

## **.NET-Connected Solution Helps U.S. Navy Personnel Command Streamline Mobilization Process and Bridge Organizational Barriers**

Published: April 2003

*In 30 days, the Bureau of Naval Personnel built the Navy Marine Corps Mobilization Processing System (NMCMPs), a .NET-connected solution that streamlines the process of mobilizing reservists for active duty. The solution centralizes and automates the creation of mobilization orders, eliminating the errors that were resulting from this step being performed manually at local reserve activities. NMCMPs also provides a full-featured workflow and reporting tool that reduces churn during processing and provides all stakeholders with end to end visibility into the process. Web services are used to share the data in NMCMPs across organizational boundaries, providing other functional areas of the Navy with real-time access to authoritative personnel data in a reusable and secure manner.*

### **Situation**

The United States Navy is a large, diversified organization—more complex than any commercial enterprise. Its geographic presence encompasses hundreds of locations worldwide, with facilities that range from naval bases and air stations to hospitals, research facilities, training centers, and institutions of higher education. The Navy's organizational infrastructure includes all of the disciplines that are common to large commercial companies—finance, personnel, administration, logistics, legal, and so on—as well as those additional resources and disciplines that are required to support the Navy's fleet of more than 300 ships and 4,000 aircraft.

From a human resources perspective, the Navy's global presence is supported by approximately 380,000 active duty personnel and 185,000 civilian employees, which are augmented by another 150,000 reservists that may be mobilized at any time. These 700,000-plus military and civilian personnel encompass several hundred combinations of pay grades and occupational specialties (called "ratings" in the military). Each person, along with their unique pay grade, rating, and per diem allotments, is tracked for budgetary purposes against one of 17-18,000 Unit Identification Codes (UICs), which are unique manpower and funding identifiers associated with military organizations—similar to accounting charge codes in the commercial sector.

### **Business Challenge**

The Navy is divided into 23 functional areas, each with its own systems, processes, and funding areas. When Microsoft approached senior Naval officers to explore how its technologies could benefit the organization, the Navy set a high bar: identify a business process that crossed organizational boundaries and was known to be inefficient, yet in the past was considered too



### **Solution Overview**

#### **Customer Profile**

The U.S. Navy is a complex organization with 23 functional areas.

#### **Business Situation**

The Navy wanted to optimize the reserve mobilization process, most of which was managed manually.

#### **Solution**

The Navy Marine Corps Mobilization Processing System streamlines the management of reservists as they are processed into active duty.

#### **Benefits**

- Developed in only 30 days
- Integrates across functional boundaries
- Increases organizational productivity
- Reduces manual errors
- Enables better decisions
- Reduces churn
- Provides end to end visibility
- Scalable and dependable

#### **Software and Services**

Microsoft® Windows® 2000  
Advanced Server with Internet  
Information Services 5.0  
Microsoft SQL Server™ 2000  
Enterprise Edition  
Microsoft Visual Studio® .NET  
Microsoft .NET Framework  
XML Web services  
Microsoft Consulting Services

#### **Hardware**

3 Dell PowerEdge 2650 servers,  
each with two 1.8-GHz Xeon  
processors and 1GB of RAM  
2 Dell PowerEdge 6450 servers,  
each with four 700-MHz Xeon  
processors and 4 GB of RAM

#### **Partners**

Ideamatics  
InterKnowledge



Errors in written mobilization orders further complicated the process. Orders were generated by hand at any one of 250 local reserve activities—a decentralized, manual process step with no control over consistency and accuracy other than written policy. Official guidelines dictated the use of pre-supplied Microsoft Word templates, but those individuals preparing the orders would occasionally select the wrong template or enter the wrong information. Some disregarded formal guidelines and simply started with an old order, typing over existing text but neglecting to change one or more critical fields. Written orders are the authoritative source of information for many of the steps that occur during mobilization processing, so any errors they contain are propagated to other organizations and systems as an individual is processed.

Errors that were introduced through the manual generation of orders caused a great deal of consternation at all levels of the Navy. For example, during the mobilization process, information from a reservist's printed orders is keyed into another system to transition the individual to active duty pay, including any special entitlements for per-diem, hazardous duty pay, flight operations pay, and so on. Errors on orders resulted in some reservists not receiving the same entitlements as their peers, which in turn led to morale issues. "We could never do enough training to get the manual order-creation process right," says Arnold.

