

On-final

August 2000

507th Air Refueling Wing - 513th Air Control Group M A G A Z I N E

507th Medical Squadron Meeting the Challenge



Exceeding Expectations



507th ARW Commander's Column

By Col. Gary Mixon
507th Support Group Commander

What follows are **some** perspectives I've accumulated over the last 30 years or so. I offer them for your contemplation...

- Assess your own strengths and weaknesses. Play to your strengths. When possible, team with others who do well the things you don't.
- Understand the paradoxical nature of our world. Many answers to issues should begin and end with "it depends."
- Working and resolving problems, whether organizational or personal, are all important. Nothing is necessarily too menial to deserve your attention. General Patton directed traffic at times.
- Watch your pride—it can cloud good judgement.
- By taking the initiative in addressing issues, you can often control the agenda as events develop.
- Working relationships built on mutual trust and respect, not position, are typically the keys for getting things accomplished day-to-day.
- Rarely take advantage of your position. Persuasion is almost always the best tool to apply.
- Counsel can be good, but it can create doubt and indecision. Think before implementing well-intentioned advice.
- Always value the opinion of the newcomer, or organizational "outsider." They will likely see things you've either long since forgotten or could never see, and they are critical for organizational change and growth.
- Organizations often perish because they are incapable of change.
- Don't let the "stovepiped" organizational diagram fool you. It doesn't reflect the organization's important cross-functional inner workings.
- Today, we have knowledgeable warfighters working with information transmitted at light speed. The traditional military bureaucratic organizational model doesn't facilitate decision making in today's environment.
- Recently, General Zinni, CENTCOM/CC, a Marine of 39 years, said in a pre-retirement speech at the Naval Institute that if Napoleon showed up today he would recognize his own "stovepiped" general staff organization. The general observed that "This organization is oblivious to what everyone else in the

world is doing...This must be fixed."

- Our world is not as linear as we try to make it seem. We need to apply more concurrent thinking to our organizational alignment, problem solving, and production activities.
- If we honestly expect organizations and people to change their work habits, we must change the reward systems—promotion, evaluation, salary.
- Don't always judge the fight in a soldier based on a lack of experience. History is replete with evidence to the contrary, but you can start by studying up on Joshua Chamberlain.
- In the operational environment, look for those situational leaders who always pop up. Use them as necessary for the problem at hand, then remember what their capabilities are.
- While planning is essential, nobody can predict the future. So be prepared to amend or even drop your plan quickly if it starts to fall apart as the situation develops. But, as Ulysses S. Grant said, "Don't lose track of the original idea."
- Always, always, always pray for luck.
- Foster an environment that tolerates honest failure and encourages initiative and responsible risk taking.
- Develop your own leadership style. Don't force yourself into someone else's leadership mold. Be yourself, but study the techniques of earlier successful leaders.
- Reflect on your followership habits. Most of us began as followers, but today we are likely leaders and followers at the same time. How do you want your followers to react to you?
- Be careful of numerical data. We can make it show almost anything we want. If in doubt, study the Vietnam War.
- Dr. Ed Deming believed that almost everything about an organization can be measured. However, at the same time he thought the most important things we need to know about an organization are "unknown and unknowable." He didn't think individual or organizational creativity, initiative, knowledge, learning capacity, or the repercussions of a dissatisfied customer can be measured.
- Study the Principles of War, especially simplicity, unity of command, and economy of force. We haven't paid enough attention to these institutionally over the last fifty years.
- War is liable to revert to what it has always been—one human being against another in close quarters. Don't become so over awed by the latest stealthy electronic technology as to think it will replace the determined individual warrior.

Chaplain's Corner

By Chaplain (Capt.) Dwight Magnus
507th ARW Chaplains' Office

It was a great day on 20 July 2000 at Rose State College! On that great day, 23 young ladies signed their scholarship letters vowing to be student athletes. These young ladies made history for the college as the first women's softball team in the life of this school. It was a joyous event, filled with picture taking, hand-clapping, and smiles. Families and friends were there to congratulate these young ladies as they embark on this new challenge.

After each young lady was presented to the crowd of proud parents, relatives, and friends, the head coach described what he looked for while he and his staff begin to build a team. He described four characteristics: Attitude, Work ethic, Talent, and Heart. It is imperative that we take some time to do an attitude and heart check. The Lord desires that we possess an attitude and heart after Him. When attitude and heart come together, we experience tangible results through our work ethic and talent. Psalm 51:10 says, "Create in me a clean heart and renew a right spirit within me."

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All photographs are Air Force photographs unless otherwise indicated.

Copy deadline is NOON on UTA Sunday for the next month's edition.

This is your magazine. Take it home with you to share with family, friends, and employers.



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The 507th Medical Squadron and the 710th Medical Squadron, Offutt AFB, Nevada, combined as a team June 3-17 at the Combined Medical Readiness Training Center "Red Flag" at Sheppard AFB, Tx. "The whole was greater than the sum of the parts," a spokesperson said, "exemplifying the efforts in maximized training." Read more about how this unit did at "Red Flag."

On the cover...



Photo by TSgt. Lonnie Royal

The 507th Medical Squadron trains with the 710th Medical Squadron, Offutt AFB, Nevada. Capt. David Crutchfield, emergency services technician, [left] and SrA Derwin Dyer, management apprentice, 507th Medical Squadron, prepare a "patient's" log.

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Award period from April 1 through June 30, 2000

507th ARW Quarterly award winners announced



MSgt. Lisa Lusignolo, assistant team chief for the 507th Combat Logistics Support Squadron (CLSS), is named the 507th Air Refueling Wing's Senior NCO of the Quarter.

According to Maj. Donald Harlan, commander for the 507th CLSS, she devotes extra hours to the team to insure an most effective and positive

work environment. She has coordinated a site survey for Bangor, Maine, to set up training for the unit's 2000 Annual tour. She has coordinated off-station UTA training for the KC-135 Maintenance team at Altus AFB, Okla.

Her efforts directly improved AFSC skills for the 135A team and 507th CLSS. She volunteered to support Air Mobility Command's Enroute 2000 at Hickham AFB, Hawaii and orchestrated support for a joint Aircraft Battle Damage Repair exercise between 507 and 654 CLSS. She also coordinated support equipment, meals, and transportation for over 30 exercise participants among

other accomplishments.



TSgt. Mark Wilson, education and training specialist for the 507th CLSS, is named 507th Air Refueling Wing's NCO of the Quarter.

According to Maj. Donald Harlan, Wilson volunteered to cross-train from the Aircraft Structural Repair career field to the Education and Training

Manager career field in order to fill a critical vacancy in the squadron. Shortly after earning his qualifications, he was further tasked with filling a vacant Air Reserve Technician (ART) Training Manager position. He has performed more than 90 reserve mandays to fill the squadron's vacant ART Training Manager position. Over a six-month period (Jan - Jun 2000), he provided vital continuity as a key staff member and scheduled all formal schools, skills, and ancillary training ensuring the unit's readiness. He also assists in the development of a

Block Training Program for ancillary training allowing maintenance personnel to devote more time to skills training.

He developed a matrix for Core Automated Maintenance System (CAMS) training course codes that identified the Office of Primary Responsibility (OPR) for scheduling each course.

His efforts identified courses to be scheduled by the Training Section and those to be scheduled by supervisors, reducing duplication of effort among other accomplishments.



A1C John Babbitt Jr., electrical and environmental systems specialist for the 507th CLSS, is named the 507th Air Refueling Wing's Airman of the Quarter.

According to Maj. Donald Harlan, Babbitt is a fully qualified seven-level electrical/environmental aircraft systems specialist in his civilian job at

the 97th Air Base Wing (ABW) Altus AFB, Okla. He is fully qualified and certified as an KC-135 In Progress Inspector (IPI) for all critical aspects of the aircraft repair and inspection phases. He always receives zero defects during Quality Assurance Inspections at his civilian employment.

He spent four years in the Navy where he was a electrical systems organizational maintenance technician. On UTA weekends, he helps train 3 & 5 levels in the 507th Aircraft Generation Squadron (AGS). He also receives outstanding reviews and comments from the supervisors in the shops where he has worked. According to TSgt. Phillip Ryan 507th AGS, "Saved several man hours, shown by his knowledge, is an asset to our shop!"

