

**BY ORDER OF THE COMMANDER
UNITED STATES AIR FORCES IN EUROPE**

**UNITED STATES AIR FORCES IN EUROPE
INSTRUCTION 10-203**

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**Operations
COMMANDING POLICY
METRICS PROGRAM**

COMPLIANCE WITH THIS PUBLICATION IS MANDATORY

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This instruction implements Air Force Policy Directive 10-2, *Readiness*. It describes “Metrics Program” in use throughout the United States Air Forces in Europe (USAFE). It addresses the purpose, scope, procedures and areas of responsibility for Commanding Policy Metrics Program. This directive establishes policy providing for the training, morale, health and fitness of USAFE personnel and their family members in preparation to maintain and sustain required readiness levels to meet peacetime and wartime taskings.

Headquarters (HQ) USAFE Commander’s Action Group (HQ USAFE/CCX) functions as the overall Metrics Program office of primary responsibility (OPR). HQ USAFE designates points of contact (POC) to develop program goals, provide guidance, and identify on-going program metrics for the purpose of monitoring, tracking, and reporting overall program progress. To facilitate ongoing dialogue, sharing of ideas and best practices throughout the command, the HQ POC for USAFE Fitness will publish a quarterly Metrics Program newsletter and conduct monthly teleconferences with the wing or equivalent POCs.

The wing or equivalent commander (or equivalent) appoints an officer and a senior noncommissioned officer (SNCO) as wing (or equivalent) POCs for each program. The wing POCs serve as liaisons between their wing or installation and HQ POCs. They ensure communication of program issues and concerns, share ideas and initiatives, and provide their perspective on the special needs of their installation.

This instruction applies to all personnel assigned to USAFE and its subordinate units, including geographically separated units (GSUs). All USAFE wings and 16th Air Force

will implement each of the Metrics Program within HQ USAFE guidelines as outlined in this instruction and will report metrics as directed by Commander United States Air Forces in Europe. Other USAFE facilities, although not required, may implement those Metrics Program as appropriate for their size, facilities, personnel, and mission. Parent wings that are responsible for GSUs are required to roll the metric data (as applicable) from those GSUs into the wing monthly metrics report submission to HQ USAFE.

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

All main bases are authorized to supplement this instruction provided they coordinate with HQ USAFE/CCX. The use of the name or mark of any specific manufacturer, commercial product, commodity, or service in this publication does not imply endorsement by the Air Force. Ensure that all records created as a result of processes prescribed in this publication are maintained in accordance with AFMAN 37-123, *Management of Records*, and disposed of in accordance with the Air Force Records Disposition Schedule (RDS).

SUMMARY OF REVISIONS

The majority of revisions in this Instruction were made to the monthly metrics reporting programs. Due to the frequent change of goals and metrics reporting requirements, please refer to the Metrics Program webpage, <https://wwwmil.usafe.af.mil/direct/cc/metrics/Default.htm>, for complete updated metric reporting instructions.

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Chapter 1

USAFE METRICS PROGRAM

1.1. USAFE Fitness

1.1.1. **Purpose.** USAFE Fitness is a program aimed at improving the physical fitness of our Airmen to meet the demands of our mission.

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

1.1.3. Procedures:

1.1.3.1. **Air Force Programs.** Wings and/or equivalents must meet fitness and sports requirements according to AFI 34-266, *Air Force Fitness and Sports Programs*. Wings and groups must also meet the requirements for fitness outlined in AFI 10-248, *Fitness Program*.

1.1.3.2. **FitLinxx Program.** Wings and/or equivalents must provide the communications connectivity for a server located in the fitness center(s).

1.1.3.3. After the respective Wing Commander has been briefed on fitness statistics, USAFE Fitness reports are due to USAFE/CCX for compilation into the overall command report to COMUSAFE.

1.1.3.4. USAFE Fitness is a MAJCOM managed program. Wing metrics directly reportable to COMUSAFE.

1.1.4. Responsibilities:

1.1.4.1. The Chief of Services (HQ USAFE/A7V):

1.1.4.1.1. Provides program oversight.

1.1.4.1.2. Assigns FGO (or civilian equivalents) HQ POCs to serve as USAFE Fitness program liaisons to the Wing or equivalent POCs and the HQ USAFE Director of Health Promotions (HQ USAFE/SGPM).

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

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

- 1.1.4.1.5. Consolidates, reviews, and makes inquiries as needed to the Wing POCs for the building of USAFE Fitness metric graphs provided to COMUSAFE quarterly or as required.

1.1.4.2. The Wing Commander (or equivalent):

- 1.1.4.2.1. Demonstrates leadership through active participation in fitness programs, dedicated resources, and optimal use of the fitness professionals at the Fitness Center and Health and Wellness Center (HAWC).
- 1.1.4.2.2. Responsible for the execution of the Wing (or equivalent) program.
- 1.1.4.2.3. Appoints a Wing (or equivalent) POC to coordinate the program.
- 1.1.4.2.4. Provides resources to ensure the success of USAFE Fitness.
- 1.1.4.2.5. Ensures unit physical training leaders (PTLs) are HAWC-trained to conduct safe and effective unit-level exercise activities.

1.1.4.3. The Wing (or equivalent) POC:

- 1.1.4.3.1. Serves as USAFE Fitness program liaison between the Wing Commander (or equivalent), subordinate units, Fitness Center, and HAWC.
- 1.1.4.3.2. Provide quarterly and annual (or as required) progress reports and metrics via the chain of command.

1.1.4.4. Base-Level Services Squadrons:

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

1.1.4.5. Base HAWC:

- 1.1.4.5.1. Provides fitness, nutrition, and other health education programs.
- 1.1.4.5.2. Provides unit PTLs with training necessary to conduct safe and effective group exercise activities.
- 1.1.4.5.3. Develops fitness improvement programs and provides nutrition counseling for those below standards.

1.1.4.6. **Unit Commanders or Directors.**

1.1.4.6.1. Conduct unit PT in accordance with installation policy, appoint unit fitness program monitors, and advocate the promotion of health and fitness.

1.1.5. **Reportable Metrics.** Due to periodic changes in goals and metrics reporting requirements, please refer to the USAFE/CCX Metrics web site for complete updated metric reporting instructions.

<https://wwwmil.usafe.af.mil/direct/cc/metrics/default.htm>

1.2. **Project SMART**

1.2.1. **Purpose.** Project SMART is a Commander's program, designed to provide a viable tool in assessing factors within their control. The program is designed to help people emphasize and incorporate a "smart" way of doing things in their lives by emphasizing risk management at the personal and organizational level. This is consistent with the goals of current safety programs. Project SMART will allow commanders to reinvigorate already strong safety programs and remind individuals to use the question, "Is this the right way to do this?" Project SMART emphasizes USAFE's corporate focus on safety to encourage every individual to think before they act.

1.2.1.1. **Goals.** The primary goals of the program are: Preserve combat capability through risk management and mishap reduction; integrate "Risk Management" into everyone's daily life; and finally, promote safety culture with a spin on "doing it smart."

1.2.2. **Scope.** This is a command-wide program designed to enhance safety awareness and increase mission readiness through preservation of assets. The Project SMART program applies to all base community members: Airmen, civilians, and family member.

1.2.3. **Procedures:**

1.2.3.1. Wings post their updates to the Project SMART Community of Practice (CoP) at <https://afkm.wpafb.af.mil/ASPs/CoP/EntryCoP.asp?Filter=OO-SE-FE-05>. The CoP reports will be reviewed by USAFE/SEF.

1.2.3.2. After the review is agreed upon by USAFE/SEF and wing Project Smart POCs, the wing CC is briefed; the wing's metrics are then forwarded to USAFE/CCX by the wing Metrics Program Manager POC.

