 LV PAID:** The number of days of leave paid to date.
- **32 USE/LOSE:** The projected number of days of leave that will be lost if not taken in the current fiscal year on a monthly basis. The number of days of leave in this block will decrease with any leave usage.

Fields 33 through 38 contain Federal Tax withholding information.

- **33 WAGE PERIOD:** The amount of money earned this LES period that is subject to Federal Income Tax Withholding (FITW).
- **34 WAGE YTD:** The money earned year-to-date that is subject to FITW. Field 35 M/S. The marital status used to compute the FITW.
- **36 EX:** The number of exemptions used to compute the FITW.
- **37 ADD'L TAX:** The member specified additional dollar amount to be withheld in addition to the amount computed by the Marital Status and Exemptions.
- **38 TAX YTD:** The cumulative total of FITW withheld throughout the calendar year.

Fields 39 through 43 contain Federal Insurance Contributions Act (FICA) information.

- **39 WAGE PERIOD:** The amount of money earned this LES period that is subject to FICA.
- **40 SOC WAGE YTD:** The wages earned year-to-date that are subject to FICA.
- **41 SOC TAX YTD:** Cumulative total of FICA withheld throughout the calendar year.
- **42 MED WAGE YTD:** The wages earned year-to-date that are subject to Medicare.
- **43 MED TAX YTD:** Cumulative total of Medicare taxes paid year-to-date.

Fields 44 through 49 contain State Tax information.

- **44 ST:** The two digit postal abbreviation for the state the member elected.
- **45 WAGE PERIOD:** The amount of money earned this LES period that is subject to State Income Tax Withholding (SITW).
- **46 WAGE YTD:** The money earned year-to-date that is subject to SITW. Field 47 M/S. The marital status used to compute the SITW.
- **48 EX:** The number of exemptions used to compute the SITW.
- **49 TAX YTD:** The cumulative total of SITW withheld throughout the calendar year.

Fields 50 through 62 contain additional Pay Data.

- **50 BAQ TYPE:** The type of Basic Allowance for Quarters being paid.
- **51 BAQ DEPN:** A code that indicates the type of dependent. A - Spouse C -Child D - Parent G - Grandfathered I -Member married to member/own right K - Ward of the court L - Parents in Law R - Own right S - Student (age 21-22) T - Handicapped child over age 21 W - Member married to member, child under 21
- **52 VHA ZIP:** The zip code used in the computation of Variable Housing Allowance (VHA) if entitlement exists.
- **53 RENT AMT:** The amount of rent paid for housing if applicable.
- **54 SHARE:** The number of people with which the member shares housing costs.
- **55 STAT:** The VHA status; i.e., accompanied or unaccompanied.
- **56 JFTR:** The Joint Federal Travel Regulation (JFTR) code based on the location of the member for Cost of Living Allowance (COLA) purposes.
- **57 DEPNS:** The number of dependents the member has for VHA purposes.
- **58 2D JFTR:** The JFTR code based on the location of the member's dependents for COLA purposes.
- **59 BAS TYPE:** An alpha code that indicates the type of Basic Allowance for Subsistence (BAS) the member is receiving, if applicable. This field will be blank for officers.
 - B - Separate Rations
 - C - TDY/PCS/Proceed Time
 - H - Rations-in-kind not available
 - K - Rations under emergency conditions
- **60 CHARITY YTD:** The cumulative amount of charitable contributions for the calendar year.
- **61 TPC:** This field is not used by the active component of any branch of service.
- **62 PACIDN:** The activity Unit Identification Code (UIC). This field is currently used by Army only.

Fields 63 through 75 contain Thrift Savings Plan (TSP) information/data.

- **63 BASE PAY RATE:** The percentage of base pay elected for TSP contributions.
- **64 BASE PAY CURRENT:** Reserved for future use.
- **65 SPECIAL PAY RATE:** The percentage of Specialty Pay elected for TSP contribution.

- **66 SPECIAL PAY CURRENT:** Reserved for future use.
- **67 INCENTIVE PAY RATE:** Percentage of Incentive Pay elected for TSP contribution.
- **68 INCENTIVE PAY CURRENT:** Reserved for future use.
- **69 BONUS PAY RATE:** The percentage of Bonus Pay elected towards TSP contribution.
- **70 BONUS PAY CURRENT:** Reserved for future use.
- **71** Reserved for future use.
- **72 TSP YTD DEDUCTION (TSP YEAR TO DATE DEDUCTION):** Dollar amount of TSP contributions deducted for the year.
- **73 DEFERRED:** Total dollar amount of TSP contributions that are deferred for tax purposes.
- **74 EXEMPT:** Dollar amount of TSP contributions that are reported as tax exempt to the Internal Revenue Service (IRS).
- **75** Reserved for future use

76 REMARKS: This area is used to provide you with general notices from varying levels of command, as well as the literal explanation of starts, stops, and changes to pay items in the entries within the "ENTITLEMENTS", "DEDUCTIONS", and "ALLOTMENTS" fields.