"He is teaching me many things about the KC-135 I didn't know," said TSgt. David Davis, technician for the 507th CLSS.

He has performed at least six additional man-days in the last three months assisting with the training of the KC-135, B team, and helping complete his waiver package and during Annual Tour 2000, worked with the 92nd Maintenance Squadron (MS) at Fairchild AFB, WA., and received a letter of appreciation, a 92 MS squadron hat, and a squadron coin among other accomplishments.



Photo by TSgt. Melba Koch

Brig. Gen. Jack Gingerich, commander of the 507th Air Refueling Wing, presents the Meritorious Service Medal to SMSgt. John Cameron, operations superintendent for the 507th Civil Engineer Squadron, during his retirement ceremony July 15. MSgt. Harry Ginzl, first sergeant for the 507th CES, assists in the presentations. After 33 years of devoted service...

It's time to give it a rest

By TSgt. Melba Koch
507th ARW Public Affairs Office

SMSgt. John J. Cameron, operations superintendent for the 507th Civil Engineer Squadron (CES), retired as an Air Force Reservist July 17 with 33 years of service.

He began his military career on active duty in the Army in 1958 and elected to get out in 1967.

From 1967 to 1975 he worked at several civilian jobs – from serving as a purchasing agent for a 299-bed hospital to working as business manager for a physical therapy company.

In 1975 he “needed extra money” while attending college full-time, so he enlisted in the Indiana Air National Guard. Cameron was TDY to Tinker AFB in 1982 and an air reserve technician position became open in the CES. He applied and was hired eight months later and has been here ever since.

He’s seen the unit organize, reorganize, and has purchased a lot of tools and equipment to support the reorganizations. “With Prime BEEF, firefighters, Prime RIBS, and readiness, this unit has seen and done it all,” said Cameron.

He supported the maintenance, repairs, and upgrades to facilities around the unit. He was also instrumental in the construction of several new facilities. For those who know him only for the work he’s done to support weekend drills and annual tour deployments, you’d be amazed at how much more “between weekend” work he was involved in.

“His hands have played a huge role in guiding the development of our campus over the years. His contributions will be long-lasting and cannot be soon forgotten,” said Maj. Jeffrey Hough, operations flight chief for the 507th CES.

“His retirement ceremony went better than expected,” said MSgt. Denise Bralley, operations supervisor for the 507th CES, “We were able to get his family together here for the ceremony. We were afraid he’d find out about his family beforehand. The look on his face when he saw his family was worth a million dollars. It was nice to see so many people from the wing and past members of our unit.”

Commander's Coin recipients for July

Commanders in the 507th Air Refueling Wing present a Commander's Coin monthly to unit members demonstrating dedication to the Air Force Core Values of Integrity First, Service Before Self, and Excellence in All We Do. The following individuals received coins.

1Lt. Stan Paregien, TSgts Mitch Chandran, Melba Koch, and Tyrone Yoshida, 507th ARW Public Affairs Office,

"I presented my Commander's Coin to 1Lt. Paregien, TSgts Chandran, Koch, and Yoshida for their ideas, teamwork, and energy, incorporating an outside-the-box tactic for an outstanding Community Outreach Program as *The Singing Reservists*. They not only entertained communities with music they wrote but also talked about the 507th ARW and 513th ACG, Air Force Reserve and Air Force in general, through more than 330 minutes of broadcast airtime since March 2000. I've seen other projects at other bases, and their program is special. It was a Community Outreach through media and public venues. It was augmenting recruiting. It was also "Giving back to America," as outlined by Secretary of Defense William S. Cowen. Nice work team!"

- Col. Mario Goico, 507th ARW Vice Commander

TSgt. Mitch Chandran, 507th ARW Public Affairs Office,

"I presented my Commander's Coin to TSgt. Chandran for his innovative approach in designing and producing our 507th ARW color brochure. He created more than just an informational product. He designed a very exciting way of portraying the energy, talent, and dedication of members in the 507th ARW. This brochure is an excellent way of communicating the Air Force Reserve message to the community. His professionalism is evident in this product."

- Col. Mario Goico, 507th ARW Vice Commander

Amn. Eric Bigelow, 465th ARS Life Support,

"Airman Bigelow is an outstanding member of our 465 ARS Life Support (LS) section. In spite of being fairly new to the squadron and the LS field, he does an outstanding job helping to maintain our flying and life support equipment. His efforts help ensure we can conduct our mission safely, knowing that our equipment is in top notch condition and functioning correctly. Our lives can literally depend on how well he does his duties. Eric is also an excellent squadron contributor, willing to go the extra effort when needed to get the job done."

- Lt.Col. James Jackson, 465th ARS Commander

SSgt. Wanda E. Sawhney, 507th CLSS active duty advisor,

"This is the first time we have given a Commanders Coin to one of our Active Duty Advisors. I can think of no one more deserving than Staff Sergeant Sawhney. She has done such an outstanding job as our active duty advisor for the Distribution Section. For six weeks, she covered the duties of both the Distribution Section and Maintenance Section Advisor, while the Maintenance Advisor was TDY at the NCO Academy. During this time, she was instrumental in coordinating UTA weekend training for each section. She also coordinated the airlift of three CLSS teams to separate annual tour locations. This included all the other logistical support that goes along with a reserve annual tour. Sergeant Sawhney also pitched in and assisted us with our recent move to the 38th EIW area. With limited availability at Tinker to get our Supply and Transportation personnel upgrade training, she has coordinated OJT at Will Rogers with the Air National Guard and at Altus with the active duty. Sergeant Sawhney is a team player and has an excellent relationship with our reserve staff. She is a conscientious and dedicated advisor to the 507 CLSS"

- Maj. Donald E. Harlan, 507th CLSS Commander

SSgt. Gregory Inlow, 507th Communications Flight,

"In the two months SSgt. Inlow has been assigned to the 507th ARW, he has completed 7-level Information Management Technical School at Keesler AFB Miss., and the Non Commissioned Officer Leadership Development Program at Tinker AFB, Okla. He has received accolades from all who visit the IM shop. They are impressed with his military bearing and willingness to help. SSgt. Inlow is a professional in every way and can be relied on to meet and exceed any requirements/taskings assigned. SSgt Inlow is what being a SH OKIE is all about."

- CMSgt. Bob Kellington, Command Chief Master Sergeant

TSgt. Bill Womack, 707th Communications Flight

"TSgt. Womack is Small Computer/Switching System Technician with the 707th Comm Flt. He is always very busy during the UTA. This UTA he stood out by providing training to 6 Maintenance and Operations personnel installing new Network wiring for the Wing's LAN. The skills and expertise he transferred to his trainees are skill they can readily use in the civilian job market. His mentoring helps form the trust and respect which keeps the unit working as a team. TSgt. Womack worked long hard hours teaching, mentoring, and installing network cable. However, he still found the time to repair two broken computers desperately needed during the UTA. The Wing as well as the unit greatly benefits from his hard work and dedication. Because of his hard work I awarded him the Wing Commanders Coin of Excellence."

- Maj. Hal Collins, 707th CF Commander

1Lt. Mechille Braden, 513th Air Control Group communications officer,

"She recently visited with me concerning a Junior Officer Leadership Development Seminar (JOLDS) project. I was impressed with her and insight, energy, dedication, and enthusiasm for the Air Force. In her, I see a bright future as one of our future senior leaders."

- Maj Mike Miller, 507th MSS/CC

Lt. Lazette Bretthorst, 507th Medical Squadron, "Lt Bretthorst has consistently provided the medical squadron with outstanding support and performance as the Medical Readiness OIC. She always responds to any request with an enthusiastic effort that exceeds expectations. Her dedication to the squadron and the wing are manifest each UTA in the excellence of the readiness program.

- Col. Steve Gentling, 507th Med. Sq. Commander

MSgt. Wanda Payne, 507th Medical Squadron, "Sargeant Payne went "above and beyond" in providing exceptional support to the medical squadron in preparing for annual tour at Sheppard AFB, Texas and the field training requirements. She personally assured that all personnel had appropriate field equipment, all the necessary documentation and were well prepared for the challenging training. As the Mobility NCOIC she has closely monitored and maintained all required documentation."

