Hypersonic Test and Evaluation Investment Portfolio

HOLLOMAN AIR FORCE BASE, N.M. – Missiles and other high-speed weapons systems are required to fly through a variety of weather situations. One type of weather that is an important concern for system design is rain. When testers need to understand how missile hardware will perform in the rain they often turn to the Holloman High-Speed Test Track. Run by the 846th Test Squadron (846 TS) at Holloman AFB, N.M., the test track uses a rocket-propelled sled to fly test hardware at high speeds through an artificial rainfield.

A recent project funded by the Test Resource Management Center (TRMC) will provide rainfield test customers with more options and also increase the operational efficiency at the track.

Bryan Sinkovec, the program manager for the rainfield effort at the 846 TS, describes the upgrade as a “giant technology leap forward for the sled track.”

Prior to this project, the rainfield was set up by manually adjusting valves and reading pressure gauges along thousands of feet of test track. The initial setup could often take days of running water to get the system correctly set up.

“We are now able to instantly adjust the operating parameters from a single computer in the control room,” Sinkovec said. “Both our setup time and total water usage should be significantly reduced.”

The rainfield at the Holloman High Speed Test Track at Holloman Air Force Base, N.M. runs prior to test. The rainfield was recently upgraded. (U.S. Air Force photo)

Kubernetes is being implemented on the instrumentation system of T-38 aircraft for a flight test by the Arnold Engineering Development Complex 586th Flight Test Squadron, Holloman Air Force Base, N.M. (U.S. Air Force photo)
Integrity

Smokeless Tobacco products (e.g. snuff and dip):
The following revised Arnold AFB smoking policy is effective immediately and applies to all individuals on
Electronic Cigarettes (also known as “e-cigs”):

- Pursuant to Air Force Instruction (AFI) 40-102, Tobacco Free Living, e-cigs are considered to be equivalent to
Smokeless tobacco products are not to be restricted to DTAs. Smokeless tobacco use will be permitted in all
areas and will coexist by means of the Air Force’s “Primary Weapon”.”

We understand that this policy may be a shift in our current culture, but we are breaking free of the traditional inspection status quo of the past.

So far, acceptance of this new policy has been strong and overwhelming. We are breaking free of the status quo because:

- We value our people and are committed to doing the right thing at the low end and we are breaking free of the status quo of the past.
- We strive to be agile and fluid when executing the mission and we are breaking free of the status quo of the past.
- We will continue to work with our partners and industry to develop better solutions.
- We are committed to being honest and by calling 931-454-6000.

The IG inspectors now have fewer observance data points to report on efficiency, effectiveness and readiness. Major Graded Areas include: Mission Assurance, Leading People, Improving Unit and Unit performance. Executing the Mission. So far, the IG inspectors report no risk at the appropri-
level, has served the Command’s purpose of AFIR’s success. By becoming more nimble, we are able to
al- lowed decision authority to migrate to higher than necessary. Because of this, today’s AFIS places more control and re-
sponsibility at the lower levels through their own internal Self-A-

Commanders need inspections in place to be tailored to meet their specific mission requirements and sup-
port the development of their mission. To clearly perform their tasks, the Air Force is which are heavy-
ly compliance based. Our level of readiness and should be, for exam-
ple, tasks associated with the stewardship of nuclear missiles. These type of tasks are standardized, checklist oriented and leave no room for vari-
ances. The same level of compliance needed in the nuclear missions is not necessary across all missions of the Air Force.

Therefore, the Air Force is looking to be just as agile and fluid with our inspections as they are with their

missions. Moreover, we have the ability to adapt quickly and have the potential to avoid areas of risk when necessary. A merit-based approach to the

possibility of the Office of Inspector General is to be done appropri-
ately with the strategic leadership of the Wing and be perfectly aligned with what the commander needs from an inspection stand-

As AEDC pursues change, we recognize that the nation demands from us, the Office of Inspector General is committed to doing our part in making AEDC “Second to None.” First, our inspection regimen must remain fair and objective. The IG inspectors will never
ways remain independent and the IG won’t even play the “gotcha” games. Instead, we will report with equal prominence, what we believe is goods and what we believe is not. We will be transparent and accountable to our

We will also communicate at the appropriate levels the inspections we have planned and how we plan to execute them. We will keep leaders well-in-
formed of any critical impacts that could poten-
ially impede operations.