77 YTD ENTITLE: The cumulative total of all entitlements for the calendar year.

78 YTD DEDUCT: The cumulative total of all deductions for the calendar year.

BASIC PAY—EFFECTIVE JANUARY 1, 2011

Pay Grade	2 or less	Over 2	Over 3	Over 4	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18
O-10 ¹											
O-9 ¹											
O-8 ¹	9,530.70	9,842.70	10,050.00	10,107.90	10,366.50	10,798.20	10,899.00	11,308.80	11,426.40	11,779.80	12,291.00
O-7 ¹	7,919.10	8,287.20	8,457.30	8,592.60	8,837.70	9,079.80	9,359.70	9,638.70	9,918.60	10,798.20	11,540.70
O-6 ²	5,869.50	6,448.50	6,871.50	6,871.50	6,897.60	7,193.40	7,232.40	7,232.40	7,643.40	8,370.30	8,796.90
O-5	4,893.00	5,512.20	5,893.80	5,965.80	6,203.70	6,346.20	6,659.40	6,889.20	7,186.20	7,640.70	7,856.70
O-4	4,221.90	4,887.30	5,213.40	5,286.00	5,588.70	5,913.30	6,317.40	6,632.10	6,851.10	6,976.50	7,049.10
O-3	3,711.90	4,208.10	4,542.00	4,951.80	5,188.80	5,449.20	5,617.80	5,894.70	6,039.00	6,039.00	6,039.00
O-2	3,207.30	3,652.80	4,207.20	4,349.10	4,438.50	4,438.50	4,438.50	4,438.50	4,438.50	4,438.50	4,438.50
O-1	2,784.00	2,897.40	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50
O-3 ³				4,951.80	5,188.80	5,449.20	5,617.80	5,894.70	6,128.10	6,262.20	6,444.90
O-2 ³				4,349.10	4,438.50	4,580.10	4,818.60	5,002.80	5,140.20	5,140.20	5,140.20
O-1 ³				3,502.50	3,740.40	3,878.70	4,020.30	4,158.90	4,349.10	4,349.10	4,349.10
W-5											
W-4	3,836.10	4,126.50	4,245.00	4,361.40	4,562.10	4,760.70	4,961.40	5,264.40	5,529.60	5,781.90	5,988.30
W-3	3,502.80	3,648.90	3,798.60	3,847.80	4,004.70	4,313.70	4,635.00	4,786.20	4,961.10	5,142.00	5,466.00
W-2	3,099.90	3,393.00	3,483.30	3,545.40	3,746.40	4,059.00	4,213.50	4,366.20	4,552.50	4,698.00	4,830.00
W-1	2,721.00	3,013.50	3,092.40	3,258.90	3,456.00	3,745.80	3,881.40	4,070.40	4,256.70	4,403.10	4,538.10
E-9 ⁴							4,634.70	4,739.70	4,872.00	5,027.70	5,184.60
E-8						3,794.10	3,961.80	4,065.60	4,190.40	4,325.10	4,568.40
E-7	2,637.30	2,878.50	2,988.90	3,135.00	3,249.00	3,444.60	3,554.70	3,750.90	3,913.50	4,024.50	4,143.00
E-6	2,281.20	2,510.10	2,620.80	2,728.50	2,840.70	3,093.60	3,192.30	3,382.80	3,441.00	3,483.60	3,533.40
E-5	2,090.10	2,230.20	2,337.90	2,448.30	2,620.20	2,800.50	2,947.50	2,965.50	2,965.50	2,965.50	2,965.50
E-4	1,916.10	2,014.20	2,123.40	2,230.80	2,325.90	2,325.90	2,325.90	2,325.90	2,325.90	2,325.90	2,325.90
E-3	1,729.80	1,838.70	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00
E-2	1,644.90	1,644.90	1,644.90	1,644.90	1,644.90	1,644.90	1,644.90	1,644.90	1,644.90	1,644.90	1,644.90
E-1 ⁵	1,467.60										

Notes:

- Basic pay for an O-7 to O-10 is limited by Level II of the Executive Schedule which is **\$14,975.10**. Basic pay for O-6 and below is limited by Level V of the Executive Schedule which is **\$12,141.60**.
- While serving as Chairman, Joint Chief of Staff/Vice Chairman, Joint Chief of Staff, Chief of Navy Operations, Commandant of the Marine Corps, Army/Air Force Chief of Staff, Commander of a unified or specified combatant command, basic pay is **\$20,263.50**. (See note 1 above).
- Applicable to O-1 to O-3 with at least 4 years and 1 day of active duty or more than 1460 points as a warrant and/or enlisted member. See Department of Defense Financial Management Regulations for more detailed explanation on who is eligible for this special basic pay rate.
- For the Master Chief Petty Officer of the Navy, Chief Master Sergeant of the AF, Sergeant Major of the Army or Marine Corps or Senior Enlisted Advisor of the JCS, basic pay is **\$7,489.80**. Combat Zone Tax Exclusion for O-1 and above is based on this basic pay rate plus Hostile Fire Pay/Imminent Danger Pay which is \$225.00.
- Applicable to E-1 with 4 months or more of active duty. Basic pay for an E-1 with less than 4 months of active duty is **\$1,357.20**.
- Basic pay rate for Academy Cadets/Midshipmen and ROTC members/applicants is **\$974.40**.

