

2018



Deployment Transition Center (DTC)

CONCEPT OF OPERATIONS
OPR: AF/A1S

APPROVAL

A handwritten signature in black ink, appearing to read "Dave Goldfein", written over a horizontal line.

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CONOPS HISTORY

VERSION	DATE	CHANGE DESCRIPTION
V1	13Dec10	Original
V1.2	18Feb14	<ul style="list-style-type: none">• Revised attendance criteria• Clarified roles and responsibilities• Removed strategic communication plan
V2	15Aug18	<ul style="list-style-type: none">• Clarified goals and objectives of the DTC• Clarified attendance criteria• Added staffing flexibility examples• Added funding requirement for morale, welfare, and recreation (MWR) type items

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1. INTRODUCTION

1.1. BACKGROUND

CORONA South met February 2010 and approved the Air Force Resilience Program as briefed by the HAF/SG. The Air Force Vice Chief of Staff identified HAF/A1 as lead for the resilience program and selected USAFE to stand up a DTC at Ramstein AB, Germany. The DTC was initially established to support Airmen who deployed “outside the wire” and were exposed to significant risk of death in a combat zone. The DTC curriculum was created using information gathered from several sources, including the Air Force Office of Special Investigations Deployment Readiness and Reintegration Program, Canadian Forces reintegration program at Cyprus, Joint Personnel Recovery Agency materials and consultation, as well as relevant peer reviewed research (on topics of performance psychology, trauma reactions, military psychology, spirituality and wellness, etc.).

1.2. MISSION STATEMENT AND PURPOSE

The mission of the DTC is to provide critical reintegration skills and decompression opportunities for redeploying Airmen (Regular AF, Guard, Reserve, and Civilians). The purpose of the DTC is to bolster Airmen Resiliency and facilitate better family and unit reintegration through the Combat Bridge's unique curriculum. The program is designed to assist in reconstitution by reinforcing and or equipping Airmen with life coping skills.

Attendance at the DTC for other services is allowed pending space availability.

1.3 GOALS AND OBJECTIVES

GOALS

Rest	Provide a safe environment and transition time for Redployers to relax, recover sleep, and restore energy.
Reflect	Facilitate reflection on combat and operational experiences and provide strategies for integration, including anticipating how to discuss experiences with family members, coworkers, and acquaintances.
Recreate	Provide a range of recreational activities that will help Airmen transition from a high intensity and control-oriented combat operational environment to lower intensity adaptive social interactions.
Reintegrate	Provide information and skills for managing combat and operational stress, recognizing the need for treatment in self and others, as well as facilitating a smooth reintegration with co-workers, family and friends.
Recapture	Clarify purpose, values and goals by developing a supportive plan for reintegration. Where possible, recapture expeditionary lessons for addressing during DTC.
Resources	Refresh Redeployers' awareness by providing information and handouts on available base and community resources. Instruct on Comprehensive Airman Fitness resilience capabilities and direct skill employment for managing stress.

OBJECTIVES

- Increase knowledge on healthy coping strategies
- Decrease stigma towards seeking help
- Promote resilience: Provide skills on performance enhancing mindsets and behaviors
- Increase knowledge of and refer to appropriate helping resources when formal supports are indicated (e.g., counseling, physical health, family/relationship, legal, etc.)
- Provide world class support service to attendees (e.g., customer service, transportation, recreational/fitness and physical activities, etc.)
- Ease reintegration with family, friends, and co-workers through expectation management and skill review for mitigating and managing current and possible future stress impacts
- Establish a restful/energy restoring transition point in the redeployment process
- Improving knowledge about the Air and Space Expeditionary Forces (AEF) cycle and factors that contribute to readiness of Airmen prior to deployment (e.g., readiness training, equipment, sustainment and mission execution)
- Collect data for throughput analysis and program impacts

See [Attachment 2 - DTC Integration of Program Objectives Table](#) for more details on how each element of the DTC meet the goals and objectives of the program.

2. PROGRAM DESCRIPTION

2.1. SCOPE

The DTC is a two-day decompression program (with additional travel days for arrival and departure) where redeployers will participate in psychoeducational discussions on a variety of topics focusing on managing stress using small group discussion, enhancing resilience and coping mechanisms for their transition to home and work life. As the DTC is designed to be a reintegration enabler, it does not have the capacity to provide mental health treatment or serve as a force-wide suicide prevention program. The DTC staff may be comprised of Mental Health (MH) professions, Master Resilience Trainers, Mission Set Managers (MSMs), Chaplain Corps, and other support personnel. The curriculum is built with the team concept at its core but is flexible to support individuals and can be utilized across all AFSCs. Team interaction is highly encouraged throughout the decompression and reintegration process. The DTC is a Decompression, Reintegration and Readiness program and is reliant on base Force Support services, but may need to provide independent and or stand alone options for supporting functions such as, fitness center, massage chairs, gaming consoles, indoor/outdoor recreational equipment, (MWR) etc.).

2.2. ELIGIBILITY TO ATTEND DTC

All Airmen (Reg AF, National Guard, Reserve, Civilian) tasked with contingency operations are eligible to attend. Attendance needs may be obvious due to regular or repeated instance of high risk or potentially life threatening events while conducting military operations. However, ambiguous items such as extended time away from home, despondent living conditions, work center relationship conflicts, high operations tempos, shift work, etc., may warrant the decompression opportunity.

There are two selection processes to attend the DTC (see [ANNEX A: REDEPLOYMENT PROCESS](#) for details), and available information for both processes is different. Therefore, consideration will be different depending on the selection process as detailed below.

Mission Set Preselection:

- Mission set likely to be directly or indirectly exposed regularly to high risk or potentially life threatening events while conducting military operations
- Location of deployment has historically high risk or potentially life threatening events regularly occur (e.g., regular mortars), despondent living conditions, etc.
- Historical knowledge of Airmen experiencing higher levels of stress or issues while performing expected mission or at deployment location.
- Historical knowledge that the career field has demonstrated high risk responses post deployment (e.g., high levels of suicidal attempts or completions, alcohol related mishaps, dissolved family commitments – divorce, domestic abuse, etc.)
- Knowledge of injuries (e.g., physical or mental evacuations from theater)

Commander Selection:

- Participated in direct combat operations but not projected to do so
- Experienced job related stress (e.g., high ops tempo, work center relationship conflicts, shift work)
- Injured in mission activities
- Exposed to casualties/dead bodies (handling or video)
- Witnessed personnel killed or injured (including video)
- Experienced injury or casualties to members within their unit
- Felt in danger of being killed or injured (high risk)
- Discharged weapon and/or received fire (e.g., mortar, IED, etc.)
- Had significant home-front stressors or changes
- Witnessed or participated in morally questionable acts (e.g., friendly fire incident, civilian casualties, violation of ROEs, pain or suffering of combatants)
- Leadership's assessment that member(s) need to attend

It is not the intent to send Airmen or Civilians through the DTC for the sole purpose of addressing specific mental health issues, responding to an incident of sexual assault/harassment, addressing an individual's specific medical concerns, etc. The Air Force has existing processes and resources to address those situations. While mental health screening procedures are in place at the DTC, the intentional focus is on building resiliency skills. The non-medical format of the program decreases the likelihood that mental health issues will be identified at the DTC. As such, the DTC does not substitute for mental health screening that occurs upon redeployment.

3. EMPLOYMENT CONCEPT

3.1. DTC UTC REQUIREMENT

A DTC UTC will be built in the Manpower Equipment Force Packaging (MEFPAK). The AF/A1 will ensure the mission capability and UTC construct in coordination with other functional communities is designed to meet the requirements of the DTC. This UTC is not expected to be initiated at the beginning of a conflict, however may be requested by the Air Component and entered as a Service-level requirement once specific criteria have been met. The DTC UTC will be utilized upon execution. If the site selected for the DTC is in the component's assigned combatant commander's AOR, the requesting commander will assess currently assigned forces to initially fill the UTC by functional capability within the Installation structure until the world wide AEF sourcing construct can fill. AF/A1, in concert with the DTC Program Director, will work with AFPC/DP2W to maintain the UTC content. A manning deviation letter may be required, see attachment 9 for a sample.

3.2. DTC UTC ACTIVATION

When the criteria of prolonged deployed operations has been met, the activation of this UTC should be considered. Upon decision to stand up the DTC, the Air Component Commander will secure resources in coordination with the AF/A1 and AF/SG. The AFFOR A1 and SG will ensure specific requirements are identified in Combatant Commander O-plans. Thirty days lead time is recommended to stand up the DTC.

4. AUTHORITY AND FUNDING

The Air Component has the authority to request the establishment of a DTC through AF channels as a Service-level requirement. The Air Component, in coordination with the AF/A1 and AF/SG and consultation with AFFOR A1 and SG, will activate the DTC upon approval from the Chief of Staff of the Air Force. Contingency funds will be considered for initial funding at the time the DTC is established; AF/A1 is the OPR for funding sustainment. Funding expense categories include, but are not limited to: transportation/travel (to/from airport terminals, on base shuttles, staff TDY), vehicle maintenance, weapons shipment, supplies and printing, linens, recreational items (e.g. gym equipment, massage chair, billiards table, video games), cell phones, lodging supplies, facility equipment/upgrades (e.g., furniture packages, paint, cooking/kitchen items), and comm/systems (e.g., computers, internet, TVs, and various electronics).

5. ROLES AND RESPONSIBILITIES

5.1. CHIEF OF STAFF OF THE AIR FORCE (CSAF)

The Chief of Staff of the Air Force approves the establishment of a DTC and the DTC CONOPS.

5.2. DEPUTY CHIEF OF STAFF, MANPOWER, PERSONNEL AND SERVICES (AF/A1)

The AF/A1 provides oversight, guidance, and policy for DTC processes. The AF/A1 serves as the Functional Manager for the DTC UTC and coordinates on nominated mission sets received from component FAMs. The AF/A1 provides oversight on site selection and establishment of a DTC facility. The AF/A1 also serves as the OPR when the DTC is in operations and provides funding and program evaluation oversight. AF/A1 will keep the DTC informed on Chief Functional Manager changeouts.

5.3. AIR FORCE SURGEON GENERAL (AF/SG)

The AF/SG consults with the Component Commander, AF/A1 and AFPC/DPF on operational capabilities of the DTC to include identification of Mission Set Manager AFSCs needed based on operational requirements. The AF/SG supports the AF/A1 as a subject matter expert (SME) with curriculum and program evaluation efforts.

5.4. AIR FORCE INTEGRATED RESILIENCE DIRECTORATE (AF/A1Z)

The AF/A1Z supports the AF/A1S as a subject matter expert with curriculum and program evaluation efforts. A1Z should also assist with and support DTC staffing efforts to include staff training/certifications (e.g., utilization of Master Resilience Trainer as staff cadre).

5.5. AIR COMPONENT COMMAND

The Air Component Command may request the establishment of a DTC by submitting a request for forces (RFF) through the Global Force Management (GFM) process for a DTC Unit Type Code (UTC) when criteria outlined in this CONOPS has been evaluated and met. The need for this capability is established in coordination with the AF/A1 and AF/SG. The requesting Component Command, in coordination with the AF/A1 and AF/SG, will determine the Mission Set Manager AFSCs for staffing

and redeploying personnel. The requesting Component Command will coordinate with the major command (MAJCOM) of the installation hosting the DTC on all operational requirements to include facilities, space, support, and other resource requirements.

5.6. AIR FORCE PERSONNEL CENTER (AFPC)

AFPC/DPW serves as the MAJCOM office of primary responsibility (OPR) for DTC UTCs and will coordinate with other functional area FAMs to identify DTC rotational staff requirements. AFPC/DPW serves as the Manpower and Equipment Force Packaging (MEFPAK) Responsible Agency for the DTC UTC. AFPC/DPF also collaborates with Component Commanders, the AF/A1 and the AF/SG on operational capabilities.

5.7. HQ AIR FORCE FUNCTIONAL AREA MANAGERS (FAM)

HAF FAMs perform DTC UTC management functions. FAMs coordinate on nominated mission sets received from component FAMs; this review permits total picture awareness of special circumstances and description of high risk exposure of throughput personnel. FAMs participate in identification and sourcing of DTC pertinent AFSC's.

5.8. SUPPORTING MAJCOM

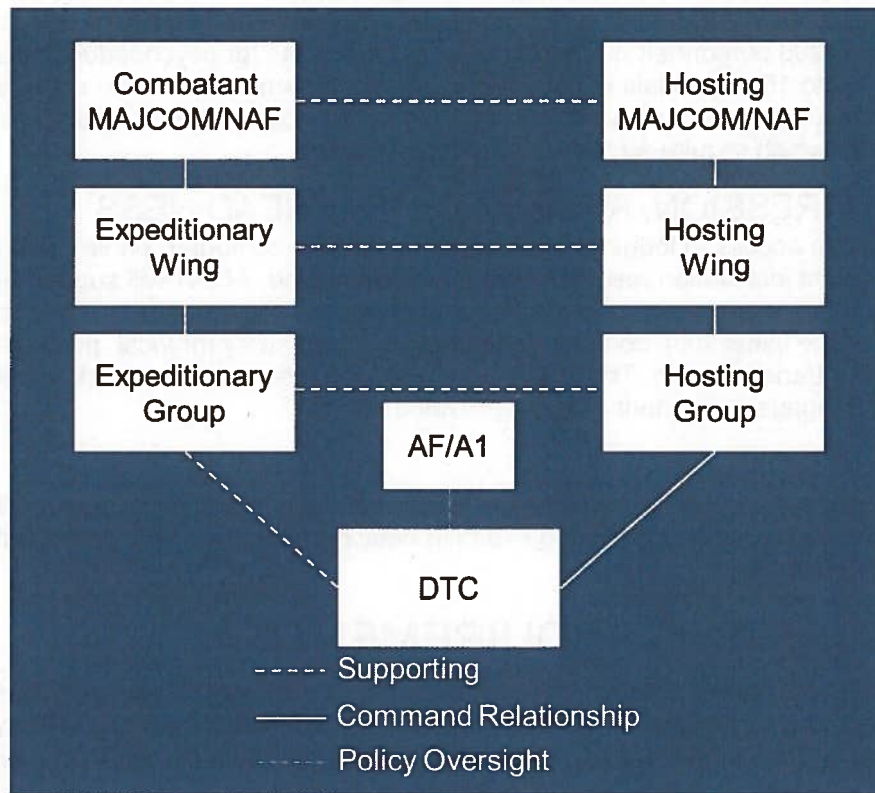
The MAJCOMs supporting the DTC will provide the necessary facility and logistical support, and identify additional resource requirements.