- 1.2.3.3. USAFE/CCX then compiles each wing's data to present to COMUSAFE as well for historical reference.
- 1.2.3.4. Project SMART does not usurp existing safety program guidance; it only serves to focus attention to the guidance.
- 1.2.3.5. Standard operating procedures for Operational Risk Management are outlined in AFI 90-901 and AFPAM 90-902.
- 1.2.3.6. Standard safety program management is directed in AFI 91-202.
- 1.2.3.7. Project SMART principles should be used in all other USAFE Metrics Program. In particular, the principles of Project SMART integrate into Project Wingman, Project Nighthawk, and Project CHEER.
- 1.2.3.8. Project SMART is a MAJCOM managed program. Wing metrics directly reportable to COMUSAFE.

1.2.4. **Responsibilities:**

1.2.4.1. **The Director of Safety (HQ USAFE/SE):**

- 1.2.4.1.1. Provides program oversight.
- 1.2.4.1.2. Assigns Field Grade Officer (FGO) and Senior Non-commissioned Officer (SNCO) (or civilian equivalents) HQ POCs to serve as Project SMART program liaisons to the wing or group POCs.
- 1.2.4.1.3. Develops and provides standardization guidance, provides a source of information exchange, and monitors compliance. The USAFE POC will provide a coordinated list of monthly topics for Project SMART emphasis during the next Fiscal Year to unit POCs by 1 October.
- 1.2.4.1.4. Consolidates, reviews, and makes inquiries as needed to the wing or group POCs for building Project SMART metric graphs provided to COMUSAFE monthly or as required.
- 1.2.4.1.5. Maintains a continuity book or file.
- 1.2.4.1.6. Maintains the Project SMART CoP

1.2.4.2. **The wing commander (or equivalent):**

- 1.2.4.2.1. Responsible for the execution of the installation program.

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

1.2.4.2.3. Provides resources for the execution of Project SMART.

1.2.4.3. The wing program POC (or equivalent):

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

1.2.4.3.2. Develops a dynamic, aggressive information program in coordination with Project SMART representatives. Ensures the base populace is well informed through various types of media to include radio, television, newspapers, and newsletters, electronic mail, and other means.

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

1.2.4.3.4. Reportable Metrics. Due to periodic changes in goals and metrics reporting requirements, please refer to the USAFE/CCX Metrics web site for complete updated metric reporting instructions.
<https://wwwmil.usafe.af.mil/direct/cc/metrics/default.htm>

1.3. Project Education

1.3.1. **Purpose.** Project Education is a program designed to remove barriers to allow Airmen to pursue advanced education. Mission requirements, high OPSTEMPO, frequent temporary duties and deployments, manning shortages, and diverse shifts decrease the opportunity for Airmen to attend college classes. Project Education intends to make higher education more accessible via flexible class scheduling, flexible class locations, and improved computer access using Learning Resource Centers (LRC).

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

1.3.3. Procedures:

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

- 1.3.3.2. To ensure the base populace is well informed of Project Education initiatives, the POC ensures the development of a dynamic, aggressive marketing program. This should be accomplished through articles or advertisements using various types of media to include, but not restricted to radio, television, newspapers and newsletters, electronic mail, and related means.
 - 1.3.3.3. To facilitate Project Education programs, each base will implement a Base Education Steering Committee (BESC). The BESC will be chaired by the wing or equivalent Project Education POC with the following recommended minimum membership: wing or equivalent career advisor, education services staff, unit education representative from each squadron or unit, family support center staff, library staff, first term Airmen's center staff, and Airmen's Leadership School staff. The BESC will meet as needed, but at least quarterly. The BESC will educate the base populace and leadership regarding Project Education initiatives and programs, and identify and address barriers to Airmen achieving educational goals. Based on their findings, the BESC will make programmatic and budgetary recommendations and report to base leadership and the HQ USAFE POC.
 - 1.3.3.4. HQ USAFE Education Services, in conjunction with institutions of higher learning and through creation of LRCs, have developed and implemented a variety of "user friendly", education programs that focus on Airmen's needs. Project Education will seek ways to expand and improve these programs by taking classes to the Airmen via flexible class scheduling, flexible class locations, and increased computer accessibility. Feedback from Customer Satisfaction surveys and BESC meetings will be utilized to adjust programs, scheduling and/or locations as necessary. A standardized survey will be provided by the MAJCOM OPR for the program. After being briefed to the respective Wing Commander, Customer Satisfaction survey results will be forwarded to USAFE/CCX for compilation into the command report for COMUSAFE.
 - 1.3.3.5. Project Education is a MAJCOM managed program. Wing metrics directly reportable to COMUSAFE.
- 1.3.4. Responsibilities:**
- 1.3.4.1. **The Director of Personnel (HQ USAFE/A1):**
 - 1.3.4.1.1. Provides program oversight.
 - 1.3.4.1.2. Assigns FGO and SNCO (or civilian equivalents) HQ POCs to serve as Project Education program liaisons to the wing POCs.

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

1.3.4.1.4. Consolidates, reviews, and makes inquiries as needed to the wing or equivalent POCs for the building of Project Education metric graphs provided to COMUSAFE semi-annually or as required.

1.3.4.1.5. Maintains a continuity book or file.

1.3.4.2. The Wing Commander (or equivalent):

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

1.3.4.2.2. Appoints a wing or installation FGO or civilian equivalent POC to coordinate the Project Education program.

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

1.3.4.3. The Wing Program POC (or equivalent):

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

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

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

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

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

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

- 1.3.4.3.7. Collects and reports metrics through chain of command to HQ USAFE/CCX.
- 1.3.4.3.8. Acts as liaison to the HQ USAFE Project Education POC to provide input on the educational requirements of the Air Force members.
- 1.3.4.3.9. Maintains a continuity book.
- 1.3.4.4.0. Ensures standardized surveys are completed to determine satisfaction with the base educational programs offered.
- 1.3.4.4. **The Education Services Officer** (if not the wing or equivalent POC):
 - 1.3.4.4.1. Coordinates with wing or equivalent POC, unit commanders, squadron representatives, and college representatives to meet program objectives.
 - 1.3.4.4.2. Attends BESC meetings.
 - 1.3.4.4.3. Monitors and tracks college enrollments and the program's progress.
- 1.3.4.5. **The Squadron Commander:**
 - 1.3.4.5.1. Actively supports the Project Education program.
 - 1.3.4.5.2. Appoints unit or squadron level representatives to the BESC.
- 1.3.4.6. **The Squadron Representative:**
 - 1.3.4.6.1. Attends BESC meetings, briefs squadron on program, and actively promotes the program.
 - 1.3.4.6.2. Canvasses the needs of and represents the desires of unit members with respect to educational opportunities.
- 1.3.5. **Reportable Metrics.** Due to the frequent change of goals and metrics reporting requirements, please refer to the USAFE/CCX Metrics Program webpage, <https://wwwmil.usafe.af.mil/direct/cc/metrics/default.htm>, for complete updated metric reporting instructions.

1.4. Library Services

- 1.4.1. **Purpose.** Library Services is a program aimed at increasing the opportunities for our members and families to study and explore through our libraries. Exposure to the full spectrum of resources and programs at our libraries helps educate our customers, broaden their horizons, and gives them the chance to become lifelong learners.
- 1.4.2. **Scope.** Library Services will focus on the General Libraries. Participation in this program for libraries under base closure procedures is optional, and any level of voluntary participation should be evaluated based on ability of staff to implement a quality program. Branch libraries will participate as directed by the HQ USAFE Library Service Center. For libraries located on bases that are or become remote assignments, children and young adult programs are optional.
- 1.4.3. **Procedures:**
- 1.4.3.1. **Programs.** Golden Eagle Standards (GES) require General Libraries offer a minimum of seven regular programs each year, with a breakdown as below for the programs. The libraries may offer more as interest, time and staffing allows.
- 1.4.3.1.1. Adult Programs, three each year. Examples of adult programs include a weekly Reading Club, a “One Book, One Base” event where all participants read the same book and special events are planned around the theme of the book, Adult Volunteer program to take advantage of the valuable experience in our communities, a Craft Club that may meet in the library and later may hold an exhibit to show off their talents, a Family Reading Program or event to encourage modeling good reading behavior.
- 1.4.3.1.2. Children’s Programs, three each year. Examples of children’s programs include a weekly Story Hour to introduce young preschoolers and others to the library environment, an Infant Reading Program to encourage new parents to read to their children, and an After School Program for elementary students.
- 1.4.3.1.3. Young Adult or Teen Programs, one each year. Examples of young adult or teen programs include a Young Adult Graphic Novel Reading Club, a Teen Volunteer Program that exposes teens to the world of the library while they earn volunteer credits, or a Teen Computer Club where a staff member or teen volunteer teaches others about the Internet, how to trouble shoot computers, or other topics.