BASIC PAY—EFFECTIVE JANUARY 1, 2011

Pay Grade	Over 20	Over 22	Over 24	Over 26	Over 28	Over 30	Over 32	Over 34	Over 36	Over 38	Over 40
O-10 ¹	15,400.80	15,475.80	15,797.70	16,358.40	16,358.40	17,176.20	17,176.20	18,034.80	18,034.80	18,936.90	18,936.90
O-9 ¹	13,469.70	13,663.80	13,944.00	14,433.00	14,433.00	15,155.10	15,155.10	15,912.90	15,912.90	16,708.50	16,708.50
O-8 ¹	12,762.30	13,077.30	13,077.30	13,077.30	13,077.30	13,404.30	13,404.30	13,739.40	13,739.40	13,739.40	13,739.40
O-7 ¹	11,540.70	11,540.70	11,540.70	11,599.50	11,599.50	11,831.70	11,831.70	11,831.70	11,831.70	11,831.70	11,831.70
O-6 ²	9,222.90	9,465.60	9,711.30	10,187.70	10,187.70	10,391.10	10,391.10	10,391.10	10,391.10	10,391.10	10,391.10
O-5	8,070.30	8,313.30	8,313.30	8,313.30	8,313.30	8,313.30	8,313.30	8,313.30	8,313.30	8,313.30	8,313.30
O-4	7,049.10	7,049.10	7,049.10	7,049.10	7,049.10	7,049.10	7,049.10	7,049.10	7,049.10	7,049.10	7,049.10
O-3	6,039.00	6,039.00	6,039.00	6,039.00	6,039.00	6,039.00	6,039.00	6,039.00	6,039.00	6,039.00	6,039.00
O-2	4,438.50	4,438.50	4,438.50	4,438.50	4,438.50	4,438.50	4,438.50	4,438.50	4,438.50	4,438.50	4,438.50
O-1	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50
O-3 ³	6,444.90	6,444.90	6,444.90	6,444.90	6,444.90	6,444.90	6,444.90	6,444.90	6,444.90	6,444.90	6,444.90
O-2 ³	5,140.20	5,140.20	5,140.20	5,140.20	5,140.20	5,140.20	5,140.20	5,140.20	5,140.20	5,140.20	5,140.20
O-1 ³	4,349.10	4,349.10	4,349.10	4,349.10	4,349.10	4,349.10	4,349.10	4,349.10	4,349.10	4,349.10	4,349.10
W-5	6,820.80	7,167.00	7,424.70	7,710.00	7,710.00	8,095.80	8,095.80	8,500.50	8,500.50	8,925.90	8,925.90
W-4	6,189.60	6,485.40	6,728.40	7,005.60	7,005.60	7,145.70	7,145.70	7,145.70	7,145.70	7,145.70	7,145.70
W-3	5,685.30	5,816.40	5,955.60	6,144.90	6,144.90	6,144.90	6,144.90	6,144.90	6,144.90	6,144.90	6,144.90
W-2	4,987.80	5,091.60	5,174.10	5,174.10	5,174.10	5,174.10	5,174.10	5,174.10	5,174.10	5,174.10	5,174.10
W-1	4,701.60	4,701.60	4,701.60	4,701.60	4,701.60	4,701.60	4,701.60	4,701.60	4,701.60	4,701.60	4,701.60
E-9 ⁴	5,436.60	5,649.30	5,873.40	6,215.70	6,215.70	6,526.20	6,526.20	6,852.90	6,852.90	7,195.80	7,195.80
E-8	4,691.70	4,901.70	5,017.80	5,304.60	5,304.60	5,411.10	5,411.10	5,411.10	5,411.10	5,411.10	5,411.10
E-7	4,189.20	4,342.80	4,425.60	4,740.00	4,740.00	4,740.00	4,740.00	4,740.00	4,740.00	4,740.00	4,740.00
E-6	3,533.40	3,533.40	3,533.40	3,533.40	3,533.40	3,533.40	3,533.40	3,533.40	3,533.40	3,533.40	3,533.40
E-5	2,965.50	2,965.50	2,965.50	2,965.50	2,965.50	2,965.50	2,965.50	2,965.50	2,965.50	2,965.50	2,965.50
E-4	2,325.90	2,325.90	2,325.90	2,325.90	2,325.90	2,325.90	2,325.90	2,325.90	2,325.90	2,325.90	2,325.90
E-3	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00	1,950.00
E-2	1,644.90	1,644.90	1,644.90	1,644.90	1,644.90	1,644.90	1,644.90	1,644.90	1,644.90	1,644.90	1,644.90

Notes:

- Basic pay for an O-7 to O-10 is limited by Level II of the Executive Schedule which is **\$14,975.10**. Basic pay for O-6 and below is limited by Level V of the Executive Schedule which is **\$12,141.60**.
- While serving as Chairman, Joint Chief of Staff/Vice Chairman, Joint Chief of Staff, Chief of Navy Operations, Commandant of the Marine Corps, Army/Air Force Chief of Staff, Commander of a unified or specified combatant command, basic pay is **\$20,263.50**. (See note 1 above).
- Applicable to O-1 to O-3 with at least 4 years and 1 day of active duty or more than 1460 points as a warrant and/or enlisted member. See Department of Defense Financial Management Regulations for more detailed explanation on who is eligible for this special basic pay rate.
- For the Master Chief Petty Officer of the Navy, Chief Master Sergeant of the AF, Sergeant Major of the Army or Marine Corps or Senior Enlisted Advisor of the JCS, basic pay is **\$7,489.80**. Combat Zone Tax Exclusion for O-1 and above is based on this basic pay rate plus Hostile Fire Pay/Imminent Danger Pay which is \$225.00.
- Applicable to E-1 with 4 months or more of active duty. Basic pay for an E-1 with less than 4 months of active duty is **\$1,357.20**.
- Basic pay rate for Academy Cadets/Midshipmen and ROTC members/applicants is **\$974.40**.