Orders were not aggregated in any central location after they were generated, which led to additional challenges. "Last year, the Navy had to set aside an additional \$250 million because it didn't have an accurate picture of per-diem rates for recently mobilized reservists, forcing it to allocate the highest possible rate for each person," says Arnold. "Resolving the issue required 10,000 sets of orders to be faxed in and sorted through by hand. It took nine months to get an accurate picture, during which \$250 million was frozen that could have been used elsewhere."

## **Solution**

BUPERS overcame these challenges by creating the Navy Marine Corps Mobilization Processing System (NMCMPs), a Web-based solution that streamlines the mobilization of reserve forces, captures mobilization-related data in a single system, and provides all stakeholders with end-to-end visibility into the process. The new solution also centralizes and automates the generation of written mobilization orders, removing this burden from local reserve activities and eliminating the potential for manual errors.

"NMCMPs is a simple, one-stop solution that aids commanding officers, officers-in-charge, and other key leaders Navy-wide in the mobilization and management of Naval Reserve personnel," says Arnold. "When commands use NMCMPs, they can monitor the status of reservists that are mobilizing to their commands, access information on their current whereabouts, and even view a reservist's mobilization orders."

NMCMPs was built by nine developers from Microsoft Consulting Services (MCS), Ideamatics, and InterKnowlogy—two Microsoft partners—in only 30 days, and went live on February 22, 2003. A few weeks later, a Naval Administrative Message directing the use of NMCMPs as the new standard for processing mobilizations and demobilization was signed by Vice Admiral Gerald Hoewing, Deputy Chief of Naval Operations for Manpower and Personnel. Since then, the system has been used to create more than 8,000 mobilization orders, and to process the reservists for whom these orders were generated into active duty.

"I'm very pleased by the amount of functionality that we've deployed in such a short time," says Arnold. "I believe we have done both reservists and the Navy as a whole a real benefit."

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## Order Writing Module

The order writing module, created by three InterKnowlogy software developers, centralizes and automates the process of creating formal reserve mobilization orders. The process begins after Naval Reserve Forces Command selects a reservist to fill an approved manpower requirement and enters this information into its Reserve Headquarters System (RHS). The reservist's destination UIC, date to arrive, authorizing entity for the mobilization, and other selected data is batch-fed on a daily basis into the Navy Personnel Database (NPDB), which is the authoritative BUPERS data source for information on all Navy personnel. Data on reservists to be mobilized is extracted from NPDB into a legacy Windows application that augments the information with accounting codes, interim UICs (which are not known to NPDB), and other fields.

The NMCMPs order writing module processes the order using the following steps:

- The legacy system calls a Web service exposed by the order writing module, sending it the reservist's Social Security Number, interim UICs, accounting information, and which order template to use (there are dozens).
- Using the reservist's Social Security Number, the order processing module obtains the remaining personnel information required to generate the order from NPDB.
- The order processing module merges the data received from the legacy application and NPDB into the proper order template, which is stored in the NMCMPs orders database.
- A copy of the completed order is placed in a directory where it is picked up and sent to the Naval Message System in Washington, D.C. The system forwards a copy of the order to the reservist's local reserve activity, which notifies the individual of the mobilization order.
- Key data fields from the formal order are saved in the NMCMPs mobilization processing database so that they are already in the system when the reservist arrives for processing.
- Order data and a text copy of the order are saved into the NMCMPs orders database.

The order processing module provides a Web-based interface which can be used to manage and create additional templates. Each template contains a combination of boilerplate text that is appropriate for a given type of order as well as placeholders for the data fields that are fed into the order writing module and used to populate the templates to create the completed order. The system was designed to provide the Navy with the flexibility to create any type of order, including mobilization, transfer, demobilization, and so on.

See the appendix for a sample mobilization order generated by NMCMPs.

