

15 July 1986

**Comptroller**

**TRAINING AND CROSS-UTILIZATION PROGRAM**

This regulation provides guidance for administering the comptroller enlisted training and cross-utilization program. It acquaints personnel with the scope, concept, procedures, and requirements for accomplishing the program objectives. AFP 170-31, Comptroller On-the-Job Training Guides, volumes I through IX, contain most task statements depicted on the financial management and services (672XX) and cost and management analysis (691X0) specialty training standards (STSs). These guides are to be used in conjunction with the program prescribed by this regulation and AFR 50-23, On-the-Job Training.

	Paragraph	Page
Chapter 1—Introduction		
Program Objective .....	1-1	3
Scope .....	1-2	3
Technology and Training .....	1-3	3
Personnel Utilization and Training .....	1-4	3
Chapter 2—Fundamental Elements of Comptroller Training		
General .....	2-1	4
Dual-Channel OJT Concept .....	2-2	4
Upgrade and Qualification Training Status .....	2-3	4
Training Requirements vs Training Needs .....	2-4	4
Cross-Utilization and Training .....	2-5	5
Chapter 3—Duties, Responsibilities, and Procedures		
General .....	3-1	6
Elements of the Comptroller Training Program .....	3-2	6
Duties and Responsibilities .....	3-3	7
Career Knowledge Training Procedures .....	3-4	8
Job Qualification Training Procedures .....	3-5	8
Cross-Utilization—The Investment Return .....	3-6	9
Cross-Utilization Procedures .....	3-7	9
Special Procedures for Obtaining Supplemental Budget Course Quotas .....	3-8	10
Training Documentation .....	3-9	11
Cross-Utilization Progress Report .....	3-10	12

No. of Printed Pages: 21

OPR: HQ AFAFC/CWX (Mr Dan Marcelliano)

Approved by: HQ USAF/AC (Mr Joseph P. Popple)

Editor: Mr Lew Allison

Distribution: F

	Paragraph	Page
<b>Chapter 4—Formal Technical Training</b>		
General .....	4-1	16
Training Standards .....	4-2	16
ATC Course Numbering System .....	4-3	16
Trained Personnel Requirements and TDY to School Quotas .....	4-4	16
Available Comptroller Courses .....	4-5	16
Specialty Qualifications, Prerequisites, and Waivers .....	4-6	17
Field Evaluation of Formal School Graduates .....	4-7	17
Training Quality Reports .....	4-8	18
Occupational Survey Reports .....	4-9	18
<b>Figures</b>		
3-1. Recommended Inter-SMA and Budget Cross-Utilization Pattern, AFSC 672X1 .....		13
3-2. Recommended Inter-SMA Cross-Utilization Pattern, AFSC 672X2 .....		14
3-3. Recommended Inter-AFSC Cross-Utilization Pattern, AFSC 672XX .....		15
<b>Attachments</b>		
1. Sample Memo—Personal Data and Duty History .....		19
2. Sample Memo—Training and Cross-Utilization Information Update .....		20
3. Sample Chart—Master Training and Cross-Utilization .....		21

## Chapter 1

### INTRODUCTION

**1-1. Program Objective.** The purpose of this regulation is to increase the effectiveness of the comptroller training and cross-utilization program. It provides information on comptroller training objectives and prescribes specific methods to achieve these objectives. AFR 50-23 and other personnel and training publications provide guidance on administration of the Air Force on-the-job training (OJT) program.

**1-2. Scope.** Provisions of this publication apply to personnel possessing the 672XX and 691X0 (674XX as of 31 Oct 1986) Air Force Specialty Codes (AFSCs). Recommendations to add, delete, or modify provisions should be submitted through the applicable MAJCOM or SOA comptroller to AFAFC/CWX, the HQ USAF/ AC focal point for comptroller personnel development, training, and education. Comments and questions on specific functional branches should be addressed to the following AFAFC agencies: DOM for Accounting and Finance (A&F), CWB for Budget, and CWM for Cost.

**1-3. Technology and Training.** Technological advances in comptroller systems influence technical and base-level training requirements. Existing and

future systems can accomplish the comptroller mission only if our people possess the necessary technical knowledge and skill to use them effectively. This publication, in conjunction with AFR 50-23, provides a career progression training process and explains the concepts and requirements of the training program applicable to the comptroller career fields.

**1-4. Personnel Utilization and Training.** To better understand training requirements, we must look at the rationale applied in the development of technical training courses. The premise is that most graduates initially perform only a relatively small number of tasks within their Air Force specialty and many separate after their first enlistment. Therefore, *basic technical training courses teach the subjects and tasks that most graduates will be involved with upon initial assignment in the field during their first enlistment.* The program prescribed by this regulation provides that portion of training not included in the technical training courses but which is required to develop knowledgeable and technically competent individuals. Also, this regulation provides guidance on cross-utilization of enlisted personnel within the comptroller career field to ensure they obtain a broad base of experience and knowledge.

## Chapter 2

### FUNDAMENTAL ELEMENTS OF COMPTROLLER TRAINING

**2-1. General.** A workable training program must contain provisions that answer the what, why, and how of the training effort. In the past, locally developed comptroller training programs have had varying degrees of success because the scope of training and end objectives have not been adequately defined. The Air Force OJT program, as prescribed in AFR 50-23, provides the essential elements. The "dual-channel" OJT concept separates training into two distinctly different categories which narrow the scope of training to understandable and workable levels.

**2-2. Dual-Channel OJT Concept.** The Air Force OJT program is based on two channels of training—career knowledge and job qualification.

**a. Career-Knowledge Training.** The career-knowledge channel is based on the premise that trainees must acquire a certain amount of knowledge in order to progress within their career field. This training is related to acquiring the knowledge of principles and theories and aids in the development of fundamental skills. Airmen acquire this knowledge by studying available career development courses (CDCs) on technical material listed in the applicable specialty training standards (STS).

(1) The CDCs contain career knowledge information on basic principles, techniques, and procedures common to an AFSC and are developed from references in STSs which correlate with mandatory knowledge items listed in AFR 39-1, Airman Classification.

(2) CDCs also support the specialty knowledge test (SKT) portion of the Weighted Airman Promotion System (WAPS) as prescribed in AFR 35-8, Air Force Military Personnel Testing System. (Two strong incentives for enlisted personnel exist: first, to satisfy the requirement for skill-level upgrading; and secondly, to maximize their SKT score to increase potential for promotion. These incentives were considered in developing the career knowledge training detailed in chapter 3.)

**b. Job Qualification Training.** Job qualification is the OJT skill channel relating to job performance. Individuals in upgrade training are not expected to learn how to perform *all* of the tasks in their *career field*, but rather *only those tasks applicable to their current job assignment*. Qualification training is an ongoing effort which does not necessarily cease with upgrade to a higher skill level. This training is an essential element in the development and execution of an effective cross-utilization program.

**2-3. Upgrade and Qualification Training Status.** As discussed in paragraph 2-1 and explained in AFR 50-23, the Air Force dual-channel OJT program was formulated to narrow training to a comprehensible and workable level. There are two distinctly different periods during which career knowledge and job qualification training must be provided.

**a. Upgrade Training Status.** This is a *mandatory* training period during which personnel are required to complete career knowledge training (CDCs) and acquire job qualification (learn to perform job-related tasks) as prerequisites for upgrading of their skill level.

**b. Qualification Training Status.** Qualification training relates to the job qualification track of the dual channel OJT program. Personnel may be in qualification training status any time during their career. This is the primary track of the dual-channel OJT program applicable to the comptroller cross-utilization program.

**2-4. Training Requirements vs Training Needs.** The requirements contained in AFR 50-23 ensure predetermined levels of training are provided to all enlisted members. These requirements provide the basis for measuring the effectiveness of OJT. The administrative and procedural requirements contained in AFR 50-23, as related to our career field, serve to achieve two primary training objectives: First, that members successfully complete their career development courses and, second, that they become qualified to perform their job properly. Therefore, training covered in the next chapter specifically focuses on achieving these two primary objectives. In formulating this guidance, it was recognized that meeting training requirements and satisfying training needs can be different for an office or activity at various times. In such cases, the provisions can be expanded through locally developed training initiatives. In using training techniques covered in AFR 50-23, chapter 4, several important questions should be asked to determine the type and degree of training needed.