In short, AEDC’s Office of Inspector Gener-
all will continue to work closely with the professionals of AEDC, in order to make AEDC’s vision a reality.
Pursuing our Nation’s Defense Strategy are ever-sweep-
ing changes. As AEDC pursues change, we are breaking free of the status quo of the past. Not just at AEDC, but across the AF and Command, com-
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CORONAVIRUS
STANDARD PRECAUTIONS

Clean your hands often with soap and water and/or hand sanitizer.

Avoid touching your eyes, nose and mouth with unwashed hands.

Avoid close contact, putting distance between yourself and other people.

Stay home if you’re sick, except to get medical care.

Cover coughs and sneezes.

Wear a face mask if you are sick.

Clean and disinfect frequently touched surfaces.

Smoking Policy

1. Tobacco products, with the exception of Danish snuff and dip, are exclusively utilized for DMIA purposes.

2. Traditional Tobacco products such as cigarettes, cigars, and chewing tobacco (CTs) are designated by sign-age.

3. Tobacco use in the Arnold AFB Golf Course is permitted, but discouraged based on the health risks associated with tobacco use and annual employee surveys.

4. Employees are specifically prohibited from smoking near any outdoor recreational areas or within 10 feet of any enduring vegetative area.

5. For government employees, the fact that a person has no smoking on the number of times they may view these smoke-free areas in accordance with the current supervision and personnel policies.

6. The use of tobacco products is prohibited except for their designated areas.

7. Smokeless Tobacco products such as “dip” and “snuff” are specifically prohibited for all employees and general public.

8. There are smoking cessation classes for all employees regardless of job category and unit.

9. The Arnold AFB Action Line via the AEDC intranet is an important resource to clear up rumors and questions.

10. Action Line is always available, and you can call 931-454-6000.

11. The Arnold AFB Action Line is also available via the AEDC intranet home page.

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Two AEDC Aeropropulsion team members receive special recognition

By Deidre Moon
AEDC Media

Two AEDC Engineering Development Complex team members within the Air Force Aeropropulsion Test Branch at Arnold Air Force Base have received special recognition for their contributions to the force.

Steve Arnold, technical advisor for propulsion, was selected as the Air Force Materiel Command Science and Engineering Management Engineering Civilian Engineer of the Year. He was named Leader. “The superior performance of Mr. Arnold reflects great credit on the entire First Force Main Command and the United States Air Force.”

Arnold drove the analysis for the Air Force’s first propulsion acquisition program and directed the successful test and acquisition of a high-priority propulsion system. Additionally, he made innovative approaches to increase test efficiency and introduced new test cell acoustic instrumentation to combat internal vibrations and identified unique methodologies to couple test data with digital processing techniques, improving an extensive number of test cell critical test schedules.

“I am honored and humbled by this recognition from the nation,” Arnold said. “I am humbled by this recognition from AEDC, AFCF and AFMC, and I am truly grateful to have this opportunity to work for such an exemplary enterprise.”

“Mr. Arnold’s leadership and professionalism were critical to the success of the nation’s engine development test campaign,” stated Dave Knauf, AEDC Aeropropulsion Manager. "Mr. Arnold’s leadership is responsible for instilling in each of us a mix of curiosity with a solid dose of reality.”

Knauf also commented that Arnold is another exceptional team player who dis- playing outstanding leadership and teamwork as the team leader in the role of Aeropropulsion Operations Officer. “Maj. Knauf provided exemplary leadership to our team driving all aspects of test execution, including the most advanced and dynamic engine test facility,” Haubelt said.

“I am incredibly humbled by this award nomination,” Knauf said. “None of this would have been possible without the hard work put forth by the men and women of Arnold AFB in the management of fish and wildlife on Arnold land.”

The sight of white-tailed deer rearing up to leave a vehicle’s approach to瞧 them in the distance is a rarity at Ar-

The sight of white-tailed deer rearing up to leave a vehicle’s approach to the woods is a rarity at Arnold Air Force Base. Deer were once scarce on the land now occupied by Arnold AFB. (U.S. Air Force photo)

A white-tailed deer leaps from a transport vehicle to make its escape into the forests at Arnold Air Force Base. Deer were once scarce on the land now occupied by Arnold AFB. (U.S. Air Force photo)

Deer on Arnold AFB in the man-
FLIGHT from page 1

ment of a more lethal force is required. TSTW does precisely this. We provide decision-quality information on tactical and strategic weapon systems for asymmetric advantage against a peer adversary.

