

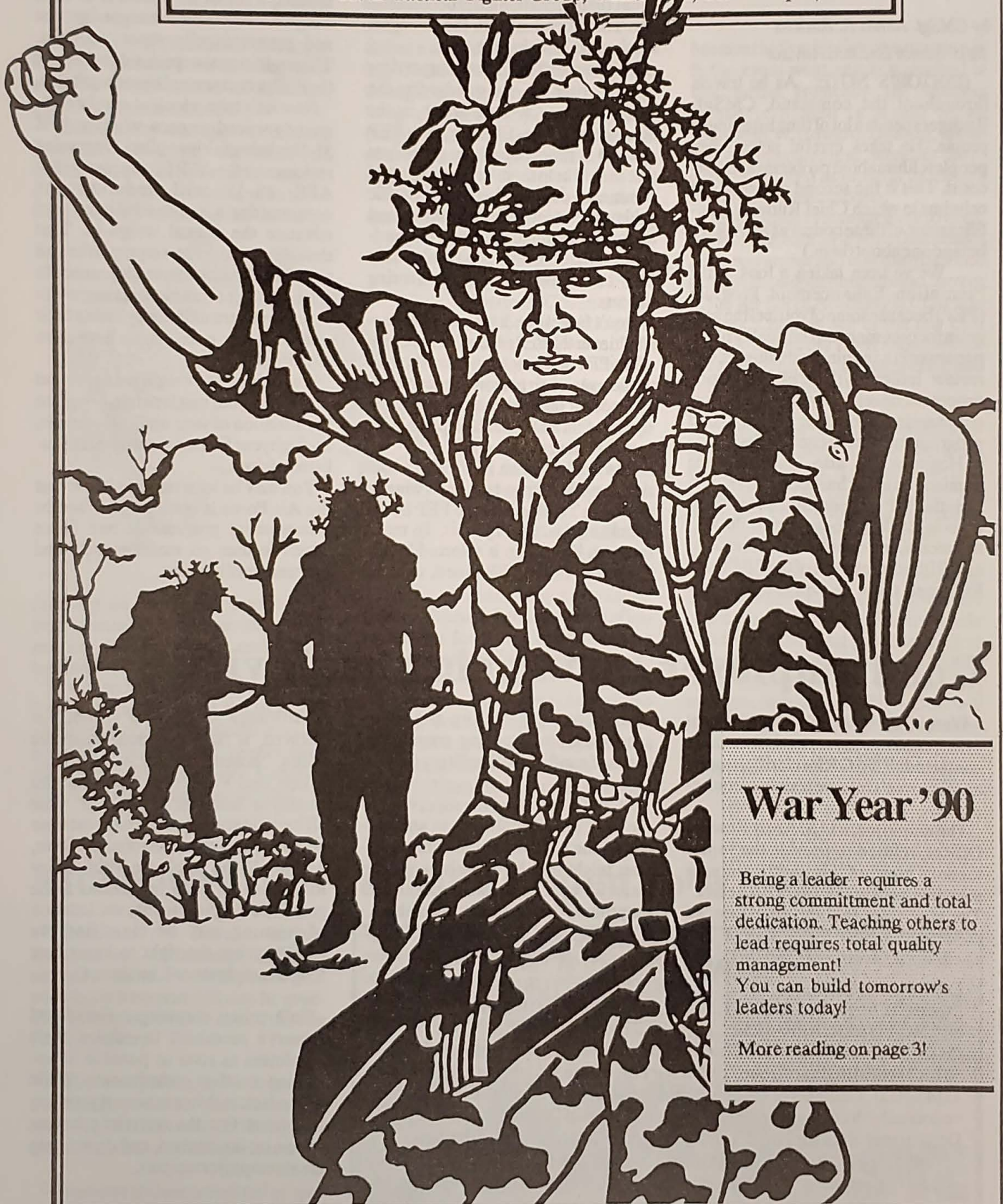


n-final

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War Year '90

Being a leader requires a strong commitment and total dedication. Teaching others to lead requires total quality management!