**a.** What is the end objective of the training? Is it to expand upon career knowledge or job qualification?

**b.** Is the planned method of training suited to achieve the end objective?

**c.** If the objective is to increase career knowledge, does the content, scope, and depth of your training outline duplicate or enhance coverage given in the CDC(s)?

d. If the objective is to enhance career knowledge training beyond that provided in CDCs, is the job-qualification training program being effectively applied?

**2-5. Cross-Utilization and Training:**

\*a. Effective training is the key link to an effective cross-utilization program. In establishing an effective cross-utilization process, it is important to adequately train people to perform their assigned tasks. Cross-utilization works best when people are self-motivated to expand their performance capabilities as a result of positive experiences in learning and performing previous jobs. The cross-utilization criteria detailed in chapter 3 considers this important factor as well as the diversity, complexity, and time required to learn the operation of a single A&F subject matter area (SMA) or the Budget operation. These moves support a concept that:

(1) People must be well trained while assigned to an SMA or Budget because they will be future functional supervisors.

(2) A future workforce of NCOs possessing complete knowledge of the overall career field is more desirable than a workforce of NCOs who were rapidly moved between more comptroller functions but possess limited knowledge of any one.

\*b. There is no intent to exclude any individual or group of individuals from the cross-utilization program. AFSC 67273 supervisors who have not been assigned to both Financial Management and Financial Services *may be* included in this program, if deemed appropriate by the MAJCOM/SOA/DRU or base comptroller. However, the program is mandatory for all 672XX personnel in the grade of staff sergeant and below, unless waived as provided for in paragraph 3-7 of this regulation.

### Chapter 3

#### DUTIES, RESPONSIBILITIES, AND PROCEDURES

**3-1. General.** The guidance in this publication and in AFR 50-23 compliment each other. This relationship takes advantage of the established training requirements, concepts, and provisions for administrative management. Guidance herein emphasizes that when career knowledge requirements and job qualification standards are met for upgrade training, managers should emphasize cross-utilization and additional job qualification training. The guidance further asserts that the effectiveness of training is greatly influenced by the materials used. Therefore, outdated or irrelevant material related to comptroller training should be identified to AFAFC/CWX for correction.

**3-2. Elements of The Comptroller Training Program.** The basic elements of training are briefly discussed to help clarify the specific duties and responsibilities, and the method prescribed for comptroller enlisted training.

**\*a. Comptroller Training Manager.** An individual designated by the comptroller to function as the focal point for comptroller training. (Where comptroller squadrons exist, the comptroller training manager may also be designated "unit training manager" per AFR 50-23.) This individual provides guidance on training matters to comptroller branch chiefs, evaluates training administration, and reports directly to the comptroller on training matters.

**b. Career-Knowledge Training.** Training that is specifically aimed at increasing an individual's knowledge of his or her Air Force specialty (AFS). This training is related to the fundamental understanding of the AFS as a whole.

(1) Career Development Course (CDC). A correspondence training package that contains information about a specific career field or career field subdivision. The CDC consolidates information which makes reading and learning easier for the trainee, and makes training administration easier on the trainer. Coverage of technical material in the CDC is at predefined levels which normally is not as comprehensive as that contained in directives. Reading of directive provisions on tasks that relate to the trainee's job or area of assignment is strongly encouraged. (See AFP 170-31).

(2) Career Knowledge Training Manager. Individuals designated by the ACF, ACB, and ACC branch chiefs to help trainees learn career knowledge information contained in the CDC. (Within the AFO, a career knowledge training manager is

designated for each SMA.) These individuals function as trainers for their respective CDC volumes. The right trainer will provide career knowledge training to trainees at the right time; that is, during periods of upgrade training status.

**\* (3) Functional Area Familiarization.** This training allows the trainee to observe procedures, products, and services in the actual work environment. To acquaint trainees with the general operation of each functional area, they should be provided at least 8 hours of career knowledge familiarization on each CDC course, except for those courses for the SMAs covered in any basic AFSC 6725X technical training course attended previously by the trainee. This approach can be effective in reinforcing the information learned through reading assignments and thereby give the trainee a better understanding of the fundamental operation of the functional area.

**c. Job Qualification Training.** Training directly aimed at increasing the performance capability of an individual. While career knowledge training focuses on conceptual knowledge of the career field, qualification training focuses on both job knowledge and performance, which makes it practical to cover job-related tasks and knowledge at comprehensive and detailed levels.

(1) Specialty Training Standard. The purpose and use of the STS is described in AFR 8-13, Air Force Specialty Training Standards. Basically, the STS is Air Force's primary training control document and serves three purposes: First, it outlines curricula for entry-level technical training courses; second, it outlines what is covered in CDCs; and finally, it serves as an outline for job qualification training under OJT. Statements in the STSs do not cover *all* of the knowledge and tasks applicable to the career field; however, the STS does provide a listing of the most commonly applied knowledge and tasks performed by 3-, 5-, and 7-skill level airmen.

(2) Job Qualification Standard (JQS). The JQS, previously called the Job Proficiency Guide (JPG), is a training outline specifically tailored to define an individual's job. Where specifically developed JQSs are not available, the STS is converted to a JQS by annotating the specific knowledge and task statements that relate to a trainee's job. Since the STS does not contain command- or base-unique tasks, the converted JQS should be expanded through use of AF Form 797, Job

Qualification Standard Continuation Sheet, to show other tasks on which training is planned.

(3) Comptroller OJT Training Guides (AFP 170-31, volumes I through IX). These guides can be used for either job qualification or job knowledge training aids. Guides for each A&F SMA, Budget, and Cost have been developed on most tasks and knowledge statements on the 672XX and 691XO (674XØ as of 31 Oct 86) STSs to give trainers a ready tool to start the training process. The training guide takes the trainee through the steps of instruction, demonstration, performance, and evaluation to learn a task and become certified as performance-qualified. Training guides developed for MAJCOM-unique tasks which have wide applicability should be provided to AFAFC/CWX for possible distribution throughout the comptroller community.

**d. Cross-Utilization.** Cross-utilization is the act of being moved from one job to another within or between A&F SMAs and Budget and within or between subdivisions of the 672XX career field:

(1) Intra-SMA or Budget Cross-Utilization: moving between jobs within an A&F SMA or Budget.

(2) Inter-SMA and Budget Cross-Utilization: moving among Budget, Accounts Control, Commercial Services, and Materiel functions of the Financial Management subdivision (AFSC 672X1). It also refers to a move among Military Pay, Travel, Civilian Pay, and Paying and Collecting functions which comprise the Financial Services subdivision (AFSC 672X2). For purposes of this regulation, Quality Assurance (QA) is *not* considered an SMA.

(3) Inter-AFSC Cross-Utilization: moving between the Financial Management and the Financial Services subdivisions of the career field.

**\*3-3. Duties and Responsibilities.** Responsibilities of supervisors, trainers, and trainees are outlined in AFR 50-23, chapter 2. (For comptroller squadrons, responsibilities of commanders (comptrollers) and unit training managers are in AFR 50-23, chapters 10 and 12, respectively.) The responsibilities outlined below more directly relate to the administration and management of the comptroller training and cross-utilization program.

**\*a. Comptroller.** The Comptroller has overall responsibility for the establishment and sustainment of the comptroller training and cross-utilization program prescribed by this regulation. The Comptroller will appoint, in writing, a highly qualified individual as the Comptroller Training Manager.

**b. Comptroller Training Manager.** The person designated as Comptroller Training Manager has

the responsibility for and authority to implement the training elements prescribed herein. The Comptroller Training Manager functions as the focal point for comptroller OJT. Specific duties include:

(1) Coordinating training matters with ACF, ACB, and ACC branch chiefs.