- Col. Steve Gentling, 507th Med. Sq. Commander

TSgt. Wilton (Rusty) Weeks, 507th Maintenance Squadron,

"I presented the Commander's Coin of Excellence to TSgt. Weeks of the ISO Dock during the July UTA. He has been an excellent performer for the 507 MXS for nearly 24 years and his display of professionalism and pride in the way he wears the uniform and conducts himself is an example for all those around him. This and other traits he possesses made him very deserving of this award."

- 1Lt. Dan Moore, 507th MXS Commander

SMSgt. John Cameron, 507th Civil Engineer Squadron superintendent,

"I gave my commander's coin to SMS John J. Cameron during his retirement ceremony to acknowledge his friendship and service to the unit and Wing during the 18 years he was assigned to the 507 Civil Engineers. He gave me good counsel over the years and it was a pleasure working with him on projects for the 507th. He definitely left his mark on the campus."

- Maj. Renne Lane, 507th CES Commander

The Benefits of Sealants

By Lt. Col. Eric L Kean

507th Medical Squadron

The first step in maintaining a healthy mouth is preventing tooth decay, and sealants can offer major protection against cavities. Your teeth are covered with a sticky film of bacteria, called plaque. When you don't clean your teeth after eating, plaque bacteria use sugar and starch in food as a source of energy. The bacteria convert the sugar or starch into harmful acids that attack tooth enamel for as long as twenty minutes or more. Repeated attacks may cause the enamel to break down, resulting in cavities.

How does a sealant help prevent decay?

A sealant is a plastic material that is usually applied to the chewing surfaces of the back teeth - premolars and molars. This plastic resin bonds into the depressions and grooves (pits and fissures) of the chewing surfaces of back teeth. The sealant acts as a barrier, protecting enamel from plaque and acids.

Thorough brushing and flossing help remove food particles and plaque from smooth surfaces of teeth. But toothbrush bristles cannot reach all the way into the depressions and grooves to extract food and plaque. Sealants protect these vulnerable areas by "sealing out" plaque and food.

Is sealant application a complicated procedure?

Sealants are easy for your dentist to apply, and it takes only a few minutes to seal each tooth. The teeth that will be sealed are cleaned. Then the chewing surfaces are roughened with an acid solution to help the sealant adhere to the tooth. The sealant is then 'painted' onto the tooth enamel, where it bonds directly to the tooth and hardens. Sometimes a special curing light is used to help the sealant harden.

As long as the sealant remains intact, the tooth surface will be protected from decay. Sealants hold up well under the force of normal chewing and usually last several years before a reapplication is needed. During your regular dental visits, your dentist will check the condition of the sealants and reapply them when necessary.

Sealants are just for kids, right?

The likelihood of developing pit and fissure decay begins early in life, so children and teenagers are obvious candidates. But adults can benefit from sealants as well.

Key ingredients in preventing tooth decay and maintaining a healthy mouth are twice-daily brushing with an ADA-accepted fluoride toothpaste; cleaning between the teeth daily with floss or interdental cleaners; eating a balanced diet and limiting snacks; and visiting your dentist regularly. Ask your dentist about whether sealants can put extra power behind your prevention program.

TOP THREE

↑ LEADER ↓ MENTOR ← FRIEND

By SMSgt. David Liszeski
507th Civil Engineer Squadron

It has been said that “no man is an island,” Basically we are who we are due to the people who have taken an interest in us and those we have taken an interest in, and those who have befriended us along the way. The Top Three is dedicated to this idea.

As Top Three members we should lead by example and seek every opportunity for continued professional development. As we achieve our goals we should also mentor others around us and be the supportive link giving them that extra “push” to achieve new levels of excellence and help them strive toward their goals. By investing ourselves in our fellow members and their career futures we will not only find those friendships satisfying but beneficial to our unit and ensure the esprit de corps of our wing.

These three words, leader, mentor, friend, describe the qualities that are found in the Top Three. I have learned that you become like those you associate with and I have chosen to be involved with the Tinker Top Three. It is with this organization that I am learning to become a leader, mentor, friend.

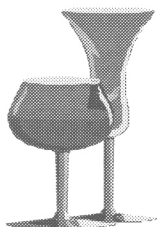
101 Critical days of Summer

Impaired Driving

Presented by
the 507th ARW Safety Office

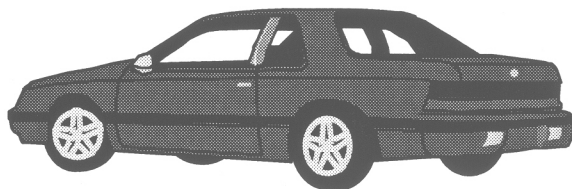
Alcohol-Related Crashes and You

On average, two in every five Americans will be involved in an alcohol-related crash at some time in their lives. Someone dies in an alcohol-related crash every 30 minutes. Every two minutes, someone is injured. Take a stand against impaired driving.



Young adults who drive impaired comprise the largest element of the impaired driving in the country. They can be found in every big city and small town in the nation. Clearly, this group requires your attention because the existing data confirms that drivers in this age group:

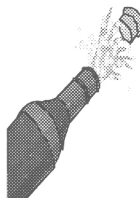
- comprise more than half of all the impaired drivers involved in alcohol-related fatal crashes
- are responsible for more alcohol-related fatal crashes than any other age group
- have the highest blood alcohol concentration (BAC) in fatal crashes
- are about twice as likely as other drivers to have experienced a prior crash
- are four times more likely to have had their licenses suspended or revoked



- are the most resistant to change drinking and driving behavior.

Over the past 10 years, the number of underage drunk drivers has decreased by 40 percent. In comparison, the number of 21-34 year old impaired drivers has only decreased by 3.7 percent.

Put these key behaviors into practice:



- If you and your friends choose to drink, plan ahead—take a cab, designate drivers, call friends for rides, or stay home.
- Be a responsible party host by serving non-alcoholic beverages. Serve high protein food, and control the amount of alcoholic beverages served no open bars. Ask alcohol-impaired guests to stay overnight, or call a cab to ensure them a safe ride home, and take the keys of impaired guests.

FAMILY CARE

In accordance with AFI 36-2908, all Air Force members active and reserve with families, need to have family care arrangements that cover all reasonably practical situations, both short and long term. This plan will detail and ensure a smooth, rapid transfer of responsibilities to another individual during the member's absence. Single parents, dual military couples with family members, and members with civilian spouses who have unique family situations, as determined by the commander, will complete the AF Form 357, Family Care Certification. Failure to make adequate and acceptable family care arrangements makes a member not worldwide qualified, and subject to disciplinary or other action. **SEE YOUR FIRST SERGEANT!!!**

FREE COLLEGE TESTING

Air Force Reserve members, spouses and civilian employees may take DANTES Subject Standardized Tests (DSSTs) or College-Level Examinations Program (CLEP) or Regents College Examinations (RCE) tests FREE! These examinations test college-level knowledge you may have gained through your job, reading, travel, or hobbies. You must test at your Reserve DANTES approved test center. Testing at another DANTES test center will be on a case-by-case basis. The third Tuesday of each month at 0800 has been set aside for testing. You must call us four weeks prior to test date to ensure we will have your test by test date. Some tests are stocked while others must be ordered. **For more information contact CMSgt. Epps in the MPF Education & Training Office at 734-7075. The 2000 Edition CLEP and DANTES Study Guides are in.**

PROFESSIONAL CERTIFICATION

Become a certified professional in a field related to your military training. DANTES and AFRC funded certification examinations are available for certain career fields. Go to <http://www.voled.doded.mil/dantes/cert/index.htm> and click on AFR Matrix which identifies the eligible AFSCs, certification exams available and internet addresses for more info. If you desire to take an exam, **contact CMSgt. Epps in the MPF Education & Training Office at 734-7075.**

TUITION ASSISTANCE FOR DISTANCE LEARNING

Reserve members are eligible to apply for Tuition Assistance (TA) for Distance Learning and In-Residence courses to further your education up to a Bachelor's Degree.