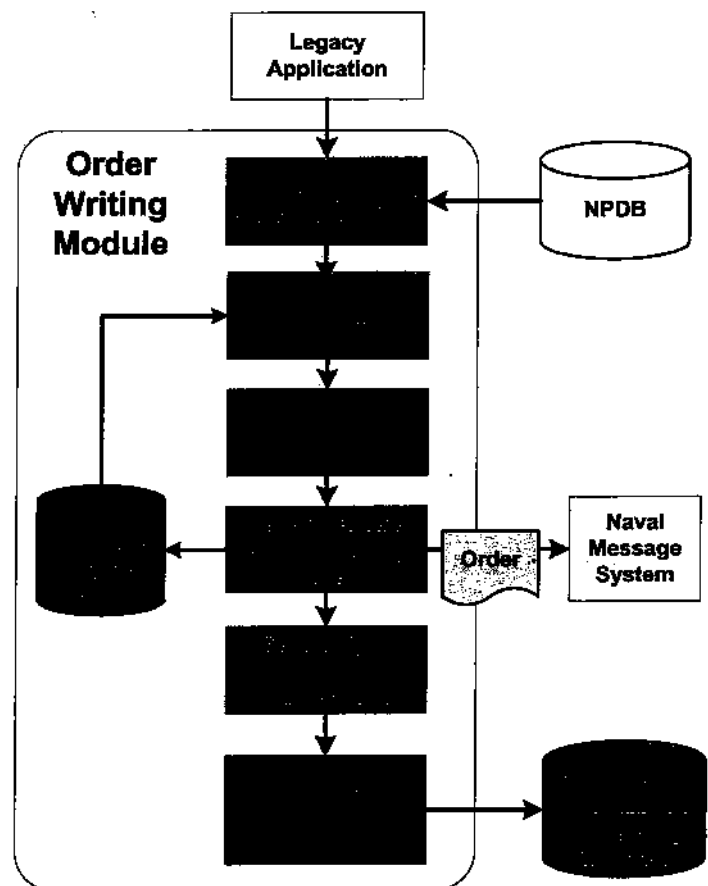


Figure 2: The NMCMPs order writing module automates the creation of mobilization orders based on predefined templates and propagates the results into downstream modules to avoid data reentry.

In addition to providing a comprehensive workflow tool, the mobilization processing module includes robust reporting capabilities that provide all stakeholders with end to end visibility into the process. Fleet and force commands can view the status of reservists that are being mobilized to their locations, processing centers can report on the status of those individuals that are currently being processed or are scheduled to arrive, and headquarters staff can run summary reports on the mobilization and demobilization of reservists. Users looking for information on the status of a reservist can search by Social Security Number, destination UIC, estimated dates of arrival and departure, Navy mobilization codes, or by those individuals for which the owner of a processing step has jurisdiction.

Commanding officers and officers-in-charge have access by default, and can delegate authority to others in their organization. Access to activity tabs is limited by a user's role, and can be set to prevent access, limit access to read-only, or provide full read/write capabilities. Users with correct permissions also can create custom values for drop-down boxes, such as local housing options, resources for scheduling appointments, and other command- or location-specific information.