(2) Performing liaison duties with visitors from outside the office on training matters; that is, unit training managers, base or wing training manager, staff assistance visitors, auditors, inspectors, etc.

(3) Ensuring the availability of training to 672XX and 691XO (674XØ as of 31 Oct 86) personnel assigned to other base agencies; that is, Morale, Welfare, and Recreation; Communications; Civil Engineers; tenants; etc., upon request by such individuals. Host organizations are encouraged to publicize available training programs to tenant organizations with comptroller personnel.

(4) Reporting training and cross-utilization information to higher headquarters training focal points, as directed.

**c. Accounting and Finance, Budget, and Cost Branch Chiefs:**

(1) Appoint, in writing, a career knowledge training manager in each A&F SMA, Budget, and Cost.

(2) Perform liaison duties between the Comptroller Training Manager and functional career knowledge training managers.

(3) Orient newly assigned personnel on the comptroller training program and introduce them to the Comptroller Training Manager and the respective functional career knowledge training managers.

**d. Career Knowledge Training Managers.** Although supervisors are ultimately responsible for the training of their subordinates in accordance with AFR 50-23, career knowledge training managers assist them in training within their functional area of expertise as follows:

(1) Assist trainees in completion of their study of respective CDC volumes by answering their questions, expanding upon materials where appropriate, and providing functional area familiarization with hands-on training.

(2) Provide trainees with study material and review the material with trainees to ensure understanding.

(3) Initiate proposals for changes in the content, scope, and depth of material covered in the training material to AFAFC/CWX through the Comptroller Training Manager and MAJCOM or SOA training focal point.

(4) Review training records of individuals in upgrade or qualification training assigned to their

area of responsibility at least quarterly to assess trainee progress.

(5) Provide training and cross-utilization information to the Comptroller Training Manager, as directed.

(6) Provide feedback as necessary on trainee progress to member's supervisor.

**e. MAJCOM-SOA Comptroller Training Focal Point.**

\*(1) Provides updated comptroller training and cross-utilization program information to subordinate units.

\*(2) Provides training and cross-utilization information to the Air Staff comptroller training focal point, as requested.

**3-4. Career Knowledge Training Procedures:**

a. Career knowledge training begins immediately on assignment of a pipeline graduate or the promotion of an assigned individual to staff sergeant. The trainee is immediately enrolled in the CDCs within his or her control AFSC. Upon completion of the first CDC, the trainee completes each remaining CDC within his or her control AFSC until all courses are completed. Except for the 6725XA course, which should be completed first, *the supervisor of the functional area to which the trainee is assigned determines the order in which the CDCs are to be completed by the trainee.* Although it is important to provide comprehensive training on each volume of the CDC, greater emphasis should be placed on the volume pertaining to the trainee's current area of assignment. Early exposure to the different functions and jobs, from a knowledge perspective, is extremely beneficial because of (1) the direct and indirect relationships existing between the trainee's specific job and other jobs, and (2) the prospect of cross-utilization to another job within the section.

b. As a trainee completes one CDC and begins study on another, the supervisor shifts career knowledge training to the career knowledge training manager in the applicable A&F SMA or Budget. Although the trainee continues to work in the originally assigned functional area, time should be allotted for basic familiarization training to help reinforce the trainee's understanding of the material covered in the CDC (see paragraph 3-2b(3)).

c. STS 672XX requires completion of the following CDCs before upgrade:

(1) AFSC 67231—CDCs 67251A, B, C, D, & E.

(2) AFSC 67232—CDCs 67252A, B, & C.

(3) AFSC 67251—CDCs 67252A, B, & C, and CDCs 67273A & B.

(4) AFSC 67252—CDCs 67251A, B, C, D, & E, and CDCs 67273A & B.

d. Official notification that a trainee has successfully completed the CDC is not sufficient reason to award the higher skill level. Awarding of the higher skill level is also contingent on the supervisor's acknowledgement that the trainee has learned the performance aspects of the assigned job and is performing satisfactorily.

e. Newly assigned personnel, other than pipeline graduates, who arrive in an upgrade training status will continue their career knowledge training on the uncompleted portion of their CDC.

**3-5. Job Qualification Training Procedures.** Upon assignment of an individual to initial, expanded, or new duties, the trainee's immediate supervisor:

a. Initiates or updates AF Form 623, On-The-Job Training Record. Information in the individual training records provide objective data on training and cross-utilization. Therefore, this information is used as a source of data for measuring comptroller training. Because of this, it is important that all data contained in AF Form 623 be accurate. Conducting a job performance evaluation can ensure accuracy.

(1) First, as specified in AFR 50-23, convert the STS to a personalized JQS by circling the tasks listed on the STS that pertain to the trainee's current job.

(2) Next, enter on AF Form 797, Job Qualification Standard Continuation Sheet, all command- and base-unique tasks included in the trainee's current job. These tasks should be identified at the level of detail needed to provide a true and complete picture of the job which the trainee will be expected to perform. Local development of comptroller OJT guides on these tasks is recommended, but not required.

(3) Conduct a job performance evaluation to identify qualification training requirements.

b. Conducts required qualification training.

(1) Identify the JQS tasks for which the trainee has not been certified as performance-qualified.

(2) Identify the tasks on the JQS on which training will be given first, and annotate the JQS accordingly.

(3) Explain the JQS, training schedule, use of the training guide, and identify assigned trainers as required.

(4) Provide the trainee with the appropriate training guides and associated directive references, specifying the paragraphs and subparagraphs relevant to each task to be trained.

(5) Conduct OJT, following the steps in each



training guide, for each identified task. The trainer should become familiar with the statements contained in each step of the guide. The statements are not intended to be all-inclusive of the points needing coverage to properly train the task. Rather, they are primarily intended to provoke the trainee's thinking process—the most important element for providing effective training.

(6) Expand on the guides and tailor them for local use, as needed.

### 3-6. Cross-Utilization—The Investment Return.

The primary goal of cross-utilizing personnel early in their career is to help grow multi-skilled resources capable of effectively working in several areas of the career field. Meeting the cross-utilization criteria prescribed in paragraph 3-7 achieves this objective. *Therefore, once individuals have been certified as performance-qualified in an area of their "off" AFSC subdivision, continuation of the program for these individuals will be on a voluntary or as required basis.* These multi-skilled individuals can be used to provide stability of operation to support the training and cross-utilization of others, as well as the comptroller's wartime mission.

### 3-7. Cross-Utilization Procedures:

#### a. General Concepts:

(1) The Cross-Utilization Dilemma—People or Organization. Managers consciously supporting career development of their people through cross-utilization do so at the cost of some temporary reduction in organizational performance capability. Conversely, managers consciously suppressing the cross-utilization process essentially support short-term mission accomplishment over career development. Supporters of specific cross-utilization criteria acknowledge however, that there is room to achieve both mission accomplishment and personnel development.

(2) Cross-Utilization—The Interim Process. Recent entries in the career field should be able to meet the prescribed cross-utilization criteria. However, since many people currently in the career field have not been cross-utilized, we must provide them with opportunities while ensuring that the mission is not impaired. Here, comptroller managers and supervisors must weigh mission accomplishment against the inherent commitment to individual career development. *Where circumstances, such as short tours, prevent the moving of an individual, application for waiver, as discussed below, should be initiated.* An important point here is to briefly document the reason(s) in the trainee's training record so that subsequent supervisors will

understand why cross-utilization was not accomplished. When considering a cross-utilization move, the issue should be discussed with all involved parties and appropriate action taken. An appropriate comment should be entered in the individual's training record for future reference.

**b. Cross-Utilization Criteria.** Three separate categories of cross-utilization are discussed below. Each type serves a specific purpose. This guidance provides direction for controlling and measuring the overall success of the cross-utilization process and career development of individuals. No specific criteria is prescribed for personnel above the grade of staff sergeant.