ALLOWANCES

Basic Allowance for Housing RC/Transient (January 1, 2011)					Family Separation Allowance								
Pay Grade	Partial	Without Dependent	With Dependent	Differential	All Pay Grades: \$250								
0-10	\$ 50.70	\$ 1,405.50	\$ 1,728.90	\$ 319.80	Basic Allowance for Subsistence (Effective January 1, 2011)			Family Subsistence Supplemental Allowance (Effective October 1, 2010)					
0-9	\$ 50.70	\$ 1,405.50	\$ 1,728.90	\$ 319.80									
0-8	\$ 50.70	\$ 1,405.50	\$ 1,728.90	\$ 319.80	Officers: \$223.84 Enlisted: \$325.04			All Pay Grades Not to Exceed \$1100.00					
0-7	\$ 50.70	\$ 1,405.50	\$ 1,728.90	\$ 319.80									
0-6	\$ 39.60	\$ 1,288.80	\$ 1,556.40	\$ 264.90	Clothing Allowances (Effective October 1, 2010)								
0-5	\$ 33.00	\$ 1,241.10	\$ 1,500.30	\$ 255.60									
0-4	\$ 26.70	\$ 1,149.90	\$ 1,322.40	\$ 170.10	Standard Initial Clothing Allowance (Enlisted Members Only)								
0-3	\$ 22.20	\$ 922.20	\$ 1,094.40	\$ 169.80	Army		Navy		Air Force		Marine Corps		
0-2	\$ 17.70	\$ 730.80	\$ 933.60	\$ 200.40	Male	Female	Male	Female	Male	Female	Male	Female	
0-1	\$ 13.20	\$ 627.00	\$ 835.80	\$ 216.90	1,441.68	1,673.18	1,630.62	1,853.34	1,405.94	1,632.41	1,680.05	1,744.30	
03E	\$ 22.20	\$ 995.10	\$ 1,176.00	\$ 178.20	Cash Clothing Replacement Allowance (Enlisted Members Only)								
02E	\$ 17.70	\$ 846.00	\$ 1,061.10	\$ 213.30	Army		Navy		Air Force		Marine Corps		
OIE	\$ 13.20	\$ 735.90	\$ 981.00	\$ 250.20	Male	Female	Male	Female	Male	Female	Male	Female	
W-5	\$ 25.20	\$ 1,168.50	\$ 1,277.10	\$ 106.20	Basic	370.80	410.40	327.60	331.20	273.60	302.40	403.20	428.40
W-4	\$ 25.20	\$ 1,037.40	\$ 1,170.60	\$ 130.80	Standard	531.80	585.87	468.00	471.60	388.80	432.00	572.40	608.40
W-3	\$ 20.70	\$ 872.40	\$ 1,073.10	\$ 197.70	Special	0	0	709.20	759.60	0	0	0	0
W-2	\$ 15.90	\$ 774.00	\$ 985.80	\$ 209.10	Civilian Clothing Allowance								
W-1	\$ 13.80	\$ 648.90	\$ 853.20	\$ 202.20	Type of Duty	Initial	Replacement	15 days in 30 days period	30 days in 36 month period				
E-9	\$ 18.60	\$ 852.00	\$ 1,123.20	\$ 267.30	Permanent	940.68	313.56	0		0			
E-8	\$ 15.30	\$ 782.40	\$ 1,036.20	\$ 250.50	Temporary	0	0	313.56		627.12			
E-7	\$ 12.00	\$ 721.50	\$ 961.80	\$ 289.90	Personal Money Allowance (Monthly Amount)								
E-6	\$ 9.90	\$ 666.60	\$ 888.60	\$ 279.90	1. While serving as Chairman or Vice Chairman of the JCS, or Army or Air Force CS, CNO, or CMC							\$333.33	
E-5	\$ 8.70	\$ 599.40	\$ 799.20	\$ 238.20	2. Senior Member of the Military Staff Committee of the U.N.							\$225.00	
E-4	\$ 8.10	\$ 521.40	\$ 694.80	\$ 206.10	3. General or Admiral							\$183.33	
E-3	\$ 7.80	\$ 484.80	\$ 646.20	\$ 168.60	4. Lieutenant General Vice Admiral							\$41.67	
E-2	\$ 7.20	\$ 462.00	\$ 615.90	\$ 225.60	5. Senior Enlisted Member of a Military Service							\$166.67	
E-1	\$ 6.90	\$ 462.00	\$ 615.90	\$ 267.30									

For other pays or specific requirements for the pay cited in this table, go to the web at:

<http://www.dtic.mil/comptroller/fmr/07a/index.html>

INCENTIVE AND SPECIAL PAYS

Aviation Career Incentive Pay

Years of Aviation Service

2 or less	Over 2	Over 3	Over 4	Over 6	Over 14	Over 22	Over 23	Over 24	Over 25
125.00	156.00	188.00	206.00	650.00	840.00	585.00	495.00	385.00	250.00