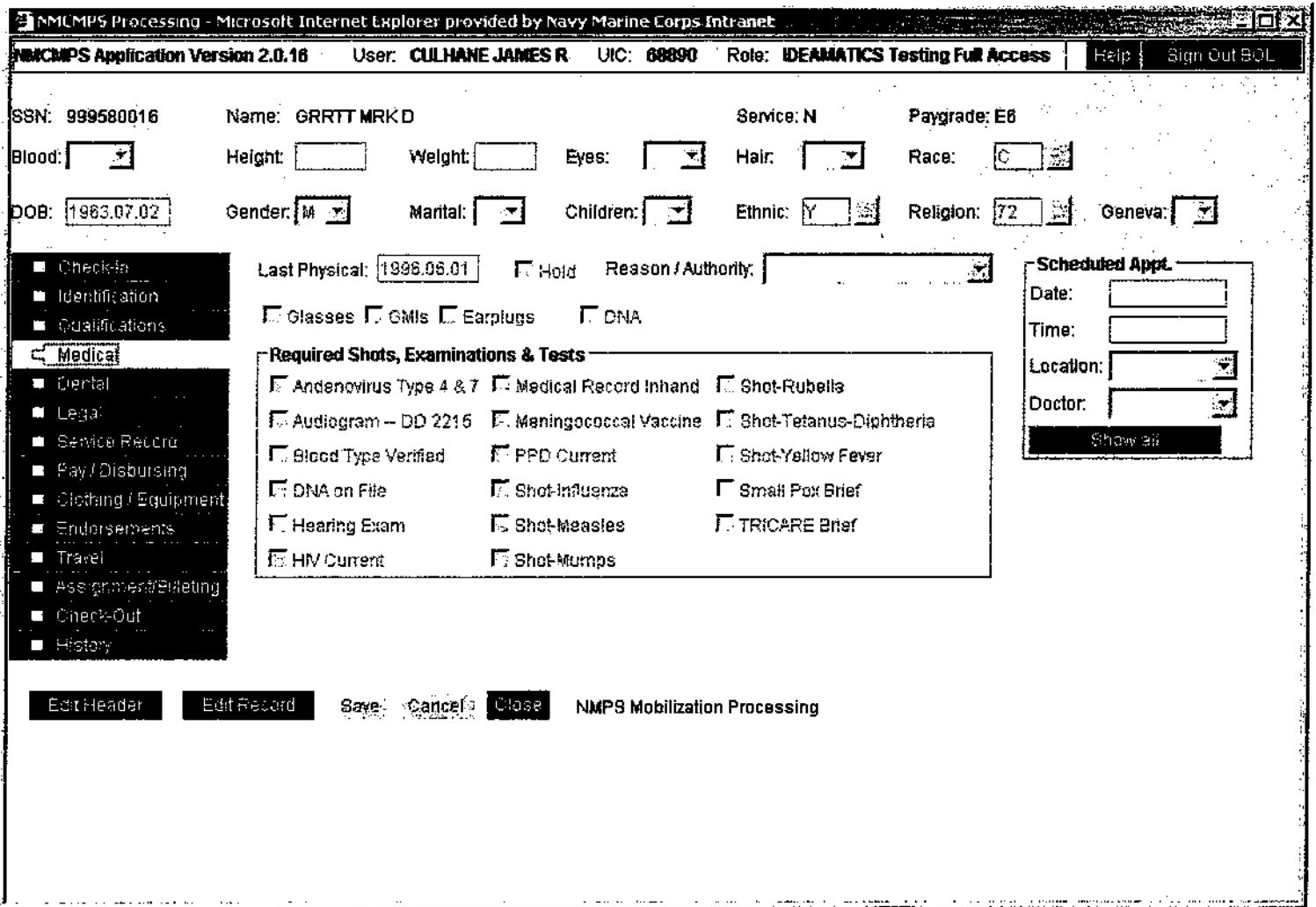


Figure 3: NMCMP5 provides a comprehensive workflow tool for managing the dozens of activities required to process a reservist into active duty.

CIO. "In the past, the only way to achieve this was through FTP file transfers and batch feeds. Besides these being dedicated point to point solutions that need to be maintained, the data they provide starts becoming stale as soon as it is extracted from the source system. With Web services, we can expose authoritative sources of personnel data once and reuse the interface over and over again to provide real-time access to other functional areas in a secure, controlled manner."

In March 2003, the Navy Bureau of Medicine (BUMED) became the first organization to use one of the Web services exposed by NCMCPS. The Web service accepts a Social Security Number, accesses NPDB—the Navy's authoritative source of personnel data, and returns an individual's name, UIC code, pay grade, rating, birth date, marital status, branch, active duty base date, and pay entry base date. BUMED is using the Web service in one scenario already, with plans to use it for a second application in the near future:

- BUMED is using the BUPERS Web service to determine a user's command when they log into Navy Medicine Online (NMO), Navy Medicine's Internet presence. When users log on, they enter their name and Social Security Number, which the portal uses to call the BUPERS Web service and retrieve the user's current UIC. The UIC is used to determine the user's command and set permissions for which NMO functions and applications the user is entitled to access. The Web service is called every time a user logs on to NMO, so any changes in UIC at its authoritative data source result in an immediate and automatic update to permissions.

"Prior to using the BUPERS Web service, we had to use stale data from a batch feed or ask users to enter their command information manually, either of which could result in permissions being set incorrectly," says Lieutenant Michael Whitecar, Director of Applied Design for the Naval Medical Information Management Center (NMIMC). "Now we can simply retrieve the information from its authoritative data source."