(1) Intra-SMA/Budget Cross-Utilization. This type of cross-utilization develops individuals capable of effectively managing a similar function later in their careers. Formulation of specific requirements for intra-SMA/Budget cross-utilization is left to the discretion of the A&F and Budget branch chiefs, since local situations often influence the timing and logic of such moves. The following information provides basic guidance on intra-SMA/Budget cross-utilization.

(a) The intra-SMA/Budget move is for individuals to acquire enough working knowledge of the operation to effectively manage a similar function at a later time. Therefore, experience in only one or two jobs within an A&F SMA or Budget may not provide the knowledge required to understand the total operation. On the other hand, many individuals can acquire command of an operation without working in all jobs. Being performance-qualified on all SMA tasks is, therefore, clearly not a precondition for inter-SMA or Budget cross-utilization moves. Good judgment must be used in determining how much exposure is enough for each individual.

(b) To the extent possible, personnel should be cross-utilized between jobs while incumbents are still available to assist the trainee. If this approach is actively pursued, the short-notice permanent change of station (PCS) reassignment of an individual or movement to another A&F SMA or Budget will be less likely to create problems, since several other members will be performance-qualified to accomplish or train on the job.

(c) The career knowledge training manager should review training records not less than quarterly to assess job-qualification training progress.

(2) Inter-SMA and Budget Cross-Utilization Within the Control AFSC (672X1 or 672X2). The objective of this type of cross-utilization is to develop multi-talented individuals through

assignments in different work areas of their control AFSC. To help ensure that everyone has an opportunity to expand their functional knowledge and performance skills, the following policy guidance applies:

**\* Airmen who have not previously been assigned permanent duties in two A&F SMAs, or one SMA and Budget, of their control AFSC will be cross-utilized between 48 and 60 months of active duty service. If an individual is not cross-utilized before attaining 60 months of active duty service, a written waiver signed by the unit comptroller will be included in the individual's training record.**

(a) Entry level courses have been structured to focus training on Commercial Services and Materiel in the 672X1 AFSC and on Military Pay and Travel in the 672X2 AFSC. Note that the growth of Budget-qualified resources will logically occur within the 672X1 AFSC. Figures 3-1 and 3-2 illustrate recommended inter-SMA and Budget cross-utilization patterns within the 672X1 and 672X2 AFSCs, respectively.

(b) Cross-trainees and prior service personnel, regardless of rank, with no previous 672XX experience should be inter-SMA/Budget cross-utilized within the first 5 years of assignment to a 672XX AFSC position. The above waiver provisions apply.

(3) Inter-AFSC Cross-Utilization. Cross-utilizing individuals from one subdivision of the career field to the other is a necessary process for total career development. To help ensure that the vast majority of our enlisted members are afforded this career broadening opportunity, the following inter-AFSC cross-utilization policy guidance applies:

**\* Personnel in the grade of staff sergeant who have not previously been permanently assigned to an area in the "off" AFSC subdivision will be cross-utilized between two and five years time-in-grade (TIG). If an individual is not cross-utilized before attaining five years TIG, a written waiver signed by the unit comptroller will be included in the individual's training record.**

(a) The primary target group for inter-AFSC cross-utilization is staff sergeants. Early cross-utilization is desirable because it prepares members for assignment to seven-level (AFSC 67273) positions. Figure 3-3 illustrates recommended inter-AFSC cross-utilization patterns within the 672XX career field.

(b) Although not specifically included in the

designated target group, individuals above the grade of staff sergeant may be included in inter-AFSC cross-utilization, if deemed appropriate by MAJ-COM, SOA, or local comptroller management.

(c) Provisions contained in AFR 35-1, Military Personnel Classification Policy, provide for duty assignments outside a member's control AFSC when the member has a 7-level PAFSC.

(d) Cross-trainees and prior-service personnel, regardless of rank, should be inter-AFSC cross-utilized within the first 7 years of assignment to a 672XX AFSC position. The above waiver provisions apply.

### **\*3-8. Special Procedures for Obtaining Supplemental Budget Course Quotas:**

a. Due to the merger of AFSC 672XX at the seven-level, individuals are often selected to fill AFSC 672XX positions in functional areas for which they have little or no experience. In the large majority of cases however, OJT will be sufficient to develop the needed new skills. The reasons are that all individuals holding the seven skill-level will have completed all AFSC 672XX CDCs, and most will have obtained experience in at least one functional area in their "off" AFSC subdivision. However, it has been recognized that individuals selected for an *overseas* assignment to *Budget* who have no previous Budget experience (that is, not currently holding SEI 032) require formal training, in addition to a period of OJT, before PCS overseas. Therefore, the following procedures will be followed by the "gaining" overseas command and "losing" CONUS command comptroller training focal points when such an assignment is made.

NOTE: The procedures listed below *do not* apply to certain positions which have been identified as critical "one-deep" positions for which previous experience in Budget is a *prerequisite* (SAF/ACBMA maintains a list of these positions). Instead, special alternative procedures to be implemented by SAF/ACB and Air Force Military Personnel Center (AFMPC) have been developed to ensure that Budget-qualified personnel are available and selected for these critical positions.

b. When a gaining command has identified an individual to fill an overseas Budget position not on the "critical list", each of the following procedures should be attempted *in the prescribed order* until the command successfully obtains a quota for the next available supplemental Budget class:

(1) The gaining command will notify the losing command as soon as possible of its decision to place the individual in a Budget position. This will

be forwarded to the losing command in sufficient time to enable the individual to attend a supplemental Budget class before departure for (or TDY en route to) PCS overseas. (In the case of individuals being assigned to one-deep budget positions not on the "critical list," the desired method is attendance at a supplemental budget course *and* 3 months of OJT in the budget office before departure.)

(2) If the gaining command comptroller holds a quota for the course, the gaining command will direct the losing command to prepare orders directing enroute training using a training line number (TLN) provided by the gaining command. Orders will be prepared for the individual by the losing Consolidated Base Personnel Office (CBPO), directing attendance in course J3AZR67273 000 on the date specified by the gaining command and authorized by gaining command TLN and appropriate training request or quota identifier (TRQI).

(3) If the gaining command comptroller does not hold an available quota, the comptroller training focal point will work with their command training management personnel (DPAT) to request an out-of-cycle training quota for the scheduled gain using a pipeline management system (PMS) swap message. If a course quota is obtained, the gaining command training focal point will follow the procedures outlined in (2) above.

(4) If the gaining command comptroller cannot obtain a swap from its command DPAT, that command's comptroller training focal point will contact the SAF/ACB training focal point, ACBMA, AUTOVON 224-4411, who will work with ATC/TTPP and MAJCOM/AC training focal points to effect a swap between the gaining command and losing (or other) command DPAT. When a swap is successfully made, the SAF/ACB training focal point will notify the gaining command, which will then follow the procedures outlined in (2) above.

(5) If SAF/ACBMA is unable to effect a swap between commands, the losing command will then have the individual who is selected for an overseas Budget assignment placed into his or her base Budget office for at least 3 months OJT before PCS (6-months for one-deep Budget positions not on the "critical list").

### 3-9. Training Documentation:

**a. Individual and Duty Information.** As part of an individual's initial interview and inprocessing, personal data as shown in attachment 1 will be provided to the Comptroller Training Manager through the responsible branch chief (ACF, ACB, or ACC)

and reviewed by the Comptroller. After review, the Comptroller Training Manager will enter this data in a manual Master Training and Cross-Utilization Chart or, when computer support is available, the Comptroller Master Training Database System (CMTDS). (See paragraphs 3-9c and 3-9d.) The duty history section reflects a complete listing of functional area tasks, completed tasks, and length of time that the person worked in the specified functional area. The tasks column will be completed using information obtained from the member's AF Form 623. To get the total task information:

(1) Count the *total* number of the prior functional area (A&F SMA, Budget, Cost) tasks and knowledge items shown on the member's JQS. (Count each separate line item task included in the subject matter section.)

(2) The *completed* information is the number of tasks certified as complete on the member's JQS. This information will be provided to the responsible branch chief and comptroller for review.