Career Enlisted Flyer Incentive Pay

Years of Aviation Service

4 or less	Over 4	Over 8	Over 14
150.00	225.00	350.00	400.00

Hazardous Duty Incentive Pay (Crew Member- Non-AWAC)

Pay Grade	Amount	Pay Grade	Amount	Pay Grade	Amount	Pay Grade	Amount	Pay Grade	Amount
O-10	150.00	O-5	250.00	W-5	250.00	E-9	240.00	E-4	165.00
O-9	150.00	O-4	225.00	W-4	250.00	E-8	240.00	E-3	150.00
O-8	150.00	O-3	175.00	W-3	175.00	E-7	240.00	E-2	150.00
O-7	150.00	O-2	150.00	W-2	150.00	E-6	215.00	E-1	150.00
O-6	250.00	O-1	150.00	W-1	150.00	E-5	190.00		

Hazardous Duty Incentive Pay (Non-Crew Member)

ALL GRADES – 150.00

Imminent Danger Pay/Hostile Fire Pay

ALL GRADES – 225.00

Diving Pay

Officers – 240.00 (Max) Enlisted – 340.00 (Max)

HDIP (Parachute, Flight Deck, Demolition, & Others)

All Grades – 150.00
(Member qualified for **HALO Pay** – 225.00).

COMBAT ZONE TAX EXCLUSION

Basic pay for the MCPO of the Navy, CMSgt of the AF, Sergeant Major of the Army or Marine Corps, basic pay is \$7,489.80. Combat Zone Tax Exclusion for O-1 and above is based on this basic pay rate plus HFP/IDP (\$225).

For other pays or specific requirements for the pays cited in this table, go to the web at:
<http://www.dtic.mil/comptroller/fmr/07a/index.html>

Submarine Duty Incentive Pay *(Effective October 1, 2004)*

Cumulative Years of Service

Pay Grade	2 or less	Over 2	Over 3	Over 4	Over 6	Over 8	Over 10	Over 14	Over 16	Over 18
O-6	595.00									835.00
O-5	595.00							790.00	835.00	
O-4	365.00			525.00	595.00	705.00		790.00		
O-3	355.00			510.00	595.00	705.00				
O-2	305.00						425.00			
O-1	230.00						425.00			
W-5	285.00	375.00		425.00						
W-4	285.00	375.00		425.00						
W-3	285.00	375.00		425.00				425.00		
W-2	285.00	375.00		425.00				425.00		
W-1	285.00	375.00		425.00						
E-9	425.00									
E-8	415.00									
E-7	405.00									
E-6	155.00	170.00	175.00	300.00	325.00	375.00				
E-5	140.00	155.00		250.00	275.00					
E-4	80.00	95.00	100.00	245.00						
E-3	80.00	90.00	95.00		90.00					
E-2	75.00	90.00								
E-1	75.00									

Submarine Duty Incentive Pay for O-7 through O-10 is \$355.00

SPECIAL PAYS FOR HEALTH PROFESSIONAL OFFICERS

Variable Special Pay (Medical Officers)

Pay Grade	Under 3	3 But Less Than 6	6 But Less Than 8	8 But Less Than 10	10 But Less Than 12	12 But Less Than 14	14 But Less Than 18	18 But Less Than 22	22 and Over
Intern	100.00								
Thru O-6		416.66	1,000.00	958.33	916.66	833.33	750.00	666.66	583.33
Above O-6	583.33	For specific requirements for the pay cited in this table, go to the web at: http://www.dtic.mil/comptroller/fmr/07a/index.html							

Variable Special Pay (VSP) (Dental Officers)

Pay Grade	Under 3	3 But Less Than 6	6 But Less Than 8	8 But Less Than 12	12 But Less Than 14	14 But Less Than 18	18 & Over
Intern	250.00						
Thru O-6		583.33	583.33	1,000.00	833.33	750.00	666.67
Above O-6	583.33						

Board Certified Pay Special Pay (Medical and Dental Officers)

Additional Special Pay (ASP) (Dental Officers) (effective April 24, 2008)

Pay Grade	Under 10	10 But Less Than 12	12 But Less Than 14	14 But Less Than 18	18 & Over	Pay Grade	Under 3	3 But Less Than 10	10 & Over
All Grades	208.33	291.66	333.33	416.66	500.00	All Grades	10,000.00	12,000.00	15,000.00

Incentive Special Pay (Medical Officers)

Specialty	Annual Amt	Specialty	Annual Amt	Specialty	Annual Amt	Specialty	Annual Amt
Aerospace Med	20,000.00	General surgery	29,000.00	Otolaryngology	30,000.00	Subspecialty Category I	36,000.00
Anesthesiology	36,000.00	Internal medicine	20,000.00	Pathology	20,000.00	Subspecialty Category II	28,000.00
Cardiology	36,000.00	Neurology	20,000.00	Pediatrics	20,000.00	Subspecialty Category III	23,000.00
Dermatology	20,000.00	Neurosurgery	36,000.00	Phys and Prev/Occ Med	20,000.00	Subspecialty Category IV	20,000.00
Emergency Med	26,000.00	OB/GYN	31,000.00	Psychiatry	20,000.00	Subspecialty Category V	36,000.00
Family practice	20,000.00	Ophthalmology	28,000.00	Pulmonary/IM-Critical Care	23,000.00	Urology	28,000.00
Gastroenterology	26,000.00	Orthopedics	36,000.00	Radiology	36,000.00		