- BUMED will call the Web service from an application that provides Navy corpsmen with data on immunizations for members of their commands—as part of an initiative to ensure that all Navy personnel receive a Small Pox vaccine. The BUMED application combines UIC data retrieved through the BUPERS Web service with information from an authoritative source of vaccination data, which is owned by BUMED, and exposes the combined results through a second Web service that is accessed through NMO. Using the smart client capabilities of Microsoft Access, corpsmen anywhere in the world can call this second Web service, retrieve vaccination data for their commands, save the data locally for offline access, and upload any changes back through the Web service into BUMED's internal systems.

"Software modularization, standardization, and reuse have been goals of the military ever since computers first came into use," says Mr. John Weiland, an Information Technology Specialist at NMIMC and a Navy representative to the OASIS Web Services Security Technical Committee. "Web services transform this goal into a reality, enabling integration that used to require persistent connections and custom software connectors to be achieved over the Internet using widely-accepted standards and existing security technologies. Furthermore, the tools for building applications that expose and consume Web services have already matured to the point that the underlying protocols are transparent to software developers. Establishment of a secure Web service between the BUPERS to BUMED Web service is a great step in our move towards increased software reuse and a service-oriented architecture."

## **Increased Consistency and Error Reduction**

Automating the order writing process eliminates the potential for manual error and eliminates the effort required for incorrect orders to be modified and reissued. Lower error rates in written orders reduce the propagation of errors into other systems, and reduce a large source of morale issues because differences in entitlements between peers are now far less common. And data captured during mobilization processing is more accurate and consistent because the system provides all users with predefined options to select from during processing.

## **A Platform for Business Intelligence**

NMCMPS enables Navy Personnel Command to collect data on the mobilization of reservists at all steps in the process—from the moment an order is created to the point at which the individual leaves the mobilization center for active duty. Similarly, the system captures the reasons why a reservist may fall out of the process, or why an individual is placed on medical, dental, or legal hold. When the requirements tracking module goes into production, the data captured will be increased to cover those additional steps in the requirements generation and approval process.

With all of this information captured in one place—and in a standardized format—BUPERS can begin analyzing the data across all mobilizations processed using the system to make better business decisions. “When you can measure, you can improve,” says Arnold. “By capturing data in a standardized format, we can examine the information to standardize and stabilize processes and reduce variation. I expect the future benefits resulting from this capability to be substantial.”

Arnold envisions several ways that analysis of mobilization data will be useful. “We can measure the manpower requirements and capacity of each mobilization processing center, using this data to calibrate the order writing module to maximize overall throughput. Today we assume that each location can process 100 people per day, which results in some locations being overutilized and others being underutilized. We can measure the number of reservists that fall out of the process or require remedial actions and what those actions were, using the information to decide where to proactively address issues of how many “extras” need to be mobilized to offset the attrition rate. We can analyze information by local reserve activity or mobilization processing center to identify those locations with higher fallout rates and take the appropriate actions. The possibilities really are endless, and will all contribute to increased efficiency and better use of resources.”

## **Faster Mobilization Times and Reduced Churn**

End to end mobilization times are faster for several reasons. Orders are created and distributed immediately instead of having to be manually created. Mobilization processing centers can view who is coming and when, optimizing their resources to maximize throughput and monitoring the status of reservists at the location for processing. Fleet commands now have visibility into the status of new arrivals prior to the event, enabling them to plan accordingly and integrate newly-arrived reservists into their organizations faster and with less confusion.

## **Increased Developer Productivity**

NMCMPS was developed using several key .NET technologies, including the Microsoft Visual Studio .NET development system and the Microsoft .NET Framework— an integral Windows component for building and running the next generation of applications and XML Web services. According to Bruce Russell, NMCMPS Technical Lead for InterKnowledge, the increased developer productivity provided by these technologies enabled his team to deliver their parts of the solution in one-third the time that it would have taken in the past.