**b. Training and Cross-Utilization Information Update.** The information required by the Comptroller Training Manager to keep the master training and cross-utilization chart current will be provided by functional area supervisors through their respective branch chiefs. (See attachment 2 for sample format.) This information will be submitted not less than quarterly as of 31 Mar, 30 Jun, 30 Sep, and 31 Dec. The update will include all target group individuals in the grade of staff sergeant and below who are involved in upgrade and cross-utilization training. Data relative to other individuals in training may be included, if desired. Job and functional area task information applicable to the individual's current assignment will be determined as follows:

(1) Number of job tasks will be determined by including all JQS tasks and knowledge items that must be learned for a person to be considered completely proficient in the assigned job within the functional area.

(2) The completed number is the total number of job tasks on which the trainee has been certified as trained.

(3) The total and completed functional area (A&F SMA, Budget, or Cost) task information is determined by including all JQS tasks and knowledge items that must be learned and completed to be certified proficient in the functional area.

**c. Master Training and Cross-Utilization Chart.** (Use this manual record only when computer support is not available.) Each Comptroller Training Manager will maintain a master chart (attachment 3) containing applicable information on all personnel in the grade of staff sergeant and below, and

technical sergeants in retraining status. The inclusion of training data on other individuals (technical sergeant and above not in retraining status) is at the discretion of the command or base comptroller. All data required on this chart can be obtained from information contained in the personnel data and duty history and in the training and cross-utilization information update reports. The prior duty assignments by functional area section will be updated with tasks and number of months experience whenever an individual moves from one functional area (A&F SMA or Budget) to another.

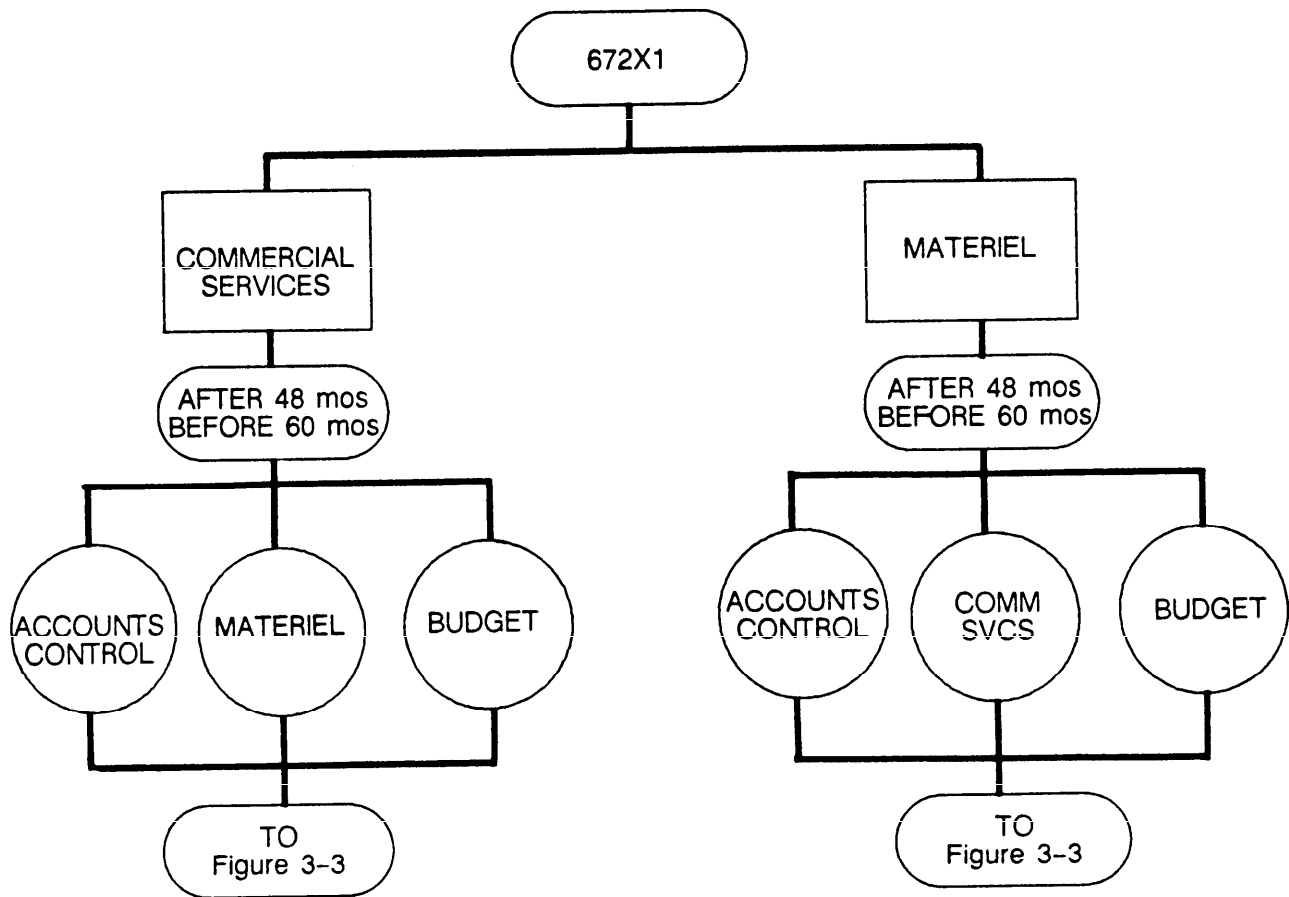
**\*d. Comptroller Master Training Database System (CMTDS).** When computer support is available, the Comptroller training manager will input, using CMTDS, all applicable information on all personnel in the grade of staff sergeant and below,

and technical sergeants in retraining status. Maintaining individual and duty information on persons in other enlisted grades and categories is encouraged, but not required, unless specified by the base or command comptroller. User instructions are included in the CMTDS program disk provided by AFAFC.

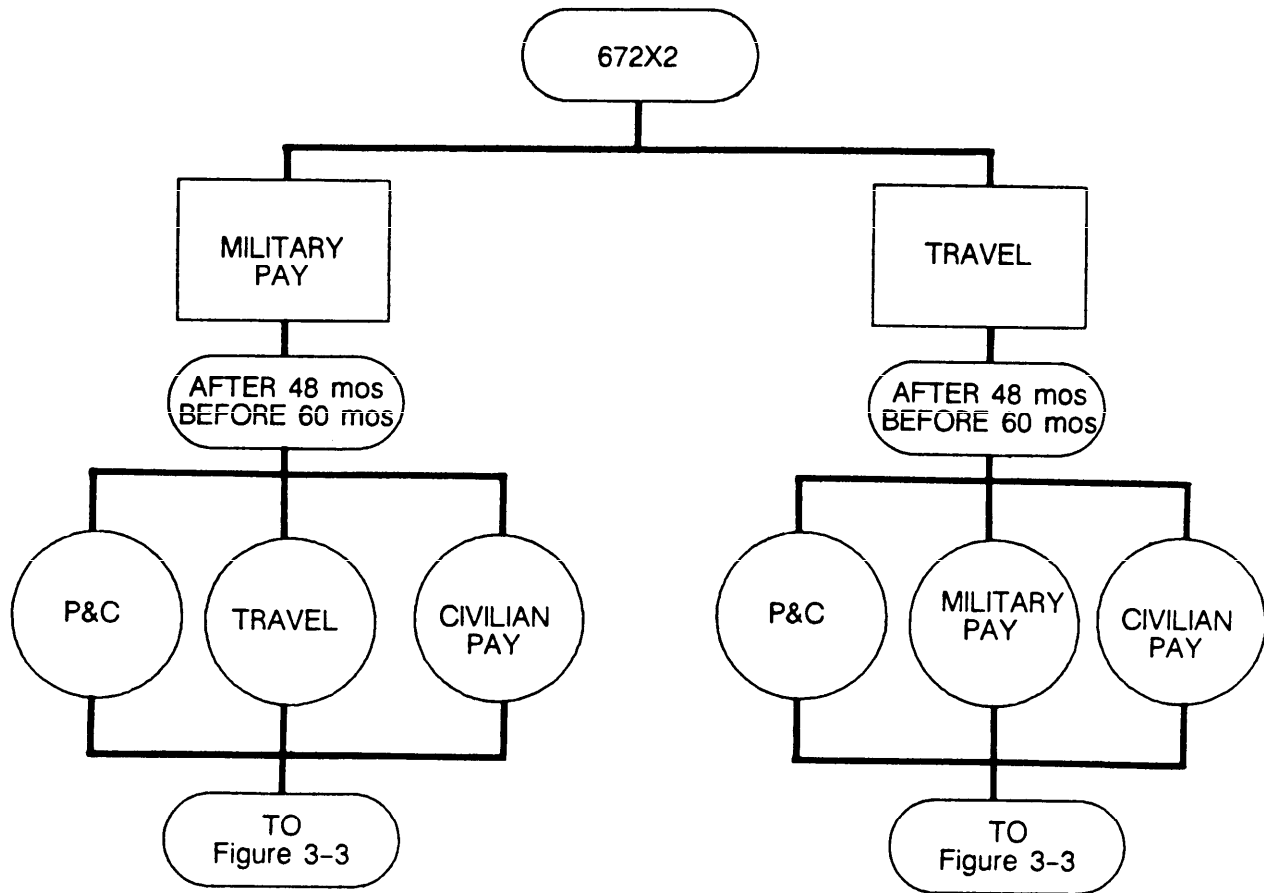
**\*3-10. Cross-Utilization Report, HAF-8601.**