TSTW is comprised of the Store Separation Section and the Aerodynamic Effects Section. The Store Separation Section conducts testing using a Captive Trajectory Support system to study the behavior of objects, such as bombs or spent rocket engine stages, as they depart from a flight vehicle. “This capability can reduce weapon development lifecycle costs and help validate existing computational data,” said Rich Roberts, chief of the TSTW Store Separation Section. “It continues to become more critical as the shapes and behavior of weapons change and are needed quicker in the field for use.”

Testing simulates a variety of conditions, including different altitudes, speeds and flight trajectories, and data gathered in the wind tunnels assists in determining a subset of conditions during which it is deemed safe to release a store, before it is attempted in flight testing. “This information is critical for Program Of- ficer decisions because of the safety risks that are inherent anytime something is released from a vehicle in flight,” Roberts said.

The quality of data generated during testing by the Store Separation Section is improved by using the 16-foot transonic wind tunnel, the largest tunnel in the U.S. capable of running store separation tests. The utilization of larger models yields more realistic separation data by minimizing scal- ability issues with data. The Aerodynamic Effects Section conducts a variety of wind tunnel tests, including stability and control, jet effects, force and moment, and carries loads in subsonic, transonic, supersonic and hyper- sonic flight environments, on aircraft, missiles and space systems. “Our group is an integral part of development and evaluation testing for major defense acquisition programs in support of the National Defense Strategy,” said Melissa Minter, chief of the TSTW Aerodynamic Effects Section. “We have supported almost every major Department of Defense and government flight vehicle program of the past 65 years and are doing our part to build a more lethal joint force for the future.”

Testing and analysis by the Aerodynamic Ef- fects Section allows program offices to validate the systems tested, expand the envelope of operations and reduce risk prior to flight testing. “The sections of TSTW provide timely, cost-effective, decision-quality information that is vital to the development and modernization of our force,” McShane said. “The data we collect to- day will serve to field the force of the future.”

Arnold Engineering Development Complex team members look at Tunnel B in the von Kärnán Gas Dynamics Facility at Arnold Air Force Base, March 13. The wind tunnel is used to conduct aerodynamic testing at hypersonic speeds. (U.S. Air Force photo by Jill Pickellet)
Food safety month: Commissaries reinforce customers’ awareness of foodborne illnesses

By Kevin L. Robinson

Defense Commissary Agency Public Affairs

FORT LEE, Va.—Although the COVID-19 pandemic has upped our public safety awareness, consumers cannot afford to lose track of the precautions recommended to help protect against foodborne illness.

“Food safety is a continuing concern,” said Maj. Gen. Charles E. coli and salmonella that can be very harmful, even deadly,” according to FoodSafety.gov. “The distribution of bacteria and virus remains the leading cause of food poisoning, according to FoodSafety. gov. Thanks to information campaigns from organizations like USDA, as “Be Food Safe,” consumers are more aware of the guidelines they need to follow to help lower the risk of foodborne illness if they leave the store.

The “Be Food Safe” message is the basis for the following safe handling techniques:

Clean

• Wash hands with warm soapy water for 20 seconds before and after handling raw meat, poultry or seafood.

• Wash utensils, cutting boards and countertops with hot soapy water and sanitize after use.

Cook

• Cook meats to a safe minimum internal temperature as measured with a food thermometer – 145°F for pork, 160°F for beef, and 165°F for poultry products and all ground or cubed meats.

• Chill foods promptly and properly.

• Refrigerate perishable prepared foods and leftovers within two hours (or one hour if temperatures are above 90°F outside).

• Store to help maintain the temperature in summer and place in the air-conditioned car. In the car, a small cooler with chill packs can be very helpful.

• Avoid buying cans that are bulging or have a dent on either the top or side seam.

• Never place cooked food or foods that are raw, eat raw, or on a plate that previously held raw meat, poultry or seafood.

Hygiene

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Growing strong leaders and resilient families is fundamental to ensuring the nation's ability to support allies and partner nations. Airmen and partner nations are investing in air, space and cyber technologies, increasing data bandwidth in support of doctrine, increasing data sharing and improving interoperability with the systems of our allies, the Air and Space Forces will allow the DAF to execute its mission to defend the nation and its allies.