1.4.3.1.4. Library Services is a MAJCOM managed program. Periodic performance metric reporting to HQ Staff Directorate and annual report to COMUSAFE.

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

1.4.4. **Responsibilities:**

1.4.4.1. **The Chief of Services (HQ USAFE/A7V):**

1.4.4.1.1. Provides program oversight.

1.4.4.1.2. Assigns a HQ POC to serve as the Library Services program liaison to the wing or equivalent POCs.

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

1.4.4.1.4. Develops a marketing plan for Library Services, and will update it annually. This marketing plan will include strategies and resources that can be customized for each program. It must be used for marketing all regular programs.

1.4.4.1.5. Consolidates, reviews, and makes inquiries as needed to the wing or equivalent POCs for the preparation of a report based on the Library Annual Report (LARP), GES, and DOD Library Standards (DODLS) report to be provided annually to COMUSAFE.

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

1.4.4.2.1. Responsible for the execution of the installation program. Ensures the libraries receive sufficient local funding for library resources for

children and adult books and other resources as well as furnishings, supplies, computers, and other operating expenses.

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

1.4.4.3. The Wing POC (or equivalent):

- 1.4.4.3.1. Responsible for ensuring the successful execution of the installation program. Advocates for funds and works closely with the wing or equivalent commander to ensure the libraries receive sufficient local funding for all resources. Works with the Chief of Services and, or the Library Services program liaison on requests for funding. Coordinates with other wing or equivalent POCs and shares information regarding avenues for success in funding and project management. Works closely with library director on all aspects of project.
- 1.4.4.3.2. Ensures the wing or equivalent commander is aware of all the needs of their libraries.

1.4.4.4. The Base Library Director:

- 1.4.4.4.1. Responsible for following the procedures as set out in section 1.4.3.
- 1.4.4.4.2. Submits a Programming Plan to HQ POC no later than (NLT) 1 October each year. Use form provided on A7V Library Services website.
- 1.4.4.4.3. Keeps the services commander fully informed of all steps taken to increase the quality and quantity of the library programs offered at the library.
- 1.4.4.4.4. Submits a budget to the services commander and the wing or equivalent POC that delineates resources needed each year, and for providing guidelines for sufficient local funding required.
- 1.4.4.4.5. Responsible for preparing annual LARP, GES and DODLS and staffing them through the chain of command.
- 1.4.4.4.6. Maintains a Library Services program continuity book.

- 1.4.5. **Reportable Metrics.** Please refer to the USAFE/CCX Metrics Program webpage for complete updated metric reporting instructions.
<https://wwwmil.usafe.af.mil/direct/cc/metrics/default.htm>

1.5. Project Touch

- 1.5.1. **Purpose.** Project Touch is a program designed to infuse enthusiasm in the community to passionately pursue matters of the spirit through active participation in base programs.
- 1.5.2. **Goals.** The primary goal of the program is to ensure Airmen and family members are aware of the value of spiritual growth and well being, and to fully support each member's effort to become spiritually fit. An enabling task of the program is to ensure each individual is fully informed about programs, services, and expertise available to aid spiritual growth. Consistent with the spirit and intent of delivering spiritual fitness, other goals are to increase participation in spiritual fitness programs, identify, and develop spiritual fitness access points beyond traditional Chaplain Service programs.
- 1.5.3. **Scope.** This is a command-wide program designed to enhance spiritual fitness, mission readiness, and quality of life. Project Touch program applies to all base community members: Airmen, civilian, and family members.
- 1.5.4. **Procedures.** Because of the fluid and unrestricted nature of Project Touch, there are no standard operating procedures other than using a Form 1270 as the collection vehicle for Project Touch data. To ensure Project Touch objectives are met, the following information provides guidance.
- 1.5.5. **Responsibilities:**
 - 1.5.5.1. **The Wing Commander (or equivalent)**
 - 1.5.5.1.1. Demonstrates leadership through personal interest and participation, establishes resource base to fund mission-related chapel programs, supports duty scheduling requests, and tracks program progress.
 - 1.5.5.1.2. Responsible for the execution of the wing or equivalent program.
 - 1.5.5.1.3. Provides resources to ensure the success of Project Touch.
 - 1.5.5.1.4. Monitors Chaplain Service Satisfaction Surveys on unit visitation, leadership and worship.
 - 1.5.5.2. **The Wing Chaplain (or equivalent)**
 - 1.5.5.2.1. Responsible to the Wing/CC (or equivalent) for all Project Touch programs on base.
 - 1.5.5.2.2. Ensures 20% of each chaplain's time spent on unit visitation is recorded monthly on the Air Force Form 1270 in Part III.

- 1.5.5.2.3. Distributes monthly Chaplain Service Satisfaction Surveys on unit visitation, leadership, and worship. Records results on AF Form 1270 Part III.
- 1.5.5.2.4. Reports monthly via submission of AF Form 1270 directly to HQ USAFE HC IAW AFI 52-101 (10 May 2005).
- 1.5.5.2.5. The following text identifies questions for Chaplain Service Satisfaction Surveys on the three mandated areas monitored by the Wing Chaplain to be submitted monthly in the AF Form 1270 Part III:

Unit visitation:

- a. Do you know who your chaplain is? Yes () No ()
- b. Does your chaplain care about you? Yes () No ()

Leadership:

Do you get advice from the unit chaplain? Yes () No ()

Worship:

Does this worship service meet your spiritual needs? Yes () No ()

1.6. Project Care:

- 1.6.1. **Purpose.** Project Care is a program designed to improve the care, attention, and information flow spouses and families receive prior to deployment, while the military member is deployed, and during the reintegration process; and to support military members deployed to USAFE.
- 1.6.2. **Scope.** This program is applicable to all USAFE installations. It includes all aspects of deployment support from pre-deployment preparation, to assistance during deployment, as well as support for return, reunion, and reintegration back into the family and community, to include follow-up at 3 – 6 months post-deployment.
- 1.6.3. **Procedures.** Guidance for Project Care is in compliance with DODD 1342.17, *Family Policy*, and DODI 1342.22, *Family Centers*. Both of these issuances require programs and support activities designed to help single and married DOD personnel and their families to manage successfully the

challenges of mobilization and deployments, before, during, and after they occur.

- 1.6.3.1. The POC at each MOB and GSU interfaces directly with unit commanders and the Integrated Delivery System (IDS) as necessary to ensure command objectives are met. The POC will represent the Project Care program agenda items at the Community Action Information Board (CAIB).
- 1.6.3.2. To ensure the base populace is well informed of Project Care initiatives, the POC ensures the development of a dynamic, aggressive marketing program in coordination with base public affairs. This should be accomplished through articles or advertisements using various types of media to include, but not restricted to radio, television, newspapers and newsletters, electronic mail, and related means.
- 1.6.3.3. To facilitate Project Care programs, each base will implement a working group to focus on Project Care initiatives as part of the IDS. This Project Care Working Group (PCWG) (or equivalent body) will be chaired by the wing or equivalent Project Care POC with minimum membership from the following agencies or units: Family Support Center, Family Member Support Flight, chapel, Family Advocacy, HAWC, Life Skills Support Center, and public affairs. Other organizations should be included as necessary, but not limited to the first sergeants council, Department of Defense Dependent Schools, Army and Air Force Exchange Service (AAFES), Defense Commissary Agency (DeCA), American Red Cross, and United Services Organization (USO). The PCWG will meet as needed, but at least quarterly. The PCWG will educate the base populace and leadership regarding Project Care initiatives and programs, as well as identify and address needs related to successfully coping with deployment. Based on their findings, the PCWG will make programmatic and budgetary recommendations and report to base leadership and the HQ USAFE POC.
- 1.6.3.4. HQ USAFE/A1PM, in conjunction with other community agencies that have responsibility for support for individuals or families, have developed and implemented a variety of family readiness programs that focus on personnel and family needs. Project Care will seek ways to expand and improve these programs by standardizing best practices throughout the command, improving family readiness training programs, expanding unit key spouse programs, exploiting technology to increase connectivity between deployed members and their families, and creating a comprehensive reintegration program to successfully reintegrate personnel back into their families, communities, and work place.