You can build tomorrow's leaders today!

More reading on page 3!

Senior enlisted advisor voices concerns

by CMSgt. James R. Ruderer
10AF Senior Enlisted Advisor

(EDITOR'S NOTE: As he travels throughout the command, CMSgt. Ruderer spends a lot of time listening to people. He takes careful notes when people tell him about problems and concerns. This is the second of a series of columns in which Chief Ruderer identifies some of these concerns and what's being done about them.)

We've been taking a look at the Promotion Enhancement Program (PEP) because some of you feel the program focuses more on the quality of the paperwork than on individual merit. Our review indicates the PEP evaluation process is conceptually sound; and most commanders agree that PEP is a good program and should continue as is.

However, we also found that the nomination letter has become a key factor in the PEP process. Education, PME, time-in-grade, time-in-service, duty assignments, and awards and decorations are all important parts of the PEP brief. But when these factors are relatively

equal, then the nomination letter becomes the key. The individual with the strongest nomination letter has the edge.

While we can't make every supervisor a great writer, we can standardize the things that are written about in the nomination letter. Effective with PEP cycle 89-2, supervisors have guidelines that should help them write meaningful comments, detailed facts, and specific achievements into a more standard and organized nomination letter. The standardized letter format should also help PEP board members in the scoring process.

Don't forget you have some responsibilities in the PEP process, too. All too often, PEP nominees don't take the time to make sure their personnel records are updated, or take the initiative to fill the squares that enhance their promotion competitiveness.

One final word on PEP. We're considering whether to task each wing to provide a Tenth Air Force PEP board member on a rotating basis. To make sure you know who is selected by the Tenth Air Force PEP board, we'll be

sending a list of all selectees to each wing for distribution to assigned groups and geographically separated units. These additional steps should help make the PEP process more fair and equitable.

Now let's take a look at another frequently-voiced concern—whether AFR 35-11 is being fairly applied. Upcoming revisions to the AFRES supplement to AFR 35-11 will redefine the commander's responsibilities and reinstate the annual weigh-in. That should provide greater equity in the unit program. Commanders will then need to establish their own weight management policy to ensure uniformity within their wing or group, once people have been identified.

If you think the weight management program in your unit is unfair, bring it to the attention of your unit commander, through your first sergeant or senior enlisted advisor.

You may be interested to know that the Air Force is testing a new weight management program at two bases which focuses on measurements and percentage of body fat.

instructor, was having problems scheduling state training courses because of conflicts with military duty.

NCSGR referred the supervisor to the local ESGR ombudsman and suggested the reservist's commanding officer might also be of assistance. The reservist was on a three-week active duty tour at the time and unavailable.

Although the matter is not yet resolved, it serves to underscore the adage, "honesty is the best policy." Since the VRR law requires the employee-Reservist to "request" time off for military duty, mandates the time off and safeguards restoration rights, why would the employee withhold information on when he needed to be gone? Although the nature and location of training may be classified, an employer has the right to know how long an employee will be absent.

DoD policy encourages Guard and Reserve members to advise their employers as soon as possible of upcoming training commitments. While all the facts in this case are not yet clear, it appears that the reservist's actions were a bit far-fetched, and do not help create employers support.

Good employer communication is vital

Washington, D.C.—A state emergency response agency supervisor recently contacted NCSGR for clarification on an employee's reserve training requirements.

The employee, a U.S. Army Reserve Officer, refused to provide the supervisor a copy of his unit's training schedule because it was "Top Secret." The supervisor said the employee, an

507th TACTICAL FIGHTER GROUP ON-FINAL EDITORIAL STAFF

COMMANDER.....COL. JAMES L. TURNER
DIRECTOR, PUBLIC AFFAIRS.....1ST LT. RICHARD CURRY
NCOIC, PUBLIC AFFAIRS.....SSGT. STAN PAREGIEN

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TQM: Building better leaders, future

The concept of Total Quality Management has recently been drawing more attention from leaders of industry, government and academia.