“Potential adversaries are investing in air, space and cyber technologies with asymmetric advantages,” Barrett said. “They are developing technologies that push the boundaries of what is possible and eliminating traditional rules of engagement. The DAF will enhance future Air Force and Space Force acquisitions through exercises like eSeries, whose mission is to try startups the opportunity to contribute to national defense. Modernization will also take another step into the future with a new weapon system designation: The digital eSeries. Qualified aircraft, satellites and more that are digitally engineered will receive the e-prefix. Unlike previous Air Force and Space Force acquisition efforts, the digital eSeries acquisition program provides the Services with a fully-connected, end-to-end virtual environment that is an almost perfect replica of what the physical weapon system will be. This brings unprecedented equal and agility to the Department’s ability to command the technologyscape by enabling thousands, even millions, of virtual instruments at the microscale to design the best possible system – but only build the single, best design. The first to receive the new eSeries designation is the eT-7A Red Hawk, which was designed, built and tested using this digitally designed approach. “The eT-7A is just the first of our vision of a long line of planes and cfast.” For 73 years the entire history of the Air Force, X-planes have represented technological innovation. Today, the ePlane eSeries acquisition program provides the Services with a fully-connected, end-to-end virtual environment that is an almost perfect replica of what the physical weapon system will be. This brings unprecedented equal and agility to the Department’s ability to command the technologyscape by enabling thousands, even millions, of virtual instruments at the microscale to design the best possible system – but only build the single, best design. The first to receive the new eSeries designation is the eT-7A Red Hawk, which was designed, built and tested using this digitally designed approach.

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Brown reads the Air Force, wants to ‘go fast’

The Air Force Association’s September 14-16, 2020, Air, Space and Cyber Conference is an annual meeting of aerospace professionals, Defense Department, industry, academia and international partners. The Title Conference and professional development event is being held remotely for the first time from Arlington, Va., Sept. 14-16. (U.S. Air Force graphic by Rosanio “Chavo” Guerero)

By Charles Pope
Secretary of the Air Force Public Affairs

ARLINGTON, Va. (AFNS) – In his first major address since becoming Air Force Chief of Staff, Gen. Charles Q. Brown, Jr., outlined in remarks Sept. 14 to the Air Force Association (AFA) an ambitious campaign to “re-shape” the service’s culture, hardware and practices while bluntly warning, “if we do not change today, we will lose tomorrow.”

“We have a window of opportunity, a window of opportunity to change and exploit the air domain to the standard our nation expects and requires from its Air Force,” Brown said in his 24-minute address.

“If we don’t change, if we fail to adapt, we risk losing. We risk losing in a great power competition; we risk losing in a high-end fight; we risk losing quality Arrows; we risk losing budget dollars; our credibility and aspects of our national security,” he said at AFA’s 2020 Virtual Air, Space & Cyber Conference.

Brown’s comments before thousands of Gens, Majors, industry representatives, congressional officials and others attending the virtual conference echoed a strategic approach entitled “Accelerate Change or Lose.” The focus of his address was the need for a high-end force.

Brown offered those present points while also adding additional context and depth in his AFA remarks.

“...There are two options. We can admit the problem and talk about how tough this is going to be, how hard the long-term change is going to be, make,” he said. “Or, we can take action. We vote for the latter. We must take action. We must accelerate change or lose.”

Achieving the goals, he said, demands change in four broad areas that he itemized as Airmen, Organization, Bureaucracy, and Communication across our enterprise.

Achieving that, he said, demands change in four broad areas that he itemized as Airmen, Organization, Bureaucracy, and Communication across our enterprise.

“...We must accelerate change now, when the important decisions are still on the horizon. That’s the window of opportunity,” he said.

Airmen, he said, are “our most valuable resource and setting conditions allowing them to develop and become leaders is paramount.

The goal, he said, is to find and develop leaders at all levels who are “comfortable enough where they can delegate down to the lowest capable and must continue to trust through all levels of command.”

Brown noted that moving to full and standard is already underway. He pointed to decisions such as eliminating “Low Zone” promotion and creating Developmental Categories that allow officers to compete for promotion against others with similar experiences and mission focus.

