

EDUCATION WITH INDUSTRY

HANDBOOK



CONTENTS

Chapter 1 – Introduction and Background	5
1.1 The Air Force and Education With Industry Program Overview	5
1.2 Education with Industry History	5
1.3 Air Force Instruction 36-2639	5
Chapter 2 – Company Assignment Process.....	6
2.1 Post Selection Deliverables.....	6
2.2 Assignment.....	6
2.3 The Air Force and Company Service Agreement	6
Chapter 3 – Prior to the Assignment.....	6
3.1 Laying the Groundwork for a Successful Tour.....	6
3.2 In-processing EWI -- Prior to Leaving Current Duty Station	7
3.3 Military Physical Fitness Testing.....	7
3.4 Military PCS Orders.....	7
3.5 EWI Orientation Seminar.....	7
Chapter 4 – Arrival and In-processing	8
4.1 Military PCS—In-processing the MPF	8
4.2 Arrival at the Program Location	8
4.2.1 Updating Contact Information.....	8
4.2.2 Government Travel Card/Controlled Spending Account (CSA) Card.....	8
4.3 Military ADP/Talent Marketplace	8
4.4 Civilian Career Enhancement Plan	8
4.5 Government Email Accounts.....	8
4.6 Leave Web.....	9
Chapter 5 – EWI and You.....	9
5.1 Company Overview and Orientation	9
5.2 Continuity Book	9
5.3 Work Plan	9
5.4 Travel	10
5.4.1 Travel Plan	10
5.4.2 DTS and Travel.....	10
5.4.3 In-Kind Travel	11
5.4.4 Travel Reimbursements	11
5.5 Claims for Reimbursement	11
5.6 Military Personnel Services/Force Support Squadron	11
5.7 Security Responsibilities.....	12
5.8 Leave/Pass/Holidays/Timecards	12
5.8.1 Military Leave.....	12
5.8.2 Military Emergency Leave	12
5.8.3 Military Pass	13

5.8.4 Holidays and Company Down Days.....	13
5.8.5 Civilian Timecards.....	13
5.8.6 Civilian Sick Leave.....	13
5.8.7 Civilian Annual Leave.....	13
5.9 EWI PM Contact and Correspondence	14
5.10 Program Requirements.....	14
5.11 Relationship with Air Force Reserve Officer Training Corps Relationship.....	14
5.12 Ethical and Legal Issues	15
5.12.1 Joint Ethic Regulations Exceptions	15
5.13 Military Physical Fitness.....	15
5.14 Student Articles/Publications.....	16
5.15 Off-Duty Employment	16
5.16 Unions.....	16
5.16.1 Union Strikes	16
Chapter 6 –During the EWI Assignment	17
6.1 During the Tour.....	17
6.2 EWI Student Collaboration.....	17
6.2.1 EWI Student Communication	17
6.2.2 Company Site Visits (Crossflows).....	17
6.3 Company Personnel	17
6.4 Culture Shock.....	17
6.5 Company Coordinator/Manager	18
6.6 Overtime	18
6.7 Defense Contract Management Agency	18
6.8 Students from Sister Services	18
6.9 EWI as an Education Program	18
6.10 True Payoff	18
Chapter 7 Military Medical Care.....	19
7.1 Options for Medical Care.....	19
7.2 Dental Care	19
7.3 TRICARE Assistance	19
Chapter 8 –End of the Program	20
8.1 Sponsor activities for EWI Replacement	20
8.1.1 Civilian Annual Appraisal	20
8.2 Military Training Reports	20
8.2.1 Inputs	20
8.2.2 Signing.....	20
8.2.3 Obtaining a Signed Training Report	20
8.3 Receiving Military Follow-on PCS Orders.....	21
8.3.1 Acquisition Workforce Continuous Learning.....	21
8.4 Follow-on Contact Information	21
8.5 End Of Course Survey	21

8.6 SURF.....	21
Chapter 9 – Resources	22
9.1 Important and Informative Resources.....	22
9.2 Important Contact Information	23
Appendix I – Acronym Listing	24
Appendix II – JAG Legal Opinion over Gifts and Benefits.....	26

Chapter 1 – Introduction and Background

1.1 The Air Force and Education with Industry Program Overview

The Education With Industry (EWI) program is a highly selective, competitive non-degree educational assignment within an industry related to the student's career field. The program uses a hands-on educational experience to provide students with management skills and technical expertise as they study best practices with leaders of industry. The assignment is ten months in length and, in most cases, for military involves a Permanent Change of Station (PCS) both before and after the EWI assignment. For civilian students, the assignments take place in the local area where the student currently works. The option for a civilian student to participate in a 10-month extended TDY status will be considered on a case-by-case basis. The program follows an academic year calendar, which begins in late August and ends in late June. Both defense and non-defense focused companies host students.

EWI is an Air Force Basic Developmental Education level program under the Force Development concept. It is sponsored by SAF/AQ and managed by the Air Force Institute of Technology (AFIT) Civilian Institution Programs, more specifically AFIT/CIGH.

1.2 Education With Industry History

The EWI program has a long and proud history that dates back to the birth of the Air Force in 1947. At the end of World War II the Air Force was transitioning to the development and acquisition of new weapons systems. At this time, Air Force leadership determined the need for a corps of talented officers who were capable of understanding the inner workings of the defense industry. In addition, officers were required who could successfully interpret and communicate Air Force needs in industry terms and vice versa. Initially the program focused on high-level management and consisted of senior officers (lieutenant colonels and colonels). However, the program has transitioned and is now primarily made up of mid-level officers (Captains and Majors), enlisted (SSgt through SMSgt) and civilian employees (GS-11 through 13).