5.9. DOWNRANGE CC/CCF

The primary role of initiation to communicate key dynamics related to nomination rests with the downrange CC/CCF. They will engage with the DTC command structures to inform the DTC about attendees' group or individual deployment exposures, team dynamics, or suggestive focus areas of concern.

6. COMMAND RELATIONSHIPS

When activated, a DTC UTC reports to the gaining Air Component Command. Since DTCs will predominantly be located outside of a designated operational area and may operate in another Component or MAJCOM area of operation, the DTC will be established and supported as a tenant organization on the hosting MAJCOM installation.



7. SITE SELECTION CRITERIA

7.1. DETERMINATION OF LOCATION FOR DTC

The capability of a main operating base outside the supported area of responsibility (AOR) that supports a permanent party populace is ideal to provide the best venue to begin decompression. Locations where current airflow routes can be utilized as a key transition point from the AOR to home station should be considered. Site considerations should include evaluating on/off base services that support transition to a home station environment.

7.2. FORCE PROTECTION

Strong consideration must be made for protection of the force to include safety, security, public access, mitigation, etc. The DTC will maintain current force protection conditions (FPCONs) and awareness of local threats consistent with base level operations. Special care will be taken in planning all movements to account for force protection concerns.

7.3. SITE SECLUSION

The DTC site should have adequate seclusion to provide force protection and limit contact with others that may detract from the goals of the DTC. This approach avoids distractions and allows Airmen to understand they have not completed their deployment until the DTC program is complete. Seclusion from potential sources of intrusion such as media, friends and family will facilitate improved participation and outcomes.

7.4. FACILITY AND TECHNICAL REQUIREMENTS

Operational needs include computers, communications, Secure Internet Protocol Router (SIPR), TVs or projectors for DVD curriculum and technical support similar to typical office arrangements. Break-out rooms should be easily accessible to staff offices. The throughput and class size will fluctuate

according to conflict and Air Expeditionary Force (AEF) Schedule; the facility must accommodate large groups (up to 200 personnel) and multiple break-out rooms for psychoeducational curriculum accommodating up to 15 individuals in each room. Group dynamics should be considered to facilitate and encourage discussions among participants. Contingency plans should be discussed for concurrent classes which require additional support resources.

7.5. DECOMPRESSION, RESILIENCE AND READINESS

The site should have access to lodging, food, laundry, phones, computer, printer, internet and fitness facilities. In the event installation resources are limited/restricted, AF/A1 will support unique funding requirements for mission execution of resilience and readiness programs (e.g., Outdoor Recreation, or NAF request). The installation commander is the waiver authority for local purchases. Readily available access to transportation, Traffic Management, and resources for check-in/out, flight scheduling, and baggage movement must be provided.

7.6. RECREATION

DTC site planning must account for redeployers' access to installation recreational activities. Consideration should be given to providing exercise equipment and workout space within the DTC facility or in close proximity.

8. DTC STAFFING REQUIREMENTS

The core DTC UTC consists of 9 personnel to include the Commander (Program Director), Director of Operations (Logistics Readiness Officer), Superintendent, Knowledge Operations Manager, Traffic Manager, Personnel Craftsman, Support Systems Administrator, Mission Set Manager (MSM), and a Mental Health Technician. Beyond the core positions, additional Total Force considered positions may include: Chaplain and Religious Affairs Airman; Services Journeyman; and Additional MSMs, and Mental Health Technicians or Master Resilience Trainers. Staffing requirements may be affected by the types of AFSCs transitioning through the DTC, expected throughput, number of redeployers participating at any given time, and services provided. See [Annex C: Duty Position Responsibilities](#) and [Attachment 1 – Example DTC Organization Chart](#) for more details. The staff billets will be a mix of permanent party and deployed billets.

The DTC utilizes teaching tandems for mission execution. When classes are broken down, they should include x1 Mission Set Manager and x1 Resiliency Technician (support facilitator from Mental Health or a Master Resiliency Trainer) per 13-15 DTC attendees.

Having the right number of MSMs and RTs is crucial to the success of the small group discussions. It is recommended that class size not exceed 13 per room and classes should consider leadership, mission and group dynamics of the redeployers. This information should be gathered by the DTC staff prior to the arrival of the redeployers. Additional MSM taskings should be created based on specific career field throughput so that efforts are made to have the corresponding MSM be from the same AFSC (or series) as the redeployer mission they are supporting (e.g., 3P MSM supports a defender mission of 13 members).

The unique mission requirements often demand a 24/7 availability. The hosting MAJCOM and Wing will work to support positions out of local available resources and may alter staffing requirements due to DTC throughput (demand). AF/A1 will work with AF/A3 to build staffing support out of AEF resources when needed.

Due to the unique mission towards reintegration, the mandated Uniform of the Day (UOD) for both staff and participants, after initial redeployer reception, will be civilian business casual. While varied locations may have off base uniform policies driving restricted wear of military clothing, the shift to civilian business casual is required to better facilitate the transition from deployment to home.

General reporting instructions should be followed based on the location of the DTC (e.g., EUCOM, PACAF). IAW AFI 36-3014, Clothing Allowances for Air Force Personnel, Chapter 4, the DTC staff is authorized wear and allowance of civilian attire as endorsed by the below signature (CSAF). There are two types of staffing, permanent party and temporary duty, and each individual party should be submitted and signed for by the DTC location Program Director back to the home finance office of the respective members.

Meals and Lodging requirements will vary based on the location of the hosting DTC. Site specific reporting instructions should be followed as well as Joint Travel Regulations. Due to the mission requirements and on/off installation events associated with the DTC, M&IE rates may require adjustment/amendments to coincide with these activities. In general, government meals and lodging will be available and directed. However, flat rate per diem rules may be applicable. The site specific Program Director is the delegated authority for signing missed meal forms (AF IMT 2282) to reconcile adjusted rates. The site specific MAJCOM/FM should be consulted to deconflict any issues or concerns.

See [Attachment 9](#) for sample memorandum for record (MFR) for manning deviation approval from AF/A3.

9. DTC DEACTIVATION

In coordination with the Air Component Commander, DTC Commander, AF/A1, AF/SG, and AFSC career field managers, the following items will be addressed when deactivating the DTC:

- An end to the conflict is identified
- Mission sets and downrange experiences no longer meet the criteria to attend the DTC

Deactivation of the DTC is expected to happen over time, allowing the remaining redeployers to attend classes as units transition out of the AOR. Full services should be kept in place to support Airmen who meet the criteria to attend the DTC have all transitioned home.

10. PROGRAM EVALUATION OF DTC

In order to ensure the operation of the DTC meets the intended goals and objectives as defined in this CONOPS (see also [Attachment 2 – DTC Integration of Program Goals and Objectives Table](#)), the DTC should collect data to continually assess satisfaction with and effectiveness of the program as implemented. Evaluation of the effectiveness of the DTC will include use of psychometrically valid and reliable questionnaires that are directly linked to the mission and intent of the DTC curriculum. AF/A1 (including A1S and A1Z) and AF/SG will work together with the DTC staff to develop, implement, and report on program evaluation efforts.

An annual review of data should be discussed among the Headquarters Air Force Community Action Board (CAB) members (especially A1 & SG components) to evaluate data regarding current deployment operations and Airman impacts (e.g., DHA and PHA information, suicide attempts/completions, Family Advocacy stats, alcohol related mishaps, most common mental health diagnosis, Military Family Life Consultant (MFLC) usage, Top 5 issues for Chaplain counseling, Article 15 and Non-Judicial Punishments, urine analysis from Drug Demand Reduction (DDR), simple crimes report from Security Forces, etc.). Based on the CAT data review, HAF General Officer engagement may be required to direct and/or support DTC attendance from specific career fields or specific AORs.

ANNEX A: REDEPLOYMENT PROCESS

A.1. DTC REDEPLOYER NOMINATION PROCESS

Two processes are in place for Airmen to attend the DTC: Mission Set Pre-Selection and Command Nomination.

A.1.1. Mission Set/Team Pre-Selection

Pre-identify DTC attendees based on mission set meeting the criteria to attend the DTC. A mission set is defined as a team of Airmen with a designated Unit Line Number (ULN) and may be from one functional community or comprised of various AFSCs. Note: If civilians are pre-identified to attend, please reference the host country's processes and procedures for entering the country as a civilian (e.g., possessing a passport). This process may be different for civilians than it is for military members as civilians. Home station leadership should notify the Airman of selection prior to deployment. The pre-identification process is as follows:

The AF component will validate enduring mission sets regularly at the beginning of each GFM or prior to submitting or approving a Request for Forces (RFF). HAF FAMs will coordinate on the component FAM nominations before component commander final approval (see figure 1).

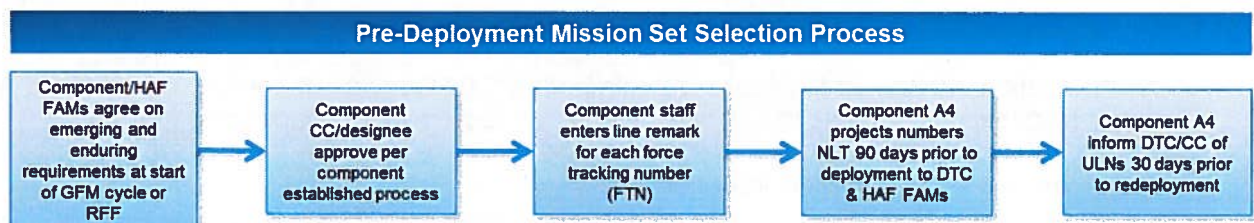


Figure 1.

A.1.2. Commander's Nomination Process

Deployed commanders will also have the option of requesting individuals and/or units, not identified prior to deployment, to participate in the DTC based on [eligibility criterion](#). See Figure 2 below for the decision/approval and notification/coordination processes. If Airmen meet any of the eligibility criteria, they should be nominated by their deployed squadron commander using a [Nomination Checklist](#). To nominate populations larger than a squadron, approval must be from an O-6 Commander.

To attend the DTC and enter the host nation or third location site, orders will need modification. Guard/Reservists should consider end of tour dates and approved man days in order to attend. Upon a Reservist being nominated to participate in the DTC, PERSCO must notify AFRC/A1RR. AFRC/A1RR will work with the Force Generation Center (FGC) to ensure the member has enough MPA days or mobilization authority to attend DTC and complete all post deployment actions. Civilians need passports (and/or should meet host nation entry/visa requirements).

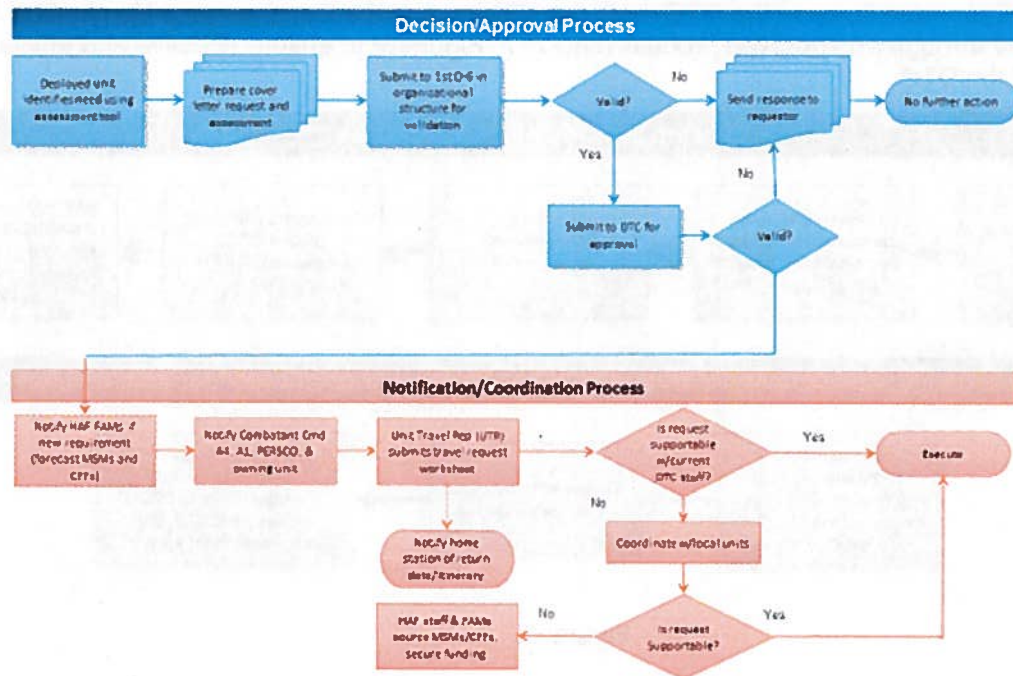


Figure 2.

Below lists the information required and optional for a nomination checklist. See Assessment Tool for an example [nomination spreadsheet](#).

- Justification Narrative for Attendance
- Unit Line Number/Line Number
- Rank/Grade
- Name of Attendee
- Air Force Specialty Code
- Estimated Tour Length
- Estimated Attendance Date
- Deployed Duty (mission set)
- Deployed Organization/Unit
- Criteria met, or most relevant, for attendance (1-10 items on tool)
- Approval Authority

A.1.3. Wounded Warriors

If someone selected to attend the DTC returns home from the deployment early due to an injury/medical issue, that member may still process through the DTC with his/her team when the remaining members attend. DTC Staff will work with AF/A1S to secure an appropriate funding source for the Airman to attend the DTC (e.g., Overseas Contingency Operations or Unit funds). If the wounded warrior is a Reservist, PERSCO must notify AFRC/A1RR. AFRC/A1RR will work with the Force Generation Center (FGC) to ensure the member has enough MPA days or mobilization authority to attend DTC and complete all post deployment actions. Requesting units should contact the DT to formally request and arrange travel (e.g., LOA's, lodging, time/dates of travel, etc.).