"Total Quality Management is a relatively simple concept," said John Betti, undersecretary of defense for acquisition. "It involves paying attention to the fundamentals of business. It means

defense acquisition system isn't working." Creating a total quality atmosphere throughout the department will be a "long, slow, arduous process," he said, but given the budget prognosis, "the risk of not changing is greater than the risk of change."

"Total quality management is an all-encompassing philosophy of doing business," said Gen. Bernard Randolph, commander of the Air Force Systems Command, in welcoming participants to the conference. "It's pervasive, not confined to printed circuit board assembly lines or factory floors. If you narrow your thinking to these areas, you limit the scope and degree of quality and improvement."

TQM's relatively low U.S. profile has hampered its potential, according to leaders.

Randolph noted that recognition of improvement fuels the drive to become more competitive and influences competition to do the same.

For instance, presentation of the Deming Award, Japan's most prestigious award for quality, is broadcast live and is front-page news in that country. When Florida Power and Light

became the first foreign company to win it, the event went nearly unnoticed in U.S. media. Ironically, the Japanese award is named in honor of an American, W. Edwards Deming, whose quality management methods have often been cited as integral to Japan's current economic success.

For total quality management to work, it must permeate all levels of businesses and government and make inroads into academia, said panel members. Currently, the Air Force Academy in Colorado Springs, Colo., is one of the few U.S. schools that use the TQM initiative substantially, mostly in its engineering and management curricula.

Leaders agree that top-level management must become active boosters, not merely bystanders, if the initiative is to succeed. For that to occur, senior officers and DoD civilians must receive total quality management training.

The message is clear: A cultural change is coming. Empowering workers to use their knowledge of their specific jobs to make the best possible product will replace telling them what to do, and when and how to do it. Quantify, measure, reduce variability - DoD will hear a lot more about these and many other techniques in the coming months and years.



focusing on customers, involvement and continuous improvement. Its primary driver is quality, and its sustenance is commitment."

Betti's remarks focused on the need for a cultural change in the way DoD and defense contractors do business. He noted that "the overwhelming consensus among DoD, industry, Congress and American Taxpayers (is) that our

More aircrew positions open to women

Women can now serve as aircrew members on C-141 airdrop and C-130 aircraft missions. Positions on the C-17 wide-body transport will also be available to women when it enters the Air Force inventory.

The Secretary of the Air Force opened additional positions for women by removing restrictions under the combat exclusion policy regarding women.

Women are still not permitted on special operations low level missions and

AC/HC-130 aircraft, according to a recent message to personnel offices announcing the change. Removing these restrictions will help career opportunities for women, the secretary said.

The changes are consistent with the intent of the Department of Defense "risk rule."

A revision to Air Force Regulation 35-60 will reflect the new change. (AFRNS)



**BE WISE ..
DON'T WASTE**

"From Here To Maternity"

Pregnancy rules, duties are explained

As a woman in the Reserves, have you ever wondered what duties you would still be expected to perform if you became pregnant?

AFRES Regulation 160-2 helps out-

inactive duty training past the 34th week of pregnancy. Members may not be returned to duty earlier than four weeks after delivery.

What about activities that are not



line the military "do's and don'ts" during this special time in your life.

Some good news that men would envy: No routine immunizations will be given during pregnancy. So if you're pregnant during the time flu shots are given, you will be excused.

Some jobs in the Air Force Reserve involve activities require strength and agility beyond the capabilities of a pregnant member to do safely or effectively. This includes climbing poles or ladders, crawling through aircraft passageways, or walking on aircraft wings. In such cases it is extremely important that appropriate physical restrictions be indicated on AF Form 422, Physical Profile Serial Report.