1.3 Air Force Instruction 36-2639

The EWI AFI was published on 1 November 2018. This instruction provides further guidance on the management and administration of the EWI program. Used in tandem with the EWI Handbook, this instruction applies to all personnel who manage, administer, operate, or support the program, all students assigned to the program and all agencies that nominate or select students for the program. AFI 36-2639 can be found at:

https://static.e-publishing.af.mil/production/1/saf_aq/publication/afi36-2639/afi36-2639.pdf

Chapter 2 – Company Assignment Process

2.1 Post Selection Deliverables

Immediately following selection and before company assignment, the student will submit to the EWI Program Manager (PM) a resume, an Air Force Biography, and a location preference form. These documents will assist the EWI PM in finding an appropriate placement for the student. The resume and biographies will be shared with prospective companies. The biography should be publically releasable. Assume the widest dissemination of the biography within host companies.

Once prompted by the EWI PM, the student will also be required to access the AFIT Civilian Institution Portal at: <https://www.afit.edu/cip/> and create an account.

2.2 Assignment

The EWI Program Office will assign students to their companies. Placements are made considering the following, listed in priority order: needs of the Air Force, career field objectives, desire of the company, and student preference. Much like the Air Force, companies must approve the student placement at various levels within their corporate structure. This process is time consuming and often takes ten to twelve weeks.

2.3 The Air Force and Company Service Agreement

Upon company acceptance of the student, the Air Force and the company enter into a no-cost service agreement signed by the EWI PM and a company representative. The agreement outlines the terms of the EWI program. The selected students are not required to sign the agreement; however they may obtain a copy through the EWI program office for review. Companies may request that the EWI student sign a company Non-Disclosure Agreement (NDA).

Chapter 3 – Prior to the Assignment

3.1 Laying the Groundwork for a Successful Tour

Once the EWI PM assigns the student their company and directs the student to do so, the student should contact the Company Coordinator and the company's current EWI student (if applicable). The EWI program office will provide contact information to the newly selected student as soon after the assignment match as possible (see also [8.1](#)). The incoming student and current student should discuss or potentially meet as early as possible, since the incumbent EWI student's tour ends prior to the incoming student start date. Some suggested topics of discussion are:

- (Military) Housing can be expensive in larger cities; the current student may give insight as to the best areas to live.
- Overview into the job and projects performed by the current student.
- Knowledge about company-specific nuances, such as dress requirements.
- Contact information for the company coordinator, mentor or supervisor. This will provide a head start on any in-processing actions or paperwork specific to the company (i.e. e-mail applications, company badge requests, security clearances, etc.).
- Coordinating the transfer of security clearance information from the Air Force organization to the company prior to starting EWI, if necessary.
- The possibility of spending a day with the incumbent EWI student to meet company personnel and get an overall feel of the organization.

The student is strongly encouraged to research the company through all available resources to include company web sites and internet search. *Showing up informed with intelligent questions will allow the student to interview successfully and present a positive first impression as an ambassador of the Air Force.*

3.2 In-processing EWI -- Prior to Leaving Current Duty Station

For military, the EWI portion of in-processing is done prior to the PCS and immediately after company acceptance. This is completed through the AFIT web site in the section titled, In-processing Checklist. The key points are:

- The EWI PM completes an AFIT Form 9 and sends it to AFPC to initiate the PCA or PCS orders. Students should review the form through the web site and notify the EWI PM of any errors.
- Officers must ensure their OPRs for their current assignment or any award submissions have been completed prior to their departure.
- If officers will be in a promotion zone for major or lieutenant colonel during their EWI tour, they are required to have an AF Form 709, Promotion Recommendation Form (PRF) completed prior to departure from their losing base. EWI officers not within the promotion zone receive a slight variation of this form, referred to as a Narrative Only PRF. Further guidance is in chapter eight of AFI 36-2406.

For civilians, the AFIT portion is done immediately after company acceptance through the AFIT web site in the In-Processing Checklist section.

3.3 Military Physical Fitness Testing

Officers must have a valid and passing physical fitness test that remains current at least 42 days into their EWI assignment. This ensures the member will have 42 days to acclimate prior to being tested. If they receive a score of 90 or higher within two months of starting EWI, they will not be required to test again until arrival at their follow-on assignment, per current Fitness Assessment guidelines. If not, the individual will have to test again during EWI at either their servicing base or with their associated ROTC detachment (if available). Scores must be uploaded to AFFMS by the testing organization.

3.4 Military PCS Orders

After the EWI PM has completed and forwarded the AFIT Form 9, the assignment information is loaded into MilPDS by the AFPC Officer Developmental Education Branch and sent directly to the officer's current MPS/FSS. The losing MPS/FSS will then create an assignment Report on Individual Personnel (RIP) and subsequently the orders. This process can take from two to six weeks after submission of the AFIT Form 9. If there are any delays in the process the officer should contact the EWI PM to help resolve any issues. It is important for officers to review their orders upon receipt and immediately report any discrepancies to the EWI PM. Officers are also required to forward a copy of their PCS orders to the EWI program office.

3.5 EWI Orientation Seminar

The EWI Orientation Seminar is a mandatory event which presents an overview of the program. Most students meet with their company coordinator and/or mentor during the seminar. Air Staff and AFPC representatives are available to discuss career management issues and follow-on assignments. Officers and enlisted will meet with their assignment team during the mandatory HQ AFPC tour and records review. Civilians will have the opportunity to meet with their CFMT representative.

Chapter 4 – Arrival and In-processing

4.1 Military PCS—In-processing

Due to the nature and location of many EWI assignments, the PCS and in-processing will have some variations. As the officer will not be on an Air Force installation they will not have a traditional CSS to report into, but instead will work with the closest servicing MPS. *REMEMBER your PCS travel clock doesn't stop until you sign in with your servicing MPS/FSS.*

EWI students will work with their servicing MPS to determine in-processing instructions and complete all required actions. Additionally, some students (depending on location) will be attached to an AFROTC detachment for administrative support. In this situation, students will contact the detachment to determine what in-processing actions need to be completed.

4.2 Arrival at the Program Location

Upon arrival at the company the student will meet with the Company Coordinator and manager. In the vast majority of cases this will not be the first meeting, as both parties will have already communicated and may have met at the EWI Orientation Seminar. The student will perform any necessary company in-processing/personnel actions not accomplished prior to arrival.