A.1.4. De-selection Process

Once designated for attendance at the DTC, both the Mission and the Commander's Nomination Sets must be released through an approved process (shown in Figure 3) to ensure effective and efficient management of the DTC.

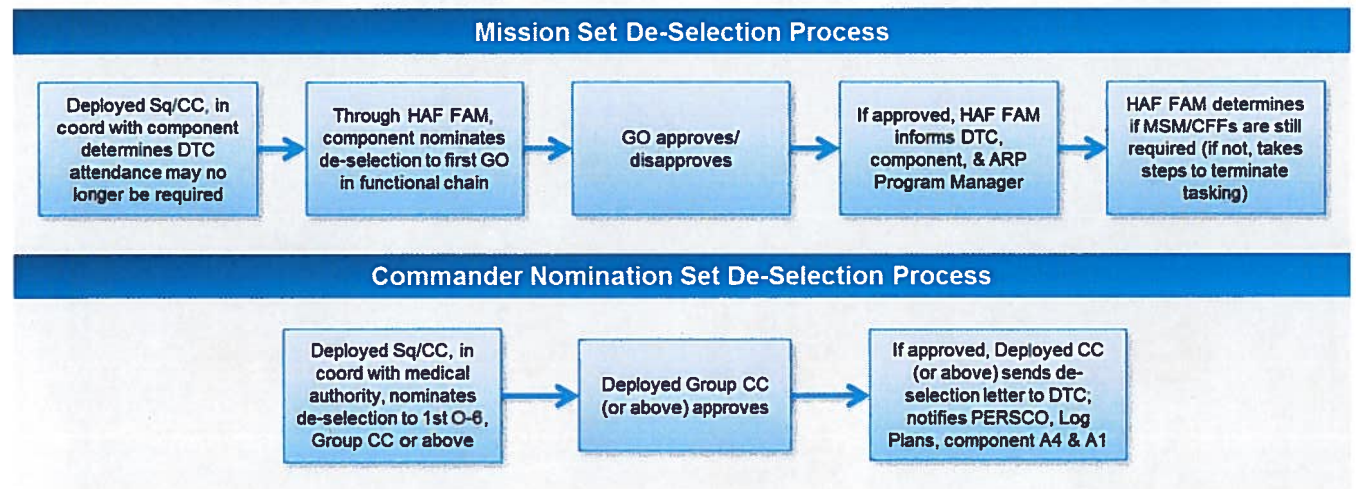


Figure 3.

A.2. DTC REDEPLOYER MOVEMENT PROCESS

A.2.1. Component A3X

A3X is Gatekeeper/lead for mission set team movement out of the AOR.

A.2.2. DTC/DO or PERSCO Representative

DTC/DO, 2G (Log Planner) or PERSCO Representative could adjust flow once the team moves out of the AOR.

A.2.3. Deployed location Expeditionary Logistics Readiness Squadron (ELRS)

Place initial travel requests per the information provided by the unit travel representative or logistics plans office in a timely fashion, and forward to their respective Commercial Travel Office (CTO) hub. Serve as the conduit for the deployed unit travel representative/logistics plans representative to coordinate travel with the theater designated central Deployment and Distribution Flight (ELRS/LGRDAP). The central ELRS/LGRDAP will be the only Passenger Travel Section to book channel missions and arrange commercial travel for DTC attendees. Initial travel requests must be arranged in a timely fashion to maximize team integrity. Working with various airlift constraints, the central ELRS/LGRDAP will utilize all resources at their disposal to maximize group integrity from the strategic Component AOR to the DTC geographic location (GEOLOC). However, once a member is considered mission complete and released by the tactical level commander they should depart the deployed location as soon as the transportation system allows IAW the Time-Phased Force Deployment Data (TPFDD) construct. The Deployment Transition Center's course will begin once any individual or team arrives at the DTC (team integrity is recommended).

A.2.4. Central ELRS/LGRDAP

Serve as the sole Passenger Travel Section to book channel missions and arrange commercial travel onward from the DTC location. Communication from UTRs and the DTC Logistics Flight should be constant in order to coordinate anticipated arrivals (e.g., 30+ days). It is also imperative that the deployed UTRs maintain close contact with the Central ELRS/LGRDAP to ensure there is enough time to maximize seats on rotators as well as arrange commercial travel.

A.2.5. Logistics Plans Office/Unit travel Representative

Provide accurate, pertinent information to the Central ELRS/LGRDAP. Deployed location ELRSs can serve as a conduit to reach the Central ELRS/LGRDAP but does not book rotators or arrange commercial travel.

A.2.6. Planning and Tracking Team Movement

ULNs requiring DTC attendance will be identified by component FAMs in coordination with their respective HAF FAMs. Attendance is required primarily based on mission sets of specific forces, with additional mission sets that have been involved in unanticipated and/or regular combat events during their deployment. Line Remark UWAs identify required DTC attendance to the supporting commander through the installation deployment readiness cell (IDRC), installation deployment office/unit deployment manager to the deploying member. ULNs identified to component/A3X will have their records adjusted to reflect a Point of Debarkation (POD) of the DTC GEOLOC. The supported commander is the final authority concerning time phasing of redeploying forces and must concur on all redeployment TPFDD changes affecting his/her ability to maintain the assigned mission/war-fighting capability and facilitate Replacement In-Place/Turnover of Authority (RIP/TOA) actions.

A.2.7. Process

Deployed commanders will perform a thorough review of their forces' redeployment data in the TPFDD and ensure all pre-identified mission sets have a POD of the DTC's GEOLOC. All discrepancies should be identified by the commander or their designated representative via the Unit Travel Rep (UTR) to the deployed host wing logistics plans office for action, as well as the DTC Logistics Flight for tracking purposes. The deployed host wing logistics plans office will compile the discrepancies and forward to Component A3X AEF Movement Team via the SIPRNET TPFDD scrub and deviation process outlined in the Component AEF Expeditionary Combat Support (ECS) Movement Guide.

Movement from AOR to DTC: ULNs within specific movement windows that meet USTRANSCOM strategic lift minimums (100 pax or more) on the same Available to Load Date (ALD) will be mode/source coded "AK" in the redeployment TPFDD. Mode Source AK ULNs will be assigned strategic lift by Tanker Airlift Control Center (TACC), once vetted by USTRANSCOM, in the redeploy TPFDD and will be aggregated from the Point of Embarkation (POE) noted in the TPFDD to the DTC GEOLOC. ULNs that do not meet the USTRANSCOM strategic lift minimums (less than 100 pax) will be mode/source coded "AC" and will be scheduled on the channel mission through the ELRS/LGRDAP. Movement timing may not be ideal and redeployers may encounter delays. Component Air Force Forces (AFFOR) A3X staff will align intra-theater lift requests, if needed, to ensure redeployers meet the strategic lift mission. 2G, Log Planners should be consulted in departing AORs so that DTC attendees can be correctly coded and manifested to air craft at the DTC location as quickly as possible. Because multiple members coming from varied locations will all be vectored to the DTC, the DTC Logistic Flight Chief should be coordinating air traffic/loading with the 2G's to ensure dedicated missions can be accomplished when necessary.

A.2.8. Movement from DTC to Home Station

Due to mission requirements, DTC members are required to move immediately after reintegration (day 4 - departure) and will be mode source coded "AM", Commercial Ticket Program (CTP). The ELRS/LGRDAP will book onward movement from the DTC IAW DTR 4500.9R Part 1, Chap 103, Para A (2), and AFI 24-101, Para 2.3. ULNs mode source coded "AM" will move via CTP through the servicing commercial airport. The DTC is responsible for reception, staging, onward movement and integration (RSO&I) once the member arrives at the DTC GEOLOC. This includes any changes to the attendees' scheduled return flights and ground transportation to the commercial airport. Due to DTC programing items/times, base dining facilities will not likely be accessed. Attendees should receive proportional per diem in accordance with the DTC location (e.g., USAFE/Ramstein) during the allotted days (travel and attendance = 4 days).

Civilians and Reserve Component personnel are not authorized leave enroute, per AFI 10-403, *Deployment Planning and Execution*, 23 Feb 18. Personnel must return to home station immediately after completion of reintegration.

A.2.9. Shipment of Weapons

Redeployers' weapons will be shipped back to home station utilizing the Transit Center (ELRS/LGRDDC). If needed the DTC (Support Flt) may also coordinate with local Security Forces Armory to secure weapons for redeployers while at the DTC until weapons transport is secured with ELRS at the Transit Center. Weapon shipment should occur before arrival to the DTC. Expeditionary Theater Distribution Center (ETDC) traffic management office should be consulted for guidance. A sample shipment process can be found in [Attachment 10 – Example Weapons Shipment Process](#).

ANNEX B: FACILITATOR GUIDE AND PROGRAM CURRICULUM

B.1. GENERAL INFORMATION

B.1.1. DTC Facilitator Training

DTC staff and facilitator's (Mission Set Managers, Chaplains, Religious Affairs Airmen, Master Resilience Trainers, Mental Health Providers, and Mental Health Technicians) training will be provided prior to arrival of the redeployers. Training will be the responsibility of the Commander. Training will consist of a review of the DTC Mission, facilitation of small group discussions (Resiliency Skills, Domains of wellness – combat bridge, After Action Report/Debrief), customer service components, code of ethics, roles and responsibilities of each of the DTC staff, and mission briefs of the teams coming through. A mission brief should be provided or available to staff and facilitators prior to each team attending the DTC. Facilitator training manuals may be developed separate from this CONOP and should include, at a minimum, guidance for the three mandatory formations: After Action Debrief, Experiential Outing, and Combat Bridge. Efforts should be made to ensure all DTC staff are scheduled to receive Resilience Training Assistant Certification through the hosting installation Community Support Coordinator.

B.1.2. Preparation/Planning

DTC staff will gather information about redeployers within their specific fields prior to their arrival to include team composition, mission set, and special circumstances that occurred during deployment including stressors that may have occurred at home station. This information is gathered to prepare staff for potential issues within the team's dynamics. The information may be available on the assessment tool, but it may require contact with the deployed unit Superintendent or First Sergeant. Information will be shared with the MSM and RT assigned to the arriving mission.

B.1.3. Discussion Group Factors

A key factor in the DTC model is having mission teams complete the DTC as a unit in order to foster camaraderie and relate shared experiences. Although no upper or lower boundary is set for the number of redeployers in the small groups, every effort should be made to keep the groups small enough to allow every member to participate in the discussion. The expected range for discussion groups will be between five and 15 with an average of approximately ten. The number in each discussion group should remain flexible with the primary goal being "team integrity", allowing members who attended training and/or served together in the deployed setting to participate in the same discussion groups. Secondary consideration may be given to family situations enabling discussion of family reintegration dynamics, e.g., matching facilitators with groups based on marital/family status. Other consideration should be given to any negative team dynamics or discord in theater (e.g., rank divisions, supervisory roles, separating nurse/doctor teams, work sections, etc.). In addition, the DTC will also facilitate individuals and pairs.

Each group meeting will be conducted in a discussion format. Small groups are limited to participants and DTC facilitators only. Exceptions may include the Commander or Director of Operations observing to ensure quality control or support facilitators for training purposes. Participation in discussions is encouraged but not mandatory. To ensure maximum participation of verbalizing experiences in a group discussion, PowerPoint is not recommended (though short video clips may be incorporated into teaching segments to illustrate discussion points). Discussion groups will be co-facilitated by both a Resiliency Technician (RT) and a Mission Support Manager (MSM). The RT implies Master Resiliency Trainer or Mental Health Technician, but could include a Chaplain facilitator when available. Each facilitator will provide a directed discussion. Each discussion group will focus on resilience-building capabilities within a framework of performance optimization and will include an introduction, objectives, directed discussion, and listing of resources. Small groups should be flexible in structure to focus on discussion points salient to that particular group, timing and level of depth on an issue are determined within the group. Group discussions should be scheduled for 2 hours (most lasting 1.5 hours). Breaks should be factored in as necessary.

It should be noted that the intent of the group discussion is not to discuss traumatic events and that members are not required to share their emotional/traumatic experiences. The discussion format is not a "psychological

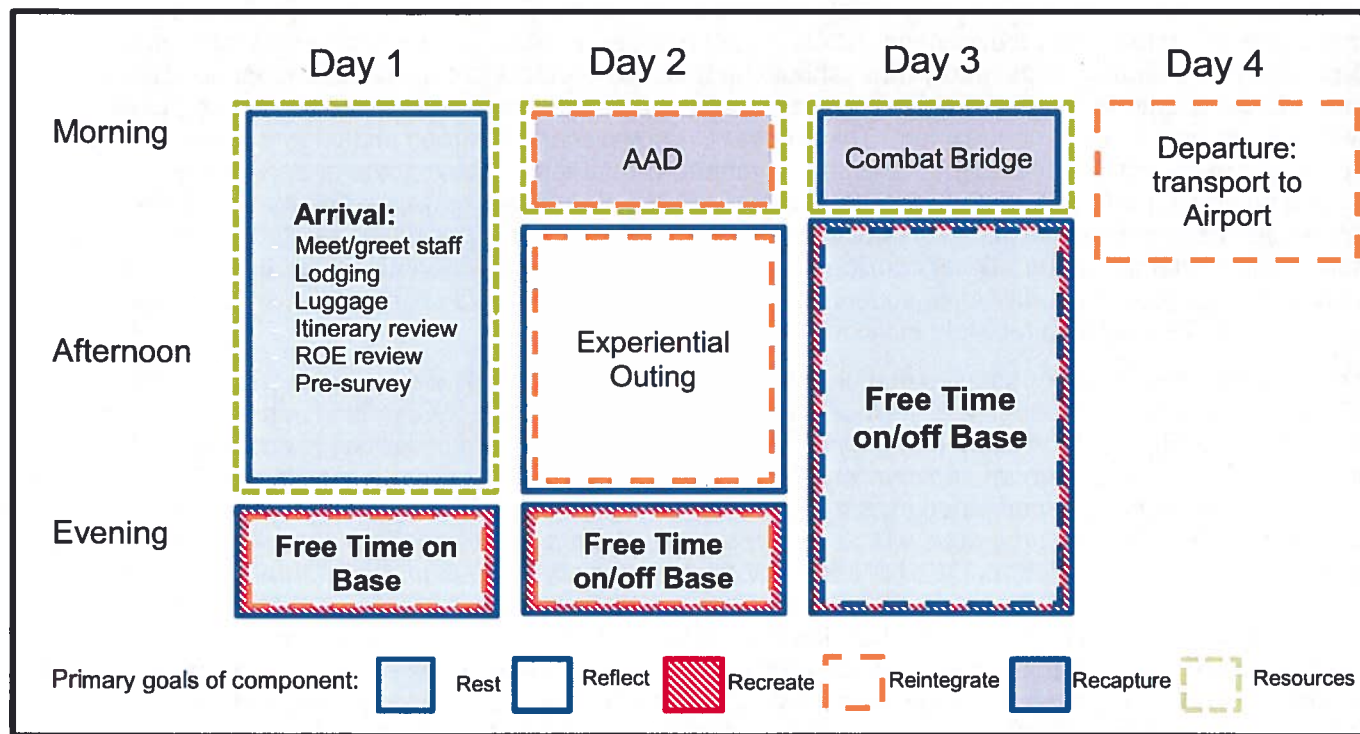
debriefing” intervention that has been demonstrated to be ineffective and in some cases harmful for individuals who have been exposed to trauma. It is imperative that group facilitators are aware of this and do not intentionally or inadvertently conduct the discussion in such a way that approximate a psychological debriefing model. Requiring members to disclose details of trauma in a group format is problematic because of this risk, and the demand characteristics and peer pressure of the group may make it nearly impossible for members to elect to NOT participate. This needs to be taken into consideration in the discussion of the group format and group facilitators need to be fully cognizant of the research demonstrated risks associated with psychological debriefing and to make sure they provide a group format that discourages this type of intervention. Members should be informed that there are no expectations for them to share personal trauma during the group discussion.