\*a. Comptroller Training Managers will provide status reports to their comptroller on a quarterly basis. This can be incorporated in a locally-approved self-inspection program.

\*b. MAJCOM/SOA/DRUs will monitor cross-utilization within their commands through both staff assistance visits and inspection teams.

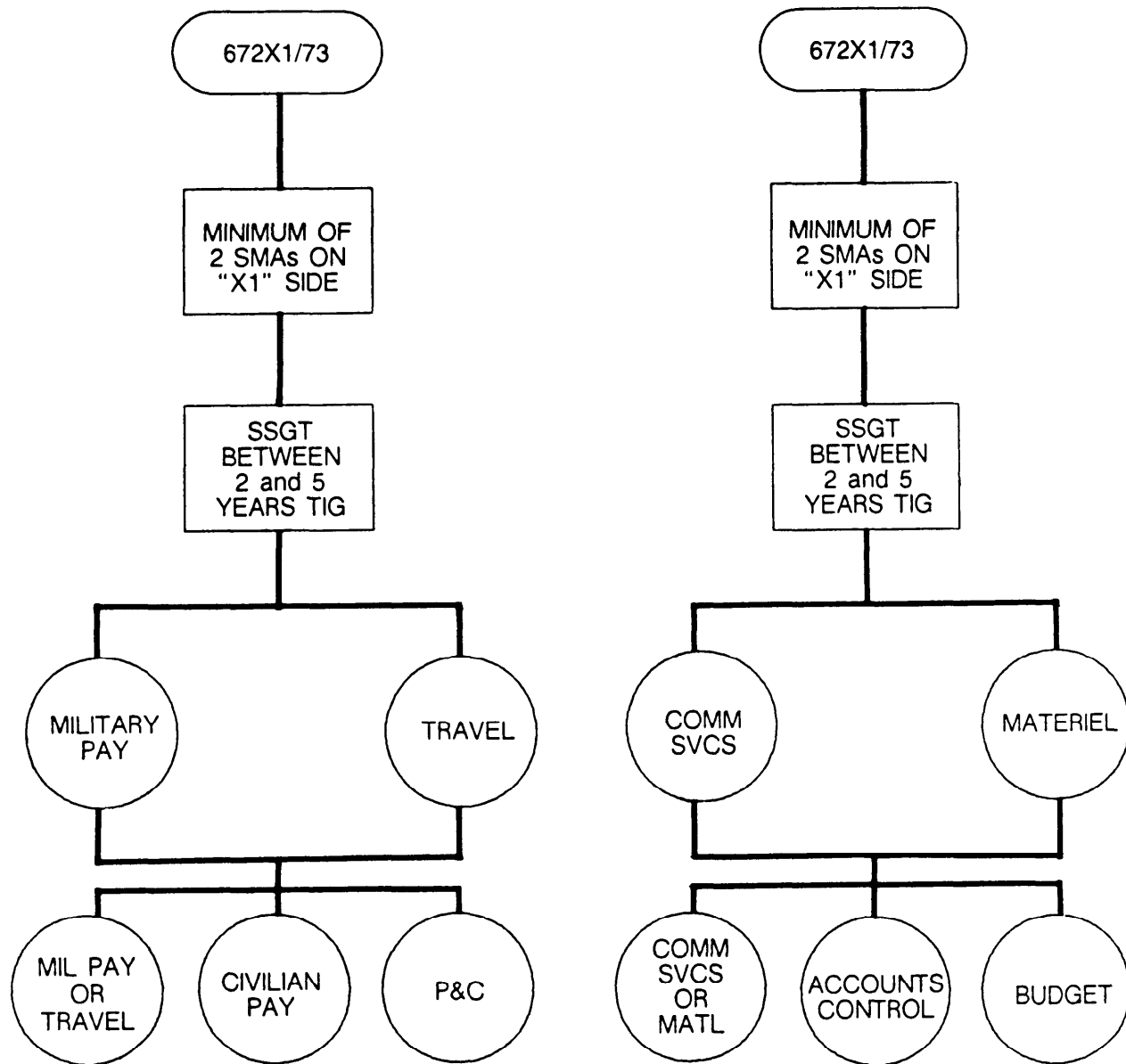


NOTE: Time-span milestones refer to total time spent in 672X1 career field.  
\*Figure 3-1. Recommended Inter-SMA and Budget Cross-Utilization Pattern AFSC, 672X1.



NOTE: Time-span milestones refer to total time spent in 672X2 career field.

\*Figure 3-2. Recommended Inter-SMA Cross-Utilization Pattern, AFSC 672X2



NOTE: See paragraph 3-7b(3)(c) of this publication and AFR 35-1, paragraph 4-24b.

**\*Figure 3-3. Recommended Inter-AFSC Cross-Utilization Pattern, AFSC 672XX**

## Chapter 4

## FORMAL TECHNICAL TRAINING

**4-1. General.** This chapter provides an overview of training conducted by the Comptroller Training Division, 3750 Technical Training Group, 3700 Technical Training Wing, Sheppard AFB TX. It provides supervisors and trainers with a brief look at training standards, available courses, trained personnel requirements, TDY-to-school quotas, course prerequisites, field evaluation, training quality reports, and occupational survey reports. Directive references pertaining to each subject covered are provided as sources of more detailed information.

**4-2. Training Standards:** All formal technical training courses at the comptroller school are developed from training standards.

**\*a. Specialty Training Standards (STSs).** STSs describe the mission-related training requirements of Air Force enlisted specialties identified in AFR 39-1. They also refer to directives and other official publications from which CDCs, SKTs, and apprentice knowledge tests (AKTs) are developed. STSs are developed for enlisted AFSC-awarding courses. (See AFR 8-13.)

**\*b. Course Training Standards (CTSs).** CTSs are developed for non-AFSC awarding supplemental courses which normally cover specific areas of a particular AFSC, as well as for all officer courses.

**4-3. ATC Course Numbering System.** The numbering system used by ATC facilitates the identification and classification of all formal school courses. For example, course number J3ABR67231 002, Financial Management Specialist, specifies (from left to right):

a. J—Sheppard Technical Training Center (responsible school for this course).

b. 3—Type 3—ATC Residence “Regular” Training.

c. A—Airman.

d. B—Basic (AFSC awarding) course.

e. R—ATC Technical Training Center—In Residence.

f. 67231—The AFSC awarded or the AFSC most applicable to the subject matter.

g. 002—Identifying series number (identifies a specific course within the J3ABR67231 group).