4.2.1 Updating Contact Information

The student will be required to update their contact information via the Student Sign-in Section of the EWI database under In-processing Checklist-Update Contact Information. It is **imperative** that this is completed immediately upon arrival, so the EWI PM is able to contact the student. Duty contact information is updated using the Locator Info document found under Forms on the web site.

4.2.2 Government Travel Card/Controlled Spending Account (CSA) Card

Military students will need to contact Citibank directly to update their billing address. Use of the GTC/CSA is required for travel-related expenses, such as airfare and lodging in order to receive reimbursement (see section [5.4](#) for more information).

4.3 Military Airman Development Plan/Talent Marketplace

The ADP or Marketplace should be updated upon arrival at the EWI assignment in conjunction with the Work Plan (para [5.3](#)). This will help AFPC assignment teams tailor the follow-on assignment to capitalize on the EWI experience. The career field DTs will use the ADP/Marketplace to help determine EWI follow-on vectors.

4.4 Civilian Career Enhancement Plan (CEP)

Civilians must ensure proper completion and coordination of their CEP.

4.5 Government E-mail Accounts

AFIT does not provide a military email account to its students. You will likely not be able to obtain an email account from your servicing base, as they are not obligated to provide you with one. *The best course of action for having a military email account while an EWI student is to have your prior base email account kept open/active during the EWI program. Please reach out to the EWI PM if you receive any pushback on this request.*

4.6 LeaveWeb

When in-processing at the servicing base or assigned ROTC detachment, ensure you are set up in their LeaveWeb account. Regular Leave will be approved by the EWI PM and processed at the servicing unit. Ensure when making a request in LeaveWeb that you select the base you are attached to (not AFIT) and input the EWI PM as your supervisor.

Chapter 5 – EWI and You

5.1 Company Overview and Orientation

While the EWI program is tailored to each assignment and student, a common structure guides the program.

Each company has its own policies, management structure, and corporate culture. In order to ensure a smooth transition into industry and a productive tour of study, it is important to begin on the right foot. The assigned company will provide a Company Coordinator and a manager (these two roles can be filled by one or two individuals, depending upon the company). The Company Coordinator works in an administrative role, acting as the intermediary between the Air Force and the company. The coordinator has responsibilities such as signing the EWI agreement, taking care of administrative duties, and setting up a generic program roadmap.

The manager closely tracks the work and progress of the student and ensures the Desired Learning Objectives (DLO) and needs of the host company are met. This may be done in coordination with supervisors unique to each project.

5.2 Continuity Book

Each student is required to maintain and update a continuity book or digital file at their company for subsequent EWI students (see also [8.1](#)). The continuity book or file should include, but is not limited to the following:

- Important company contact information (e-mail and phone roster and org chart)
- Copies of EWI program deliverables (work, travel plans and student reports, etc.)
- Job description and responsibilities
- Helpful information for the incoming officer (badging process, dress code, etc.)
- Housing information such as recommended areas, best ways to find an apartment, etc.
- Student follow-on contact info
- EWI Handbook

5.3 Work Plan

Shortly after arriving, the mentor and student will begin to develop a roadmap for the student's tenure in the program. This will be done using a work plan. The Work Plan template will be emailed to you by the EWI PM.

The work plan is a guide that both the company mentor and student agree upon in order to meet the student's career field specific DLOs. It is important to remember that each plan is unique to each student. Some students may spend the entire 10-months in one position, while others may rotate through company assignments every four to six weeks. The work plan should be somewhat flexible to accommodate unforeseen opportunities the company and student may see as beneficial.

5.4 Travel

Due to end-of-year constraints and fiscal year changeover, the EWI PM will approve travel requests on a case-by-case basis. During the EWI program most students will travel at least twice. Due to the unique nature of the EWI program, there are a few key points the student must be aware of when requesting travel and traveling:

- The EWI PM is the approval authority for all travel, with the exception of overseas travel.
- Overseas travel requests must be submitted no later than 60 days prior to the TDY because clearance must be obtained through the State Department. Instructions to obtain clearance can be found in the [Foreign Clearance Guide](#). The EWI PM must concur with the overseas travel and the AFIT Director of Civilian Institutions is the approving authority.
- Permission to proceed with travel must be approved prior to the student traveling, and the student will have orders in-hand before travel begins. There are no exceptions to this rule. **The student is not allowed to leave their duty station unless on approved travel orders or approved leave.**
- Travelers will book airfare through DTS or through a Government Travel Office. The only exception is when the student is traveling in-kind. In this situation, the student will annotate in the DTS Trip Description section any travel expenses (airfare, lodging, etc.) that are being provided in-kind. Failure to comply with proper booking/reservation procedures may result in the student being held financially responsible for expenses incurred.
- All rental cars must be approved by the EWI PM prior to traveling. A cost/benefit analysis must be done by the student comparing rental car costs, including gas, parking, etc. versus taking taxis/Ubbers around the TDY location.
- In order to be reimbursed, any additional registration fees or charges in excess of the JTR approved rates must be approved by the EWI PM prior to travel.
- If there is a change in the dates of travel which results in a shift of more than seven days, or the travel is cancelled, notify the EWI Program Office immediately.

5.4.1 Travel Plan

The student's travel plan should be developed within the first month of being with the company. The travel plan supplements the work plan and allows the EWI PM to properly budget student travel for the year. Situations may cause this document to change (e.g. short-notice TDYs, or a company may later decide to provide funding for travel). A company representative must sign the travel plan prior to submittal. The travel plan is primarily a budgetary tool for the EWI PM, it does not mean all trips placed on the travel plan will be approved.

Due to limited EWI travel funding, the EWI PM will evaluate all travel requests to determine if the trip meets the following criteria:

- Does the trip support a company assigned project?
- Does the trip support EWI Desired Learning Objectives (DLO)?
- Is the trip directed by EWI PM?

5.4.2 DTS and Travel

Two weeks prior to traveling, the student must enter their travel request into DTS. When this is not possible, it should be submitted as soon as the student is aware of the travel. DTS log-in screen can be found at DTS Sign In. When entering the information into DTS, the student must follow EWI PM DTS Guidance.