- 1.6.3.5. To facilitate the success of this program, wing or equivalent POCs will ensure that deploying members and their families complete the Project Care Pre-deployment Checklist. Feedback from customer satisfaction surveys will be utilized to adjust program offerings, training, follow-up services, or scheduling, as necessary. Pre-Deployment Checklist: <https://wwwmil.usafe.af.mil/direct/cc/metrics/care/default.htm>
- 1.6.3.6. Project Care is a MAJCOM managed program. Internal data collection for management purposes; periodic metric performance reporting to MAJCOM OPR.

1.6.4. **Responsibilities:**

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

- 1.6.4.1.1. Provides program oversight.
- 1.6.4.1.2. Assigns FGO (or civilian equivalent) HQ POC to serve as Project Care program liaisons to the wing or equivalent POCs.
- 1.6.4.1.3. Develops and provides standardized guidance to include a standardized customer satisfaction survey, provides a source of information exchange, and monitors compliance.
- 1.6.4.1.4. Consolidates, reviews, and makes inquiries as needed to the wing or equivalent POCs regarding Project Care metrics.
- 1.6.4.1.5. Maintains a continuity book or file.

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

- 1.6.4.2.1. Responsible for the execution of the MOB and GSU installation programs.
- 1.6.4.2.2. Appoints the deputy MSG commander (or equivalent) as primary wing or equivalent POC to coordinate the Project Care program.
- 1.6.4.2.3. Supports the program with available resources. Ensures that the annual Combined Federal Campaign contributions donated to the Family Support and Youth Programs is utilized in support of Project Care.

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

- 1.6.4.3.1. Interfaces directly with MOB and GSU unit commanders and enlisted members, as necessary to ensure command objectives are met.

- 1.6.4.3.2. Chairs the PCWG. The PCWG function can become a subcommittee of the IDS. The IDS, serving as the executive arm of the Community Action Information Board (CAIB), will submit agenda items to the CAIB when decisions regarding the Project Care program budget and resources are required by the wing or equivalent commander.
 - 1.6.4.3.3. Ensures the PCWG meets quarterly to provide quality feedback of services from the “grass roots” level.
 - 1.6.4.3.4. Ensures each commander is aware of deployment-related services and Project Care options for the base population.
 - 1.6.4.3.5. Markets program aggressively using various media to maintain high public awareness of Project Care programs and issues.
 - 1.6.4.3.6. Keeps the wing or equivalent commander fully informed of the steps taken to increase and improve the quality of Project Care programs offered.
 - 1.6.4.3.7. Collects and reports metrics through chain of command to HQ USAFE/A1PM.
 - 1.6.4.3.8. Acts as liaison to the HQ USAFE Project Care POC to provide input on the deployment support needs of Air Force members and their families.
 - 1.6.4.3.9. Maintains a continuity book.
 - 1.6.4.4.0. Ensures surveys are completed to determine satisfaction with the base Project Care programs offered.
- 1.6.5. **Reportable Metrics.** Please refer to the USAFE/CCX Metrics Program webpage, for complete updated metric reporting instructions and the customer satisfaction survey template.
<https://wwwmil.usafe.af.mil/direct/cc/metrics/care/default.htm>

1.7. Customer College:

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

ultimately make a positive and long-lasting contribution to USAFE quality of life.

1.7.2. **Scope:**

1.7.2.1. **MOBs.** The USAFE Customer College program is established at the 435 ABW, 86 AW, 52 FW, 31 FW, 39 ABG, 65 ABW, 501 CSW, and a combined program for the 48 FW and 100 ARW. These sites will execute the command customer college curriculum in a dedicated facility with a full-time staff.

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

1.7.3. **Description.** Customer College will offer three levels of training Phase I, Phase II, and Phase III. These levels of instruction do not correspond to award of an academic diploma. Instead, they correspond with the duties, training, and experience of service providers, supervisors, and leaders, as follows:

1.7.3.1. **Phase I Training.** The initial course is intended for, but not limited to, front line customer service providers and their supervisors whose main duties involve service to customers, who are either internal or external, to their organization. The course will focus on fundamental and foundational skills that enable customer service providers to understand their role, understand the needs and expectations of customers, comprehend the importance of providing fast, accurate, professional service, and know their impact as service providers in accomplishing their organization mission, their customer's mission, and improving USAFE quality of life. Course duration is 3-5 days, as designated by the wing. Completion of this level of training will be accompanied by documentation in the individual's training record, appropriate USAFE certification and recognition for the skills they learn, and will be a prerequisite for the next higher level of customer service training. In

individual cases, equivalent experience can take the place of this prerequisite. Graduates with this level of training will be eligible, upon nomination of the customer college staff, to instruct or perform as guest speakers or presenters at the Phase I course.

- 1.7.3.2. **Phase II Training.** This course is intended for customer service supervisors who have completed Phase I of training (or equivalent training or experience) and whose scope of responsibility includes supervision of three or more front line service providers. The target audience is junior to mid-career NCOs, officers, and civilian supervisors whose leadership directly affects the quality of service provided by their organization. Phase II of training will focus on the leadership and managerial techniques of supervision, the role and importance of customer service at the squadron and group level, the interaction of service providers and their customers in relation to the installation's mission. Completion of this level of training will be accompanied by documentation in the individual's training record, appropriate USAFE certification and recognition for the skills they learn, and will be a prerequisite for the next higher level of customer service training. Graduates will be eligible to instruct or perform as guest speaker or presenter at either level of training, Phase I or II of Customer College training.
- 1.7.3.3. **Phase III Managerial Practicum.** This course is intended for customer service leaders who have completed the Phase II of training (or equivalent training or experience) and whose scope of responsibility includes supervision of customer service branches, flights, squadrons, or similar organizational elements. The target audience is mid-career to senior NCOs, officers and civilian supervisors whose leadership directly impacts the quality of service provided by their organization. Phase III will focus on managerial techniques and leadership as it relates to the group and wing mission, the impact of customer service on organizational esprit-de-corps and installation quality of life, and will address advanced topics such as stress management and work-life balance. Completion of this level of training will be accompanied by documentation in the individual's training record and appropriate USAFE certification and recognition for the skills they learn. Graduates will be eligible to instruct or perform as guest speaker or presenter at any level of Customer College training.
- 1.7.4. **Procedures.** Customer College is a MAJCOM managed program. Internal data collection for management purposes; periodic metric performance reporting to MAJCOM OPR. Phase I of training will be funded and executed first. The following procedures apply:

- 1.7.4.1. **Facility and Equipment.** Customer College will be housed in a dedicated facility commensurate with the size, population, and training requirements of the base. The facility should support an optimum class size of 20 to 25 students. The college will be equipped as necessary to support and execute a comprehensive customer care curriculum to the target audience. As a minimum, the facility should include adequate student seating and classroom and administrative workspace. Minimum equipment will include a computer (desktop or laptop) compatible with Windows 2000®, DVD or a television with DVD or videocassette recorder, and a projection system with screen. Colleges at GSU's will utilize available facilities and should support up to 15 students. Equipment necessary to execute the curriculum should include a computer compatible with updated programs, a video cassette player/DVD player and a projection system with screen.
- 1.7.4.2. **Staffing.** The minimum staff size will be two full-time employees. Installations may increase the staff size to meet the local training demand generated by this instruction. Since no manpower authorizations accompany this program, installations will have to staff from within. Staffing options include civilian over hire positions, non-appropriated fund memorandums of agreement (NAF MOAs) and outsourcing. The cost of staffing the program rests on each installation unless future dedicated funding is made available.
- 1.7.4.3. **Target Audience.** The coursework is intended for front line customer service providers and their supervisors whose main duties involve service to customer who are either internal or external to their organization. Each installation will identify the target training audience that best meets the local mission, manpower, organizational structure, and needs of the installation. Once identified, the target audience should be prioritized for training scheduling based on local needs and impact. Target audience composition will be validated annually at the beginning of the fiscal year through a wing-wide comprehensive and critical review process. The target audience will be identified from the perspective of positions requiring trained personnel, i.e. we desire to identify customer service positions and ensure all personnel that will man those positions have the appropriate level of Customer College training. The impact of facility and staff size must be considered in assessing the installation's ability to train the target audience. Civilian and local national employees scheduled for the training should contact their local civilian personnel office for coordination and ensure records are updated with a copy of the Customer College certificate of completion. The following is a minimum list of prioritized organizations and activities whose employees have a great impact on external customer service. Commanders or directors shall determine the priority, by position, within each activity for customer service training. The required minimum target audience for training is:

- 1.7.4.3.1. Services. Army and Air Force Exchange Service, Defense Commissary Agency, human resources, marketing, food service, library, lodging, fitness and sports, child development, family day care, youth activities, community center, skills development center, outdoor recreation, rod and gun, international tickets and tours, and all services business activities (bowling, golf, clubs, MOMS, roller rink, etc). Tenant units need authorization from Wing CC's to be exempt from TA.
- 1.7.4.3.2. Mission Support. Military personnel flight, family support, civilian personnel, Transient Alert, and the education office.
- 1.7.4.3.3. Civil Engineering. Human resources, engineering and construction, housing management, dormitory management, furnishings management, Self-Help store, and operations customer service.
- 1.7.4.3.4. Security Forces. Visitor control, vehicle registration, pass and ID, and non-US passes.
- 1.7.4.3.5. Communications. Customer service, switchboard operations, help desks, postal operations, and visual information.
- 1.7.4.3.6. Medical and Health Services. Customer service, patient advocacy, family advocacy, pharmacy, TriCare Service Centers, HAWC, public health, medical and health service providers and technicians including dental, optometry, flight medicine, technicians, and preventative health.
- 1.7.4.3.7. Comptroller. Financial services, civilian pay, customer service, and customer support.
- 1.7.4.3.8. Contracting. Customer service element, government purchase card element, quality assurance, and functional flight commanders or chiefs.
- 1.7.4.3.9. Transportation. Customer service, privately operated vehicle (POV) inspection, vehicle operations, dispatch, military taxi, protocol, U-drive-it, rental office, driver testing, traffic management office (TMO), personal property center (inbound and outbound), vehicle processing, and Sato Travel.
- 1.7.4.3.1.0. Supply. Customer service, storage and issue, pickup and delivery, and individual equipment.
- 1.7.4.3.1.1. Staff Agencies and Individuals. Protocol, chaplain service, public affairs, judge advocate, and social actions.

- 1.7.4.3.1.2. Associates. Defense Automated Printing Service, Defense Reutilization and Marketing Office, DOD education activity, Red Cross, Stars and Stripes, AF News, Air Mobility Command passenger service travel and terminal operations, and American Forces Network.
- 1.7.4.3.1.3. Welcome Mat. Customer service elements of Visitor Control Centers, MPFs, Finance Customer Service, Housing Customer Service, Lodging Reception, and Transient Aircraft Maintenance activities and Customer Service.
- 1.7.4.4. **Curriculum.** Seventy percent of the curriculum must be standard across the command; use of the HQ USAFE curriculum will allow installations to vary 30 percent of the curriculum content at their discretion. The 30 percent content variance can be achieved with any mix of locally validated instructional topics or blocks, resources, media, or supporting material. Installations may further develop the customer service curriculum and assemble resources and ancillary training material exceeding the command curriculum to meet their local requirements. Annually, a group commander designated by the wing commander or equivalent will validate the curriculum to ensure it is applicable to the installation mission and supports the specific needs of the base environment.
- 1.7.4.5. **Course Structure.** Command guidance will not specify class frequency. This is a function of each installation's target audience, facility capacity, and staff size. Installations require flexibility to produce a program that meets the commander's intent within the environment and with the resources they have committed to the program. However, installations should plan to support an optimum class size of 20 to 25 students, classes should have at least 8 students. The customer college curriculum will not support large numbers of students (such as mass briefings in the base theater) since classroom interaction cannot occur.

1.7.5. **Responsibilities:**

1.7.5.1. **The Director of Services (HQ USAFE/A7V):**

- 1.7.5.1.1. Provides program oversight.
- 1.7.5.1.2. Assigns HQ POCs to serve as Customer College program liaisons to the wing or equivalent POCs.
- 1.7.5.1.3. Maintains a continuity book.
- 1.7.5.1.4. Determines the nature of performance metrics to be reported and their frequency.

1.7.5.2. The Wing Commander (or equivalent):

- 1.7.5.2.1. Provides personal support by communicating the importance of enrollment, participation, and completion of the course by customer service providers, supervisors, and leaders.
- 1.7.5.2.2. Provides the financial commitment to establish a dedicated, fully equipped, instructional facility with a full-time staff of instructors or facilitators and resources needed to execute the curriculum.
- 1.7.5.2.3. Appoints a group commander or equivalent to validate curriculum annually.
- 1.7.5.2.4. Reports Customer College metrics to USAFE/A7V as required.

1.7.5.3. The Group Commander (or equivalent):

- 1.7.5.3.1. Identifies the specific target audience that requires each level of training within their organizations.
- 1.7.5.3.2. Validates the curriculum annually to ensure it is applicable to the installation mission and supports the specific needs of the base environment.
- 1.7.5.3.3. Reviews training statistics and results.

1.7.5.4. The Squadron Commander (or equivalent):

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

1.7.5.5. Customer College staff (wing or equivalent POC):

- 1.7.5.5.1. Establishes, maintains, and updates the training facility.
- 1.7.5.5.2. Establishes, maintains, and updates the curriculum per USAFE guidance.
- 1.7.5.5.3. Schedules classes, executes the curriculum, instructs classes, keeps appropriate training records, and tracks and reports training statistics and metrics.
- 1.7.5.5.4. With the support of commanders, continuously validates the USAFE Customer College program by:
 - 1.7.5.5.4.1. Identifying, tracking, monitoring, and reporting training progress at the installation.

- 1.7.5.5.4.2. Assessing training impact on improving customer attitudes, opinions, and satisfaction.
 - 1.7.5.5.4.3. Assessing training impact on improving internal and external customer service as a means to effectively accomplishing the mission.
 - 1.7.5.5.5. Works with unit training monitors to ensure course completion is documented in the individual's training record.
 - 1.7.5.5.6. Develops an appropriate certificate of recognition for course completion.
 - 1.7.5.5.7. Develops a program to highlight, publicize, and generate enthusiasm for the base-level program i.e., website, brochure, AFN commercials.
- 1.7.6. **Reportable Metrics.** Please refer to the USAFE/CCX Metrics Program webpage for complete updated metric reporting instructions.
<https://wwwmil.usafe.af.mil/direct/cc/metrics/default.htm>

1.8. Smooth Move:

- 1.8.1. **Purpose.** Smooth Move is a program designed to streamline base inprocessing and outprocessing procedures. The overall desired end state is to design wing internal processes so as to minimize the number of stops a person must accomplish for in- and out-processing. The ideal situation being "one-stop customer service" for in-processing, and incorporating at least one mass out-processing briefing to members preparing for a permanent change of stations (PCS). Out-processing fully incorporates the use of AFPC's Virtual Out-processing (vOP) tool.
- 1.8.2. **Scope.** This program is applicable to all USAFE installations.
- 1.8.3. **Procedures.** Smooth Move focuses on the full implementation of mass in- and out-processing programs at each base bringing together all the agencies newcomers process through. It is a MAJCOM managed program. Internal data collection for management purposes; periodic metric performance reporting to MAJCOM OPR.
 - 1.8.3.1. **Intro.**
 - 1.8.3.1.1. To facilitate seamless in-processing of personnel, each base will develop a program that encompasses all possible agencies that newcomers must contact to inprocess a base, and settle themselves and their families into their new environment.