A pregnant member must not be scheduled to perform active duty, active duty for training, active duty support, or

physically strenuous like school tours or retraining. Reservists may retrain or perform school tours if the AFSC physical requirements for the course are met, member is otherwise qualified, and the course can be completed before the 34th week of pregnancy.

The Reservist will not be scheduled for AD, ADT, or IDT until she obtains a letter from her private physician documenting her expected date of delivery, possible or actual medical complications, restrictions regarding physical activities, approval for travel, or other factors the attending physician sees necessary for the care of the patient. A military medical officer will evaluate the member's physical/medical condition and either approve or disapprove on AF Form 422.

Safety of the mother and unborn child is the important factor when it comes to school tours and deployments. Letters from private physicians and military medical officer evaluations must be accomplished within 30 days of any school tour when the tour is to be conducted away from home station. Also, participation in deployments in the CONUS that is performed away from the home station will be dependent on available medical facilities at the training site, physical condition of the member, and approval of a unit physician.

• Limited Chem Warfare training

What do you do if you're pregnant and it's your turn for chemical warfare refresher training? According to TSgt Vincent Molzahn, "Wear of chemical gear depends upon the ambient temperature and condition of the person."

Sergeant Molzahn said pregnant members do not participate in mask confidence training and generally will wear the chemical training gear until 20 weeks gestational age or until it no longer fits.

Also, if the temperature is below 70 degrees, full participation is proper. If the temperature is higher, only the mask, hood and helmet are worn. The chemical suit is carried but not worn.

After the 20th week of pregnancy, members will demonstrate proficiency by donning the mask at the commencement of an exercise or training. The member will then carry the mask but is not required to use it. The helmet, flak vest, web belt and chemical suit will not be carried or worn.

Finally, periodic progress reports from the member's health care provider will be given to the medical unit at least every 60 days detailing any special medical problems, complications, restriction, etc. Individuals who do not submit required progress reports will be restricted from Reserve participation.

See your supervisor as soon as you become pregnant for more information.

FAA tightens maintenance licensing rules

by SrA. Luke Britt
4th Tactical Fighter Wing
Public Affairs

Military aircraft crew chiefs seeking airframe and power plant maintenance licenses are facing stiffer evaluations by the Federal Aviation Administration.

FAA headquarters distributed notices in February to inspectors throughout the United States calling for a closer look at all military A and P license applicants, said Randy Montgomery, FAA safety inspector based in Washington. All applicants must be approved for testing by an FAA inspector.

"We're putting the emphasis back on hands-on training, where it should have been all the time," Mr. Montgomery said. "Just having a military job code that says you've had experience in aircraft maintenance is not enough."

The A and P license is popular among military aircraft maintenance members because it is critical when competing for a job in the civilian sector. Senior crew chiefs argue that without both the airframe and power plant portions of that license, one just about can't get a job with a civilian airline.

The change in FAA emphasis has been directed primarily toward crew chiefs, said Phil Randall, Raleigh FAA representative. Although they work with many of the general components of the aircraft, crew chiefs often do not have enough practical experience, with engines in particular, to pass the test.

"People will come to me and think they are eligible for the test simply because they've worked on jets in the military," Mr. Randall said. "But I'll ask some of them a couple of questions about their experience and it's obvious they've never done any extensive maintenance on a plane."

The airframe and power plant test is divided into two parts, Mr. Randall said. The first part is a written exam and "anyone with a good knowledge of mechanics might pass it." However, the test also includes an oral and practical exercise, which is where people often fail.

Crew chiefs argue, however, that under the Air Force's Rivet Workforce program they will be proficient in engine maintenance once their training is complete.

Under the Rivet program, started in April 1989, crew chiefs are being merged with the hydraulics and engine maintenance career fields.

"If that's true, in a couple of years more crew chiefs will have the experience to meet our requirements," Mr. Montgomery said. "For right now, however, we're sticking to this new plan."