A listing of all codes and characters applicable to ATC-controlled courses can be found in AFR 50-5, USAF Formal Schools, chapter 3, paragraph 3-1.

**4-4. Trained Personnel Requirements (TPR) and**

**TDY-To-School Quotas.** The availability of formal ATC technical training course quotas is based on the following factors:

**a. Basic Courses.** The number of quotas available to provide initial training to individuals assigned to or retraining into a career field is established by HQ USAF/DPP and HQ AFMPC. Various factors such as retention rates, authorized end strengths, funding, etc., enter into the formula. At a conference held during March of each year, quotas for the upcoming FY are developed by Air Staff personnel.

**b. Supplemental Courses.** Quotas for supplemental courses are based on requirements submitted by MAJCOM, SOA and DRU/DPATs, identified as “users.” Based on the availability of funding, facilities, instructors, etc., ATC provides all users with a “bogey” figure applicable to their MAJCOM/SOA/DRU. The user then allocates the “bogey” to the supplemental courses to be attended by members of its command or agency. This is accomplished based on priorities established and supported by MAJCOM/SOA/DRU (user) functional managers. Extensive involvement by user functional managers, including the MAJCOM or SOA comptroller, is essential to securing optimum quotas.

**c. Basic Officer Courses.** Quotas for basic officer courses are based on a single year ATC funded program that is formulated and controlled by the officer assignment section of the Air Force Military Personnel Center (AFMPC).

**d. Civilian Attendance.** There are no specific quotas allocated for civilian personnel. Selected individuals are, however, authorized to attend either the enlisted or officer courses. Instructions are in AFR 50-5, chapter 1, section E.

**4-5. Available Comptroller Courses.** The Comptroller Training Division, Sheppard Technical Training Center (STTC) is responsible for the following resident and non-resident courses for comptroller training (see AFR 50-5, chapter 3, for details):

**\*a. Basic (AFSC-awarding courses):**

J30BR6731 000—Budget Officer

J30BR6721 001—Accounting and Finance Officer

\*J30BR6741 001—Cost Analysis Officer

J3ABR67231 002—Financial Management Specialist

J3ABR67232 001—Financial Services Specialist



b. Supplemental (primarily cross-utilization training):

\*J30ZR6784 000—Auditor Retrieval Systems  
J30ZR6751 000—Comptroller Staff Officer-Air Reserve Forces

J3AZR67273 000—Budget  
J3AZR67273 001—Civilian Pay  
J3AZR67273 002—Accounts Control  
J3AZR67273 003—Commercial Services  
J3AZR67273 004—Materiel  
J3AZR67273 005—Travel  
J3AZR67273 007—Military Pay

\*J3AZR67273 008—Financial Management-Air Reserve Forces

\*J3AZR67273 009—Financial Services-Air Reserve Forces

c. Advanced (AFSC—awarding course):

J3OAR6751 000—Comptroller Staff Officer

d. Lateral (AFSC—awarding course):

\*J3ALR67430 001—Cost Analysis Specialist

e. Mobile Training Teams (MTT):

\*J4AST67273 010 Commissary Accounts Payable System (CAPS) (COOF)

\*J4AST67273 011 Base Accounts Receivable System (BARS)(COOF)

\*J4AST67273 012 Integrated Paying and Collecting (IPC) (COOF)

\*J4AST67273 013 Systems Administrator (COOF)

\*J4AST67273 014 Base Budget Automated System (BBAS)

\*J4AST67273 015 Materiel Accounts Payable System (MAPS) (COOF)

With the exception of the MTT courses, course descriptions for the above are contained in AFR 50-5, chapter 3. Since the course contents change due to training requirements, requesters should review them frequently to ensure those selected for a course need the training and meet the prerequisites required for each particular course. No one is allowed to attend a course more than once.

f. Extension Course Institute (ECI) correspondence courses:

(1) Career Development Courses (CDCs)

67251A—Financial Management Specialist

67251B—Commercial Services

67251C—Materiel

67251D—Accounts Control

67251E—Budget

67252A—Financial Services Specialist

67252B—Military Pay

67252C—Travel

67273A—Civilian Pay

67273B—Financial Management/Services

Supervisor

69150—Cost and Management Analysis Specialist

69170—Cost and Management Analysis Technician

(2) Other ECI courses.

6701—Budget

6702—Resource Advisor

**4-6. Specialty Qualifications, Prerequisites, and Waivers.** Enlisted personnel selected for training must meet the specialty qualifications specified in AFR 39-1 and prerequisites for a particular course specified in AFR 50-5. All specialty qualifications in AFR 39-1 for the AFSC concerned and related prerequisites listed in the course announcement in AFR 50-5 are *mandatory* unless specified as “desirable”. *To justify the cost of training, requesters must ensure that selectees need and will use the skills gained in training upon return to the parent unit.* Every precaution should be taken to ensure that selectees meet the course prerequisites as stated in the course announcements, correspondence, or reporting instructions. Requests for waivers must be directed through the MAJCOM, SOA, or DRU/DPAT to 3700 TCHTW/TTGXI, Sheppard AFB TX 76311-5434. In addition to the course number, waiver requests must contain the name, rank, and SSN of the selectee with full explanation justifying the person's need for the desired training. Waiver approval and granting authority must be included in the person's orders.

**4-7. Field Evaluation of Formal School Graduates.** AFR 50-38, Field Evaluation of Education and Training Programs, establishes the requirement for a program of evaluation for graduates of formal courses announced in AFR 50-5 and for graduates of CDCs prepared by ATC. It applies to all MAJCOMs, SOAs, and DRUs.

**a. Purpose of Evaluations.** The field evaluation program is a major aid in the quality control of formal and CDCs and a source of information to determine possible problem areas.

**b. Types of Evaluations.** There are various types of post-graduate evaluations; the following are the most commonly used:

(1) Field Evaluation Visits. ATC is authorized direct communication with comptroller organizations to arrange field evaluation visits within 6 months after the graduates are assigned. Evaluation information is obtained by discussion with the graduate, the immediate supervisor, and any other person having knowledge of the graduate's performance. The applicable STS or CTS is used to evaluate the graduate's frequency of use and ability to perform the tasks for which trained.

(2) Direct Correspondence Questionnaire. For

technical course graduates, questionnaires are sent by ATC to recent graduates and their supervisors within 6 months after graduation. They pertain to the graduate's qualifications in terms of the knowledge and proficiency levels reflected in the approved STS or CTS. (IMPORTANT: Supervisors are in the best position to evaluate the effectiveness of training the graduates have received. These questionnaires should be given serious consideration to let ATC know if the graduates are capable, weak, or overtrained in certain areas. This questionnaire is the supervisor's opportunity to determine what type of graduate they need for mission accomplishment.)

(3) Student Survey. The Extension Course Institute (ECI) uses a student survey form to evaluate CDC course effectiveness. All CDC enrollees receive a student survey pamphlet and separate answer sheets in the CDC package and should complete it after finishing the last volume review exercise (VRE). Completion of the survey is not a prerequisite for taking the course examination (CE), but is strongly encouraged to help keep the CDCs current. ECI then summarizes the survey results by course and forwards the summary to the CDC course developers at the controller school. If responses to these surveys identify problem areas in the CDC, the school conducts followup evaluation projects to determine the actions required to resolve them.

**4-8. Training Quality Reports (TQRs).** To provide feedback to ATC regarding the quality of technical training received by each graduate, AF Form 1284, Training Quality Report (TQR), may be used by commanders, first sergeants, supervisors, trainers, and graduates throughout all commands. Consult AFR 50-38 to determine circumstances when an AF Form 1284 should be used. Some common uses are listed below. AF Form 1284 should be prepared:

a. If a graduate from a technical course does not meet the proficiency level or knowledge specified for a task listed in the approved STS or CTS, as appropriate. To be objective, the supervisor should consider the elapsed time between graduation and the observed performance as well as the difference between training equipment and operational equipment.

b. If the graduate is not required to perform all tasks listed in the STS while working in the assigned AFSC.

c. If STS code levels or tasks exceed the requirement of the graduate's AFSC.

d. When severe deficiencies in standards of conduct and discipline are observed that make the graduate ineffective in his or her job assignment. (This information will be used to surface quality force issues or items of concern to recruiting service and basic military training.)