B.1.4. Program Format

While the Deployment Transition Center is primarily enacted to facilitate decompression opportunities as members redeploy from down-range locations, support may be rendered and curriculum altered for non-traditional supports such as deployed in place personnel (e.g., Intel units as part of Defense Common Grounds Systems) or in support of MAJCOM specific rapid or frequent deployed mission sets (e.g., 435 AEW at Ramstein). The traditional program is designed over a 4-day span with day one and day four marked as transit. Additional program structure or alteration to program curriculum must be approved by AF/A1S.

B.1.5. Leadership Breakouts and Individual Consultations

The unique needs of leaders should be recognized. Prior experience with the trial Deployment Transition sites have shown that it is beneficial to separate leadership from other redeployers. If at all possible the DTC will provide separate discussion groups for leaders, and should mirror the leadership rank and deployed experience. Groups will be tailored to the needs of the participating leaders. All attendees will be offered individual consultations with either the senior Mental Health or senior Chaplain at the DTC (where available and supported, Military Family Life Consultants (MFLCs) may be utilized). Additional support services should be coordinated based on installation support availability (e.g., Health Promotions, MFLCs, Family Advocacy, Alcohol-Drug Abuse Prevention and Treatment, etc.).



B.1.6. Non-Clinical Individual Consultations

Airmen have the opportunity to meet one-on-one with MH or Chaplain Staff to discuss reintegration issues. These are not considered medical appointments, but are provided with a prevention focus addressing the normal reactions to deployment stress and expectations about returning home. Airmen will receive information on services available to them (e.g., Military OneSource, Chaplaincy, Primary Care Medical Home-Mental Health and base Military Family Life Consultants), and will be encouraged to self-refer to appropriate resources. DTC attendees may receive an exemption letter, due to their attendance, to waive base in processing briefings on helping resources upon their redeployment. Members will remain encouraged to attend these base specific briefings.

B.1.7. Formal Services Referrals

In the event an Airman requires formal help-seeking services (e.g., Mental Health or physical health support, sexual assault related support, Inspector General, Legal Counsel, financial counselors, Equal Opportunity, etc.) the DTC staff will support that individual with a walk-in or scheduled appointment. Voluntary engagement is preferred. If the situation necessitates, the DTC staff will make a recommendation to the CC for an emergency or involuntary Commander Directed Evaluation IAW AFI 44-172 Mental Health and DoDI 6490.04 Mental Health Evaluations of Members of the Military Services. Other types of referrals such as Emergency Services for physical evaluation (e.g., due to Alcohol related incident, physical injury or pain, etc.) will be made as necessary. DTC staff can/may also advocate for home station services when necessary and should seek to have the member present during coordination.

B.2. Reception (Day One)

The DTC staff welcomes the Airmen upon arrival from the AOR at the passenger terminal and facilitates logistics requirements. The welcoming group might include volunteers, USO, leadership, or other VIPs. It may be unavoidable to have local family members greeting Airmen. If family members are at the terminal, a brief reunion may be allowed, but family members cannot proceed to the DTC. Interactions with family and friends are permitted throughout the program, though limited. Attendees are required at all mandatory formations and are not to have family or friends within lodging facilities. The DTC Program Director is the delegated waiver authority for deviations to ROEs.

B.2.1. Orientation/Welcome Brief

The orientation, typically held the day of arrival, should be the first formal event for redeployers. The staff will be introduced along with the goals and curriculum of the DTC explained. The Rules of Engagement (ROEs) and agenda should be outlined in detail so redeployers understand when, where, and why they are expected to be in place for the discussion groups. Attendees complete pre-survey data designed to track basic demographic information, deployed exposure events, current stress levels and program expectations. Members are afforded an opportunity to inject or direct their schedules at various points in the program. Members may choose to interact with family or friends during these times.

DTC Mental Health (MH) staff explain their roles as staff members to redeployers. Specifically, staff will discuss their requirement to report risk of harm to self, others or mission, including potential disqualifying information for special duty operators such as Personnel Reliability Program (PRP) or Presidential Support Program (PSP) members, to medical providers and commanders as warranted while they are in attendance at the DTC.

B.2.2. Rules of Engagement:

DTC Staff review the following items as guidance for behavior. Members will sign an MFR endorsing intent for compliance. Below are example ROEs:

I have reviewed, understand and agree to follow the ROEs as detailed below. I understand I can be held for administrative action past my scheduled departure for not complying with the following:

- *I will be present for all mandatory formations: AAR, Experiential Outing & Combat Bridge*
- *I will **NOT** operate any vehicles, to include personal, government or rental*

- *I will be on the DTC campus by 0100 and until 0600 hrs. I will utilize the check-out procedures when leaving the installation:*
 - *Notify the Mission Support Manager by giving intended location(s) and accompanying party contact info...addresses, phone numbers, names.*
 - *Wingman team = you + 2 (can be fellow DTC attendees, DTC Staff, local family/friends, etc.).*
- *I will not exceed 3-drinks per sitting or 4 per day (not resetting at midnight) defined as follows:*
 - *Wine (0.25 liters or 8 oz.); Beer (0.5 liters or 16 oz.); Liquor (1.5 oz. or 4.5 centiliters)*
- *I will not drink on duty (exception during outing) or within 8 hrs of duty as follows:*
 - *Classroom day starts at 0900 or as determined by the Mission Set Manager*
 - *Departure day starts at 0500 or as determined by the Logistics Readiness Officer*
- *I will not visit family/personal guests in my TLF unit (may visit in bldg. 850 or off campus after duty hrs) with exception of career field/team visitors from the same mission set/UTC*
- *I will comply with dress and appearance standards in AFI 36-2903 during the program, understanding that civilian clothing is my UOD during this official military formation*
- *I will avoid wearing offensive or poor taste clothing (e.g. vulgar/offensive logos or short/revealing patterns) and will also "blend in" off base (no military uniforms/logos)*

B.3. After Action Debrief (AAD) (Day Two)

B.3.1. Lessons Learned Information Gathering

B.3.1.1. CONCEPT:

This discussion group will lead Airmen to identify possible gaps in training and challenges as well as the benefits of their deployment experience. There may have been positive adaptations or changes they've made during deployment such as in the areas of professional skills or leadership, and the opportunity should be given in the group to discuss these, as well as any negative "Lessons Learned". The facilitators should ensure the group fosters a non-attribution, balanced discussion. This discussion will focus on mission and results. This section is led by a MSM with a RT (but may include a Chapel facilitator) taking notes on what is discussed. The DTC will forward the notes to the Career/Chief Functional Manager through annual reports. The main purpose of the debrief is to build trust with the redeployers and allow for open discussion on their deployments. This is a time for redeployers to voice their frustrations in a constructive manner with facilitated guidance. Often, this session will provide tremendous insight into the group's required focus areas. Facilitators may need to redirect the discussion since the focus of the AAD section has a tendency to move toward the negative. The Facilitators should attempt to elicit and highlight positive coping strategies employed by the members before, during and after high stress events. NOTE: If a member or team has experienced trauma, the group discussion is not the forum for disclosure or discussion related to impacts. Instead, the member or team should be directed to speak with the DTC Mental Health or Chaplain staff to discuss these types of experiences. The group discussion should be focused on mission results and impacts. The discussion should follow a natural chronology from deployment notification to present day. Topics or broad categories should be covered to highlight the members' experiences as individual and group strategies to complete goals and overcome difficulties.

B.3.1.2. OBJECTIVES:

- Provide an opportunity for redeployers to talk about their personal deployment experiences
- Identify key events in the deployment experience for the team and or the individual
- Begin to recognize how key events lead to lessons learned for the member about the world, others, and themselves
- Answer the 5 Ws (who, what, where, when, why) and the how of the deployed mission. This frames the context for discussion

- Recognize key social bonding events or situations and the unique stressors associated with deployment conditions
- Allow for complaints to be expressed. Record relevant information for command channels to improve upon and alter actions downrange or with spin-up to positively impact operations

B.3.1.3. METHOD: Guided discussion.

B.3.1.4. TIMELINE: Two hours – covering from initial notification of deployment through arrival to DTC.

B.3.1.5. DISCUSSION TOPICS/PROMPTS:

- Notification
 - How were you notified?
 - Was there enough lead time prior to the deployment?
- Pre-deployment training
 - What training did you attend?
 - Was the training beneficial for your deployed location?
 - Was the training too short; too long?
 - Do you have any recommended improvements to the training you received?
- Equipment
 - Did you use the same equipment downrange that you trained on?
 - Did you have necessary equipment?
 - Were people responsive to your equipment needs?
- Transport
 - How was your transport in and out of theater? Did everything move smoothly?
 - Did you get to travel as a team?
- Mission
 - Were you aware of your/team role/mission prior to leaving?
 - Did the role/mission change once you arrived in theater?
 - Did you have enough details to plan accordingly for training, equipment, and packing purposes?
- Leadership
 - Did you feel supported by your leaders/supervisors?
 - Did individuals have the right skills for the job/mission?
 - Did you have a wingman?

By the end of the AAD session, the deployers have had time to express their feelings, have their feelings validated and built trust with their facilitators. The MSM and RT co-facilitator should now have a good understanding of the deployers' experience downrange. The MSM should generate a report summarizing the discussion (void of personally identifiable information) to be consolidated annually and forwarded to the Chief Functional Managers for each AFSC with the intended purpose of improved operations and future decision making. The report may also be sent to the Air Expeditionary Center, Air Advisor Academy, or downrange command structures as requested.

B.4. Experiential Outing (Day Two)

B.4.1.1. CONCEPT: The DTC includes a prescribed off-site event or outing. This experience is used to reacquaint participants with peacetime social circumstances and to assist them with their reintegration process. It also provides an ideal environment for participants to process their deployment experiences with their team members and facilitators. The facilitators attend the outings and should discuss differences between combat and non-combat environments because situational awareness, language, and social manners may have been forgotten while deployed. There may also be differences in the expectations of self and others, as well as normal physiological reactions, and how to manage them. Facilitators are present to watch for any reactions from the redeployers, such as, nervous or uncomfortable behavior, and are ready to intervene and discuss the cause of the stressor or the perceived threat. Criteria for outing location: Should

include a relatively populated area with no more than one hour transit required where tourism/site seeing can take place, multiple eating/dining options, and general retail/shopping opportunities.

B.4.1.2. OBJECTIVES:

- Allow the redeployer to experience home-like conditions (e.g., public settings, noises, sounds, etc.) and to provide opportunity for adjustment
- Conscious awareness (e.g., identify pet peeves or subtle irritants)
- Mental preparation (e.g., making shifts towards home integration, varied life demands, different tempo)
- Expectation Management (for self, others, and the environment)
- Observe members reactions/interactions across settings to which they may not be consciously aware and may be negatively impacting their quality of life. Observe for inhibitions, anxiousness, hypervigilance, social discomfort, isolation, etc.
- Recognize symptoms and physiological reactions and behavioral responses to stimuli
- Encourage positive social interactions and responsible coping skills (e.g., responsible alcohol consumption)

B.4.1.3. METHOD: Experiential Outing – opportunity for gradual exposure, peer conversation, and recognition of stimulus response.

B.4.1.4. TIMELINE: ~6hrs – Members are transported to various cities within a one hour radius of the DTC. Therefore, travel times need to be accounted for, usually plan for 2 hours of transportation.