Multiyear Retention Bonus (Dental Officers)

Level 1	Level 2	Level 3	Level 4

4 Year Agreement	50,000.00	40,000.00	35,000.00	25,000.00
3 Year Agreement	38,000.00	30,000.00	27,000.00	19,000.00
2 Year Agreement	25,000.00	20,000.00	18,000.00	13,000.00

DRILL PAY—EFFECTIVE JANUARY 1, 2011

Cumulative Years of Service

Pay Grade	2 or less	Over 2	Over 3	Over 4	Over 6	Over 8	Over 10	Over 12	Over 14	Over 16	Over 18	Over 20
O-7	7,919.10	8,287.20	8,457.30	8,592.60	8,837.70	9,079.80	9,359.70	9,638.70	9,918.60	10,798.20	11,540.70	11,540.70
1 Drill	263.97	276.24	281.91	286.42	294.59	302.66	311.99	321.29	330.62	359.94	384.69	384.69
4 Drills	1,055.88	1,104.96	1,127.64	1,145.68	1,178.36	1,210.64	1,247.96	1,285.16	1,322.48	1,439.76	1,538.76	1,538.76
O-6	5,869.50	6,448.50	6,871.50	6,871.50	6,897.60	7,193.40	7,232.40	7,232.40	7,643.40	8,370.30	8,796.90	9,222.90
1 Drill	195.65	214.95	229.05	229.05	229.92	239.78	241.08	241.08	254.78	279.01	293.23	307.43
4 Drills	782.60	859.80	916.20	916.20	919.68	959.12	964.32	964.32	1,019.12	1,116.04	1,172.92	1,229.72
O-5	4,893.00	5,512.20	5,893.80	5,965.80	6,203.70	6,346.20	6,659.40	6,889.20	7,186.20	7,640.70	7,856.70	8,070.30
1 Drill	163.10	183.74	196.46	198.86	206.79	211.54	221.98	229.64	239.54	254.69	261.89	269.01
4 Drills	652.40	734.96	785.84	795.44	827.16	846.16	887.92	918.56	958.16	1,018.76	1,047.56	1,076.04
O-4	4,221.90	4,887.30	5,213.40	5,286.00	5,588.70	5,913.30	6,317.40	6,632.10	6,851.10	6,976.50	7,049.10	7,049.10
1 Drill	140.73	162.91	173.78	176.20	186.29	197.11	210.58	221.07	228.37	232.55	234.97	234.97
4 Drills	562.92	651.64	695.12	704.80	745.16	788.44	842.32	884.28	913.48	930.20	939.88	939.88
O-3	3,711.90	4,208.10	4,542.00	4,951.80	5,188.80	5,449.20	5,617.80	5,894.70	6,039.00	6,039.00	6,039.00	6,039.00
1 Drill	123.73	140.27	151.40	165.06	172.96	181.64	187.26	196.49	201.30	201.30	201.30	201.30
4 Drills	494.92	561.08	605.60	660.24	691.84	726.56	749.04	785.96	805.20	805.20	805.20	805.20
O-2	3,207.30	3,652.80	4,207.20	4,349.10	4,438.50	4,438.50	4,438.50	4,438.50	4,438.50	4,438.50	4,438.50	4,438.50
1 Drill	106.91	121.76	140.24	144.97	147.95	147.95	147.95	147.95	147.95	147.95	147.95	147.95
4 Drills	427.64	487.04	560.96	579.88	591.80	591.80	591.80	591.80	591.80	591.80	591.80	591.80
O-1	2,784.00	2,897.40	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50	3,502.50
1 Drill	92.80	96.58	116.75	116.75	116.75	116.75	116.75	116.75	116.75	116.75	116.75	116.75
4 Drills	371.20	386.32	467.00	467.00	467.00	467.00	467.00	467.00	467.00	467.00	467.00	467.00
O-3E				4,951.80	5,188.80	5,449.20	5,617.80	5,894.70	6,128.10	6,262.20	6,444.90	6,444.90
1 Drill				165.06	172.96	181.64	187.26	196.49	204.27	208.74	214.83	214.83
4 Drills				660.24	691.84	726.56	749.04	785.96	817.08	834.96	859.32	859.32
O-2E				4,349.10	4,438.50	4,580.10	4,818.60	5,002.80	5,140.20	5,140.20	5,140.20	5,140.20
1 Drill				144.97	147.95	152.67	160.62	166.76	171.34	171.34	171.34	171.34
4 Drills				579.88	591.80	610.68	642.48	667.04	685.36	685.36	685.36	685.36
O-1E				3,502.50	3,740.40	3,878.70	4,020.30	4,158.90	4,349.10	4,349.10	4,349.10	4,349.10
1 Drill				116.75	124.68	129.29	134.01	138.63	144.97	144.97	144.97	144.97
4 Drills				467.00	498.72	517.16	536.04	554.52	579.88	579.88	579.88	579.88

Army OERs

The Army uses the Officer Evaluation Report (OER) for performance evaluation.