The basic enrollment requirements are that, you must:

- Pay for the course up-front and after satisfactory completion, be reimbursed 75% (tuition only) per course, not to exceed \$2500 per FY.
- Be a participating member in good standing (no UIF, Article 15, etc.).
- Complete enrollment form and have unit commander's approval.

For more information contact CMSgt. Epps in the MPF Education & Training Office at 734-7075.

NCO Academy In-Residence

Listed below are the FY 2000 NCO Academy In-Residence class dates: A letter of recommendation from your unit commander must be forwarded to 507 MSS/DPMT not later than 60 days prior to class start date:

Class	Quotas	Dates	Location
00-7	1	000918-001026	Tyndall AFB, FL

4AF SENIOR NCO LEADERSHIP DEVELOPMENT COURSE

23-24 September 2000 at Selfridge ANGB, Michigan. Please submit your name to Command Chief Master Sergeant Kellington. All E-7s through E-9s are encouraged to apply.

HOT TOPICS :

✓ **CDC Testing is accomplished at 0750 on Sundays of the (main) UTA. You do not have to schedule it, just be there NLT 0750 at Bldg 460 (the active duty HQ), Room 213. You need to enter through the South East corner door. If you cannot make it, our Education office also tests on Wednesdays at 0800 and 1300. You DO need to schedule this one 24 hours in advance. Important note: If you are retaking a test, make sure you bring the Commander's evaluation/authorization letter with you or you will not be allowed to test.**

If you are testing for Course 5A, please call DPMT at extension 47075 at least two days prior to the UTA.

✓ EDUCATION REMINDER:

This is just to remind everyone who wishes to update their Education Records, officer and enlisted, that we need OFFICIAL Transcripts to send or accomplish any updates. This means that it CANNOT say "ISSUED TO STUDENT." You may have the college/university send it, we can request it, or you may bring it in as long as it is in a sealed envelope with a SEAL on the flap AND it does not say "ISSUED TO STUDENT."

✓ **Pass and ID Hours of Operation: 1200-1600 on Saturdays of the UTA.**

✓ **IEU OPEN FROM 1200-1500 ON SATURDAY OF THE MAIN UTA.**

✓ **Newcomer's Orientation and Ancillary Training is in a new location, BLDG 201, Base Education Building. Room Number will be posted in lobby.**

FY2000/2001 UTA Schedule

09-10 Sep 00	03-04 Mar 01
14-15 Oct 00	07-08 Apr 01
04-05 Nov 00	05-06 May 01
02-03 Dec 00	02-03 Jun 01
06-07 Jan 01	14-15 Jul 01
03-04 Feb 01	11-12 Aug 01

as of 18 July 2000

Fri, 04 Aug 2000

1300 Pre-UTA Cmdr Staff Mtg
 1430 Pre-UTA First Sgts Mtg
 1600 Top 3 Council

Bldg 1043, CC Conf Room
 Bldg 1043, TNET Room
 To Be Determined

Sat, 05 Aug 2000

As Designated Sign In

by Unit

0730-0930 Newcomers In-Processing
 0730-0900 Wing Training Office Closed
 0900 6 Month Contact Mtg
 0900-1000 3A0X1 Info Mgmt Tng
 1000-1130 Newcomers Orientation
 1000 Mobility Rep Meeting
 1030 First Sgts Meeting
 1330-1630 Newcomers Ancillary Tng Ph I
 1300-1400 Adverse Actions Mtg
 1400-1500 Training Managers Mtg
 1400-1500 IG period w/Lt. Col. Collins

As Designated Sign Out

by Unit

As Designated by Unit

Bldg 1043, TNET Room
 Bldg 1043, Room 206
 Bldg 1043, CC Conf Room
 To Be Determined
 Bldg 201, Base Education Bldg
 Bldg 1043, TNET Room
 Bldg 1043, CC Conf Room
 Bldg 201, Base Education Bldg
 Bldg 1043, General's Office
 Bldg 1043, CC Conf Room
 Bldg 1043, Room B-1

As Designated by Unit

Sun, 06 Aug 2000

As Designated Sign In

by Unit

0730-0800 Protestant Chapel Service
 0730-0800 Catholic Chapel Service
 0730-0930 MPF Closed for In-House Tng
 0730-1030 Newcomers Ancillary Tng Ph II
 0900-1115 Additional Duty Safety Rep
0750-1115 CDC/PME Course Exams
 0830-0930 Enlisted Advisory Council
 0900-1000 3A0X1 Info Mgmt Tng
 1115 Escorts pick-up Newcomers

"CGOLD"

1100-1300 EO 2000 Training
 1230-1630 SORTS/Post UTA Mtg
 1300 Personnel Record Reviews
 1330 Fly Safety Mtg
 1500 OPS Briefing Room

As Designated Sign Out

by Unit

To Be Determined

Bldg 201, Base Education Bldg
 Bldg 1043, CC Conf Room
 Bldg 1043, TNET Room
 OPS Briefing Room

As Designated by Unit

Fri, 08 Sep 2000

1300 Pre-UTA Cmdr Staff Mtg
 1430 Pre-UTA First Sgts Mtg
 1600 Top 3 Council

Bldg 1043, CC Conf Room
 Bldg 1043, TNET Room
 To Be Determined

Sat, 09 Sep 2000

As Designated Sign In

by Unit

0730-0930 Newcomers In-Processing
 0730-0900 Wing Training Office Closed
 0900 6 Month Contact Mtg
 0900-1000 3A0X1 Info Mgmt Tng
 1000-1130 Newcomers Orientation
 1000 Mobility Rep Meeting
 1030 First Sgts Meeting
 1330-1630 Newcomers Ancillary Tng Ph I
 1300-1400 Adverse Actions Mtg
 1400-1500 Training Managers Mtg
 1400-1500 IG period w/Lt. Col. Collins

As Designated Sign Out

by Unit

As Designated by Unit

Bldg 1043, TNET Room
 Bldg 1043, Room 206
 Bldg 1043, CC Conf Room
 To Be Determined
 Bldg 201, Base Education Bldg
 Bldg 1043, TNET Room
 Bldg 1043, CC Conf Room
 Bldg 201, Base Education Bldg
 Bldg 1043, General's Office
 Bldg 1043, CC Conf Room
 Bldg 1043, Room B-1

As Designated by Unit

Sun, 10 Sep 2000

As Designated Sign In

by Unit

0730-0800 Protestant Chapel Service
 0730-0800 Catholic Chapel Service
 0730-0930 MPF Closed for In-House Tng
 0730-1030 Newcomers Ancillary Tng Ph II
 0900-1115 Supervisor Safety Training
0750-1115 CDC/PME Course Exams
 0830-0930 Enlisted Advisory Council
 0900-1000 3A0X1 Info Mgmt Tng
 1115 Escorts pick-up Newcomers

"CGOLD"

1100-1300 EO 2000 Training
 1230-1630 SORTS/Post UTA Mtg
 1300 Personnel Record Reviews
 1330 Fly Safety Mtg
 1500 OPS Briefing Room

As Designated Sign Out

by Unit

As Designated by Unit

513th ACG (Auditorium)
 Bldg 1043, TNET Room
 Bldg 1043
 Bldg 201, Base Education Bldg
 Bldg 201, Base Education Bldg
Bldg 460, Room 213
 Bldg 1043, CC Conf Room
 To Be Determined
 Bldg 201, Base Education Bldg

To Be Determined

Bldg 201, Base Education Bldg
 Bldg 1043, CC Conf Room
 Bldg 1043, TNET Room
 OPS Briefing Room

As Designated by Unit

TRAINING PLANNER

EDUCATION

Air Force Reserve members wishing to take the ACT, SAT I, GRE, GMAT, PRAXIS, or LSAT contact **CMSgt. Epps in the MPF Education & Training Office at 734-7075.**

OFFICER PME, JOLDS OR ANY SPECIAL OFFICER COURSES

Contact **MSgt. Dennis Cain** at 734-7075

Newcomers Ancillary Training

Newcomers Ancillary Training Phase I & II are conducted **monthly** in **Bldg 201, Base Education Building.** **Unit training managers are responsible for ensuring their new personnel are scheduled to attend** within 90 days of their first UTA. If you have any questions, contact the MPF Education & Training Office at 734-7075.