B.5. Combat Bridge (Day Three)

B.5.1. Decompression and Reintegration Talking Points

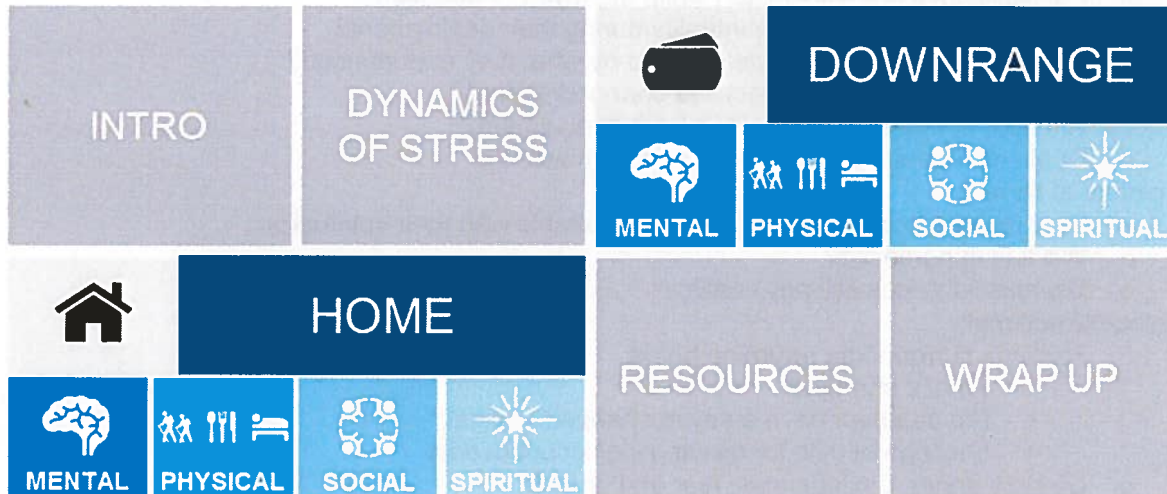
B.5.1.1. CONCEPT: Provide redeployers an opportunity to share personal experiences from their deployment and how they relate to the four domains of comprehensive fitness (social, mental/emotional, physical and spiritual). Additionally, provide the team an opportunity for closure of their deployed network/family. This session is led by the RT with the Mission Set Managers attending for additional support. This discussion will focus on clarifying personal expectations for reintegration, normalizing various reintegration symptoms, highlighting helpful coping strategies, and covering resources for future use or support.

B.5.1.2. OBJECTIVES:

- Provide an opportunity for redeployers to talk about their personal deployment experiences
- Educate redeployers on how our physical, mental/emotional, social, and spiritual lives can be impacted by deployment experiences
- Educate redeployers on thoughts and behaviors that may facilitate and hinder reintegration with family, friends, and coworkers
- Ensure redeployers are reminded of resources available to them and their families that facilitate the reintegration process and/or address problem areas as they arise

B.5.1.3. METHOD: Guided discussion.

B.5.1.4. TIMELINE: Two hours – evenly distributed across focus areas (this time should be flexible to meet the needs of the group).



B.5.1.5. DISCUSSION TOPICS/PROMPTS:

- Ice breaker
 - Most memorable event (I will never forget _____)
 - Ongoing jokes, one word that everyone relates to
 - Specific incidents of humor or reference
- Physical Downrange:
 - Essentials: food, safety, sleep, hygiene and routines established
 - Staying alive
 - Senses: sounds, sights and smells
 - Operational environment (e.g., acclimating to mortar/rocket attacks, IEDs, people, weather, food, life on base and inconveniences)
 - Operational tempo (e.g., work hours, time off)
 - Seemingly inconsequential decisions that had consequential impact (e.g., close-calls)
 - Recognition of indicators of stress; both physical and behavioral indicators
 - Sleep Issues
 - What was sleep like during the deployment?
 - Do they believe they started bad sleep habits?
 - What changes are expected with their sleep habits when they return?
 - Ask what others have experienced and what they did to improve sleep?
 - Discuss stimulus control techniques and modified sleep restriction
 - Discuss bad habits for sleep such as napping or using alcohol
- Mental/Emotional Downrange:
 - Recognition of indicators of both cognitive and emotional stress
 - How fear, known and unknown, has impacted them
 - Ask if anyone's been worrying about what's going on back home, or having feelings of guilt for missing out on family/children special events?
 - Impact of losing a team member, being in combat, or serving multiple rotations
 - Survival skills needed downrange (e.g., being hyper vigilant) and how to transition to "normal" at home
 - Adrenaline and being downrange
- Social Downrange:

- How a deployed team fits as a family
- Workout partner/cross fit
- Roommates, constantly having people around and never alone
- Skype/Facebook - how the deployed member stayed in contact with friends and family
- How family and friendships may have grown/transformed while deployed
- How family and friendships were stressed during the deployment
- Spiritual Downrange:
 - Possibility of spirituality tested while deployed or stressed
 - Did anyone lean on their spirituality during their deployment?
 - Were personal spiritual beliefs tested by what they experienced?
 - Were spiritual beliefs or practices changed/altered?
 - Any new spiritual insight gained from deployment?
 - Deployer's personal awareness of what's working
- Spiritual at Home:
 - Discuss with deployers if they are comfortable with their spirituality?
 - Will it fit in home life?
 - Discuss if there is still any conflict
- Mental/Emotional:
 - Feelings surrounding returning home
 - What's changed
 - Did deployer have a say in changed events?
 - Feelings of guilt for missing significant events
 - Discuss anger, anxiousness, fear and/or guilt
 - Hyper vigilance in public places and driving
 - Sadness/missing your deployed environment
 - Jealous that family and friends carried on without you
 - Pride in family/significant other for taking care of family
 - Sense of relief
 - Feeling of emptiness with decreased adrenaline
 - What are the reactions you might have that would let you know that you need to talk to someone other than a family or friend?
 - What coping skills do you already have in place, are they healthy, how do you know they are or are not working for you?
- Social at Home:
 - Expectations for your return home
 - Welcome home party/vacation
 - What does deployer expect?
 - Is deployer willing to discuss deployment?
 - What are some normal reactions you might have upon returning home?
 - Challenge of balancing personal expectations with the expectations of others who "mean well" like family, friends, co-workers, neighbors
 - How deployer will deal with hearing all the things that people did while they were gone
 - How deployer will handle others not being able to relate to what they went through
 - What is your biggest concern about returning home and getting back into your routine?
 - What does spouse/significant other expect?
 - Roles and responsibilities of the family unit/significant other
 - Impact on emotional/sexual intimacy (generate personal examples of how folks rekindled emotional/sexual intimacy)
 - Possible reactions of family/significant other (e.g. happy, stressed, worried)
 - What do children expect?
 - Why might children be distant or overly clingy?
 - Why might children be angry with you (e.g. missed key events)?
 - Why might children be apprehensive about your return (e.g. must account for six months' worth of absence)?
 - Have deployer and family discussed expectations?
 - Will the deployer and family be moving/PCSing?
 - Why might old friends be distant?

- Generate personal examples of lessons learned about what not to say or do
- Generate personal examples of successful family reintegration techniques/rituals
- Discuss positive and negative workplace reintegration experiences
- Discuss re-prioritizing of mission at home versus priorities in AOR
- Alcohol and Drugs (prescription, over the counter and supplemental) – Social vs. Emotional
 - Social use
 - Parties with families/friends
 - Dinner
 - Emotional use
 - Sleep, nightmares, anxiety, etc.
- Physical at Home:
 - No longer have to get dressed to go to the bathroom
 - Essentials: food, water, safety, or lack of essentials
 - How smell is closely tied to memories and can evoke memories
 - How deployers may have to re-establish sleep habits, patterns
- Resources:
 - Mental Health
 - Military OneSource
 - Chaplain
 - Military Family Life Consultant
 - Primary Care Provider
 - Health Promotions
 - Airman and Family Readiness Center
 - Military Crisis Line
- Wrapping Things Up
 - Readjustment period takes time
 - Habits have been formed in the last 6-9 months
 - It's OK if they don't have difficulties returning home and getting back to work

ANNEX C: DUTY POSITION RESPONSIBILITIES

See [Attachment 1 – Example DTC Organization Chart](#)

C.1. Commander or Program Director (PD)

C.1.1. General Duties and Responsibilities: The commander directs overall administration and execution of the DTC program and its curriculum. The commander is responsible for maintaining good order and discipline within the unit, including administering disciplinary action as required. The commander of the DTC has the overall responsibility in executing the mission. The commander ensures the unit accomplishes the DTC mission while supporting the priorities and requirements of the host-unit command as well as AF/A1 and supported Combatant Command (CCMD) air-component commanders. The position is suggested to be an FGO from a mental health career field (42S, 42P, etc.). Though the program is not a medical program, a clinical or psychological influence is important and requires a subject matter expert to direct and advise the program execution elements. Depending on the size/scope/volume of DTC staff and attendance, G-series command position may be considered by the hosting MAJCOM/Wing.

C.1.2. Specific Duties

- Establishes an annual operating budget
 - Identifies budget shortfalls/unfunded requirements
 - Identifies a Resource Advisor (the RA should be at the hosting Group/Wing or MAJCOM level but may be within the DTC staff structure) and ensures Government Purchase Card training is accomplished by assigned personnel
- Ensures staff coordinates with and satisfies the requirements of the host organization (group, wing, or other) to include traditional commander's programs (fitness, decorations, evaluations, medical readiness, promotions, recall, FPCON actions, etc.)
- Liaison duties
 - Communicates with deployed and home station commanders to ensure commanders understand:
 - DTC mission and purpose
 - Commander's nomination process
 - General expectations and requirements for redeployers attending the DTC
(Note: If deployed commanders have an understanding of the DTC, its capabilities, and limitations, they can better leverage its benefits in support of their personnel. Likewise, communication with home station commanders of redeployers, as well as deployed staff members, helps clarify expectations and allows for better mutual support.)
 - Coordination with supporting agencies/activities
 - Identify the local, forward, and rear organizations that support the DTC
 - Services
 - People – volunteers in local community
 - Funds
 - Information
 - Transportation
 - Aerial port
 - Personnel
 - Logistical support*(Note: Lateral communication and coordination by the commander with supporting agencies is essential to DTC mission success. For example, the DTC may not own or have physical control of the lodging, dining, or recreational facilities utilized by redeploying forces. Direct and open communication with the owning FSS/CC (Force Support Squadron Commander) is important for mission success.)*
- Supervises all Resiliency Technician and Mission Set Manager training

- Manages and provides oversight for:
 - DTC curriculum
 - Approves requirements for class and facilitation schedules
 - Provides support facilitation in classes as needed
 - Survey feedback and improvement process
 - Consults with AF/A1S and AF/SG on proposed changes to curriculum, DTC surveys, data collection and aggregation
 - Reports results of surveys to AF/A1S and AFPC on a quarterly basis
 - Staff Training
 - Reviews credentials and qualifications of staff facilitators
- MH Consultation
 - Meets with redeployers attending the DTC
 - Assists with follow on appointments as needed at the member's home station

C.2. Director of Operations (DO)

C.2.1. General Duties and Responsibilities: The DO monitors, supervises and coordinates logistics plans with MAJCOM Staff, component AOR installation deployment readiness center (IDRC), installation personnel readiness office and transportation offices. This individual should be JOPES / DCAPEs certified with an active account, and have access to TPFDD, SMS, and SIPR accounts. They will coordinate the projected inbound into a manageable throughput that can be used to plan staffing and logistics needs. Should be a 21R (Logistics Readiness Officer) of CGO rank. *additional coordination of specific duties may require the addition of a 2G071, Log Planner, to the staff.

C.2.2. Specific Duties:

- Track, with SMS or GATES, the arrival mission time and date to DTC
- Track the two types of redeployers that come through the DTC
 - Pre-Identified through line remark:
 - Provided through TFPDDs sent from CCMD/A1 on a monthly basis via SIPR
 - Nominated by CC downrange
 - Provided from CCMD/A1 once approved
- As personnel are identified, add them into an Excel or PowerPoint model that gives a chronological projection of incoming redeployers
- Prepare a system of information dissemination to communicate changes to all levels of leadership as requested (e.g., DTC Commander, Program Manager, MSMs, PAX terminal reps, etc.)
- Coordinate Terminal pick-ups/transfers/drop-off (also baggage detail, welcome processes)
- Prepare for and hold meetings on daily operations (e.g., daily huddles)
 - Responsible to monitor the weekly calendar and ensure POCs/OPRs are assigned to each lesson block (e.g., Terminal pick up, welcome brief, dinner shuttle, breakfast shuttle, AAR, city outing, dinner shuttle, Combat Bridge, baggage weigh, lunch shuttle, post survey, Terminal drop off)
- Liaison duties
 - RT and Chaplains for all support facilitation requirements
 - Base agencies which may support the DTC (e.g., Red Cross, units which provide support/career facilitators)
- Logistics
 - Gather information from HAF/A1 and AOR units to monitor redeploying personnel scheduled to attend DTC using DCAPEs, TPFDD, SIPR account (most information can be communicated with downrange UTRs)
- Throughput management
 - Coordinate the projected inbound into a manageable document (see Attachment 7) that can be used to plan staffing and logistics needs. This could be performed on Excel, PowerPoint, or through a dry erase planning board in the central office. Historical data should be retained and available for inquiries from higher authorities
 - As personnel are identified, add them into an Excel or PowerPoint model that gives a chronological projection of incoming redeployers

C.3. Superintendent

C.3.1. General Duties and Responsibilities: Principle advisor to the commander on matters regarding the DTC. The Superintendent is responsible for knowing the operational and strategic elements of the DTC. The Superintendent should attend all CC meetings and stay up-to-date on all manning, budget, and mission issues. The Superintendent is the focal point for the DTC staff for all issues or concerns with classes, facilitators, or any issue pertaining to the classroom. The position should be filled by a SNCO from a 3-series AFSC, preferably a SMSgt. However, the SNCO superior in rank or as assigned by the PD will fill the role as Superintendent when a permanent party billet isn't supported.