To be eligible for the test, an applicant must have graduated from an FAA-accredited training institution or worked on aircraft for 18 months under a person holding an A and P license. Traditionally, military members have been allowed to take the test based on their military experience.

Crew chiefs now must present "as much of their training record as possible," Mr. Randall said. A letter is also required from their maintenance officer specifically stating the experience the applicant has in aircraft maintenance. Finally, based on this information and a personal interview, an FAA representative must approve the applicant.

"If a military person comes to me with the proper paper work, and can prove to me he has a good foundation in both airframe and power plant maintenance, I'll be happy to let him take the test," Mr. Randall said. Those crew chiefs being turned down for either portion of the license are encouraged by Mr. Randall to take FAA-approved courses in aircraft maintenance.



Last month, we made a mistake. Meet MSgt. Joe Tytanic, new First Sergeant for the 403rd Combat Logistic Support Squadron.

You can avoid that virus

The following steps will aid you in protecting the data on your PC system from this virus, and, when accomplished on a routine basis, will protect you from future viruses as well.

- Make frequent backup
- Do not use the original program distribution disks for processing—make a single backup copy for regular usage, and maintain the originals for reloading purposes only.
- Do not use or load public-domain or shareware programs on your PC system.
- Do not share program disks or software between systems. Use only authorized software backups which

were made from the original program distribution disks.



72nd lets the thunder, cargo keep rollin'

Saturday, March 10 was just your typical Oklahoma spring day. The winds were gusting over 25 miles per hour, heavy rains poured down in sheets, and predictions of severe hail storms loomed overhead. However the weather proved to be no obstacle to the 72nd Aerial Port Squadron.

The 72nd Aerial Port Squadron simulated a deployment to a forward air base in which to conduct a chemical attack response exercise (CARE).

While, it might seem that training in full chemical gear is old news to some, for the aerial porters, it was a first time experience.

"They never needed this type of training before," stated TSgt Vincent Molzahn, 507th Disaster Preparedness air reserve technician. Sergeant Molzahn explained that previously the 72nd's mission did not task it with forward-based operations.

"Chemical ensemble training was simply not required," Sergeant Molzahn said.

These adverse weather conditions set the stage for an exciting day of training.



72nd APS exercised chemical warfare skills recently while loading a C-5A aircraft. (U.S. Air Force photo by MSgt. Sammie Ware.)

The scenario was initiated with a detailed briefing of the exercise which included local intelligence information by Lt. Col. Odis J. Lounsberry, 72nd Operations Officer. The exercise was evaluated and critiqued by the chief, disaster preparedness of the 2854 Air Base Group, Capt. Thomas G. Shafran, his staff and Sergeant Molzahn. The primary objective was to train and

evaluate aerial porters in the performance of their wartime duties while dressed in complete chemical warfare ensembles.

Realism was enhanced by incorporating



A new, forward-base mission for 72nd Aerial Port Squadron members now means increased training in chemical warfare gear. (U.S. Air Force photo by MSgt. Sammie Ware)

ing an aircraft loading proficiency exercise with the chemical attack response exercise. This was accomplished by scheduling a C-5A aircraft from the 326th Military Airlift Reserve Squadron, Dover AFB, Delaware to participate in the two simultaneous training scenarios.

With the flight crew in full chemical ensembles, "The exercise was as real as possible," stated Colonel Lounsberry.

"The quality of training was outstanding and it could not have been possible without everyone's cooperation," he said.

He went on to say that everyone who participated gained valuable knowledge not only in doing their individual jobs but learning to survive a biological chemical attack.

"We all realize that this type of training could save our lives and took it very seriously," he said.

Using practice unexploded ordnance during the exercise, the aerial porters were faced with real wartime situations. The response from SSgt. Mary Randolph, ATOC ramp coordinator, after the exercise was "it was fantastic training."

SSgt Randolph continued to say that, "The training was much more meaningful than can ever be taught in a classroom."