Phase I

	Time	Subject	OPR
Saturday	1330-1400	Security Awareness (C4 SATE)	CF
Saturday	1400-1500	Drug and Alcohol	SG
Saturday	1500-1530	Local Conditions-Traffic	SE
Saturday	1530-1630	Human Relations	SA

Phase II

	Time	Subject	OPR
Sunday	0800-0830	Base Populace	CEX
Sunday	0830-0845	IG Briefing	IG
Sunday	0845-1015	UCMJ/Ethics	SA
Sunday	1015-1115	Counter Intel/Protection from Terrorism	SP

UCMJ Briefing:

All enlisted personnel are required to have the UCMJ briefing within two UTAs of their first reenlistment. This briefing is held during Phase II of the monthly Newcomers Ancillary Training at 0830 on Sunday of the UTA in Bldg 201, Base Education Building.

Ethics Briefing:

All reserve personnel are required to have the DOD Ethics Briefing within 90 days of reporting for duty. This briefing is held in conjunction with the UCMJ briefing during Phase II of the monthly Newcomers Ancillary Training at 0830 on Sunday of the UTA in Bldg 201, Base Education Building.

Disaster Preparedness:

Unit Training Managers must schedule Chemical Warfare Training, by name, at least one UTA prior to the requested dates by calling CEX at 734-4460. All personnel must bring a complete training ground crew ensemble (GCE) including the mask and its hood to all classes. Those attending Initial must be prepared to process through a tear agent chamber. Wear of contacts is prohibited in all classes. Anyone arriving late, without a complete GCE with mask, or wearing contacts, will be released back to their unit and reported as a no-show.

Drug Testing: You must report within two hours of notification.

Record of Emergency Data (DD Form 93)

This is the single most important source of information within your personnel record for dependent data and notification of next-of-kin in an emergency. If data is incomplete or incorrect, the Air Force cannot extend dependent benefits, nor can proper and timely notification be made in the event you become injured or die on duty. You are the only one who can update this record. If any information is in error or out of date, see the people in the MPF Customer Svc Office.

BAQ Recertification Deadlines

If your SSAN ends with a 3 or 8 you have until 31 Aug 2000 to recertify your BAQ or have it terminated. Please see your Unit BAQ monitor to complete the AF Form 987. 507th Pay sends the list to Unit BAQ Monitors who must return the list complete with all recertifications to the Military Pay Section. **NOTE: If you don't have dependents, you do not need to recertify.**

Military Pay

File for pay by:	Receive Direct Deposit by:
10 Aug	18 Aug
15 Aug	23 Aug
17 Aug	25 Aug
21 Aug	30 Aug
29 Aug	06 Sep
31 Aug	08 Sep
05 Sep	13 Sep
11 Sep	18 Sep
14 Sep	22 Sep
18 Sep	27 Sep
25 Sep	02 Oct
28 Sep	06 Oct

This publication is brought to you by your friendly MPF Education and Training staff. If you need assistance or have suggestions on how we can improve our service to you, please call us at (405) 734-7075, or stop by our office in Bldg 1043, Room 206.

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Mr. John Baker, Education and Testing Services Advisor

More Reserve units pick up support of AEF 8

ROBINS AIR FORCE BASE, Ga. – Fighter pilots and air refuelers returned home and others took their place as Air Force Reserve Command continues to enforce the no-fly zone over northern Iraq this summer.

In mid-July, reservists from the 419th Fighter Wing, Hill AFB, Utah, and the 301st FW, Fort Worth, Texas, returned home from Incirlik Air Base, Turkey, with a combined force of eight F-16 fighter aircraft. At about the same time, air refueling crews and support people from the 927th Air Refueling Wing, Selfridge Air National Guard Base, Mich., and the 940th ARW, Beale AFB, Calif., also wrapped up their Aerospace Expeditionary Force 8 deployment to Turkey.

This was the first time these units participated in an AEF deployment, although all of them have been to Incirlik before in support of Operation Northern Watch. It was however the first time Reserve F-16s deployed with the LITENING II Precision Attack Targeting System. With the new targeting pods, pilots are able to identify targets at long-range and drop extremely accurate, laser-guided weapons under a variety of conditions.

"When we deployed (in May) half of our pods were LANTIRN and half were LITENING," said Lt. Col. Steve Arthur, deputy commander of the 301st FW's operations group. "We felt like we had drawn the lucky straw if we got to fly with the LITENING system. It has more capability than the LANTIRN and makes it easier to find targets."

During the second week of July, the 944th FW, Luke AFB, Ariz., and the 482nd FW, Homestead Air Reserve Station, Fla., each deployed four F-16 fighters, along with pilots, aircraft maintainers and support people to Incirlik. Unlike their Hill and Fort Worth predecessors, these F-16 pilots get to use the LITENING system exclusively. The 301st FW was the first Reserve unit to receive the pods in February, which are being purchased jointly with the Air National Guard.

"Our maintenance effectiveness rate was high because the pods are new," said Arthur, commenting on his unit's deployment to Turkey. "It was fun to be the first in theater with the LITENING II's."

Replacing the Selfridge and Beale reservists were five aircrews and support people from the 434th ARW, Grissom Air Reserve Base, Ind. They deployed in mid-July with three KC-135R aircraft to take the place of two Selfridge KC-135E's and one Beale KC-135E.

The 513th Air Control Group, an associate unit that shares E-3 aircraft with an active-duty unit at Tinker AFB, Okla., deployed one of the AWACS aircraft and a crew to Incirlik in mid-July.

With more than 20 aircraft and hundreds of reservists deployed throughout the 90-day period, AEF 8 is the Reserve's most extensive operational support of the Expeditionary Aerospace Force program to date. (AFRC News Service)

AFRC News Summary

This summary is intended to give the reader a brief look at some Air Force Reserve issues and recent events.

Cohen announces anthrax vaccination slowdown

WASHINGTON – The Department of Defense is temporarily slowing its anthrax immunization efforts, Secretary of Defense William Cohen announced July 10.

The slowdown will affect nearly 11,000 Air Force reservists and about 363,000 service members currently receiving anthrax immunizations, who have returned from high-threat areas.

Inoculations will continue for troops in Southwest Asia and Korea but will be deferred for most others.

Rudy De Leon, assistant secretary of defense, told a subcommittee of the House Armed Services Committee on July 13, "I think, given the amount of supply that we have and after consultation, we believe the prudent policy is to return to the 30-day policy...." De Leon explained that the policy mandated anthrax vaccinations for troops in high-threat areas for 30 days or longer.

Units delay to support variety of exercises in June

ROBINS AIR FORCE BASE, Ga. – Although they didn't field many players, Air Force Reserve Command units from the central and southeastern United States participated in some major league training exercises in June.

Reservists from the 507th Air Refueling Wing, a KC-135 unit at Tinker AFB, Okla., traveled to Hickam AFB, Hawaii, to support Rim of the Pacific 2000, June 10-24. The Oklahoma unit sent two KC-135R aircraft and 20 reservists to RIMPAC, a major maritime exercise held every two years, which involved more than 50 ships and 200 aircraft.

Air refuelers from the 931st Air Refueling Group, McConnell AFB, Kan., and aircraft maintainers from the 919th Special Operations Wing, Duke Field, Fla., deployed to Nellis AFB, Nev. The 931st ARG, part of the 507th ARW, supported Red Flag June 4-9 and June 12-14, while the 919th SOW and one of its MC-130E aircraft, along with active-duty people from Duke Field's 8th Special Operations Squadron, participated in Roving Sands June 11-28.

Aircrews from the 315th Airlift Wing, along with their active-duty counterparts from Charleston AFB, S.C., flew C-17 missions June 18-23, airlifting soldiers and equipment in Purple Dragon.