5.4.3 In-Kind Travel

During the program it is not uncommon for the company to pay all or part of travel costs for the student. This is called In-Kind travel. In-Kind: The company pays for certain travel expenses up front.

Any company funded travel requires a legal review. This process can take time (up to 2 weeks) so please plan accordingly! Templates of this legal review request will be provided to the student upon arrival at the company.

Under no circumstances will the student receive any financial reimbursement from the company.

5.4.4 Travel Reimbursements

The final step for Air Force or company funded travel is for the student to file their travel voucher through DTS. This should be done immediately after the TDY is finished, no later than five business days. Please attach the necessary receipts in DTS, and send your trip article via email or fax. For company funded travel, the student will be required to complete and submit a SF326 to the EWI Program Office for AFIT/JA at the same time the Travel Voucher is completed.

5.5 Claims for Reimbursement

Throughout the EWI experience, students may need to submit a claim for reimbursement for the following: local travel that exceeds one's daily commute. Exception: any and all reimbursements for medical claims should be submitted on a separate form to the Resource Management Office (RMO) at the military medical facility.

The reimbursement process is:

- The EWI PM is the approval authority for all reimbursement claims, and may not have the budget to approve reimbursement requests.
- Submit reimbursement requests to EWI PM. After the fact requests will **not** be approved.
- Complete a DTS local voucher for reimbursement, and submit it to the EWI PM.
- List each item separately and provide a full description.
- Submit one voucher per month to cover all requested reimbursements for that month. When filing for mileage reimbursement, the student must deduct their normal commute from the requested reimbursement. For example, if the student normally drives 10 miles to work, but will be working off-site at a plant 50 miles away from their home they would request reimbursement for 40 miles (50 less 10 miles) each way traveled.

Note: The EWI Program Office has a limited travel budget, reimbursement for traveling to the servicing MPS will only be authorized in rare circumstances.

5.6 MPS/FSS

Throughout the year the officer may be required to perform other activities involving the MPS/FSS. Whenever possible, the member should accomplish this business through e-mail or online. Many actions are now available via the Virtual MPF (vMPF) or AFPC Secure, both of which are accessible through the Air Force Portal.

5.7 Security Responsibilities

If the student is required to access classified information, a request to verify the security clearance should be submitted through the EWI Program Office. Under most circumstances the student will need to coordinate the transfer of their security clearance information to the company from their organization prior to starting EWI. **It is important the student starts this process as soon as possible upon being matched with their company.**

5.8 Leave/Pass/Holidays/Timecards

Throughout the EWI tour students may need to process leave, call in sick, or experience a holiday schedule different from the government. The processes for these are outlined in the following paragraphs. A student may be removed from the EWI program if they miss three weeks (sick/annual leave/Permissive TDY, or any combination) of duty in the program.

5.8.1 Military Leave

As students have a limited time to maximize their EWI experience, leave must be kept to a minimum. Students are limited to missing 10 company work days for the entire program.

Any combination of sick leave/regular leave/permissive TDY, or other absence from the company in excess of 10 company work days may result in the student's removal from the program, while still incurring the three year service commitment. Students are highly encouraged to take full advantage of company down days.

The EWI PM is the approval for all leave requests, except for Permissive TDY (PTDY) and overseas leave. PTDY and overseas leave must be concurred by the EWI PM and approved by the AFIT Director of Civilian Institutions or the AFROTC Detachment Commander, depending on the situation.

Leave should be submitted as early as possible, but no later than **seven days prior** to the requested leave start date for ordinary leave and 30 days prior for overseas leave. In order to submit leave the officer must have the approval of the company coordinator or company supervisor. It is important to understand that until a leave number is received from LeaveWeb the officer is not authorized to depart on leave. Additionally, overseas country clearance must be obtained prior to the start of any overseas leave. For detailed information regarding overseas travel requirements and needed clearances, check the Foreign Clearance Guide.

5.8.2 Military Emergency Leave

For emergency leave, officers must contact the EWI PM immediately. If you are unable to reach the EWI PM, you should call AFIT/CI at: 937-255-3151 (DSN 785) and enter 3001 for assistance. If unable to reach someone at AFIT/CI, you should contact the Wright Patterson AFB Command Post at: 937-257-6314, inform them you are an AFIT geo-separated student, and you will be connected with the appropriate individual(s).

5.8.3 Military Pass

The EWI PM may authorize a pass for up to 48 hours. If officers choose to leave the local area during an approved pass period, they must provide the EWI PM with their whereabouts and contact information. Furthermore, a pass cannot be combined with leave, and passes cannot be combined with weekends.

5.8.4 Holidays and Company Down Days

In many cases government holidays will differ from that of company holidays. For example, many companies work through holidays such as Columbus Day or Veteran's Day and are closed the day after Thanksgiving or for a period of time between Christmas and New Year's Day. Military students are required to mirror the company work schedule.

In instances where the company shuts down for a period of time, such as a holiday break, military students will not be required to be on pass or leave status as long as they stay in the local area. If officers leave the local area during a long break, they must be on approved leave orders. These rules are in place for the benefit and protection of the officer in the event that a line-of-duty determination needs to be made. Direct any questions concerning status to the EWI PM for clarification.

Civilian students are required to report to their home unit during company down days which are not government holidays or they must take annual leave. The student can trade holidays. For example, many companies work through holidays such as Columbus Day or Veterans Day. In situations such as these, the student can choose to work Columbus Day and take the Friday after Thanksgiving off. This must be accomplished through the Leave/Holiday plan, emailed to you by the EWI PM.

5.8.5 Civilian Timecards

Home unit supervisors manage civilian student timecards during the EWI tour. The student should continue to report any required information to their government supervisors.

5.8.6 Civilian Sick Leave

A student unable to make it to work because of illness must notify the EWI PM, company coordinator, company supervisor and home unit supervisor. This will ensure that the student's timecard reflects the sick leave absence. **Civilian students who miss a total of three weeks (sick, annual or a combination of both) while in the EWI program may be removed from the program and placed back at their home unit.** No credit will be given for the EWI assignment.

