



REPLY TO  
ATTENTION OF

DCN: 1945  
DEPARTMENT OF THE ARMY  
DEPUTY CHIEF OF STAFF, G-8  
700 ARMY PENTAGON  
WASHINGTON DC 20310-0700  
HSA-JCSG-D-04-208

DAPR-ZB

10 November 2004

MEMORANDUM FOR DEPUTY ASSISTANT SECRETARY OF THE AIR FORCE FOR  
INFRASTRUCTURE ANALYSIS

SUBJECT: Air Force Proposals to Realign Military and Civilian Personnel Functions

1. Reference SAF/IEB Memo, 21 Oct 04, Subject: Air Force Proposals Suggested to the Headquarters and Support Activities Joint Cross Service Group (HSA JCSG)

2. Air Force proposals.

a. HSA JCSG pursue an Air Force proposal to consolidate existing Air Force Personnel Center (Randolph, AF Reserve Personnel Center (Denver, CO), AFMC's Interim Personnel Centers (Hill, Robins, Wright-Patterson, Tinker) and 11<sup>th</sup> Wing's Interim Personnel Center (Bolling) functions at a single location (Randolph).

b. HSA JCSG pursue an Air Force proposal to consolidate all military (Active, Guard, Reserve) and civilian personnel activities into a single processing location (TBD) within each Service (Enclosure).

3. HSA JCSG accepts proposal 2a for consideration, but declines to pursue proposal 2b. The concept of a consolidated military and civilian personnel function was considered during capacity and military value analysis but not pursued to the proposal stage. HSA JCSG recognizes that a consolidated military/civilian center is an Air Force unique construct while other Services utilize Regional civilian personnel offices with efficiency measures that indicate Regions may be a more effective approach. This proposal adds significant realignment costs above current scenarios under consideration and increases space requirements at receiving sites already impacted by the consolidation of military personnel functions.

4. HSA JCSG POC is COL Carla Coulson, 703-696-9456.

Encl

Donald C. Tison  
Chairman  
HSA JCSG

CF:  
OSD BRAC Office

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**DEPARTMENT OF THE AIR FORCE**  
WASHINGTON, DC 20330-1000

OFFICE OF THE ASSISTANT SECRETARY

21 Oct 04

**MEMORANDUM FOR AIR FORCE PRINCIPAL TO THE HEADQUARTERS AND  
SUPPORT ACTIVITIES JOINT CROSS SERVICE GROUP, (MR DAVIDSON)**

**FROM: SAF/IEB**  
1665 Air Force Pentagon  
Washington DC 20330-1665

**SUBJECT: Air Force Proposals suggested to the Headquarters and Support Activities Joint  
Cross Service Group**

The Air Force has identified two proposal for possible consideration by the Headquarters and Support Activities Joint Cross Service Group. These proposals has been reviewed and vetted by the Air Force Base Closure Executive Group (BCEG), and approved as potential scenario proposals for your JCSG's consideration.

Please advise my office whether these scenario proposals are under the purview of your JCSG. Also, advise if these proposals will be taken under further consideration in your scenario development process.

Attached you will find the referenced quad charts detailing these proposals. Our POC is Ms Kathy Simonton SAF/IEBJ, 703-614-5791.

Handwritten signature of Gary W. Heckman in cursive.

GARY W. HECKMAN  
Major General, USAF  
Assistant DCS, Plans & Programs (BRAC)

Handwritten signature of Gerald F. Pease, Jr. in cursive.

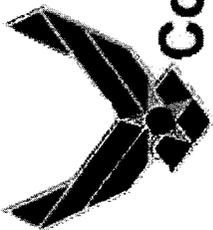
GERALD F. PEASE, JR.  
Deputy Assistant Secretary  
(Basing & Infrastructure Analysis)

**Attachment**

1. SAF/IEB Proposal to HSA JCSG -- Consolidate all Personnel Activities w/in each Service
2. SAF/IEB Proposal to HAS JCSG -- Consolidate AF Personnel Functions

**DRAFT DELIBERATIVE DOCUMENT - FOR DISCUSSION PURPOSES ONLY - DO NO RELEASE UNDER FOIA**

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# Joint Idea

## Consolidate all Personnel Activities w/in each Service

Scenario Proposal	Drivers/Assumptions
<ul style="list-style-type: none"><li>■ Each Service consolidate all military (Active, Guard, Reserve) and civilian personnel activities into a single processing location (TBD) within each Service.</li></ul>	<ul style="list-style-type: none"><li>■ Principles: Recruit and Train</li><li>■ Principles: Organize</li><li>■ Transformation Option: Consolidate Active, Reserve and Guard components' Military Personnel Centers as well as Civilian Personnel Centers of the same Service</li></ul>
<p>Justification/Impact</p> <ul style="list-style-type: none"><li>■ Supports consolidation of similar functions within the Active, Reserve, Guard and civilian personnel activities in one location.</li><li>■ Improves development and management efficiency of the "Total force" within each Service</li></ul>	<p>Potential Conflicts</p> <ul style="list-style-type: none"><li>■ Requires additional square footage requirements at location (TBD)</li></ul>



# AF Idea

## Consolidate AF Personnel Functions

Scenario Proposal	Drivers/Assumptions
<ul style="list-style-type: none"> <li>■ Consolidate existing AF Personnel Center (Randolph), AF Reserve Personnel Center (Denver), AFMC's Interim Personnel Centers (Hill, Robins, Wright-Pat, Tinker) and 11<sup>th</sup> Wing's Interim Personnel Center (Bolling) functions at a single location (Randolph).</li> </ul>	<ul style="list-style-type: none"> <li>■ Principles: Recruit and Train</li> <li>■ Principles: Organize</li> </ul>
Justification/Impact	Potential Conflicts
<ul style="list-style-type: none"> <li>■ Supports AF goal to consolidate active, reserve as well as civilian personnel functions in one location.</li> <li>■ Improves total force development and management</li> </ul>	<ul style="list-style-type: none"> <li>■ Requires additional square footage requirements at Randolph</li> <li>■ May require additional TDY lodging capacity to support simultaneous promotion boards, conferences, etc.</li> </ul>