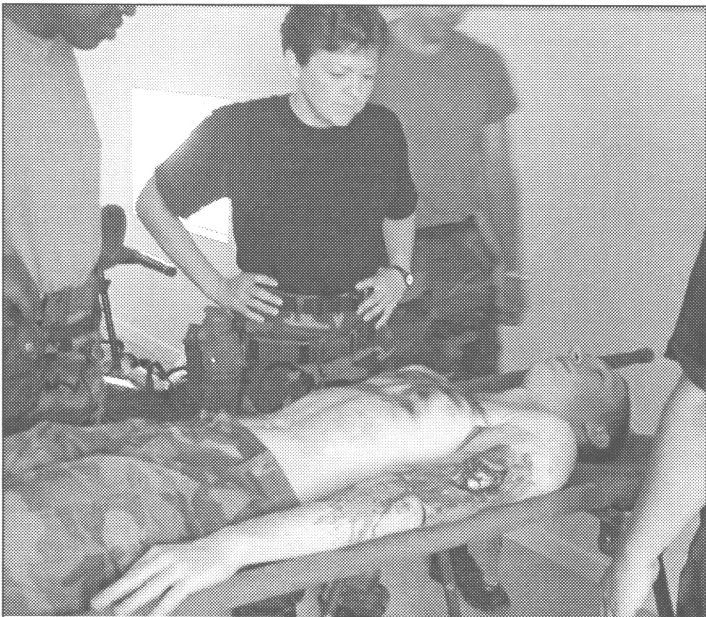
507th Medical Squadron combine forces at "Red Flag"

Photos and story
By TSgt. Lonnie Royal
507th Medical Squadron UPAR

The 507th Medical Squadron and the 710th Medical Squadron, Offutt AFB, Nevada, combined as a team June 3-17 at the Combined Medical Readiness Training Center "Red Flag" at Sheppard AFB, Tx. "The whole was greater than the sum

Royal, TSgt. Kenda Allen, SSgt. Jesse Newman, SrA Mickey Leckie, and Michelle Gould. Congratulations to these outstanding performers.

This course was presented by a cadre of very knowledgeable and highly professional instructors who provided quality training. The Red Flag training provided a realistic exposure to



2Lt. Bobbi Breeze, 710th Medical Squadron, Offutt AFB, Nevada, checks this "patient's" condition inside the Air Transportable Hospital during the exercise.

of the parts," a spokesperson said, "exemplifying the efforts in maximized training."

This combined unit had the distinction of having the highest average grades for the medical administration and clinical final tests to date. Further, the composite of grades earned included the highest grades made in both areas by 1Lt. Michael Salazar and MSgt. Satcheko Keene.

Noteworthy is the fact that no injuries occurred during the entire formal training exercise. This set a precedent unequalled by other classes.

Outstanding Performance Awards were presented to 1Lt. Michael Salazar, MSgt. Sachiko Keene, TSgt. Lonnie G.

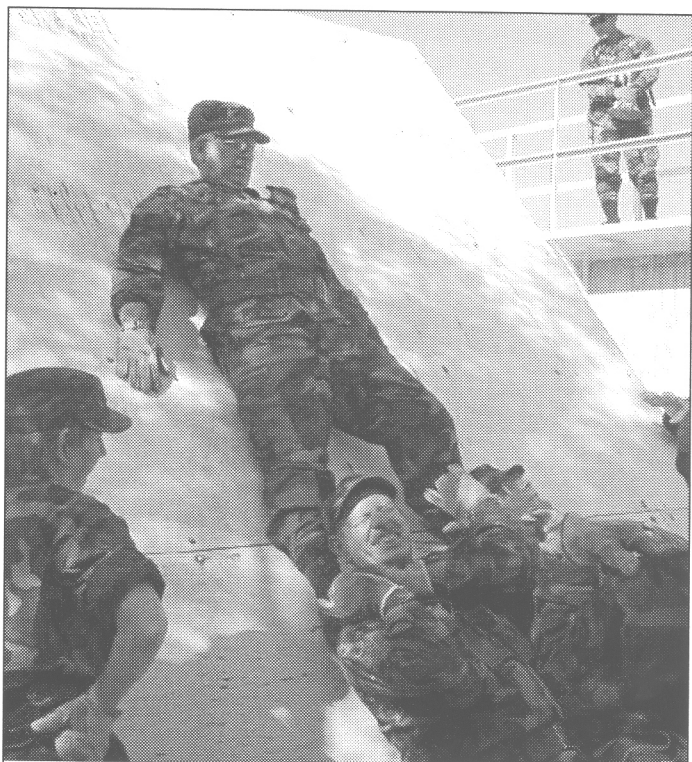


our wartime tasking as an Air Transportable Hospital (ATH) personnel package. Personnel from the two units came together to form a cohesive and effective team and accomplished the mission.

The 507th and 710th Medical Squadrons integrated with natural ease and high team spirit and positive attitudes prevailed throughout the tour. Unit personnel agreed this training exercise was valuable and helpful in gaining knowledge and insight into wartime requirements for their AFSC.



(Top) Members of both the 507th and 710th Medical Squadrons take heed during Condition Red. Dressed in MOPP-4, these members receive training here so if the time comes they can protect themselves when it really counts. (Left) Both teams work together to “save a life” by transporting an individual from the truck to the Air Transportable Hospital. (Bottom) Teamwork is the keyword for success whether it is trying to get over a wall or winning a war.



Snapshots

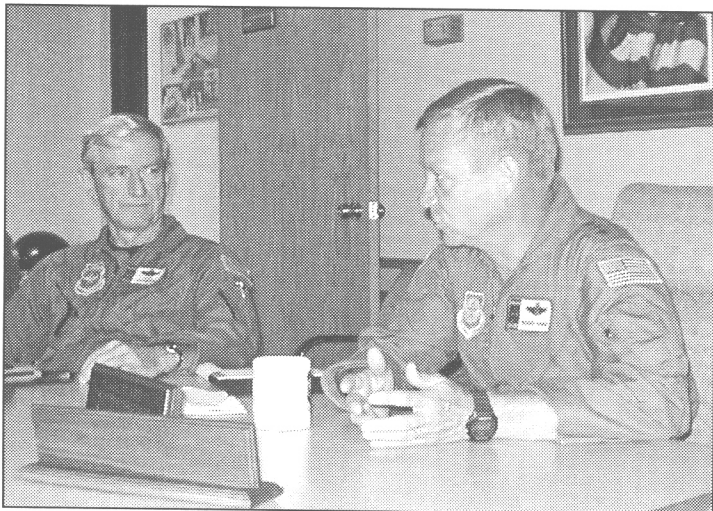


Photos by 1Lt. Stan Paregien

(Above) Lt. Gen. Walter S. Hogle Jr., 15 AF commander, visits the 507th Air Refueling Wing (ARW) July 12. SMSgt. Hiroko Yates meets Gen. Hogle prior to the staff meeting where he was given a briefing by Brig. Gen. Jack Gingerich, 507th ARW commander (below) about the 507th. Gen. Hogle said he was very interested in learning the issues of the 507th and wanted to let all members know that he is supportive to the wing. Fifteenth Air Force is the wing's gaining numbered Air Force during war-time.

Gen. Hogle took the opportunity to visit and talk with many wing members during his walk-thru of the 507th campus. During his visit, he presented four 15 AF Commander's Coin of Excellence.

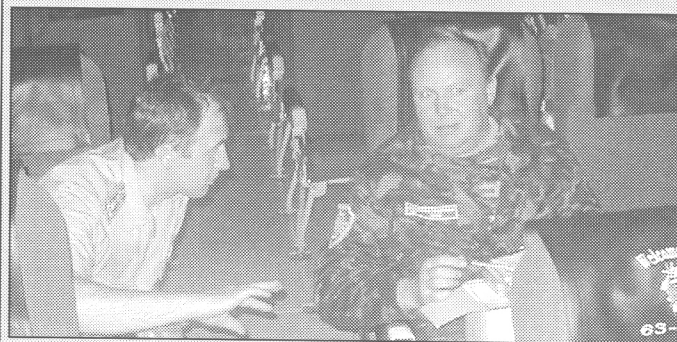
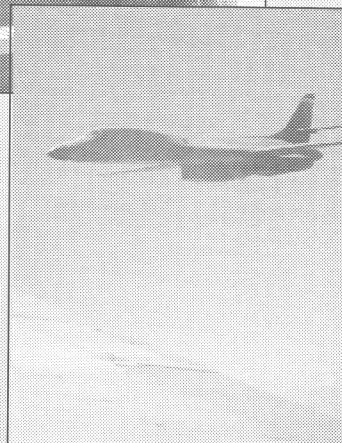
Gen. Gingerich said "He left with a smile and a comment, 'Great wing Jack, you've really got some outstanding and talented people.'"