1.8.3.2. **Exit.**

- 1.8.3.2.1. Each USAFE base will implement the vOP program. The vOP program streamlines the number of places personnel must visit to out-process a base for PCS, or separation/retirement, thereby considerably reducing the amount of time and stress an individual endures during the transitional period.
- 1.8.3.2.2. This is accomplished through a computer-based program consisting of a database file that identifies individuals scheduled to depart to base agencies, allowing the agencies to identify those individuals who they need to see without arbitrary visits from the member.

1.8.4. **Responsibilities:**

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

- 1.8.4.1.1. Provides program oversight.
- 1.8.4.1.2. Assigns FGO, SNCO, or civilian equivalents as the HQ POC to serve as Smooth Move program liaisons to the wing or equivalent POCs.
- 1.8.4.1.3. Develops and provides standardized guidance, provides a source of information exchange, and develops compliance measures to be used during Unit Compliance Inspections.

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

- 1.8.4.2.1. Responsible for the execution and compliance of the installation program.
- 1.8.4.2.2. Appoints a wing or equivalent FGO POC to serve as the base Smooth Move POC (preferably the mission support squadron commander or MPF flight commander) and to coordinate the program.
- 1.8.4.2.3. Provides resources to ensure the success of Smooth Move.

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

- 1.8.4.3.1. Interfaces with MPF and base agencies to ensure full development and implementation of the Smooth Move program and gauges progress while identifying areas that require higher-level troubleshooting.

- 1.8.4.3.2 Works closely with base agencies to eliminate roadblocks preventing their participation in “one stop” in-processing and the use of vOP for all base personnel.
 - 1.8.4.3.3. Identifies a location that will accommodate “one stop” in-processing. Facility should be able to house all agencies required for “one stop” in-processing, with briefing rooms large enough to accommodate newcomers during the peak PCS season.
 - 1.8.4.3.4. Appoints a CGO or SNCO as the program foreman to troubleshoot any issues that surface during mass inprocessing and elevates any non-resolvable issues to leadership.
 - 1.8.4.3.5. Provides monthly status update to the mission support squadron commander.
 - 1.8.4.3.6. Collects and reports any applicable metrics through chain of command to wing or equivalent commander.
 - 1.8.4.3.7. Up-channels concerns, as identified by the wing or equivalent commander, requiring HHQ involvement.
 - 1.8.4.3.8. Ensures aggressive marketing plan is coordinated with base public affairs for the wing or equivalent commander’s approval.
- 1.8.5. **Reportable Metrics.** Due to the frequent change of goals and metrics reporting requirements, please refer to the USAFE/CCX webpage, for complete updated metric reporting instructions.
<https://wwwmil.usafe.af.mil/direct/cc/metrics/default.htm>

1.9. Project Nighthawk

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

- 1.9.2. **Scope.** Each SNCO and CGO that arrives in USAFE will participate in the Project Nighthawk program within the first 90 days of being on-station. Once the member has participated in one (1) Project Nighthawk sortie, the requirement is fulfilled for that tour on station.
- 1.9.3. **Procedures.** HQ, wing and group Project Nighthawk programs will follow the procedures in this instruction to the maximum extent possible. However, headquarters, wings and groups may tailor their programs to fit their unique circumstances, as long as their overall program remains consistent with the objectives laid out in this instruction. Project Nighthawk is a Wing managed program; Metric collection for program management purposes; Wing annual report due to COMUSAFE.
- 1.9.3.1. Project Nighthawk sorties will consist of SNCOs and CGO members in-processing to USAFE. Ideally, the sortie team should consist of personnel from different groups within the wing.
- 1.9.3.2. Each member will perform one Nighthawk sortie within 90 days of arriving on station.
- 1.9.3.3. It is highly suggested that Project Nighthawk sorties be a part of member's in-processing checklist.
- 1.9.3.4. HQ directorates (A1, A2, A3, etc) will be responsible for performing their own Project Nighthawk sorties. It is suggested the Nighthawk sortie requirement be placed in directorate in-processing checklists and be monitored by orderly rooms.
- 1.9.3.5. Typical Nighthawk shift hours are 1800-2400L. However, if mission needs dictate, shift hours may be adjusted accordingly.
- 1.9.3.6. Nighthawk teams will begin and end their shifts at the wing or base command post. The command post will maintain the Nighthawk checklist, radios, flashlights, and continuity book for team checkout and use.
- 1.9.3.7. The Nighthawk team is out and about during the evening and spends the majority of time observing base facilities and various wing and group organizations. Main Operating Base teams are encouraged to visit GSU locations where practical.
- 1.9.3.8. The Nighthawk team eats at the military dining facility during their shift.

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

1.9.4. Responsibilities:

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

- 1.9.4.1.1. Assigns FGO and SNCO (or civilian equivalents) HQ POCs to provide standardized guidance (via USAFEI) and develop standardized annual report template, to include any reportable metrics.

1.9.4.2. The Wing Commander (or equivalent):

- 1.9.4.2.1. Responsible for the execution of the installation program.
- 1.9.4.2.2. Appoints a primary FGO POC and an alternate POC to coordinate the program.
- 1.9.4.2.3. Provides resources to ensure the success of Project Nighthawk
- 1.9.4.2.4. Approves the list of sortie visit locations (members will visit air tower, fire department, security forces, etc).

1.9.4.3. The Wing POC (or equivalent):

- 1.9.4.3.1. Responsible for executing procedures identified in section 1.9.3.
- 1.9.4.3.2. The Wing POC will track the number of people performing Project Nighthawk sorties and will provide the metrics to the USAFE POC on a quarterly basis. The metric will consist of the total number of people accomplishing one sortie divided by the total number of new people arriving on-station.
- 1.9.4.3.3. Instructions on metrics can be found here:
<https://wwwmil.usafe.af.mil/direct/cc/metrics/default>.
- 1.9.4.3.4. The metrics will be provided to the USAFE POC within 10 days after a new quarter has begun (10 Jan – 1st quarter, 10 Apr – 2nd quarter, 10 Jul – 3rd quarter, 10 Sep – 4th quarter).

1.9.4.4. The Wing Nighthawk Team:

- 1.9.4.4.1. The Nighthawk team is directly responsible to the wing or equivalent commander. In the absence of other wing, group or squadron

supervisors, the Nighthawk teams make decisions and marshal resources as necessary to cope with unexpected events.

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

1.9.5. **Annual Report.** Annual report to COMUSAFE is due from the wings to USAFE/CCX at the end of each FY. Exact suspense date will be provided within 60 days of EoFY. Please refer to the USAFE/CCX webpage, <https://wwwmil.usafe.af.mil/direct/cc/metrics/default.htm> for the latest standardized report template.

1.1.0. Project CHEER

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

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

1.1.0.3. **Procedures.** Project CHEER programs will follow the procedures in this instruction to the maximum extent possible. However, wings and groups may tailor their local programs to fit their unique circumstances as long as their overall program remains consistent with objectives laid out in this instruction. Project CHEER is a Wing managed program; metric collection for program management purposes; Wing annual report due to COMUSAFE.

1.1.0.4. **Responsibilities:**

1.1.0.4.1. **The Director of Services (HQ USAFE/A7V):**

1.1.0.4.1.1. Appoints POC to HQ USAFE Project CHEER committee.

1.1.0.4.1.2. Provides standardized guidance (via USAFEI) and develops standardized annual report template, to include any reportable metrics.