C.3.2. Specific Duties:

- Coordinates DTC manning requirements with the CC and oversees the Unit Manning Document
 - Obtain local resources to meet mission requirements
 - Coordinate support facilitation requirements with CC & DO

(Note: When class sizes exceed the capability of the DTC staff, the Superintendent will coordinate with outside resources to include chaplains, local mental health agencies on base, master resiliency trainers, and manning assists. Memorandums of Agreement may need to be created with all local agencies which support the DTC.)
 - Promote and secure professional development opportunities for staff members assigned to the DTC
 - Oversee unit accountability of members, to include recall rosters and redeployer sign out procedures for off base activities
- Oversee Staff Cadre Changeover
 - Ensure inbound staff cadre receive “welcome package” after initial notification of tasking. This should include a basic summary of DTC mission, vision, typical schedule, and review of duties
 - If member is receiving a decoration, ensure decoration is complete and routed for appropriate approval/signature
 - Ensure deployed staff cadre have completed and signed LOEs
 - Direct outbound processes to include staff departure, lessons learned, going away activities
 - Direct inbound training procedures (e.g., orientation, office assignments, team building activities, etc.)
- Mentor enlisted members
- Address behavioral and discipline issues as required
- Advise on significant activities (SIGACTs), team dynamics of inbound personnel which would impact group process
 - Assist/equip PERSCO, Services, MSMs and RTs with vital information for staffing structure and group dynamics that may play a part in interactions and experience
- Oversee facility requirements, upkeep and cleaning
- Ensure additional duties are distributed/assigned/completed (e.g., Volunteer coordinator, Facility Manager, Anti-Terrorism Rep, Unit Safety Monitor, Unit Fitness Monitor, Snack bar and morale event coordinator, etc.)
- Maintain and update facilitator schedule
 - Keep schedule in an archived file that can be accessed by all staff
 - Indicate if facilitator is from the DTC, MH or Chaplain in order to easily identify for data calls
 - The Superintendent (or PD) will be responsible for all required data requested by leadership

C.4. Admin Technician, Information Manager (IM) or Commander Support Staff (CSS)

C.4.1. General Duties and Responsibilities: The IM is direct support staff to the command structure and vital to the organizational structure. The IM will support the PD needs and will organize and coordinate calendar events. The IM must be certified to receive/dispatch official mail to/from the base Official Mail Center (OMC). The member will be the Functional Area Records Manager (FARM), the records custodian (RC) and the unit's primary Government Purchase Card holder, coordinating with the assigned RA for budget execution. Requires multiple program access: Personnel Records Display Application (PRDA), Base level Service Delivery Model (BLSDM) and world wide access to the Assignment Management System (AMS). If the command structure is on G-Series, then CSS assignment should follow. 3A051 AFSC, likely a SrA.

C.4.2. Specific Duties:

- Workflow Management
 - Responsible for calendar coordination and tracking suspense utilizing the Task Management Tool (TMT)
 - Coordinate with HAF/MAJCOM/Wg/Group executives on higher level activities or unit needs
 - The IM must create and maintain an EPR/OPR/DEC and LOE tracking system and utilize vPC in final activities of record
 - Keep relevant records on staff members: Fitness scores, SURF, etc.
- Activity Distribution Officer
 - Set up an official unit mailing address
 - If overseas unit, a local non-official address must be created as well
 - Unit distribution bin must be established at the Official Mail Center
 - Create "drop-off" bin for official outgoing
- Electronic Communications
 - Set up a new office of records through the Base Records Management Office
 - Recommend all files be kept in the Knowledge Operations office
- Coordinate and track all Distinguished visitors or requests for information
 - Complete gatekeeper request with hosting installation when necessary
- Maintain and update unit records, appointment letters, org charts, etc.

C.5. Personnelist Craftsman (PERSCO rep)

C.5.1. General Duties and Responsibilities: Coordinate with the DO/LRO and downrange UTRs to track all inbound attendees. Responsible for PERSCO functions for all DTC staff. Track and confirm number of inbound personnel, possible dates of arrival, divisions (mission chalks), activities, and assigned staff for varied functions. Craftsman should be a 3F071 of TSgt rank.

C.5.2. Specific Duties:

- Acquire SIPR account
- In-processing DTC staff (manning assist and deployers):
 - Develop in-processing checklist
 - Staff complete within 5 days of arrival
 - Ensure all staff who meet requirements receive the Civilian Clothing Allowance letter
 - Receive and file copy staff members' orders (stored/filed in CSS office)
 - Report accountability of DTS staff to supporting PERSCO team
- Out-processing DTC staff (manning assist and deployers)
 - Ensure Installation Personnel Readiness (IPR) access to vMPF so DTC PERSCO may pull members' SURFs and DECOR 6 (base-level IPR office is POC). Information is shared/coordinated with CSS and Superintendent
 - Out-processing checklist
 - Give checklist to member a week before departure with a 5-day suspense

- Early Release of deployed staff
 - Send early release request via SIPR to base-level IPR /supporting PERSCO team
 - Follow specific instructors from base/MAJCOM IPR reps
- Redeployers arrival/departure
 - Report accountability of DTS attendees to supporting base-level IPR/PERSCO team
 - If AFSCs are pre-identified to attend the DTC, confirm names and dates with deployed Unit Travel Representatives (UTRs)
 - Acquire inbound attendee class rosters from downrange UTRs and send to Superintendent and MSMs
 - Ensure all passengers are scheduled on the correct airlift and/or mission (verifies this through DTC Traffic Management rep and use GATES to track redeployer movement)
 - If teams or individuals have been Commander Nominated, acquire POC for the team from the UTR. Send UTR the DTC's reporting instructions
 - May need to coordinate with appointed PAX office within AOR to arrange flights for redeployers to their home station. This is primarily done by downrange ELRS, but high volume throughput may require DTC PERSCO rep position to be created in downrange transit location – e.g., Al-Udeid)
 - Coordinates flight changes with the appointed PAX office within the AOR due to mission changes (though this is primarily done by the downrange Unit Travel Rep)
 - Maintain and update an internal DTC tracking system on any redeployer changes including nomination, denomination, arrival or departure dates, travel information, etc.
 - Complete all data within the Group Name Listing (GNL is the informational database with redeployer information). See Attachment 7
 - Complete relevant information in the event tracker log (e.g., staff assignments, city outing location, number of vehicles used, lost baggage occurrences, etc.) See Appendix 6

C.6. Client Systems Administrator or Knowledge Management

C.6.1. General Duties and Responsibilities: Provide direct support to the DTC Staff members on all aspects of functional systems administration. Implement and enforce IA policies and procedures and perform as liaison between wing IA and units. Should be a 3D1x1 or 3D0x1 of TSgt rank.

C.6.2. Specific Duties:

- Content Management
 - Coordinate with local Communication Squadron to create/maintain online collaboration tools (e.g., AF Portal Page, SharePoint, AEF online, AFN commercial, webpage, etc.)
- Organization Information Assurance (IA) Officer
 - Develop, implement, oversee, and maintain unit oversight of the Information Assurance program IAW AFI 17-130, *Cyber Security Program Management*
 - Ensure all users have the requisite security clearances, supervisory need-to-know authorization, and are aware of their IA responsibilities via IA training before being granted access to Air Force information system
 - Ensure all users receive IA refresher training on an annual basis
- Overall administrator assigning appropriate rights to members of the unit
 - Create unit email organizational account and add all members of the unit
 - Newly created Org account must be added to the base "all" distribution group (NIPR and SIPR)
- Oversees any/all communications issues (NIPR/SIPR/accounts/exchange/security groups/distribution lists/SharePoint/devices [input/output]/etc.): PWCS, CSA, IAO
 - Coordinates system requirements to include workstations, peripherals, communications devices and software required to support the DTC
 - Responsible for computer station refresh, patches, printer station maintenance, etc. All information technology (IT) equipment within the DTC facilities fall under this position and oversight (e.g., cable and Wi-Fi)

- Act as the primary equipment custodian for electronic items (ITEC) and maintain accountability and record
- Coordinate with mission set managers and program facilitators on communications support requirements to meet curriculum requirements
 - Oversee communication plans/methods with redeployers (e.g., “burner” or minute phones – responsible for recharge monitoring and requesting additional funds/minutes through the Superintendent)
- Monitor redeployer survey completion (collect, organize, interpret, forward results to all DTC staff within 3 days of mission departure)
- Update worthwhile slides/effectiveness numbers. Monthly/Quarterly/Annual worthwhile slides updates as requested or direct by PD. This may include mission overview, attendance numbers, etc. Compile illustrative graphics or video presentations for classroom usage as requested by PD

C.7. Traffic Manager (TM)

C.7.1. General Duties and Responsibilities: Coordinate with MAJCOM Staff, component AOR travel offices, host-wing units, local agencies and MSMs, on all aspects of transportation requirements, to include return travel, needed by the Deployment Transition Center Program. This may include equipment and weapon storage, processing and return to home LRS. Member should possess a 35+PAX driving license (as well as a 15PAX GOV) and arrive with PAX experience (preferable) and will need SMS and GATES access and a SIPR account. The position may be expected to absorb and carry out the duties of the Services Journeyman. The individual should be a 2Tx51 and be of SSgt Rank. (*may require a 2G071 to fill and supplement with DO duties – see C.2.)

C.7.2. Specific Duties: Support the shipment of redeployers’ weapons back to home station as necessary with ELRS/LGRDDC

- Submits transportation requests for bus support to Logistics Readiness Squadron and/or contractor for all travel needs (general transport, city outing, airport terminals, meal and base activities shuttles)
 - Support Vehicles
 - Support vehicles are needed for the movement of redeployers and deployed staff
 - Request vehicles according to need and local guidance through Vehicle Management
 - Vehicles must meet local registration and force protection guidelines

C.8. Services Journeyman

C.8.1. General Duties and Responsibilities: Coordinate with Personnelist Journeyman on all lodging requirements for personnel redeploying through the Center. Coordinate with Superintendent on specific team lodging requirements (e.g., members that should not room together due to conflict, team integrity that should not be intermingled as in cases of varied missions arriving at the same time for program services such as, medical and security forces). Manage the morale, welfare and recreation as well as food service and fitness program requirements. This position is an expansive position and may not be required in all instances. When not supported, the duties will be aligned under the Traffic Manager. Services Journeyman should be a 3F051 and at least SrA rank.

C.8.2. Specific Duties:

- Liaison with base lodging office and establish designated bed spaces to support DTC mission
 - Obtain and maintain Government Travel Card information of redeployers
 - Submit reservation request to Lodging POC
 - Provide room listing to DTC staff
 - Coordinate information packets for redeployers
 - Establish key pick-up times for day of arrival
 - Pick-up keys and provide name/assigned room listing to designated POC
 - Brief redeployers on lodging facility policies and issue room keys
 - On day of check-out, pick up zero-balance receipts from lodging
 - Collect all keys and issue zero-balance receipts at checkout
 - Liaison with base agencies identifying support resources for redeploying Airmen (fitness centers, dining facilities, recreation etc.)

- Common Issues:
 - DTC in-processing delayed due to inaccurate information given
 - Wrong credit card number, etc.
 - Key cards get demagnetized often
 - Maintain a set of master keys for lodging buildings
 - Damage to rooms
 - Provide a comprehensive in-brief to redeployers to help prevent abuse to facilities

C.9. Mission Set Manager (MSM)

C.9.1. General Duties and Responsibilities: An experienced individual who is usually from the same career field as those who are participating in the program. Translate career-specific knowledge to understand the experiences of the attendees. Should have deployed experience within the career field and be able to facilitate group discussions. Establish and maintain contact with your Career Field Manager (CFM) to confirm number of personnel and teams in theater and determine potential redeployment timeline. Assist CFM with determination of pre-identified attendance selection and program awareness among deployed command structures for nomination processes. Coordinate with DTC PERSCO rep for identified attendees. Act as the principle lead for assigned mission personnel during their entire 4 days. Co-teach with RTs on two group discussions.

C.9.2. Specific Duties:

- Complete OPOD ([Attachment 4](#)) (PERSCO or Logistics Flight Chief will implement in and track data – Excel, PPT or dry erase board)
- Obtain inbound team's itineraries from PERSCO representative
- Identify MSMs and get support facilitator name(s) from the Resiliency Flight Chief
- Make transportation requests through TM
 - City outing
 - Meal shuttles
 - Designated van assignment (or coordination amongst other MSMs for passenger movement and activities)
- Create an Information packet or folder for each redeployer which includes:
 - Pocket List, Class Schedule, Religious Services Calendar, Base Map and services—bowling, swimming, library, BX, Commissary, eateries, etc. (Sample Pocket list found in Attachment 7)
 - DTC Staff Phone/ Number Card, flight itineraries, other information as needed
- During Mission Arrival
 - MSMs will go with the DO and Logistics flight members to assist in terminal pick-up
 - MSMs will direct class reception for their respective chalks (class divisions)
 - Welcome Brief includes review of ROEs, itinerary, bag weigh, departure, etc.
 - Ensure Pre/Post Survey Completion by attendees
 - Obtain and distribute lodging receipts
 - Troubleshoot any redeployer issues (e.g., per diem entitlements, lodging accommodation, meal suggestions, supportive transport, etc.)
 - Complete After Action Report (AARs) for lessons learned materials
 - Send final copy to MSM Flight Chief for record filing and official distribution to the specific/relevant Career Field Manager (Functional Area Manager)
 - AARs should be kept in a central repository and any feedback from CFM/FAMs noted and relayed to DTC leadership (e.g., correction to any training processes, deployment equipment, etc.)

C.10. Resiliency Technician (RT)

C.10.1. General Duties and Responsibilities: Provide direct support to the PD on all functional aspects of the curriculum (e.g., continuity, as well as the applicability of the curriculum regarding downrange mission/needs). Advise PD on all trends in classroom behaviors and responses from students. The RT is responsible for alerting leadership regarding trends as seen in student reaction(s) or effectiveness of curriculum. The RT communicates and coordinates with MSMs to gather critical information regarding the teams' missions. This information is shared with the support facilitators to enhance classroom discussions. Assist with the reception, staging and onward movement of redeployers as needed. The Core position should be filled by a permanent party TSgt 4C071, though additional augmentation could be filled by a 4C071 SSgt or Master Resiliency Trainers (MRTs) of any rank. MRT SEI codes are: 107 for enlisted and YAB for officers.