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## ***Process Discovery and Reengineering—Critical First Steps***

After the cold war, the United States military faced a new type of threat that required more agile, smaller forces—a military that could respond very quickly resources that were tailored to missions and conducted in non-traditional areas. Budget constraints simultaneously forced the military to reduce in size, no longer able to afford the luxury of massive, time-consuming build-ups to fight “set piece” battles with opposing traditional military forces. To meet its needs with less resources, the military moved many of its “supporting” forces into the military reserve. Only combat forces and those skills that could not rapidly be restored were kept in the active military. As a result, the military cannot engage in a sustained operation of any scale without mobilizing reserves—as required to directly support active units in the field or to back-fill these units when they deploy.

The systems in place to mobilize reservists are largely unchanged since World War II—primarily manual, and designed to mobilize entire units of reservists. Today, entire reserve units are rarely called up. Instead, selected individuals are mobilized to fill specific needs for 6 month or 1 year periods. The ad hoc processes and few existing IT systems are ill-suited for this task, resulting in serious inefficiency (as measured in the amount of man hours required to mobilize a reservist), a large number of errors in the process, and a complete lack of end-to-end visibility into the process.

These were a few of the challenges that were faced when Microsoft, Ideamatics, InterKnowledge, and 18 separate owners of separate sub-processes for the United States Navy came together to reengineer the reserve mobilization process. The group soon found that no single person had a detailed knowledge of the process from end to end. Moreover, many sub-processes were not documented in any way, making it critical for all stakeholders and sub-process owners to come together so that each could understand the interactions and dependencies within the process.

The discovery process revealed several things that were unknown to IT groups and sub-process owners:

- The source of data used in many sub-processes was often not the formally designated source. In many cases, this was due to sub-process owners finding data sources that were more accurate than the “official” data sources. For example, the process of generating data to create a mobilization order pulled data from a source that was updated every 2 weeks. Even though the sub-process went to the authoritative data source, the source was not up to date. The BUPERS CIO had a previous directive to use authoritative data sources, and used the opportunity to drive compliance after adjusting the frequency of batch updates to meet the needs of those processes that relied on the data sources.
- Written mobilization orders that direct the transition from civilian life to active duty were not being created consistently. Each of the 250 local reserve activities in the country generated these orders by hand using a word processor, which was the cause of many errors. Because there had never been a single view of the process, no senior officers were aware of this fact. When the problem became visible, the process was adjusted so that orders could be centrally created and pushed out to the local reserve activities.
- There was no unique identifier to track a manpower requirement from generation to fulfillment. The process was reengineered to include a unique requirement tracking number, which is now propagated through all steps in the process.

## ***Application Architecture***

NMCMPS resides within the BUPERS Online environment, and is based on the scalable multi-tier architecture supported by the Windows platform. The solution comprises three logical tiers—Web, business logic, and database.

### **Web Tier**

The Web tier of NMCMPS resides on three Dell PowerEdge 2650 servers running Windows 2000 Server with Internet Information Services 5.0 and the Microsoft .NET Framework. Each server is configured with two 1.8-GHz Xeon processors and 1GB of RAM, and the three servers are load-balanced to improve availability using a Cisco Local Director. The user interface runs within the ASP.NET environment, and was developed using the Windows Forms designer in Visual Studio .NET, which enabled Ideamatics and InterKnowlogy to build the application's user interfaces using the same highly productive forms-based techniques that developers of Windows-based solutions have enjoyed for years. The ASP.NET environment, which is provided by the Framework, also provides the low-level "plumbing" required to expose the solution's functionality as Web Services.

### **Business Logic Tier**

The business logic tier of NMCMPS resides on the same physical servers as the Web tier, and was developed using the C# development language. "One big advantage of .NET is that we can cleanly separate the user interface from the code behind it, eliminating the "spaghetti code" of Active Server Pages and thus facilitating a much higher level of object oriented design and code reuse," says Russell. "Furthermore, the Framework reduces the amount of code that we need to write by approximately 80 percent, providing a huge library of classes that we no longer need to write from scratch. Overall, I'd estimate that .NET makes us three times as productive in building new solutions."