A good overview of the OER process is located at:

<http://www.armystudyguide.com/content/bm~doc/oer-system.ppt>

Selling yourself on your Army OER Support Form

The OER (Officer Evaluation Report) Support Form, DA Form 67-9-1, is a wonderful tool to establish priorities, focus, and goals for an officer. Unfortunately, we are not formerly trained on how to complete one effectively and we usually must rely on others to give us advice. Therefore, I would like to pass on hints on how to successfully sell yourself on your support form and pretty much write your own OER.

Just to keep my examples simple, I am using the example of a Wal-Mart Greeter for this article. I am doing this just to show that any duty an officer is asked to perform, can be defined on a support form – no matter how small. It's not the job that is important but the way you write the descriptions up.

Duties and Responsibilities: (Part IV a.)

The Duty and Responsibilities portion of the support form defines your position. The individual officer does not define Duties and Responsibilities. They are based solely on the mission of that position. The rater should have a duty description for each position and cover this portion of the support form as soon as the officer is assigned to that position.

Required to ensure that every customer that comes in the store is offered a cart and a friendly greeting. Ensure carts are available for issue to the customers. Keeps entrance clear and easily entered. Ensure that customers do not depart store without paying for their goods. Pass out any sale flyers to customers as they enter. Supervise two personnel.

Notice on the example above, that only the mission is defined. No goals or additional duties are described in this description unless they are a recurring event that goes with the position. The rest of the support form is based off this duty description.

Major Performance Objectives: (Part IV b.)

The next portion of the support form should be completed together by the rater and rated officer within thirty-days of the rating period and adjusted throughout the rating period. The rater should give the officer definite goals and/or projects that he would like to be completed during the rating period. The rated officer can then incorporate those into their definition of objectives.

Since this portion of the support form is constantly changing, suggest that a blank support form with duty description be used to record the counseling dates and only the latest objectives be kept by the rater and submitted to the senior rater.

1. Greet every customer with not only a greeting and an offer for a cart but also with a smile and a highly clean and pressed uniform.
2. Have sale flyers available to all customers.
3. Ensure that the entrance remains clear of debris so that personnel can easily enter store.
4. Remove carts from the parking lot so that they are in the store available for issue to the customer.
5. Approach customers to ensure that they have sales receipt for items.

The duties in this portion of the support form should be more specific and measurable objectives discussed. For instance, how does one show that the performance objective of greeting every customer is achieved? Periodic spot checks by the rater and senior rater would suffice for this requirement. If the objective is not measurable, attainment will be difficult. For example, instead of writing an aim to improve APFT score, have the officer rewrite it so that it defines an objective – such as “Achieve a 270 on my next APFT, a 20-point improvement.”

Officers are reluctant to define such specific goals on their support form. Always keep in mind that if the goal is not achieved due to unforeseen circumstances, they can rewrite that portion of the support form as the rating period goes by to show what they did achieve. Also, ensure that goals are attainable. A Support Form should always be an adjustable document up until the time an OER is due and the significant contributions portion is completed.

Significant Contributions: (Part IV c.)

This section of the support form should give the rater and senior rater an idea of what the rated officer wants written on his OER. I actually suggest that specific sentences be written by the rated officer that he would like to see on his OER. A rated officer that cannot define their achievements will have a difficult time convincing others. Below are poorly written contributions that give the rater and senior rater no help in writing the OER.

1. Greeted every customer that came into the store and offered them a cart.
2. Gave out sale flyers when they were available.
3. Kept the entrance clear.
4. Removed carts from the parking lot so that we did not run out in the store.
5. Had all customers present their sale receipts before leaving the store.

Now read the contributions below. They are well defined, and can be transferred from this form immediately to the OER.

1. Greeted an average of 600 customers daily with an offer of a cart, a smile, and the best-looking Wal-Mart uniform in the store. Took three classes at the community college in inter-personal communications, improving my ability to handle customers. Reduced my weight by ten pounds to appear more professional in my uniform.
2. I placed sale flyers in every cart and hand basket and then personally handed out flyers to those that didn't take a cart.
3. Not only was the front of the store clean and orderly, but I also had a door open at all times so that the customer could just walk through an open door instead of opening it themselves - especially helpful for the parents with children. Saved the company an average of \$1.50 per day in electrical savings by not using electrically opened doors.
4. Ensured that all carts were removed from the parking lot, an average of 200 per day. I personally wiped down all the returned carts so that they were clean and ready to be presented to the customers. Oiled all wheels and ensured that not a single cart was used that had a squeaky or inoperative wheel.
5. Ensured an average of 400 customers leaving the store with purchases had their receipt and had paid for all their goods with dignity and with the assumption that all customers were honest and truthful. Handled all indiscretions of purchases out of earshot of other customers, thereby preserving their self-respect.

The goal in completion of this portion should be exact sentences that can be transferred to the OER. Junior officers tend not to put adjectives and adverbs in their description of their performance. They should be instructed to rewrite the sentence so that it discusses what this achievement has contributed to the organization or officer. The rater and senior rater can then embellish the adjective or adverb in a more laudatory tone.

Navy FITREPs and Brag Sheets

WRITING BETTER BRAG SHEETS

Reporting seniors are charged with accurately documenting the performance of all members of their command. Reservists may encounter their reporting senior only once per month, sometimes less. To aid in the accurate recollection of a sailor's contributions, all leaders (and sailors) should keep written, ongoing records of performance. These submissions are often referred to as "brag sheets." Fitness reports (FITREPs) serve three functions: they document performance, provide feedback, and serve as basis for decisions by selection boards. Poor FITREP inputs are the inevitable result of last minute recollections of the year's contributions written in haste. FITREPs and OSR/PSR breakouts are the single, most important element in promotion decisions made by boards.