He explained that he expects the Air Force to continue evaluating and adjusting as needed. He also values effort. “If we fail, it won’t be for lack of trying,” he often says.

Brown said he wants to address Air Force bureaucracy to make it leaner, more efficient and flexible, and to “outpace our competitors.”

Achieving that, he said, requires close-end change.

“The first step is, we have to look in the mirror and clean up our own house. That starts on the Air Staff. We need to amend our decision processes; we need to make decisions with an enterprise-wide approach versus in silos,” he said. “I want to make decisions for the good of the entire Air Force, not just for parts of the Air Force. How do we make our own decisions? We increase collaboration and communication across our staff.”

Another key is candor, he said, noting that decisions are often unwritten, and their impact can be significant.

Achieving that, he said, requires change in four broad areas that he itemized as Airmen, Organization, Bureaucracy, and Communication across our enterprise.

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“...We have to be proactive, not reactive. And so, we’re proactive; we’re already moving out,” he added, yet again, “I want to go fast, I want to go fast.”

While Brown acknowledged that people are already adapting, he said, “I plan to lead change; and by leading change we’re going to have to take some risks.”

As he takes that risk, he noted, “it needs to be measured and informed. I hope you will come with me as we make some of these riskier decisions.”

The Air Force Association 2020 Virtual Air, Space and Cyber Conference is an annual meeting of aerospace professionals, Defense Department, industry, academia and international partners. The Title Conference and professional development event is being held remotely for the first time from Arlington, Va., Sept. 14-16. (U.S. Air Force graphic by Rosanio “Chavo” Guerero)
As Fire Prevention Week approaches, AFRF Fireirm reminds residents: “Serve Up Fire Safety in the Kitchen!”

By AFRF Fireirm

The Air Force’s mission to ensure “safe, secure, and effective nuclear weapons” is at the core of every decision and action taken by military professionals and leaders. One of the most important aspects of this mission is to ensure the safety of the pilots, crew, and ground personnel who are responsible for operating and maintaining the nuclear weapons.

In an effort to prevent fires and accidents in the kitchen, the Air Force encourages all personnel to be aware of potential hazards and take steps to keep themselves and their families safe.

Never leave cooking unattended: Always make sure you have the presence of mind to keep an eye on the cooking process and be aware of any potential hazards.

Put out fires immediately: If you notice smoke or flames, don’t hesitate to act quickly.

Stay alert: Pay attention to what you are doing while cooking.

Avoid distractions: Keep your mind focused on what you are doing while cooking.

Use a timer: Set a timer to remind yourself to check on the cooking process.

Keep flammable materials away from heat sources: Ensure that there is no risk of flammable materials coming into contact with heat sources.

Have a “fire-free zone”: Keep a safe distance from cooking areas.

Always keep a way out: Ensure that there is a clear path to an exit.

Keep a fire extinguisher nearby: Have a fire extinguisher within reach.

Serve Fire Safety in the Kitchen!

“Serve Up Fire Safety in the Kitchen!” is a campaign that aims to educate everyone about fire safety in the kitchen, using a timer and avoiding distractions such as cooking. With these steps, everyone can take to keep families safe in their homes.

The Air Force Fireirm encourages residents to embrace this “Serve Up Fire Safety in the Kitchen” campaign, which runs from October 4th to 10th.

The campaign works to educate everyone about fire safety in the kitchen and how to take steps to keep themselves and their families safe.

By Secretary of the Air Force

WASHINGTON (AFNS) – The Department of the Air Force awarded an Engineering and Manufacturing Development (EMD) contract to Grumman, Sept. 8, for Ballistic Missile Defense (BMD) programs.

Milestones

The GBSD program office is part of AFMC’s BMD Systems Directorate at Hill AFB, Utah, and provides tactical and support services. The program is focused on mature technologies, smart common product sets, and providing the warfighter with effective and affordable tactical capabilities.

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Acquisition chief calls for disruptive agility, new digital paradigm

By Terh. Sgt. Areta T. Wilson
Secretary of the Air Force Public Affairs

EAGLEVILLE, Tenn. – Students from the Eagleville Soaring Club have the opportunity to take a glider flight with a pilot from the Eagleville Soaring Club. (Courtesy photo)

The Services have all the opportunity to take a glider flight with a pilot from the Eagleville Soaring Club. (Courtesy photo)

Area students take to the skies as part of Fly to Learn course this summer

By Circe Moon

ARLINGTON, Va. (AFNS) – Addressing the Air Force Association’s 2020 Virtual Air, Space and Cyber conference, Sept. 15, Dr. Will Roper, assistant secretary of the Air Force for acquisition, technology and logistics, heralded the need for acquisition agility through digital engineering to disrupt the nation’s adversities.