C.10.2. Specific Duties:

- **Facilitation**
 - Responsible for class facilitation
 - Should provide therapeutic intervention when appropriate or necessary. RTs should never function beyond their scope of practice or abilities. Since the PD is a licensed mental health professional, consultation or referrals for higher levels of care should be brought to the PD
 - Will be present for both After Action Debrief and Combat Bridge portions of the curriculum
 - After Action Debriefs are to be led by the MSMs and assisted by the RT who will take notes on discussed items
 - Build rapport with the class, as well as to observe the group dynamics of the students
 - The RT leads Combat Bridge
- **Training/Curriculum**
 - Responsible for the coordination and facilitation of all curriculum training for DTC members and all support staff/facilitators
 - Maintain all training records/documentation
- **Continuity**
 - Maintain continuity binders that reflect current course requirements and updates such as alcohol education and reintegration for the deployed members
 - PD will be the final authority on all curriculum changes

C.11. Chaplain Support

C.11.1. General Duties and Responsibilities: Chaplain support may be from an Officer Chaplain (52R) alone, but may require the accompaniment of a Religious Affairs Airman (5R0xx) to fully meet the religious support team structure and program attendee needs. The chaplain support may serve as a Resiliency facilitator (or adjunct to the RT as the lead spiritual advisor). Additionally, the Chaplain may be called upon for pastoral skillsets during interactions with the redeployers or available for individual counseling/consultation needs. Although it may not be possible to cover the entire range of religions, every effort should be made for accommodation. These positions are adjunct to the program and should be filled by deployed taskings (e.g., 183 day)

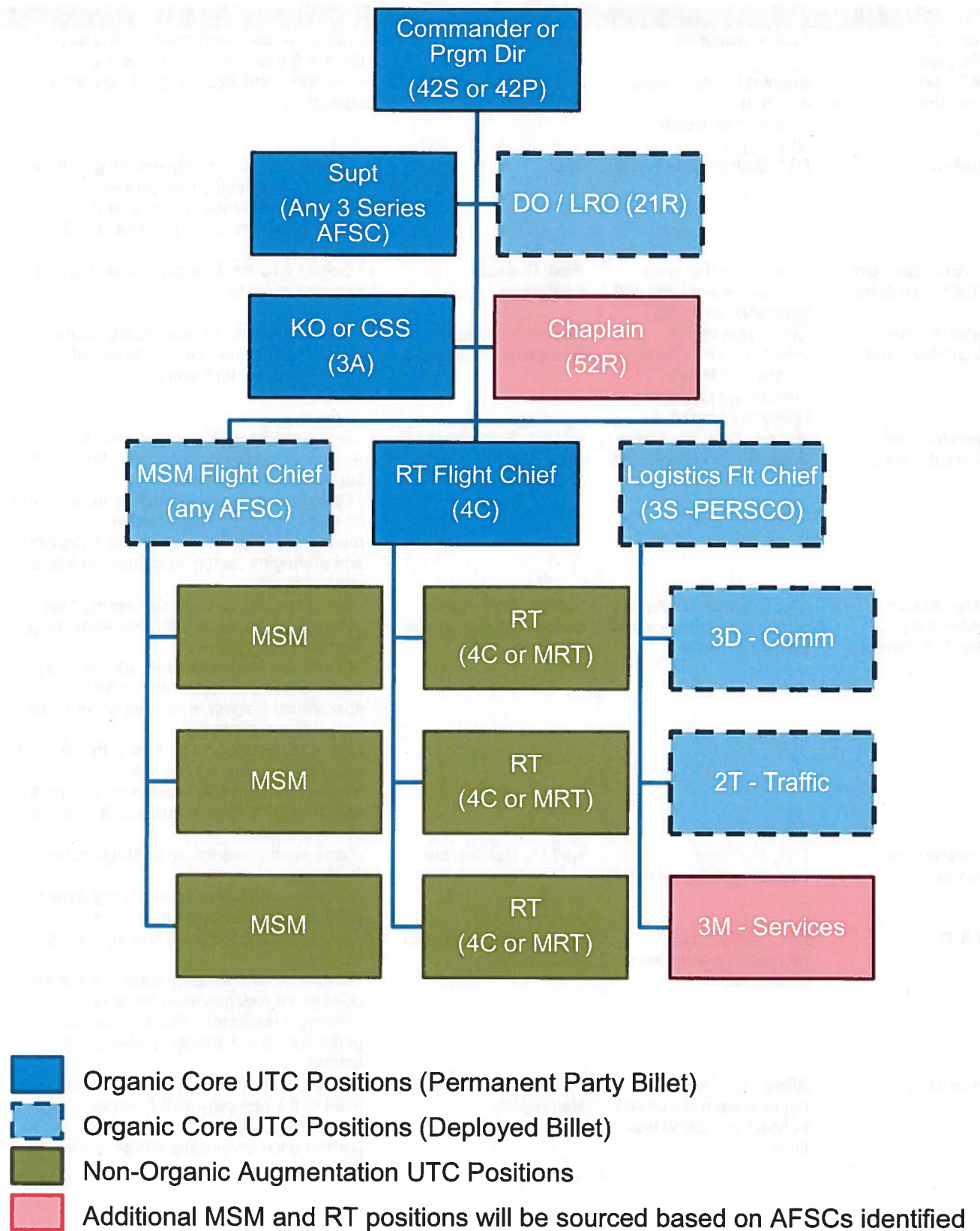
C.11.2. Specific Duties:

- Serve as an individual counseling option for redeployers
- Provide input and training on aspects related to the Spiritual domain of wellness
- When appropriate, consult with the DTC leadership to plan religious ceremonies and remembrances/memorials for the redeployers who need closure and additional comfort after loss
- Provide updated Religious services calendars for the hosting instillation
- As requested or necessary, hold religious activities/bible study within the DTC
- Serve in a support role for DTC staff cadre

C.12. Additional Positions

C.12.1. In accordance with HAF/A3 written and approved guidance: DTC manning deviation fluctuates to support throughput demands. Tasking support typically ranges from 60-day to 183+- day taskings (but may also be as short as 14 days) to support AEF pivot month demands, Chaplain and Religious Affairs Airman needs, additional MSM support from varied AFSC throughput demands, additional logistical support, etc.). A deviation memo must be signed by AF/A3 to approve AFPC sourcing these taskings.

Attachment 1 – Example DTC Organization Chart



Attachment 2 – DTC Integration of Program Objectives Table

DTC Task	Function	Goal	Objective
Securing Weapons	Secure weapons	Rest	- Create a restful/energy-restoring transition point in the redeployment process
24/7 staff availability	Support for redeployer needs and to troubleshoot logistical challenges	Reflect, Reintegrate, Resources	- Provide world class support service to attendees
Curfew	DTC Staff provide curfew	Rest	- Create a restful/energy-restoring transition point in the redeployment process - Promote resilience: Provide skills on performance enhancing mindsets and behaviors
Introductory Brief; ROEs; Out brief	Provide Redeployers with outlines of DTC and behavioral mgt plan	Rest, Reflect, Resources	- Collect data for throughput analysis and program impacts
After Action Report/Debrief	Discussion format offered by MH, Chaplain Corps, and MSMs; discuss operational Lessons Learned	Reflect, Reintegrate, Recapture, Resources	- Improve Air and Space Expeditionary Forces (AEF) cycle and readiness of Airmen prior to deployment
One-on-One Consultations	MH and Chaplain Corps available for consultation	Reflect, Reintegrate, Resources	- Increase knowledge of and refer to appropriate helping resources when formal supports are indicated - Ease reintegration with family, friends, and co-workers through expectation management and skill review for mitigating and managing current and possible future stress impacts
After Action Debrief and Combat Bridge	MH, Chaplain Corps and MSMs cover deployment Lessons Learned	Reflect, Reintegrate, Recapture, Resources	- Decrease stigma towards seeking help - Provide skills on performance enhancing mindsets and behaviors - Promoting resilience, rest, and recovery - Increase knowledge of and refer to appropriate helping resources when formal supports are indicated - Ease reintegration with family, friends, and co-workers through expectation management and skill review for mitigating and managing current and possible future stress impacts
Experiential Outing	DTC Staff and Redeployers travel offsite	Reflect, Reintegrate	- Increase knowledge on healthy coping strategies - Create a restful/energy-restoring transition point in the redeployment process
R & R	DTC staff will plan recreational activities for Redeployers	Rest, Reflect, Recreate, Reintegrate	- Increase knowledge on healthy coping strategies - Create a restful/energy-restoring transition point in the redeployment process - Promote resilience: Provide skills on performance enhancing mindsets and behaviors
Free Time	Allow Redeployers to begin to exercise choice in how they spend their time	Rest, Reflect, Recreate, Reintegrate	- Create a restful/energy-restoring transition point in the redeployment process - Promote resilience: Provide skills on performance enhancing mindsets and behaviors

Attachment 3 – Sample Schedule

Time	Activity
Day 0	Prep for inbounds: vehicles, lodging, room assignments, materials/binders
Day 1	Arrival Day
TBD by flight	Aircraft Reception (OPR: DTC CC)
	Customs and baggage handling (OPR: DTC DO and/or PERSCO)
	Transport to DTC, room assignment/keys, baggage to rooms (OPR: DTC Staff)
	Welcome brief/staff introductions, ROEs, itinerary review, pre-survey, facility tour (OPR: DTC CC, MSMs and Resilience Technicians)
	Rest and relaxation, meals as desired, remain on base
2300	Curfew (ROEs state restricted to installation for Day 1)
Day 2	Event Day
0800-0900	Breakfast
0830-0900	DTC Staff Meeting
0900-1100	After Action Debrief (OPR: DTC Staff)
	Break as needed (1000-1010)
1130-1230	Transportation to Experiential/Cultural Outing (OPR: DTC Staff)
1230-1700	Lunch and Cultural Outing (OPR: DTC Staff)
1700-1830	Transportation back to DTC (OPR: DTC Staff)
1830-2300	Dinner, rest and relaxation; free time with option to go into local region
0100 (of Day 3)	Curfew
Day 3	Event Day
0800-0900	Breakfast (all meals are at the expense of the redeployers)
0830-0900	DTC Staff Meeting
0900-1100	Combat Bridge – Whole person wellness (OPR: DTC Staff)
	Break as needed (1000-1010)
1100-1130	Post-Survey (OPR: DTC Staff)
1130-1330	Lunch
1600-2300	Dinner, free time or activities available locally (optional)
0100 (of Day 4)	Curfew
Day 4	Departure Day
0500	Check-out: issue lodging receipts (OPR: DTC Staff)
0530 (generally)	Transport to Int'l Airport for Commercial Travel (OPR: DTC Staff)
0700	Check in for flights
TBD post-departure	DTC staff hotwash
Day 5/6	Facility upkeep, reconstitute all binders, hot wash past mission activities, AAR write up and send to CFMs, Unit PT, staff training, DV tours

Attachment 4 – OPORD Example

CLASS 17-MED-9 OPORD (designation meaning: 2 digit year, three letter functional area, 2 digit mission sequence id)											
DAY 1 (Wednesday) 13 Mar 2017											
DTC DATES				# OF PASSENGERS							
MISSION NUMBER				A/C ARRIVAL TIME							
MSM				RT(S)							
ADDITIONAL FACILITATOR(S)/SUPPORT STAFF				PRE-ARRIVAL DTC MEETING TIME (1/2 HR PRIOR TO ARRIVAL TIME)							
PASSENGER TERMINAL ATTENDEES				BAGGAGE TRUCK DRIVER/SUPPORT							
BAGGAGE TO ROOMS DETAIL REPORT TIME				LODGING KEYS PICKUP TIME							
IN-PROCESSING BRIEFING LOCATION				IN-PROCESSING BRIEFER(S)							
LRS SHUTTLE BUS HOURS OF OPERATION				DTC STAFF TRANS HOURS OF OPERATION							
DAY 2 (Thursday) 14 Mar 2017											
AFTER ACTION DEBRIEF LOCATION				OUTING LOCATION							
TRANSPORTATION		SHUTTLE BUS		YES	X	DTC VEH REG(S) #					
				NO							
		# REDEPLOYERS				# DTC STAFF					
LRS SHUTTLE BUS OPERATIONAL TIMES				DTC STAFF TRANS HOURS OF OPERATION							
DAY 3 (Friday) 15 Mar 2017											
COMBAT BRIDGE LOCATION											
LRS SHUTTLE BUS HOURS OF OPERATION				DTC STAFF TRANS HOURS OF OPERATION							
DAY 4 (Saturday) 16 Mar 2017											
AIRPORT SHOWTIME				FIRST FLIGHT DEPARTURE TIME							
TRANSPORTATION		SHUTTLE BUS		YES		DTC VEH REG(S) #					
				NO							
		# REDEPLOYERS				# DTC STAFF					
TERMINAL 1 # PAX				TERMINAL 2 # PAX							
REDEPLOYER CELL NUMBERS											
CELL #:				CELL #:							
CELL #:				CELL #:							
CELL #:				CELL #:							
CELL #:				CELL #:							
ADDITIONAL REMARKS											
MSM USE ONLY											
POCKET LIST	X	DOOR LIST	X	SHUTTLE BUS SCHEDULE	X	WEATHER	X	DOC SCHEDULE	X	DOC WHITEBOARD	X
REDEPLOYER FOLDER(S)	X	CAMPUS WALKAROUND		DTC VEH CLEAN/FUELED		NOT USED		NOT USED		NOT USED	

Attachment 5 – Example Nomination Checklist

- * This tool is to be utilized by the PERSCO Rep, 1st Sergeant, Senior Enlisted Leader, & Commander(s)
- * This is used for Airmen who have experienced stressors in a deployed environment (DTC is NOT a medical treatment program)
- * This is MANDATORY for submitting all DTC nominations and is NOT used for pre-identified personnel
- * This is the only document required for DTC nomination approval

BACKGROUND

The DTC was established at Ramstein AB, Germany to assist redeploying Airmen who were exposed to any type of stressful environment, combat or non-combat related. This is available to any Airmen (AFSC) at any forward deployed location. DTC attendance gives Airmen the opportunity to decompress and prepare for reintegration with home station, co-workers and families. Additional information can be found at <http://www.ramstein.af.mil/Deployment-Transition-Center>.

A commander may submit a de-nomination letter for an individual who is pre-identified to attend the DTC. If the commander feels that the particular individual does not require DTC attendance, due to their experiences on their deployment rotation, he/she (O-6 or above) may submit a de-nomination letter found on the DTC webpage to the DTC Logistics Flight for approval.

INSTRUCTIONS

This assessment tool is provided to assist commanders in evaluating and nominating Airmen who were not pre-identified for DTC attendance. This evaluation/nomination should be accomplished NLT 30 days prior to their end of tour, exceptions can be made, on a case-by-case basis.

Nominations will be forwarded to the servicing PERSCO Representative. The PERSCO Rep will then forward this nomination tool to the DTC Logistics Flight for final coordination.