### **Database Tier**

The database tier of NMCMPS resides on a cluster of two Dell PowerEdge 6450 servers running Windows 2000 Advanced Server and SQL Server 2000 Enterprise Edition. Each server has four 700-MHz Xeon processors and 4 GB of RAM, with the pair of servers configured into an active-active cluster using Microsoft Cluster Services to maximize solution availability. "The database cycles required by NMCMPS are negligible," says Alexis Graves, Technical Lead for BUPERS Online Operations. "This enables us to run the data tier on our existing high-availability cluster, along with the other 40-plus BUPERS Online applications that the cluster supports."

### **Deployment and Operations**

Putting NMCMPS into production required the buy-in of the BUPERS Online operations team, which first had to be assured that the new solution would be robust and supportable. "Reliability and performance have both been great," says Graves. "NMCMPS is a great example of how new technologies are taking enterprise application development to the next level, enabling developers to do a better job of writing reliable applications that can be hosted on a Web platform. I'm extremely impressed by what the development teams have been able to deliver in such a short amount of time—both from a functionality perspective and a performance and reliability perspective."

Another of the operations team's top concerns was security—more specifically, how to secure the Web services that the solution would expose over the Internet. This was achieved using secure sockets layer (SSL) encryption and X.509 (PKI) digital certificates and WS-Security, support for





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(B) PAY AND ALLOWANCES; ALL COST OF PAY AND ALLOWANCES ARE CHARGABLE TO MPN.

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(C) PER DIEM: OPERATIONS AND MAINTENANCE NAVY (O&MN) ACCOUNTING DATA IS TO BE USED FOR PER DIEM CHARGES WHILE ONBOARD THE ULTIMATE DUTY STATION IF SO ENTITLED. DO NOT USE THIS FUNDING FOR TAD AWAY FROM ULTIMATE DUTY STATION, WHICH MUST BE FUNDED SEPARATELY VIA ULTDUTSTA TAD ORDERS.

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FY04: N0002204TON2284 AA 1741804.22CA 000 00022 0 068892 2D ON2284 000224TW211E

PAY GRADE/PEBD: E7/19761027

EREN: 20031225

-----SPECIAL INSTRUCTIONS-----

FOR RESERVIST, NRA, NRPC, INTERMEDIATE AND GAINING COMMANDS:

1. ORDERS ARE IN SUPPORT OF OPERATIONS AS PRESCRIBED IN EXECUTIVE ORDER 13223 OF SEPTEMBER 14, 2001. THIS IS A DECLARED CONTINGENCY OPERATION LAW TITLE 10. CONTINGENCY ENTITLEMENTS APPLY.
2. FOR ENLISTED RECALLES, PSD ENSURE NAVPERS 1070/622 (C05) EXECUTED AND MADE OPERATIVE (C06) FOR 12 MONTHS TO COVER RECALL PERIOD. ALSO ENSURE THAT NAVPERS 1070/621 EXECUTED IF NECESSARY TO ENSURE THAT EXPIRATION OF RESERVE ENLISTMENT (EREN) IS NOT EXCEEDED.
3. ONE MONTH ADVANCE PAY IS AUTHORIZED AT NMPS IN ACCORDANCE WITH REFERENCE (E).
4. AUTHORIZED VARIATION OF ITINERARY FOR OFFICIAL DUTIES ENROUTE TO AND RETURN FROM ULTIMATE DUTY STATION. TAD ASSIGNMENT AWAY FROM THE ULTIMATE DUTY STATION WILL BE FUNDED BY THE GAINING COMMAND.
5. IN ACCORDANCE WITH JFTR U7150-A4D PER DIEM TRAVEL AND TRANSPORTATION ALLOWANCES ARE PAID AT THE ULTIMATE DUTY STATION AS FOR ANY MEMBER ON TDY IN ACCORDANCE WITH SECNAV DETERMINATION 02NOV01 AND REFERENCE (H). MOVEMENT OF DEPENDENTS IS NOT AUTHORIZED. TEMPORARY CHANGE OF STATION WEIGHT ALLOWANCES FOR PERSONAL COMFORT AND WELL BEING ARE AUTHORIZED UP TO 600 POUNDS OR LESS AS RESTRICTED BY PAYGRADE IN JFTR U4710. TEMPORARY HOUSEHOLD GOODS (HHG) STORAGE INCLUDING POV IS AUTHORIZED IN CONNECTION WITH THESE ORDERS PER JFTR U4770.B AND U5466. GTR DIRECTED; POV TRAVEL TO NMPS AND/OR ULTIMATE DUTY STATION INCONUS IS AUTHORIZED IF CONVENIENT TO GOVT. FAMILY TRAVEL TO NMPS AND/OR ULTIMATE DUTY STATION IS NOT AUTHORIZED. PER DIEM IS CALCULATED LAW JFTR U4125 AND U7150-A4, PER GUIDANCE IN REF (E); PSD VERIFY ENTITLEMENT. UTILIZATION OF GOVERNMENT QUARTERS AND MESSING DIRECTED WHERE AVAILABLE. ORDER ISSUING AUTHORITY MAKES FINAL DETERMINATION OF PER DIEM RATES (GMR, PMR, LOCALITY RATE) FOR RESPECTIVE AREAS PER ADVICE OF INTERMEDIATE ACTIVITIES AND GAINING COMMANDS (ULTIMATE DUTY STATION) AND BASED UPON GOVERNMENT MESSING/BERTHING AVAILABILITY IN ACCORDANCE WITH THE JFTR PAR U4125.
6. AUTHORIZED REIMBURSEMENT FOR TRANSPORTATION AT INTERMEDIATE AND THE ULTIMATE DUTY STATIONS ACCORDING TO JFTR U3510 WHEN NO GOVERNMENT TRANSPORTATION AVAILABLE. OCCASIONAL MEALS ARE AUTHORIZED IN ACCORDANCE WITH JFTR PARA U4510 FOR PERSONNEL NOT IN A PER DIEM STATUS.
7. NRA/NRPC: VERIFY MEMBER SECURITY CLEARANCE ELIGIBILITY AND PROPER DOCUMENTATION FROM DONCAF IS INCLUDED IN PERSONNEL JACKET. SECURITY CLEARANCE SHALL BE ANNOTATED ON ORDERS WITH THE STATEMENT VERIFIED BY (NAME, PHONE NUMBER OF SECURITY MANAGER).
8. BASIC ALLOWANCE FOR HOUSING (BAH). FOR RESERVE MEMBERS WITH DEPENDENTS, BAH RATE WILL BE BASED ON THE MEMBER'S PRINCIPLE PLACE