- 1.1.0.4.1.3. Develops and maintains list of command-sponsored Project CHEER events for commercial sponsorship.
 - 1.1.0.4.1.4. Obtains commercial sponsors for command-sponsored Project CHEER events.
 - 1.1.0.4.1.5. Maintains a continuity book or file.
 - 1.1.0.4.1.6. Provides program support and is the information source for Wing POCs/Installation POCs as needed.
- 1.1.0.4.2. The Wing Commander/Wing POC (or equivalent):**
- 1.1.0.4.2.1. Responsible for the execution of the installation program.
 - 1.1.0.4.2.2. Appoints a wing or equivalent FGO POC and an alternate to coordinate the program.
 - 1.1.0.4.2.3. Provides resources to ensure the success of Project CHEER.
 - 1.1.0.4.2.4. Establishes a Project CHEER office in an easily accessible location for single airmen. At a minimum this office will consist of a desk, computer, and phone.
 - 1.1.0.4.2.5. Establishes an installation Project CHEER committee. Minimum membership will consist of the primary and alternate Project CHEER POCs and representatives from the judge advocate, chaplain, services, comptroller, and first sergeants.
- 1.1.0.4.3. The Program Installation POC (or equivalent determined by Wing):**
- 1.1.0.4.3.1. Keeps the wing or equivalent commanders and HQ POC fully informed of activities planned for the program.
 - 1.1.0.4.3.2. Establishes and publishes Project CHEER office operating hours and ensures office is manned when open.
 - 1.1.0.4.3.3. Chairs the Project CHEER committee.
 - 1.1.0.4.3.4. Maintains Project CHEER calendar of events.
 - 1.1.0.4.3.5. Develops a dynamic, aggressive marketing program in coordination with Services and Public Affairs. Ensures the base populace is well informed through various types of media to include radio, television, newspapers and newsletters, electronic mail, and other means.

1.1.0.4.3.6. Provides information to Wing Commander on a monthly basis – information can be provided in the form of PowerPoint presentations, bullets, etc – or in the format deemed acceptable by the Wing Commander.

1.1.0.5. **Annual Report.** Annual report to COMUSAFE is due from the wings to USAFE/CCX at the end of each CHEER season. Exact suspense date will be provided within 30 days of end of season. Please refer to the USAFE/CCX webpage, <https://wwwmil.usafe.af.mil/direct/cc/metrics/default.htm> for latest standardized report template.

1.1.1. Project Wingman

1.1.1.1. **Purpose.** To foster an environment which actively encourages all Airmen to consciously and genuinely take care of each other. Project Wingman promotes and sustains a culture of Airmen actively concerned for the wellness of their fellow Airmen. By forming Wingmen relationships, every Airman (Active Duty, Guard, Reserve, and DoD Civilians) will know they have someone to rely on for help and support.

1.1.1.2. **Scope.** AF-level program seeking to increase help and support amongst personnel.

1.1.1.3. **Procedures.** The program is built as a grass-roots effort designed so Wingman consideration is infused into the daily life of all Airmen as a part of our Air Force culture. Leadership at all levels embraces the Wingman concept, actively spreading the word and advocating Wingman culture. Project Wingman is a Wing managed program; Metric collection for program management purposes; Wing annual report due to COMUSAFE.

1.1.1.4. Responsibilities:

1.1.1.4.1. The USAFE Community Action Information Board (CAIB):

1.1.1.4.1.1. Provides program oversight by acting as the liaison between Headquarters Air Force and USAFE wings/directorates.

1.1.1.4.1.2. Provides direction on the annual Wingman Day held in November between Veterans Day and Thanksgiving Day.

1.1.1.4.2. The Wing Commander (or equivalent):

1.1.1.4.2.1. Responsible for the execution of the installation program.

- 1.1.1.4.2.2. Provide an annual report to COMUSAFE via USAFE CAIB/Integrated Delivery System (IDS) teams at the end of each fiscal year using the template provided by USAFE/CCX. The report will provide the status of Project Wingman over the past year: significant accomplishments, issues, way ahead, challenges, solutions, etc.
- 1.1.1.4.2.3. Organize and execute a Wingman recognition program to award remaining Wingman coins and shirts in accordance with the guidance listed below. Those chosen should serve as a role model to others for their desire and commitment to actively watch out for their Wingman.
- 1.1.1.5. **Wingman Coins:** Every Airman who enters a Wingman relationship is eligible to receive a USAFE Wingman coin as a way to recognize their accomplishment. Selected Wingmen will be presented Project Wingman coins in recognition of exhibiting good Wingman practices. Wings will continue to distribute their supply of coins until exhausted.
- 1.1.1.6. **Wingman Shirts:** Wingman shirts will be awarded to select Airmen who assist their Wingmen during an *exceptional event* which prevents or alleviates a negative or stressful situation. Wingman shirts serve as a means to recognize special achievement and are considered an award that recognizes Wingman mission accomplishment. Wings will continue to distribute their supply of shirts until exhausted.
- 1.1.1.7. **Annual Report.** Annual report to COMUSAFE is due from the wings to USAFE/CCX at the end of each FY. Wings will forward reports to USAFE CAIB, who will in turn forward to USAFE/CCX. Exact suspense date will be provided within 60 days of EoFY. Please refer to the USAFE/CCX webpage, <https://wwwmil.usafe.af.mil/direct/cc/metrics/default.htm> for the latest standardized report template.

1.1.2. Facilities Excellence

- 1.1.2.1. **Purpose.** Facilities Excellence is a program aimed at improving the appearance of our bases to foster pride and productivity and strengthen the commitment to our professional military way of life.
- 1.1.2.2. **Scope.** This command-wide program, managed at the installation level, is designed to improve overall base appearance throughout USAFE. Our installations must be functional, safe, and attractive. Base appearance guidelines, procedures, and responsibilities assure consistency, architectural compatibility, and high standards in buildings, their interiors, and surroundings.

- 1.1.2.3. **Procedures.** Facilities Excellence program procedures work in concert with guidelines and USAFE facility standards established in the Commander's Guide to Installation Excellence. Its purpose is to raise our facility standards, even in a restrictive budget environment. By striving to improve our facilities and investing wisely, we continue to improve our mission capability and high quality of life for our people. Facilities Excellence raises the bar even higher through focused short-, mid-, and long-term base appearance initiatives. It is a Wing managed program; Metric collection for program management purposes; Wing annual report due to COMUSAFE.
- 1.1.2.3.1. **Continuous Base Appearance Initiatives.** These are initiatives that each individual and organization can perform to help on a daily basis to improve our surroundings. Recurring base appearance events may include but are not limited to: owner-user facility and common area responsibility, distinguished visitor route sweeping, refuse collection, recycling, litter patrol, debris and brush removal, weekly unit cleanup details, and utilization of the base self-help center.
- 1.1.2.3.2. **Maintenance, upgrades, and standardization.** These initiatives focus on recurring mid-term events that are generally the responsibility, but not limited to the base civil engineer. Recurring maintenance programs may include: protective coating maintenance, pavement striping, sidewalk, curb and gutter replacements, sign standards, tree trimming, and dumpster siting and enclosures. Standardization initiatives may include: walkways, lighting, exterior furniture, fencing and screening, door signs, and pavilions. Mid-term improvements should include minor projects such as: fence screening in industrial areas, base lake upgrades, fitness trail expansion, playground upgrades, and area landscaping. Temporary facilities should be replaced by permanent solutions as soon as economically feasible. Construction programs focus on replacing unattractive facilities which support the mission and demolishing those that do not.
- 1.1.2.3.3. **Comprehensive Planning.** The base comprehensive plan is the foundation for developing high standards of facility excellence. The plan provides the basis for other plans and quality standards needed for installation development and improvement. It emphasizes achieving and maintaining long-term and consistent facility excellence. It addresses future needs and allows for flexibility in execution. Finally, it establishes a vision for the future that can be passed on to successors.
- 1.1.2.3.4. **Special Interest Item--Force Protection.** Force protection is paramount when sitting new facilities or modifying existing ones. Temporary fixes, such as barriers protecting key facilities, require permanent solutions. These permanent solutions must provide facility excellence in support to

the warfighter. Architecturally compatible force protection initiatives must be carefully examined to balance long-term sustainability and safety with base appearance. Permanent force protection solutions must also include re-routing of roadways and relocation of parking.