Once approved by the DTC, the Unit Travel Rep (UTR) will submit a completed DTC Travel Request Spreadsheet to 379 ELRS/LGRDAP or applicable theater ELRS. In addition, the UTR must contact the Director of Operations/DTC Logistics Flight to complete a Redeployer Information Spreadsheet in order to coordinate all logistical needs for member(s) attending the program. Typically, redeployers arrive at the DTC on a Thursday, through a rotator mission, and depart Germany by commercial flight from Frankfurt International Airport on the following Sunday. The program start date is flexible for other rotator arrivals to Ramstein (e.g., Tuesdays). Any exceptions or questions must be directed to the Director of Operations/DTC Logistics Flight.

Downrange UTRs will coordinate with ELRS at transit locations to ensure that any weapons assigned to DTC attendees are shipped to home station prior to redeployment.

BRIEF NARRATIVE/JUSTIFICATION

If any of the decision questions on the next page are answered "yes," commanders will conduct a closer evaluation for possible DTC attendance. Provide a brief narrative/justification below of member(s)' experiences that would warrant their attendance.

DECISION QUESTIONS (at any point in this deployment the member...)

1. Participated in direct combat operations
2. Experienced job related stress (e.g., high ops tempo)
3. Injured in mission activities
4. Exposed to casualties/dead bodies (handling or video)
5. Witnessed personnel killed or injured (including video)
6. Experienced injury or casualties to members within their unit
7. Felt in danger of being killed or injured (high risk)
8. Discharged weapon and/or received fire (e.g., mortar, IED, etc.)
9. Had significant home-front stressors or changes
10. Witnessed or participated in morally questionable acts (e.g., friendly fire incident, civilian casualties, violation of ROEs, pain or suffering of combatants)
11. Leadership's assessment that member(s) need to attend

COMMANDER'S NOTES

A commander may identify a position/career field to require line remarked attendance to the DTC based on the decision questions above. In this case, he/she (O-6 or above) may nominate this position by coordinating with the DTC and USAFCENT FAM. To begin this process, all requests must be submitted to the Director of Operations/DTC Logistics Flight. This will allow a line remark to be placed on the position for future personnel assigned to this duty.

PERSONNEL RECOMMENDED FOR DTC ATTENDANCE

#	ULN	Grade	Last Name	First Name	AFSC	ETL	Est. Attendance Date	Depl. Duty (Air Advisor, Medical, etc.)	Depl. Org. (123 SFS, etc.)	Decision Questions Met (2, 3, etc.)
1										
2										
3										
4										
5										
6										
7										
8										
9										
10										

DEPLOYED FIRST SERGEANT OR SENIOR ENLISTED LEADER

I recommend the above Airmen attend the DTC.

Name/Rank: _____ Signature: _____ Date: _____

DEPLOYED UNIT COMMANDER

The above Airmen were not pre-identified for the DTC and I am nominating them to attend.

Name/Rank: _____ Signature: _____ Date: _____

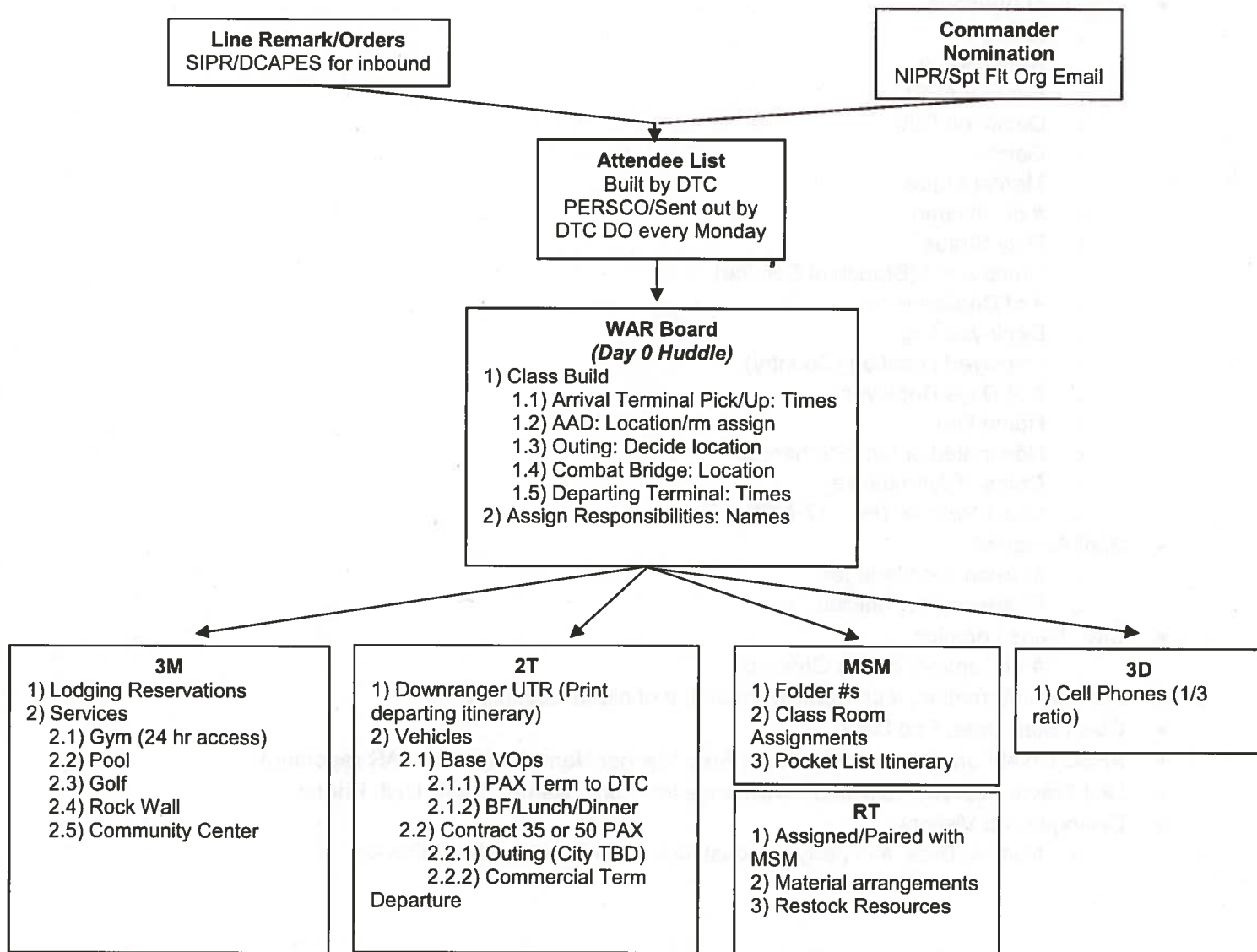
DEPLOYED COMMANDER (First O-6 or above in chain of command; required if unit CC is not an O-6 or above)

I recommend the above Airmen attend the DTC.

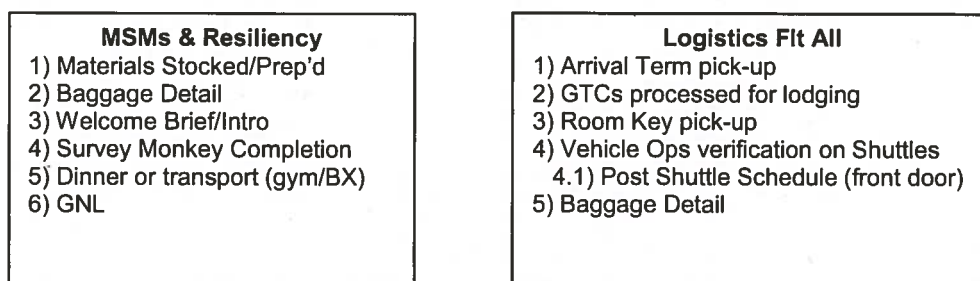
Name/Rank: _____ Signature: _____ Date: _____

Attachment 6 – Sample Workflow Chart

PRIOR TO CLASS ARRIVAL



DAY OF CLASS ARRIVAL



Attachment 7 – Trackable/Collected Data

DTC throughput analysis is required. The following data points should be considered to collect and monitor throughput:

- Individual Attendee:
 - Name
 - Rank/Grade
 - Primary AFSC
 - Deployed Duty
 - Gender
 - Marital Status
 - # of Children
 - Duty Status
 - Component (Branch of Service)
 - # of Deployments
 - Deployed Org
 - Deployed Location (Country)
 - # of Days Deployed
 - Home Org
 - Nominated or Line Remarked
 - Dates of Attendance
 - Class Number (ex.: 17-MED-01)
- Staff Assigned
 - Mission Set Manager
 - Resiliency Technician
- City Outing Location
 - # of Contract Buses Ordered
- Lodging Information: # of rooms occupied, # of nights occupied
- Class Start Date, End Date
- AFSC Chief Functional or Functional Area Manager Name/email (for AAR reporting)
- Unit Travel Representatives at downrange locations: Name, Email, Unit, Phone
- Distinguished Visitors
 - Names, Date, # in party, request, due out info/actionable follow-up

Attachment 8 – Sample Pocket List

For Official Use Only

DEPLOYMENT TRANSITION CENTER

CLASS: 17-TACP-03

DATES: 23-Feb 26-Feb Personnel: 5

Thu. 23 Feb 17

TBD

Arrival Day

Welcome Brief/Survey

**Dinner/Commissary/BX (Optional)

On Base Curfew

Fri. 24 Feb 17

0800

1st Day of Training

Breakfast Bus to BX (Optional)

After Action Report (ROOM #)

Group Outing (CITY NAME)

Return from Outing

Dinner (Optional)

On Base Curfew

Sat. 25 Feb 17

0800

2nd Day of Training

Breakfast Bus to BX (Optional)

Combat Bridge/Post Survey

Weigh Bags (<70 lbs)

Lunch (Optional)

Dinner (Optional)

On Base Curfew

Sun. 26 Feb 17

0615

Departure Day

Meet at DTC/Check Out of Lodging

Depart for Airport

Showtime based off earliest Flight

All personnel be outside Bldg xxx with bags ready for departure.

Take out local currency for trip

Bags must be under 32 kg/70lbs

WiFi Password "5*service"

KEY DTC PHONE NUMBERS

MSM: MSgt Charles Xavier

Cell: xxx-xxx-xxxx

MRT: TSgt Logan Howlett

Cell: xxx-xxx-xxxx

All staff numbers programmed in cell phone

Emergency - Fire/Police/Ambulance

DSN: xxx Commercial: xxx-xxx-xxxx

Taxi:

xxx-xxx-xxxx

GROUP BREAKOUT SESSION

1	Bruce Wayne	8
2	Clark Kent	9
3	Peter Parker	10
4	Tony Stark	11
5	Bruce Banner	12
6	Thor Odinson	13
7		14

Bldg 850 - Room Layout

A5	A6	B5	B6
A3	A4	B3	B4
A1	A2	B1	Aerobic Rm
COMMUNITY ROOM		FITNESS	

Pre-survey

Post-survey



For Official Use Only

Attachment 9 – Sample Manning Deviation MFR

MEMORANDUM FOR AF/A1S

FROM: AF/A3

SUBJECT: Deviation Extension Request for Deployment Transition Center

In accordance with AFI 10-401, paragraphs 2.2 and 10.3, I approve your request to continue using AEF resources to support the Deployment Transition Center (DTC). This approval allows up to 28 facilitators to be sourced from SecAF forces during their AEF eligibility window. Approval does not include the command of administrative staff, which is manned by Ramstein, AB, Germany. Approval is extended through the end of March 2018.

Prior to sourcing, AFPC will continue to work with the DTC staff and HAF FAMs to ensure combatant commander requirements are filled first to preclude any unintentional shortfalls, and will source from worldwide taskings. If sufficient resources do not exist, DTC requirements will be a shortfall.

If you have any questions, please contact (LIST POC contacts here).

Attachment 10 – Example Weapons Shipment Process

Expeditionary Theater Distribution Center (ETDC) Traffic Management Guidance

Members re-deploying through the Deployment Transition Center (DTC) are authorized to ship their weapons to home-station. Members will be required to provide an authorization letter signed by the deployed commander which must contain, at a minimum, member's full name, rank, home station, and specifically state members will be attending the DTC.

DD Form 1149 will be used to ship DTC weapons. Refer to AFI 24-203, para 3.1.2.1, regarding the use of the automated DD Form 1149 and manual procedures. As an alternate to the AFMC website, shippers may use CMOS DD Form 1149 software. Shipments will be marked for home station LRS Equipment Accountability Element (EAE) on DD Form 1149.

TAC F8WP is authorized for all methods of shipping. Ensure use of project code 9GF or 9GJ, as applicable, is on shipping documentation. TP-1, with a Required Delivery Date (RDD) of 25 days from receipt of weapons will be used to assist in expediting movement.

Cat II and Cat IV weapons will be separated. Shipments to CONUS and PACAF will transit DOV to the maximum possible extent.

Use of DD Form 1149 and segregation of Cat II and Cat IV weapons are necessary to assure weapons are delivered within 30 days. Dover AFB will move CAT IV weapons under the SDDC Customer Advisory "General Services Administration (GSA) Blanket Purchase Agreement (BPA) Domestic Express Small Package Service (DESPS) Contract" (dated 2 Nov 10) when applicable. Cat IV weapons are eligible for BPA movement when packed in quantities of 15 or less.

DTC attendee guidance

Obtain deployed commander for weapons shipment authorization prior to departing deployed unit location.

Turn in weapon(s) to the Traffic Management Office (TMO) supporting the ETDC. Items other than weapons will not be accepted for shipment (e.g., magazines and holders, flashlights, web belt, personal gear, etc.). M4/M16 and M9s will be separated by the TMOs and not shipped in the same case. Locks will be removed before turning in weapons to TMO.

For tracking purposes a copy of the completed shipping document with a Transportation Control Number (TCN) will be provided to the member upon turn-in.

Weapons will be marked for home station LRS EAE, who will contact POC listed on DD Form 1149.

ETDC Equipment Accountability Element (EAE) Guidance

DTC attendee weapons will be shipped using DD Forms 1149. ETDC supporting TMO will furnish a copy of DD Form 1149 to ETDC supporting EAE who will notify home station LRS EAE of pending weapons shipment (e.g. transportation control number, stock number, and serial number). Home station LRS EAE will receive weapons and contact unit equipment custodian to coordinate pickup and ensure deployment indicator is removed from equipment detail. If weapons are not received at final destination by the RDD, LRS EAE will contact destination TMO to track shipment and obtain estimated delivery date.