“Do this, the services must in trends and threats require.” he said. “We have to do our part in the future can hold,” he said.

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SECAF unveils new “eSeries” classification in nod to Department’s digital future

By Secretary of the Air Force Public Affairs

ABINGDON, Va. (AFNS) — Secretary of the Air Force Barbara Barrett announced a new weapon system designator, the “e” series, at the Air Force Association Air, Space and Cyber Conference, Abingdon, Va., Sept. 14. Aircraft, satellites, weapon systems and most are digitally engineered and virtually tested before ever taking physical form.

A paradigm shift, systems being considered for acquisition will be designed, developed and manufactured on a digital foundation, just like the Boeing e-7A Red Hawk advanced trainer. The new process is part of the Department of Defense’s digital eXcel approach.

The secretary made her remarks during the keynote speech on this year’s Air Force Association Air, Space and Cyber Conference, which Barrett called the “e” series, Barrett said. “Air

WASHINGTON (AFNS) – The Department of Defense is taking steps to notify and educate service members and civilian employees of changes to their payroll tax withholding starting in September 2020. In order to provide relief during the COVID-19 pandemic, a Presidential Proclamation was issued on August 8, 2020, followed by Internal Revenue Service guidance issued on August 10, 2020. The deferral temporarily defers the withholding of Social Security taxes for certain individuals beginning September 1, 2020, through December 31, 2020.

For Service Members

Service members whose monthly rate of basic pay is less than $4,666.66 in any given month will have their 6.2 percent Old Age, Survivors, and Disability Insurance (OASDI) tax deferral, their initial net take-home pay will increase by 90% and cut software development time in half.

The first U.S. Air Force aircraft designed using the digital approach, the e-7A Red Hawk, embraced model-based engineering and 3D design tools which reduced assembly hours by 90% and cut software development time in half.

Secretary of the Air Force Barbara Barrett announced a new weapon system designator, the “e” series, at the Air Force Association Air, Space and Cyber Conference, Abingdon, Va., Sept. 14. Aircraft, satellites, weapon systems and most are digitally engineered and virtually tested before ever taking physical form.

The Department provides information services to members so that they know why their take-home pay will be deferred, so that they can plan the withholding of the deferred taxes during the first four months of 2021.

Service members and families can contact Financial Readiness staff at their installation Miliary Support Center, or Military Community Center at 1-800-342-0487, if they need assistance in reviewing their Leave and Earnings Statements (LES) or have questions in planning for changes to their net take-home pay.

For more information, service members may view the Defense Finance and Accounting Service and the Social Security Administration websites. The military community may contact the Employee Assistance Program at 1-877-768-3677, or their Military Community Center.

For Civilian Employees

Effective for pay period ending September 12 ODF will temporarily defer withholding of employees’ 6.2 percent Old Age, Survivors, and Disability Insurance (OASDI), known as Social Security tax, that are subject to OASDI, are less than $4,000 in any given pay period.

Employees can use the “Taxable Wages” on the LES as a good reference for whether they will have Social Security tax deferred.

However, this increase in net take-home pay is temporary, and under current IRS guidance, withholding of all deferred OASDI taxes will occur from January 1, 2021 through April 30, 2021, in addition to the 6.2 percent OASDI taxes that are normally withheld in each pay period. The civilian earns qualification wages.

For more information, civilian employees may view the Defense Finance and Accounting Service page https://www.dfas.mil/taxes/Social-Security-Deferral/ and a list of Frequently Asked Questions https://www.dfas.mil/taxes/Social-Security-Deferrals/. As more information is determined, updates will be posted on the site. For civilian employees with concerns regarding withholding of the deferred OASDI tax, please consult with an Employee Assistance Program financial counselor or a private financial advisor.

DOD educates military service members, civilian employees on Social Security Payroll Tax Deferral

By DOD News

OneSource at 1-800-342-0487, if they need assistance in reviewing their Leave and Earnings Statements (LES) or have questions in planning for changes to their net take-home pay.

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