5.8.7 Civilian Annual Leave

When possible, students should coordinate their leave around company down days. As students have a limited time to maximize their experience, leave should be kept to a minimum. Upon notification of acceptance into and prior to beginning the program, the student should plan to use some leave in order to avoid a use-or-lose situation.

However, it is understood that students may encounter situations requiring the use of leave outside of company down days. The EWI PM and home supervisor are the approval authorities for all leave requests. No leave will be approved for more than a total of two weeks or 10 company working days for the entire EWI program.

5.9 EWI PM Contact and Correspondence

Throughout the program the student must have close contact with the EWI program office. The student should use the following standards when communicating with the EWI office. These allow effective and efficient responses to questions or requests.

- Most questions can be answered and documents retrieved from the EWI web site or by reviewing this handbook and the EWI AFI.
- If the web site does not address the student's need, e-mail is the preferred mode of correspondence; the EWI e-mail address is: enel.ewi@afit.edu. Messages to this address are received by both the EWI PM and the assistant PM, providing the student with more effective service.
- Include the subject and the student's name in the subject line. The EWI office manages more than 300 AFIT students, and this allows the EWI office to properly prioritize and route requests for appropriate action. For example, a leave request may go unnoticed for a few days if combined with a work plan in the same e-mail and not annotated in the subject line.
- All attachments should be in a Microsoft Office compatible format. Documents can also be scanned and e-mailed in PDF format.
- If corresponding through e-mail is not possible, the student should call the EWI Program Office with any questions.
- Certain documents should not be sent to the EWI Program Office without prior company coordinator approval. The following is an inclusive list of such items: all Leave Requests (including emergency leave), Student Reports, TDY Requests, Work and Travel Plans, Mid Tour slides, Final Insight to Industry Paper, and any item which contains company sensitive or proprietary information. All other items do not require coordination. If there are any questions, please contact the EWI program office or review the most current EWI Quick Reference Guide.

5.10 Program Requirements

The Student Report relays what the student has accomplished during the reporting period. Reports will be forwarded to the EWI Program Office, which then forwards them to SAF/AQH, Air Staff CFMs, and AFPC. The student should include information on activities performed, benefits derived, and personal observations. An outline is located at: <https://www.afit.edu/cip/>. Student Reports are written three times during the program. The EWI Program Office will provide further guidance during EWI Orientation.

5.11 Relationship with Air Force Reserve Officer Training Corps

Depending upon the officer's assignment location, the student may have interaction with an Air Force Reserve Officer Training Corps (AFROTC) detachment. This may provide officers with many excellent opportunities. AFROTC detachments often give officers the occasion to participate in mentoring, where they can discuss their career fields, the EWI Program, and Air Force experiences with the cadets. This may also provide officers with an opportunity to participate in Air Force functions during their EWI tour.

There may be confusion concerning the administrative role AFROTC detachments play during the EWI tour. Often, AFIT students are attached to an AFROTC detachment for administrative purposes. However, due to the unique constraints of the EWI program, all EWI officers are managed by the EWI program office and should first work administrative issues through the EWI PM. This includes TDY, and reimbursements of any sort. If any issues related to this arise, the officer needs to contact the EWI program office who will work with the AFROTC detachment. In addition, if officers are approached to do any additional work for an AFROTC detachment they will first consult with the EWI program office. Finally, if any unique support is needed that cannot be completed through the EWI program office or AFIT, it is then acceptable to request this support from an AFROTC Detachment (with approval from the EWI PM).

5.12 Ethical and Legal Issues

Like the Air Force, each company has its own set of core values, rules, regulations and standards of conduct by which the company abides. The student should read and understand these company guidelines.

The student is required to adhere to the Air Force's core values, the Uniform Code of Military Justice, and the Joint Ethics Regulation (JER). The student is also required to follow company policies. As a rule of good practice, the officer should follow whichever rules are the most stringent. While not inclusive, the following JER guidelines address some situations EWI students have experienced in the past:

- The student will NOT receive money or be reimbursed directly or indirectly from the company under any circumstances
- The student will NOT aid in prosecuting a claim against the Government
- The student will NOT assist in contract negotiations with the Government
- The student will NOT lobby the Government
- The student will NOT attempt to profit financially
- The student will NOT accept or solicit valuable gifts/gratuities

5.12.1 Joint Ethic Regulations Exceptions

Due to the unique nature of the EWI program there are some exceptions to the JER. A detailed legal opinion from the Air University Judge Advocate General is provided in the appendix of this document. Additionally, if students are ever unsure how to handle a situation they should immediately contact the EWI PM who will refer the question or situation to the appropriate JAG office.

5.13 Military Physical Fitness Requirements

Special arrangements have been made in order to meet the requirements of the physical fitness program. As EWI students are located at companies, they are not able to participate in unit or group activities. The AFIT Director of Civilian Institutions, requires all EWI officers to complete a minimum of three one-hour workouts per week. These must include at least thirty minutes of cardiovascular activity.

More specific details on the Air Force's physical fitness policy can be obtained through Air Force Instruction 36-2905 at: <http://www.e-publishing.af.mil/> or at the Air Force Fitness Program Website: <http://www.afpc.af.mil/affitnessprogram/index.asp>.

5.14 Student Articles/Publications

Throughout the EWI tour, students may take advantage of opportunities to contribute to a company newsletter, publish a journal article, or give a presentation on the Air Force, among other things. While these efforts are applauded there are guidelines which must be adhered to when communicating or presenting on behalf of the Air Force, whether in fact or appearance.

AFIT requires all communications of this sort to be reviewed by the Wright Patterson Public Affairs office. The student must fill out the required worksheet, *Security and Policy Review Worksheet—Request for Public Release Clearance*. This, along with the publication must be submitted to the EWI program office. The EWI PM will review the documents and submit them to PA. Due to the vast number of requests PA receives, it routinely takes two to three weeks to receive approval.