- 1.1.2.3.4.1. Installation Anti-Terrorism/Force Protection (AT/FP) working groups and threat working groups should be consulted to prioritize and plan permanent solutions to integrate force protection standards to the maximum extent possible. AT/FP working groups should be included on coordination of applicable construction plans.
- 1.1.2.3.5. **Special Programs.** Installations may develop and sponsor special programs each year as mission and time allows, to advance base appearance toward achieving overall wing goals. Annual reports are coordinated within the Wing and submitted to USAFE/CCX. Some examples of special programs that have been successful include:
 - 1.1.2.3.5.1. Base Beautification Team. A team comprised of appointed airmen from base units to pick up trash on distinguished visitor routes.
 - 1.1.2.3.5.2. Zonal Cleanup Teams. Appointed teams charged with executing a one-time cleanup of a focus area and then turning over responsibility to owner-users.
 - 1.1.2.3.5.3. Showcase Program. A program that uses individual volunteer groups to clean and beautify base areas such as parks, recreational locations, and roads that they choose. This program is similar to the Adopt-a-Highway program prevalent throughout the United States.
 - 1.1.2.3.5.4. Proud of “Insert Base Name” Day. An installation program that provides a recurring one-day opportunity for individuals or groups to participate in a base-wide cleanup and facility improvement effort.
 - 1.1.2.3.5.5. Clean Eagle. A program activated by the wing or equivalent commander which uses base organizations to maintain overall cleanliness at select times during the year by eliminating trash, debris, and other eyesores within designated areas of the installation.
 - 1.1.2.3.5.6. Facility Manager Program. Existing facility manager programs could be modified as required to support Facilities Excellence goals and objectives.

- 1.1.2.3.5.7. Housing Mayor Program. Housing Mayor Programs, if applicable, could be modified as required to support Facilities Excellence goals and objectives.
- 1.1.2.3.6. **Recognition and Awards Program.** Outward appearance is a window to the inner workings of a unit--its organizational efficiency, attention to detail, esprit-de-corps, even its orientation toward its customers. The recognition and awards program to highlight exceptional achievement by individuals, organizations, and installations throughout the command.
 - 1.1.2.3.6.1. Base Appearance Competition. An annual command-wide competition in which installations compete against each other in overall base appearance and cleanliness. An evaluation team will grade key industrial and administrative facilities, self-help projects, family housing, facility exteriors, dorms, a set number of facility interiors, and overall base appearance. Notional monetary prizes will be awarded for the winner, runner-up and most improved. To ensure a command-wide focus, GSUs may compete against each other in a similar, reduced scope competition.
 - 1.1.2.3.6.2. Examples of recognition and awards programs that a base could institute internal include, but are not limited to:
 - 1.1.2.3.6.2.1. **Facility Excellence Awards.** A program that recognizes units for their efforts for the best maintained office, industrial facility, and grounds during a specific timeframe pending climatic feasibility. Best maintained dormitories, family housing areas, and surrounding grounds may be recognized separately. Incentive rewards may be monetary. Alternative incentives may include: plaques, recognition in the base paper, local patron certificates, reserved parking spots, or time off.
 - 1.1.2.3.6.2.2. GSU's shall support the concepts and initiatives of the Facilities Excellence program to the fullest extent possible within the priorities and parameters set forth by their installation leadership.
- 1.1.2.4. **Responsibilities:**
 - 1.1.2.4.1. To be successful, this program requires wing and equivalent commanders to demonstrate leadership through active engagement and focused and dedicated resources. Base appearance is not a responsibility solely owned by base civil engineers, but is in fact a wing leadership issue that ultimately rests with the owner user. The program relies on senior leadership of all units to work in concert with the local engineering staff to identify facility requirements and to provide routine

clean-up at their facilities. The base civil engineer and base financial manager should work to satisfy those requirements in the most expeditious manner available, within the priorities and parameters set forth by wing leadership.

1.1.2.4.2. Director, Installations & Mission Support (HQ USAFE/A7):

- 1.1.2.4.2.1. Assigns FGO and/or SNCO (or civilian equivalents) HQ POCs to serve as Facilities Excellence program liaison to the wing or equivalent POCs.
- 1.1.2.4.2.2. Provides standardized guidance (via USAFEI 10-203) and develops standardized annual report template.
- 1.1.2.4.2.3. Responsible for arranging/coordinating annual Base Appearance Competition.

1.1.2.4.3. The Wing Commander (or equivalent):

- 1.1.2.4.3.1. Responsible for the execution of the Facilities Excellence program.
- 1.1.2.4.3.2. Appoints the vice wing commander (or equivalent) as primary wing or equivalent POC to run the program.
- 1.1.2.4.3.3. Provides resources to ensure the success of Facilities Excellence.
- 1.1.2.4.3.4. Establishes a committee (or group) as necessary to address program issues. Membership should include, but is not limited to: civil engineers, security forces, contracting, services, comptroller, and public affairs.

1.1.2.4.4. The Wing POC (or equivalent). Reports program status to COMUSAFE during annual call.

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

1.1.2.5. Annual Report. Annual report to COMUSAFE is due from the wings to USAFE/CCX at the end of each FY. Exact suspense date will be provided within 60 days of EoFY. Please refer to the USAFE/CCX webpage, <https://wwwmil.usafe.af.mil/direct/cc/metrics/default.htm> for the latest standardized report template.

Chapter 2

Metrics Reporting - General

- 2.1. **Purpose.** The Metrics Program will use metrics data/reporting as a means to measure the progress, impact, success, and opportunities for improvement in the programs as we continually strive to accomplish the mission in an organized and effective way, increase readiness, and take care of our people.
- 2.2. **Procedures.** All wing commanders (or equivalents) will use the metrics reporting template for the applicable programs to report their progress to USAFE/CCX NLT the 15th of each month for consolidation into a single report package. The template may be used to provide additional information to explain reported data. Additionally, wing commanders (or equivalents) may include a separate memo to serve as an executive summary to highlight special accomplishments along with monthly reports.

Metric reporting is to include measures, numbers, and data from the wing population as well as for the GSU population under the parent wing.

- 2.2.1. The USAFE Metrics Website is the primary means for disseminating information, and the repository for data collection and report templates, reporting instructions, program information and historical data.
<https://wwwmil.usafe.af.mil/direct/cc/metrics/default.htm>

2.3. **Visual Aids Prescribed:**

USAFEVA 10-208, *Vision, Mission, and Goals*.

//SIGNED//

WILLIAM T. HOBBS, General, USAF
Commander

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

AFM 37-139, *Records Disposition Schedule*

AFI 10-248, *Fitness Program*

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

USAFE Guide to Installation Excellence

AFI 36-3009, *Family Support Program*

Abbreviations and Acronyms

AAFES—Army and Air Force Exchange Service

ABG—Air Base Group

ABW—Air Base Wing

ARW—Air Refueling Wing

AT/FP—Anti-Terrorism/Force Protection

BEPAC—Base Education Planning and Advisory Committee

BESC—Base Education Steering Committee

CHEER—Creating Hope, Energy, Enthusiasm, and Recreation

COMUSAFE—Commander, United States Air Forces in Europe

DeCA—Defense Commissary Agency

DOD—Department of Defense

ESO—Education Services Officer

FGO—Field Grade Officer

FW—Fighter Wing

GES—Golden Eagle Standards

GSU—Geographically Separated Units

HAWC—Health and Wellness Center

IDS—Integrated Delivery System

LARP—Library Annual Report

LRC—Learning Resource Center

MOB—Main Operating Base

MPF—Military Personnel Flights
MUNSS—Munitions Sites
NAF—Nonappropriated Funds
NCO—Noncommissioned Officer
NLT—No Later Than
OPR—Office of Primary Responsibility
PCS—Permanent Change of Station
POC—Points of Contact
PT—Physical Training
SNCO—Senior Noncommissioned Officer
USAFE—United States Air Forces in Europe
vOP—Virtual Outprocessing