**Microsoft**

APPLICABLE, IMPACTING ACTIVE DUTY GAIN PROCESSING AT PSD:

- A. CERTIFICATE OF DISCHARGE/SEPARATION (DD-214) OF ALL FORMER PERIODS OF ACTIVE DUTY.
- B. BIRTH, ADOPTION OR GUARDIANSHIP CERTIFICATES FOR ALL DEPENDENTS.
- C. COPIES OF ALL CURRENT CHILD SUPPORT AGREEMENTS.
- D. SOCIAL SECURITY NUMBERS FOR SELF AND DEPENDENTS.
- E. CERTIFIED COPY OF MARRIAGE CERTIFICATE FOR PRESENT MARRIAGE.
- F. CERTIFIED COPIES OF DOCUMENTATION TERMINATING ANY PREVIOUS MARRIAGE, SUCH AS DIVORCE/ANNULMENT DECREE OR SPOUSE DEATH CERTIFICATE.

22. CALL 1-800-336-4590 (NATIONAL COMMITTEE FOR EMPLOYER SUPPORT OF THE GUARD AND RESERVE) OR CHECK ON LINE AT WWW.BSGR.ORG IF YOU HAVE QUESTIONS REGARDING YOUR EMPLOYMENT/REEMPLOYMENT RIGHTS.

23. SEE REF (E) FOR POINTS OF CONTACT AND REFERENCES TO OTHER RELATED QUESTIONS.

24. FOR ADDITIONAL INFORMATION CONCERNING THE MOBILIZATION PLEASE REFER TO THE PERS-9 WEBSITE AT WWW.BUPERS.NAVY.MIL/PERS9/INDEX.HTM

SECURITY CLEARANCE \_\_\_\_\_ VERIFIED BY \_\_\_\_\_

CERTIFIED TO BE ORIGINAL ORDERS

\_\_\_\_\_  
COMMANDING OFFICER

(signed)  
HOEWING, GERALD R.  
VICE ADMIRAL, U. S. NAVY  
CHIEF OF NAVAL PERSONNEL

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