Students should also clear their reports and presentations on their assignment using company clearance procedures.

5.15 Off-Duty Employment

Off-duty employment is prohibited for all EWI participants.

5.16 Unions

Many EWI companies have union employees. Understanding the union and management roles provides an excellent learning opportunity. However, participation in or joining a company union is prohibited.

5.16.1 Union Strikes

While uncommon, a union presence does present the possibility of a strike. If there appears to be a pending strike or if one occurs the officer should immediately report the situation to the EWI program office. In the past EWI students have not been permitted to cross picket lines; however, all cases are determined on an individual basis. The EWI PM will refer this to the appropriate JAG office and a determination whether to continue the program and/or find an alternative work site will be determined.

Chapter 6 – During the EWI Assignment

6.1 During the Tour

The EWI tour should be an excellent and rewarding learning experience. The following are recommendations provided by past EWI students and company coordinators to ensure a successful tour.

6.2 EWI Student Collaboration

It is highly recommended that EWI students stay in touch with other EWI students, especially those in their career field. Past students have found it beneficial to have monthly telecons to share their experiences and work through issues together.

6.2.1 EWI Student Communication

Each EWI Class will have their own way of connecting. At the beginning of the EWI assignment, one EWI student will manage a social media page to allow all EWI students to connect (Facebook, GroupMe, LinkedIn, etc.).

6.2.2 Company Site Visits (Crossflows)

Students may look into hosting a site visit for their EWI contemporaries. This is an excellent way to share experiences and learn from others. Such visits often receive attention from high-level management personnel. However, students should not look to attend more than one site visit. As with any EWI travel, these plans should be submitted on the EWI Travel Plan (see para. [5.4.1](#)), and will be approved/disapproved by the EWI PM.

6.3 Company Personnel

In many cases the company will already have a history with the EWI program. However, it is possible that the student will be the first EWI student at the company, or in a specific division. As such, each student should be aware that their assignment may be the only exposure to the Air Force or EWI program for these companies or employees. The students serve as Air Force ambassadors and a good first impression will go a long way. Students should educate co-workers about the EWI program and the Air Force. In all cases, and especially with Department of Defense contractors, the students should let them know that they are there to learn, understand their perspective, and improve the manner in which Air Force conducts business with its contractors. This allows for the best possible experience with the students' co-workers.

6.4 Culture Shock

In many ways, the private sector will greatly differ from the Air Force. As the program is based on exchanging ideas, it is important to be open minded and gain an understanding of how the company does business. Students should look for areas and new ideas which the Air Force could use to improve processes. Ultimately, a positive attitude will go a long way in establishing a positive and productive program.

6.5 Company Mentor/Coordinator

Students should stay in close contact with the company coordinator and manager. What students gain from this program is often based on personal initiative and desires. Students need to be proactive in order to maximize the experience; if there is something that is not going well or if there is an opportunity they would like to take advantage of, they should speak up.

6.6 Overtime

Most company management personnel will work in excess of 40 hours per week, sometimes upwards of 50 or 60. It is important for students to work the same hours as their team members as this will establish credibility.

6.7 Defense Contract Management Agency

At a major defense contractor, there is often a Defense Contract Management Agency (DCMA) presence. Students are strongly encouraged to make the DCMA employees aware of their presence and role at the company. DCMA can be a great resource to learn and understand.

6.8 Students from Sister Services

Some companies will have students from other services participating in the EWI equivalent program, Training With Industry (TWI). Students are strongly encouraged to get in touch with these other students to compare and share their experiences.

6.9 EWI as an Education Program

EWI is not a training program. Students are assigned to companies to understand the environment – not train for a specific job. Students should strive to understand how the company operates, and become a valuable part of the team they're placed on.

6.10 True Payoff

The true payoff of EWI is the experience gained from working toward company goals. Students should dig in and become part of the team. Don't be reluctant to put in a few extra hours. Other employees will respect you for it and integrate you further into their organization. Be positive and avoid being critical of the company. Ask for feedback. If you can, try to spend time shadowing key team members.

Chapter 7 -- Military Medical Care

7.1 Options for Medical Care

There are two basic options for medical care while in the EWI program: standard medical care at a nearby Medical Treatment Facility (MTF) or TRICARE Prime Remote (TPR). The EWI student will only be eligible for Tricare Prime Remote if both the student's home and work addresses are more than 50 miles (or one hour's drive time) from a military hospital or clinic. Students will receive a TRICARE briefing during Orientation to have the latest information.

7.2 Dental Care

United Concordia administers the DoD Active Duty Dental Program. Students will receive information regarding this program during Orientation to have the latest information.

7.3 TRICARE Assistance

TRICARE representatives support active duty and their medical needs. If students have any questions or are unclear on any TRICARE policies, it is important to ask questions and fully understand them prior to making an appointment. This ensures that EWI students are fully reimbursed for any out of pocket medical costs. If EWI fellows have any questions whatsoever, they should consult the TRICARE web site at: www.tricare.mil.

Chapter 8 – End of the Program

8.1 Sponsor activities for EWI Replacement

An important role of EWI students is to act as sponsor for the student selected to replace you. You are in the best position to facilitate the transition of students for both the incoming student and the company. Contact the new select as soon as they are identified. Share information about the assignment, the company, in-processing issues, the area, housing, MPS, MTF, schools, and other pertinent information. The EWI program office will provide contact information to both the newly selected EWI students and the member as soon as the information becomes available.

8.1.1 Civilian Annual Appraisal

The appraisal process has a great effect on the student's career and promotion potential. Education With Industry is a competitively selected program, and is encouraged by Air Force senior leaders for civilians to participate in. EWI Fellows are away from their official position for a period of 10 months, but should not be negatively impacted on their appraisal for taking on an EWI Fellowship. Therefore, it is recommended that, when appropriate, supervisors extend the last rating of record and merit promotion factors for one year. This helps ensure EWI Fellows are treated fairly, and that the EWI program doesn't hinder a civilian's career.