Your best influence over that process is quality input. Early implementation of our current FITREP format in 1995-1997 often resulted in reports that provided a laundry list of actions with no qualification of the impact. Trying to interpret these reports still frustrates boards today. Today, the standard is to write concise, meaningful FITREPs that document what the sailor did, quantifies it, and shows the impact of the accomplishment. Long-winded narratives are difficult to read during boards. The preferred format is a series of short, concise statements called "bullets." A poor bullet might be, "Served capably and superbly as AT coordinator, completing all assigned tasks on time." Remember the formula for bullets: it tells what the sailor did, quantifies it, and shows the impact. A better bullet might be, "Coordinated 50 simultaneous AT periods, enabling supported command to deploy to Iraq." Write brag sheet inputs in this format. Condense final FITREP bullets down to their essence.

The first rule of a good brag sheet is that it starts the day after the last reporting period ends. It is a working document that evolves and grows from month-to-month. Take five minutes at the end of the last drill to write down the month's accomplishments before heading for the parking lot. Consider using the [NAVFIT98](#) software itself; the limited comment space in block 41 will provide the discipline to avoid writing too much. If you run out of room, discard the least important bullet. That way, your input gets better over time. When writing FITREPs, or even brag sheets, write for the board. Document actions that demonstrate why this person should be selected for promotion, or serve in a command billet, or receive a pay billet. A good question to ask when writing a bullet is "so what?" Is there a meaningful answer to that question? If not, leave it out. For example, "LCDR Bravo completed the PRT with a score of excellent (low)." So what? Would that influence a board to promote Bravo to CDR? Probably not. Leave it out.

Comments that help a board make promotion decisions are those that show demonstrated leadership and measurable results with a definite benefit – especially contributions to one's supported command. Always put significant accomplishments from AT into a regular FITREP. Many boards don't look carefully at AT FITREPs; many commands no longer provide them. A concern many sailors face is that they have to dig pretty deep to fill in a list of accomplishments for the year. Sometimes, they pile it pretty deep, too. "Fluff" never promotes; nor do PRT results; nor 100 percent drill attendance; nor being in a church choir. If you haven't done much so far this year, shame on you. Get busy, get to work, and start documenting. Reporting seniors should resist the urge to fill white space with drivel. Boards will see through it and will lose respect for the writer. Use midterm counseling to document accomplishments to date, and get the reporting senior to endorse them in writing.

The final, signed FITREP becomes a matter of record, so ensure that you validate any claims. It is rumored that we could balance the federal budget every year with the aggregated cost savings claimed on FITREPs. Remember that brag sheets may route through several layers of unit

management; allow sufficient time for Admin, XO's, and CO's to prepare smooth FITREPs. Input submitted three months ahead of FITREP time nominally loses only six days of observation. If you anticipate additional significant accomplishments, leave space, and provide an update with the missing information. Entrepreneur Nido Qubein reminds us that "garbage in, garbage out" isn't exactly true. Rather, garbage in, garbage stays. Then it gets pregnant and gives birth to triplets. Anyone who has had a "bad" FITREP in his/her record knows this is true. The best way to avoid bad FITREPs is to deliver performance and to provide good, substantiated inputs in a timely fashion. Remember, your FITREP will influence your career long after your reporting senior has retired or forgotten about you. Make sure it is the very best possible.

5 Steps to Improving Your FITREP "SCORE"

Although the Navy evaluation systems are designed to observe and report your performance, there are 5 steps you can take that are virtually guaranteed to improve your evaluations.

Step 1. Start out by reading BUPERSINST 1610.10. Understanding how the process works is key to making it work for you. Pay particular attention to the appropriate evaluation form for your rank.

Step 2. Communicate. Talk with your supervisor about your performance report. You should go over the form line by line to determine their expectations. Ask your supervisor for their advice on how to improve your FITREP and get the highest score possible.

Step 3. Be Opportunistic. Take every opportunity you can to demonstrate the level of performance that your supervisor suggested. Be sure to take the initiative and show that you're committed to performing at the highest level.

Step 4. Record your personal performance. Keep a performance diary, noting the times and situations when you demonstrated the skills, initiative, leadership, and performance your supervisor suggested.

Step 5. Evaluate yourself. Complete your own evaluation report on the **NAVPERS 1610/2** FITREP Report and Counseling Record, include documentation and support information. After all it is your career, and you are the only one who knows exactly what you have accomplished during the evaluation period. Submit your FITREP and documentation to your supervisor.

Your supervisor has a rough job, he or she has to monitor you and your coworkers performance throughout the entire evaluation period. It is nearly impossible for a supervisor to remember every detail about your performance. In fact supervisors tend to remember negative situations more often than the positive ones. By following these 5 steps you will make your supervisors job easier, and when you make their job easier it can't help but to increase your FITREP score.

21st Space Wing ***OPR, EPR, PRF, & Decoration Guide*** ***(February 2003)***



OPR: 21MSS/DPMP DSN 834-4819 COM (719) 556-4819

http://www.afwriting.com/guides/21SW_EPR_OPR_PRF_DEC-Guide_%20March_09.doc