**4-9. Occupational Survey Reports (OSRs):**

a. The USAF Occupational Measurement Center (USAFOMC) conducts occupational surveys for the Air Force. It takes approximately 2 years for USAFOMC to complete an OSR from the scheduled start date. The OSR is used by the Air Force to analyze Air Force occupations. It identifies and describes the duties and tasks which are performed by job incumbents. The survey requests information from the incumbents about themselves, their work environment, and the tasks and duties they perform. Collection of this information is accomplished through the use of a USAF job inventory booklet. Once this information is gathered, it is analyzed using special computer programs at USAFOMC.

b. Each OSR provides data about the tasks performed by job incumbents in any job group, MAJCOM position, skill level, pay grade, or experience level. Task information is reported in terms of percent of members performing the tasks and relative percent of time spent performing the tasks. In addition to the job inventory booklet, two other booklets are mailed out to gather specific data. Task difficulty and training emphasis booklets are sent to randomly selected, experienced 7-level NCOs or experienced officers. The task difficulty booklets are used to rate each task in a job inventory on a nine-point scale as to its relative difficulty to learn. The training emphasis booklet is used by OMC to gather data about which tasks should be emphasized in structured training for the first-term airman or new officer in a given AFS.

c. Correctly collected and accurate OSR data can be invaluable to the career field. Training managers and curriculum developers use this information to determine which tasks should or should not be trained and to determine which tasks take longer than others to train. It is also used to determine training cost-effectiveness and to examine the accuracy and completeness of the specialty descriptions in AFRs 36-1, Officer Classification, or 39-1, and to help determine current utilization patterns.

BY ORDER OF THE SECRETARY OF THE AIR FORCE

OFFICIAL

WILLIAM O. NATIONS, Colonel, USAF  
Director of Information Management  
and Administration

LARRY D. WELCH, General, USAF  
Chief of Staff

**SAMPLE**

30 Jan 86  
(Date)

FROM: ACF  
 SUBJ: PERSONAL DATA AND DUTY HISTORY  
 THRU: ACF  
 AC  
 TO: COMPTROLLER TRAINING MANAGER

The following initial assignment data is provided for your information and entry into the Master Training and Cross-Utilization Chart.

NAME: BARNES, EDWARD RANK: SSGT DOR: 1 JAN 86  
 TAFMS DATE 20 AUG 80 CAFSC 67251 DEROS N/A  
 ASSIGNED TO ACC'TS CONTROL DATE ASSIGNED 27 JAN 86

-----  
 \* DUTY HISTORY

<u>PRIOR EXPERIENCE</u>	<u>NUMBER OF FUNCTIONAL AREA TASKS</u>		<u># MONTHS EXPERIENCE</u>
	<u>TOTAL</u>	<u>COMPLETED</u>	
Accounts Control			
Budget	69	52	30
Commercial Services	49	37	28
Materiel			
Civilian Pay			
Military Pay			
Paying & Collecting			
Travel			
Cost Analysis			
Quality Assurance	Yes _____	No <u>X</u> _____	# Months _____

\* Not Applicable for personnel on assignment to first permanent duty station.

\_\_\_\_\_  
 Supervisor or Trainer

**SAMPLE**31 Mar 86

(Date)

FROM: ACFA

SUBJ: TRAINING AND CROSS-UTILIZATION INFORMATION UPDATE

TO: COMPTROLLER TRAINING MANAGER

THRU: ACF

The following data is provided for your information and update of the Master Training and Cross-Utilization Chart.

<u>NAME</u>	<u>NUMBER OF JOB TASKS</u>		<u>NUMBER OF FUNCTIONAL AREA TASKS</u>	
	<u>TOTAL</u>	<u>COMPLETED</u>	<u>TOTAL</u>	<u>COMPLETED</u>
BARNES, Edward	15	7	36	7
JONES, Gregory	16	12	36	24
HAM, Bill	16	16	36	32

---

**FUNCTIONAL AREA SUPERVISOR**

1st Indorsement

FROM: ACF

Functional area reassignment action(s) on the above individual(s) is (are) as follows:

<u>NAME</u>	<u>PROJECTED FUNCTIONAL AREA</u>	<u>PROJECTED DATE</u>
HAM, Bill	TRAVEL	1 May 86
JONES, Gregory	BUDGET	1 Jul 86

---

**Signature**

**SAMPLE**

**MASTER TRAINING AND CROSS-UTILIZATION CHART**

NAME	Rank	DOR	CAFSC	TAFMSD	CURRENT DUTY			PRIOR DUTY ASSIGNMENTS BY FUNCTIONAL AREA												PROJECTED ASSIGNMENT Functional Area Date								
					FUNC AREA	DATE ASGN	JOB	TASK SMA	MAT		COMTL		ACT. CON.		BUD		MIL PAY		TVL		P&C		CIV PAY		COST			
									Tasks	Mo	Tasks	Mo	Tasks	Mo	Tasks	Mo	Tasks	Mo	Tasks		Mo	Tasks	Mo	Tasks	Mo	Tasks	Mo	Tasks
BARNES, E.	SSG	1/86	67251	20/ /08/ /80	ACT CONT	1/ /86	7/ /15	7/ /36	37 49	37 49	52 69	52 30	52 30	52 30	52 30	52 30	52 30	52 30	52 30	52 30	52 30	52 30	52 30	52 30	52 30			
JONES, G.	SGT	2/86	67251	16/ /07/ /84	ACT CONT	9/ /84	12/ /16	24/ /36																				
HAM, B.	SSG	10/48	67251	17/ /02/ /79	ACT CONT	2/ /83	16/ /16	32/ /36	45 49	45 49																	BUDGET	1 Jul 86
																											TRAVEL	1 May 86

Interpretation of Data:

- Barnes - 28 months experience in Commercial Services; 30-months experience in Budget; recently assigned to ACA—qualified on 7 of 15 job tasks—qualified on 7 of 36 standard tasks covering ACA operations. Has not completed enough SMA tasks to project move.
- Jones - No experience other than in Accounts Control; qualified on 12 of 16 job tasks—qualified on 24 of 36 standard tasks covering Accounts Control operations. Latter data evidence of good intra-SMA cross-utilization. Projected for move to Budget area to meet inter-SMA cross-utilization criteria.
- Ham - 46 months experience in Commercial Services; qualified on 16 of 16 job tasks—qualified on 32 of 36 standard tasks covering Accounts Control operations. Projected for move to Travel area to meet inter-AFSC cross-utilization criteria.

**Comptroller**

**TRAINING AND CROSS-UTILIZATION PROGRAM**

**AFR 170-26, 15 July 1986, is changed as follows:**

**Page-Insert Changes.** New or revised material is indicated by \*.

<b>Remove</b>	<b>Date</b>	<b>Insert</b>
9 thru 16	15 Jul 86	9 thru 16

BY ORDER OF THE SECRETARY OF THE AIR FORCE

OFFICIAL

LARRY D. WELCH, General, USAF  
Chief of Staff

NORMAND G. LEZY, Colonel, USAF  
Director of Administration

**Comptroller**

**TRAINING AND CROSS-UTILIZATION PROGRAM**

**AFR 170-26, 15 July 1986, is changed as follows:**

**Page-insert Changes.** New or revised material is indicated by \*.

<b>Remove</b>	<b>Date</b>	<b>Insert</b>
5 thru 8	15 Jul 86	
9 thru 16	31 Mar 87	
17, 18	15 Jul 86	5 thru 18

BY ORDER OF THE SECRETARY OF THE AIR FORCE

OFFICIAL

LARRY D. WELCH, General, USAF  
Chief of Staff

WILLIAM O. NATIONS, Colonel, USAF  
Director of Information Management  
and Administration