It is also important that students take a hands-on approach to keeping their supervisor informed of their accomplishments throughout the program. EWI students should send their supervisor all deliverables, and with the permission of the company coordinator, students should consider hosting their Air Force supervisor at the company for a day.

8.2 Military Training Reports

Upon completion of the program officers will receive an Air Force Form 475, Training Report (TR). The TR documents the accomplishments of officers throughout their EWI tour and becomes part of their permanent Air Force record. This replaces an OPR.

8.2.1 Inputs

The EWI PM is responsible for authoring the TR. However, it is in the officer's best interest to provide clear and concise inputs. The inputs are due approximately 2 weeks prior to the last day of the program. AFIT writes the TR according to AFIT TR policy. The TR will not read like an OPR. Specific headings and statements are included on all TRs with some room for major accomplishments and leadership positions the officer had while assigned to the company. Off-duty volunteer or civic duties, and professional development bullets may not be included on the officer's TR. In certain situations, the TR may be used to formally document Letters of Evaluation (LOE)/AF awards/distinctions that were received after the close-out of their last OPR prior to EWI.

8.2.2 Signing

The AFIT Director of Civilian Institutions is responsible for signing TRs. The signed TR is forwarded to AFPC within 120 days of the closeout date, per AFI 36-2406. If officers are meeting a promotion board or have any other urgent need for the TR to be inserted into their records prior to the 120 day deadline they should contact the EWI PM and inform them as early as possible of their situation in order to meet the suspense date.

8.2.3 Obtaining a Signed Training Report

The EWI program office is not authorized to distribute Training Reports to students. Officers who desire a copy of their TR need to request one from either AFPC or their servicing MPF. To

receive a copy of your record from AFPC, log on to AFPC Secure and select ARMS Member application. You may also e-mail AFPC (digitally signed) at Records.Review@randolph.af.mil.

8.3 Receiving Military Follow-on PCS Orders

NOTE: The Air Force has recently changed its assignment notification procedures. Take the time to thoroughly read your assignment notification to be sure all required actions are completed properly.

Before receiving follow-on assignment orders officers will receive a RIP from their Servicing MPS/FSS. **YOU MUST ENSURE THE SERVICING MPF/FSS HAS YOUR CONTACT INFORMATION.** Officers must complete all items that pertain to them and e-mail the form to the EWI program office, **if a Commander signature is required or if a change to your Estimated Departure Date or Report No Later Than Date is requested.** This is AFIT's only involvement in this process. It is the officers' responsibility to return the completed form to the Servicing MPF. When the orders have been completed they will be sent to officers through their Servicing MPFs.

8.3.1 Acquisition Workforce Continuous Learning

OSD (AT&L) policy requires that all acquisition workforce members accumulate 80 hours of acquisition-related continuous learning (CL) credit every two years to maintain professional currency. The EWI broadening tour counts as a rotational/broadening assignment for 40 CL points (the maximum possible for one year). Students should apply for these points at the end of their tour through the Acquisition Now CL system at:

<https://www.atrrs.army.mil/channels/acqnow/default.asp>

8.4 Follow-on Contact Information

Prior to completion of the program it is important to fill out the follow-on assignment worksheet at: <https://www.afit.edu/cip/> and to forward this info to the EWI Program Office.

8.5 End of Course Survey

At the end of the program the EWI Program Office and AFIT request that the officer participate in their survey. By completing this survey the student is able to voice feedback directly to the EWI program office and AFIT leadership. Student input is used to improve the EWI program for future students. The survey can be completed in a minimal amount of time and will be emailed to the students after program completion.

8.6 SURF

After program completion the officer should check their SURF to verify that the EWI assignment has been recorded properly. In the past some EWI officers have received incorrect information on their SURF, such as being listed as an AFIT student rather than an Education with Industry student. For example, a correct SURF for a student in the Program Management option should read, EWI Program Management Student and list the location of the EWI tour. Problems should be remedied through the officer's MPF. The EWI program office cannot change the SURF, but they may act as a reference if required by the MPF.

Chapter 9 – Resources

9.1 Important and Informative Resources

During the EWI Program, it can at times be difficult to stay in touch with the Air Force. The student needs to use other avenues to mitigate this inconvenience. We recommend that the student check the AFIT, EWI, and CoP web sites on a weekly basis. The student will find information and links to hot topics within the Air Force, as well as EWI specific issues, at these sites.

AFIT

<https://www.afit.edu/>

The Early Bird

<http://ebird.osd.mil/>

AFIT/ENEL (EWI)

<https://www.afit.edu/cip/>

Air Force Times

<http://www.airforcetimes.com>

EWI Community of Practice

<https://afkm.wpafb.af.mil/community/views/home.aspx?Filter=OO-ED-AF-06#>

Air Force Association

<http://www.afa.org>

AFPC

<http://www.afpc.randolph.af.mil>

Federal Voting Assistance Program

<http://www.fvap.gov/>

DFAS (pay and benefits)

www.dfas.mil

Knowledge Now

<https://rso.my.af.mil/afknprod/ASPs/cop/Entry.asp?Filter=OO>

Defense Travel Management Office (travel and per diem)

<http://perdiem.hqda.pentagon.mil/>

Defense Acquisition University

<http://www.dau.mil/>

TRICARE

<http://www.tricare.mil>

US Postal Service

<http://www.usps.com/>

The Air Force Portal

<https://www.my.af.mil/>

Air Force Publishing

<http://www.e-publishing.af.mil/>

Air Force Link

<http://www.af.mil>

9.2 Important Contact Information

It is extremely important to stay in touch with the EWI program office. This can be done through the following:

E-mail: enel.ewi@afit.edu

Web: <https://www.afit.edu/cip/>

Phone: 937-255-2259 x3039

Emergency Contacts – Wright Patterson AFB Command Post (After Business Hours)

Commercial 937-257-6314

DSN 787-6314

** Inform the Command Post that you are an AFIT geo-separated student and they will put you in contact with the appropriate individual(s). **