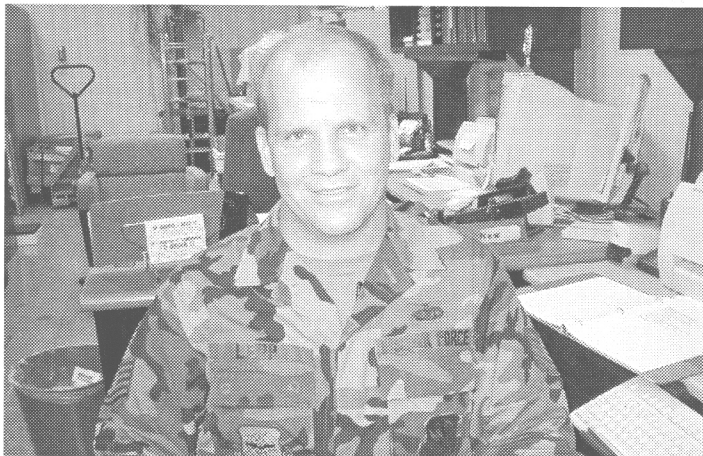
Photos by TSgt. Mitch Chandran

Members of the 465th Air Refueling Squadron and 507th Air Refueling Wing gave five Russian military leaders a firsthand look at a refueling mission involving a B-1 "Lancer" bomber July 24 at Dyess AFB, Texas in support of the Strategic Arms Reduction Treaty.

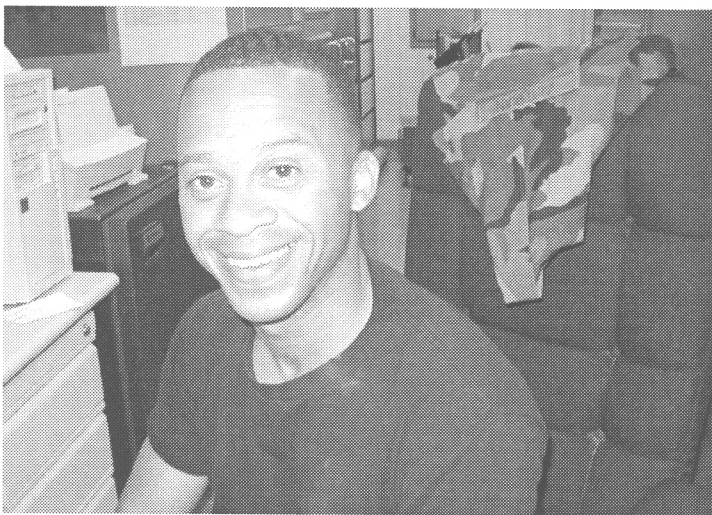
After the mission, the crew supported a last minute request to fly the dignitaries from Dyess to Barksdale AFB, La. Crew members Maj. Bill Erickson, pilot; Capt. Scott Snyder, copilot; MSgt. Kathy Lowman, TSgt. Phil Brand, boomers; MSgt. David Huntley, TSgt. Gordon Walters, crew chiefs; Maj. Mark Rowland, intel; 1Lt. Stan Paregien and TSgt. Mitch Chandran, public affairs, were on board to fly and host the event.



Who's Who



Name: **TSgt. Ronald Lepp**
 Organization: 507th LSS
 Position: Supply Section Supervisor
 Civilian Position: Residential Treatment Center Supervisor
 Hometown: Denton, Texas
 Hobbies: school, tennis, hiking
 Favorite Music: Country



Name: **MSgt. Paul Victorian**
 Organization: 507th LSS
 Position: NCOIC, Supply Section
 Civilian Position: program analyst for the depot
 Hometown: Welsh, Louisiana
 Hobbies: weightlifting, basketball, horses
 Favorite Music: jazz

15th Air Force ASEV team completes inspection

MCCONNELL AIR FORCE BASE, Kan. —The 15th Air Force Aircrew Standardization and Evaluation visit has kept the 22nd Air Refueling Wing's four flying squadrons and the 931st Air Refueling Group busy, giving no-notice, in-flight check ride evaluations and inspecting the training programs and documentation records July 10-21.

The ASEV team, consisting of 22 members, evaluated the wing's and 931st ARG's performance, standardization/evaluation and training programs.

"The visit is a validation of all our operational procedures," said Lt. Col. Robert Deivert, 22nd ARW chief of standardization and evaluation.

The ASEV team's goal is to evaluate 25 percent of all aircrew members throughout the 22nd ARW and 25 percent of the 931st ARG, said Deivert.

The ASEV team is scheduled to visit each Air Mobility Command wing every two years and was scheduled to be here last summer, but due to Operation Allied Force, the visit was pushed back until now.

The visit doesn't warrant a pass or fail grade, however an in-depth report breaks down all the information the ASEV inspected like training and flight evaluation folders, the aircrew testing program, the flight manuals program, the no-notice program, all training programs and of course, the overall assessment.

LETTERS FROM BASIC TRAINING

In their own words

Attn: TSgt. Pam Peterson,

Hi! I am really doing great. I'm having lots of fun. My 3rd week is almost over. I think we might get honor flight. We are kind of lost right now because our IT had to take emergency leave but we are still working hard. I got ice cream twice this week! Well, that's all for now.

-- AB Barbara Gattlin



GET ONE COUPON



From personal knowledge and/or contact, the following individual is interested in information on the Air Force Reserve and desires a personal contact: (please print the following information)

Name _____ Male Female
 (Last) (First) (MI) (circle one)

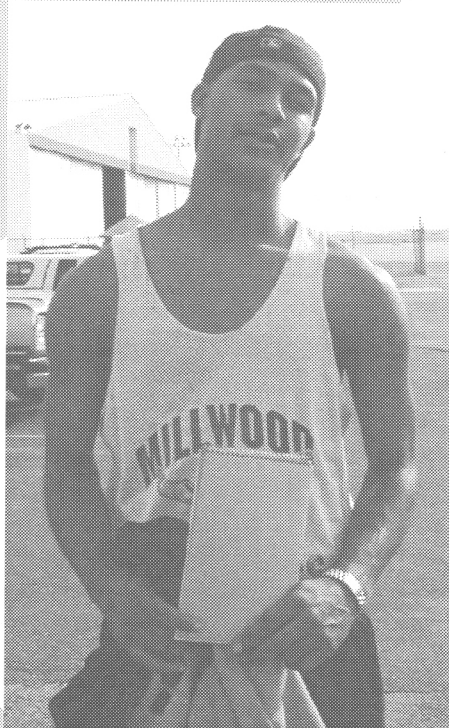
Address _____
 (Number) (Street)

 (City) (State) (Zip)

Date of Birth _____

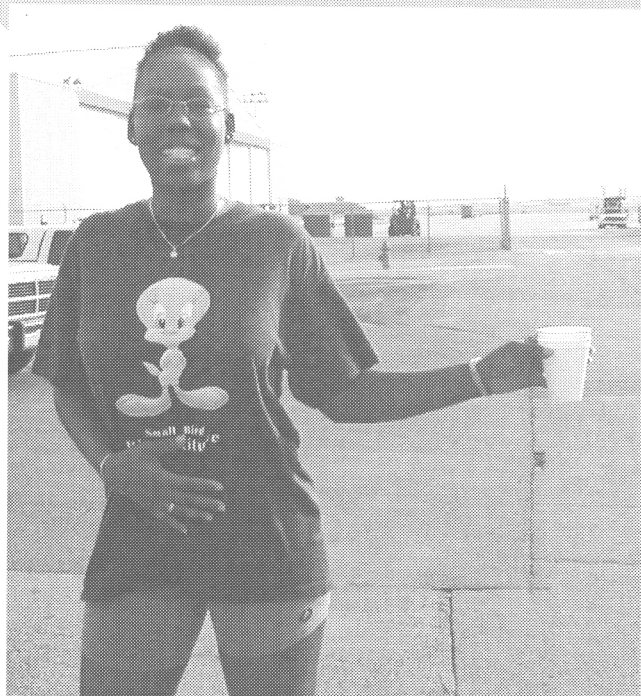
Update

The following question was asked of members of the 507th Air Refueling Wing during July's fitness walk:
"What physical activities do you engage in to help keep in shape?"