Appendix I – Acronym Listing

ADP	Airman Development Plan
AF	Air Force
AFI	Air Force Instruction
AFFMS	Air Force Fitness Management System
AFIT	Air Force Institute of Technology
AFIT/CIGH	EWI Program Manager (position within Civilian Institutions)
AFITI	Air Force Institute of Technology Instruction
AFPC	Air Force Personnel Center
AFROTC	Air Force Reserve Officer Training Corps
ARMS	Automated Records Management System
CEP	Civilian Career Enhancement Plan
CFM	Career Field Manager
CFMT	Career Field Management Team
CI	Civilian Institutions
CIGH	EWI Program Manager (position within Civilian Institutions)
CSA	Controlled Spending Account
CSS	Customer Support Section
DCMA	Defense Contract Management Agency
DFAS	Defense Finance & Accounting Service
DLO	Desired Learning Objectives
DOD	Department of Defense
DT	(Functional) Development Team
DTS	Defense Travel System
EWI	Education With Industry
EWI PM	Education With Industry Program Manager
FSS	Force Support Squadron
GTC	Government Travel Card
JAG	Judge Advocate General
JER	Joint Ethics Regulation
JTR	Joint Travel Regulation
MilPDS	Military Personnel Data System
MPF	Military Personnel Flight
MPS	Military Personnel Services
MTF	Medical Treatment Facility
NDA	Non-Disclosure Agreement
OPR	Officer Performance Report
PA	Public Affairs
PCA	Permanent Change of Assignment
PCS	Permanent Change of Station
PM	Program Manager
PRF	Promotion Recommendation Form
PTDY	Permissive Temporary Duty
RIP	Report on Individual Personnel
RMO	Resource Management Office

SF	Standard Form
SURF	Single Unified Retrieval Format
TDY	Temporary Duty
TPR	TRICARE Prime Remote
TR	Training Report
TWI	Training With Industry
vMPF	Virtual Military Personnel Flight

Appendix II – JAG Legal Opinion over Gifts and Benefits

10 August 2011

MEMORANDUM FOR: AFIT/CIGH

FROM: AFIT/JA

SUBJECT: Education With Industry

1. This memo responds to your request for legal advice regarding acceptance of gifts from private companies by Air Force officers and civilian employees participating in the Education With Industry (EWI) program.
2. **FACTS:** The EWI Program provides Air Force members and civilian employees an opportunity to work with, and receive training at, an industry participant for a period of 10 months. During this period, EWI participants receive training at the participating company and act in the capacity of an employee of the company for the duration of the program. Some of these industry participants are DoD contractors or are seeking business with the Department, while others are not involved in or pursuing DoD business. Incident to their duties as acting employees of the companies, some EWI participants are offered certain benefits, many of which are offered on an equal basis to all company employees. These benefits include free lunches, gifts of nominal value (coffee mugs, t-shirts, pens, etc), free use of facilities (gyms, golf courses, etc) and incentive bonuses offered to individuals or teams for successful performance.
3. **LAW:** The issue of acceptance of gifts from outside sources by federal employees is covered by the Joint Ethics Regulation (5 CFR 2635).
 - a) The first question to be asked is whether the benefit is conferred by a prohibited source or because of the recipient's official position. (5 CFR 2635.202(a)) Prohibited sources include entities doing business with or seeking to do business with the recipient's agency (the Air Force). (5 CFR 2635.203(d)) A benefit is offered because of the recipient's official position if it would not have been given had the employee not held the status, authority or duties associated with his Federal position. (5 CFR 2635.203(e)).
 - b) The next issue is whether the benefit is considered a gift or whether it meets one of the exemptions enumerated in the JER. None of the stated exemptions is relevant to the facts of this issue. (5 CFR 2635.203(b)).
 - c) The final question is whether any of the exceptions to the gift prohibition apply. (5 CFR 2635.204). There are two exceptions to the general gift prohibition which are relevant. First is the \$20/\$50 rule which allows employees to accept gifts of less than \$20 value on

any one occasion, provided the total value of gifts accepted from any one source does not exceed \$50 in any calendar year. (5 CFR 2635.204(a)). Second, there is an exception for opportunities and benefits offered to members of a group or class in which membership is unrelated to Government employment (5 CFR 2635.204(c)).

4. **ANALYSIS**: In reviewing the various scenarios presented in the request for legal review, there are two distinctions which must be made. The first distinction is between those companies that would qualify as prohibited sources versus those who do not and the second is between opportunities and benefits versus giving of cash and other tangible items.

- a) EWI participants should be able to accept opportunities and benefits that are generally available to employees of the company they are working for. These benefits appear to be offered to the participants because of their membership in the class of people working for the company, not their status as DoD employees. Thus, EWI participants should be able to accept benefits such as use of company gyms and golf courses, provided those same benefits are provided to all company employees or a broad class of company employees. This exception applies only to opportunities and benefits and does not include gifts of money or other tangible objects.
- b) Any benefits or gifts offered to spouses or family members of EWI participants are treated the same as gifts to the participant (5 CFR 2635.203(f)).

5. **RECOMMENDATION**: In response to the specific scenarios, I make the following recommendations. I would also make two general observations. First, the responses below assume that the company is a prohibited source, if the company is not a prohibited source and the offer is made to large classes of employees then EWI participants may accept a gift/benefit, subject to the limitations described in paragraph (a) below. Second, gifts/benefits offered to an EWI participant's spouse or family member are treated as if the gift was given to directly to the EWI participant.

- a. The company gives the EWI participant a company coffee mug, pen, t-shirt, etc – These gifts may be accepted subject to the \$20/\$50 rule (5 C.F.R. 2635.204(a)). The market value of the gifts (amount it would cost to purchase equivalent item) cannot exceed \$20 on any one occasion or \$50 in any one calendar year.
- b. Free lunches at company cafeteria – These lunches are opportunities or benefits and are permissible under the exception for opportunities and benefits offered because of membership in a class not related to government employment.
- c. Free use of gym facilities – Use of the company's gym facilities could also be classed as an opportunity or benefit and is permissible.

Daniel R. Shephard
Attorney Advisor
Air Force Institute of Technology