A1C Tommy Daniels, II
507th Communications Flight

"I run three to four times a week, and play basketball about as much."



A1C Tarsha Hall
507th Communications Flight

"I used to work out at the gym a few times a week, but now I run around picking up behind my kids."



SrA Trina Schooley
507th Mission Support Squadron

"I do quite a bit of running and aerobics."

SrA Lynette Luginu
507th Mission Support Squadron

"I run and do aerobic exercises and lift free weights."

SSgt. Chris Rogers
507th Communications Flight

"I'm just back in the military last UTA, so the one activity I've been doing has been chasing my children."

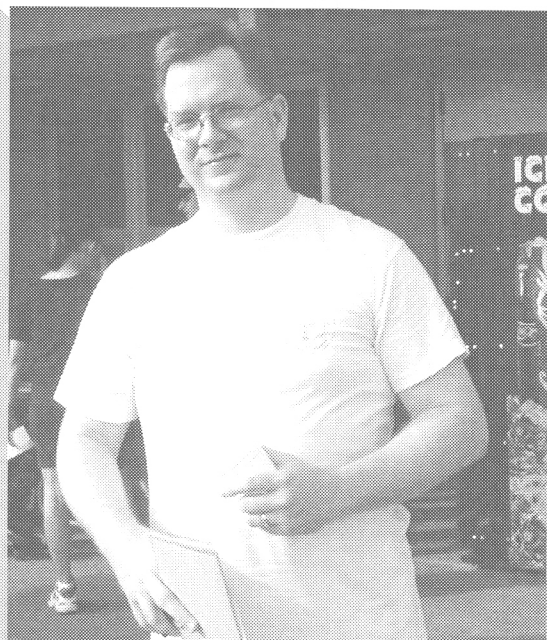




Photo by 1Lt. Stan Paregion

R-NEWS

Top-3 position open to E7 - E9

A position in the 507th ARW Top-3 Council is open to grades E-7 through E-9.

Individuals applying for this position must be willing to sponsor and support social, professional, mentoring, and charitable programs to enhance esprit de corps and demonstrate the following characteristics:

- Must not be afraid to exercise leadership
- Must thrive on time-honored military customs and traditions
- Interested in cultivating leadership skills
- Willing to actively participate
- Must be capable of meeting any challenge
- Strive for professional development
- and ready to recognize genuine achievement in others

If you feel you have what it takes, contact CMSgt. Leon Walker, Top-3 president, at Ext. 9-5376.

(Above Photo) AFRC NCO Leadership Development Program, Class 2000B graduated July 14. Left to right are: SSgt. Shirley Roberts, SSgt. Patrick Johnson, TSgt. Roy Pederson, SSgt. Christopher Warren, TSgt. Janet Hernandez, TSgt. Gary Paulden, SSgt. Greg Inlow, SSgt. Jeffrey Caswell, SSgt. Michael Nesbitt, SSgt. Erik Strawn, SSgt. Frank Waskom, SSgt. Shelly Elliott, SSgt. Colin Tatham, and TSgt. Larry Jackson.

Two first sergeant positions available

CMSgt. Robert Kellington, 507th Command Chief Master Sergeant, is accepting applications for two squadron first sergeant positions, one with the 513th Maintenance Squadron and the other with the 507th Security Forces Squadron.

Application packages are due to CMSgt. Kellington Sept. 3 by close of business. The board reviewing packages will meet the following UTA.

For more information, call CMSgt. Kellington at Ext. 4-6379.

On-final

Hangar update

July 10: We lost the contractor who won the bid. So at this time we are waiting for HQ AFRC to send more money. The next higher bid is around \$60,000 more.

The building is empty. Expect Electrical and Avionics shops to remain.

Help unit recruiters by giving them a name, or contact them directly by calling any of the following numbers:

Tinker AFB, OK

MSgt. Danny Breithorst (405) 734-5331

MSgt. Larry Wheatley

MSgt. Georgina Gee-Wells

(405) 739-2980

Lawton, OK

TSgt. Nathan Bickle

(580) 357-2784

Sheppard AFB, TX

MSgt. Michael Tubbs

(940) 676-3382

Midwest City, OK

MSgt. Darrell Batchelor

TSgt. Pam Peterson

(405) 733-9403

Tulsa, OK

TSgt. Bill Thompson

(918) 665-2300

Altus AFB, OK

MSgt. Ronald J. Salafia

(In-Service Recruiter)

(580) 481-5123

Vance AFB, OK

MSgt. David McCormick

(316) 652-3766

McConnell AFB, KS

MSgt. David McCormick

(In-Service Recruiter)

(316) 652-3766

VACANT

(316) 652-4350



AUGUST 2000

AFI 90-1102 Performance Management:

Ensuring progress

By SMSgt. Ramon Rogado

89th Airlift Wing Manpower and Organization Office

ANDREWS AIR FORCE BASE, Md. (AMCNS) — Performance management is the Air Force's construct for a continuous performance improvement system that focuses on mission accomplishment and provides key facts to commanders at all levels giving them a venue to be aware, accountable and agile.

The performance management process helps commanders to know what tasks are important or essential in the performance of the mission. It provides accountability to the individuals involved because their performance is tracked. Near real-time performance reporting allows effective and fact-based decision making and timely resource allocation for mission enhancement and/or accomplishment.

To implement performance management in the workplace, the following components have to be established and developed in the organization.

- * Mission (your organization's reason for existence)
- * Mission essential tasks (tasks performed to accomplish the mission)
- * Goals and priorities
- * Performance measures and standards (tracking mission essential task performance)

The above performance management components are further explained as follows: mission essential tasks identify what each organization must do to meet its assigned mission. Each MET will have one or more performance measures assigned to it, providing the unit commander an opportunity to evaluate mission performance and determine methods of improving performance, or shifting resources to more pressing priorities. Goals and priorities are derived from major commands or higher levels, as well as from uniquely assigned missions at the wing. Standards, minimum acceptable levels of performance, can be derived from identified performance requirements, as outlined in regulations, instructions, technical standards or as determined by the MAJCOM. Targets of performance, stretching a unit's performance levels, may be developed or assigned at the discretion of the commander, but are not a requirement of the performance measure associated with a MET. The above components are developed during the phases of the performance management process.

There are three main steps in performance management —

plan, do and assess. Most of the MET and performance measure development will occur during the planning phase. This includes identification of the unit's mission, measurement methods, and collection and reporting methods. In the do phase, the unit executes its assigned mission, collecting data to capture actual performance levels. The commander and staff then assess how well they are meeting the METs, evaluating current and trend performance levels against known standards. Assessment of the METs allows unit commanders to share successes and improvement efforts throughout the Air Force.

The end result for the Air Force performance management initiative is continuously improved Air Force mission performance and capability. This process enables commanders to focus on improving the critical tasks essential to mission accomplishment. Knowing how well the organization performs its mission gives commanders the leverage and creativity to make fact-based decisions to improve performance of the METs for consistent mission accomplishment. Performance management is critical in the success of today's Air Force.

Major changes in Quality

WASHINGTON - Quality isn't going away, but the Air Force is making some major changes in the way it's applied by simplifying and focusing on "operationalizing" quality through mission-essential tasks (METs) and improving mission capability.

"If we perform our assigned mission tasks with excellence and improve that performance in a measurable way, we are operationalizing quality," said Air Force Chief of Staff Gen. Michael E. Ryan.

To help units get started, the Air Force has published guidelines explaining the processes, procedures and tasks associated with operationalizing quality in the Air Force. Air Force Instruction 90-1102, Performance Management, focuses on how mission-essential tasks are accomplished, and how using Performance Management principles will improve Air Force organizations.

"We eventually called it 'Performance Management,' but that's a term. What it really is, is trying to put very clearly in front of ourselves the things we need to do in the Air Force, and then figure out how to do them better," General Ryan said.