TSgt. Tony E. Davidson, who was the

ramp services team chief said, "I heard no complaints during the exercise. Everyone was very enthusiastic about training under such conditions."

Colonel Lounsberry was very pleased in the quality of training received and hopes to have future training even more realistic and beneficial.

MSgt. Sammie Ware, NCOIC Air Terminal Operations center, said, "By not using simulations and the use of real cargo, specialized loading equipment, a C-5A aircraft, and flight crews, the success of the training had the greatest impact on the younger members in the squadron."

TSgt David Hernandez, NCOIC unit administration, said "Orderly room personnel benefited from this experience."

AIC Kimberly Schultingkemper, an air cargo loader agreed. She exclaimed, "Working in the chemical ensembles is like being encased in a burlap sac with an electric heater turned on full force."

"To think we may have to function like that for hours under wartime conditions is scary but I know we can do it if we have to," she said.

Controlling cholesterol important to health

By Major (Dr.) Steven Gentling
507th Tactical Hospital

Cholesterol is a waxy, fatlike substance. It is found in all animals and thus in all the animal products we eat—meat, eggs, fish, poultry and dairy products. No plant derived food contains cholesterol. Cholesterol is essential to life for it is used to form all cell membranes, certain hormones and other vital substances. However, the body makes all the cholesterol it needs, so you don't need to consume any more to stay healthy.

Too much cholesterol can build-up in the blood stream accumulating in the walls of the blood vessels. This build up is called plaque and decreases the flow of blood after promoting blood clotting which leads to a heart attack or stroke.

Just how cholesterol is distributed throughout the body is not totally clear but we think that the liver puts together little packages called lipoproteins which are made up of a combination of proteins, cholesterol and triglycerides (fat particles). As these packages circulate through our blood stream, the cholesterol is dropped off when it is needed for cell building, leaving unused residues of cholesterol in the artery walls.

The recommendations by the National Cholesterol Education Program identifies the following general guidance:

Desirable: Under 200
Borderline-high: 200-239
High: 240 or more

It is estimated that 25% of all Americans have high cholesterol and another are borderline-high. If you have a "high" cholesterol it is recommended

that a "complete lipid profile" be ordered.

Lowering your cholesterol can be achieved in a number of ways:

- * Lose weight if you are overweight. Each 2 pounds of excess body fat contributes about 1 mg/deciliter of total cholesterol.

- * Cut down on the intake of saturated fats found notably in meat, whole milk, cheese and some oils.

- * Exercise more
- * Don't smoke
- * Increase consumption of soluble fiber found in oats, bean, fruits, and vegetables.

These behavior modifications should lower your total cholesterol reading and thus lower your risk or coronary artery disease.

Captain Hough helping keep state clean

By MSgt. Tom Clapper
507th Civil Engineering Squadron

The state of Oklahoma is a cleaner place to live and more environmentally sound thanks to the efforts of Captain Jeffrey T. Hough, Chief of Engineering for the 507th Civil Engineering Squadron.

In his civilian job, Captain Hough is the Director of Public Works for the City of Stillwater. In this position he has initiated a new re-cycling program that is serving as a model for the rest of the state.

The program is a voluntary one and is being tried as a pilot project in one neighborhood of about 200 homes. Besides the regular twice a week garbage pickup, there is also a once every two week pickup for recyclable material. Homeowners are given three extra containers. They place glass and plastic in the first, tin and aluminum in the second, and newspaper in the third. So far the project has received much publicity throughout the state. The project started last September and shows every indication of being very successful.

"We have been extremely pleased with the support the residents in the test area have given this program. I attribute the projects success to their sense of community pride and concern for the environment," the captain said.

If you or your city is interested in starting such a project, call Captain Hough at the City of Stillwater at (405) 372-0025. He has already given advice to other cities and towns on how to start and operate such a project.

"This is one area where we have Norman beat," he said, referring the rivalry between OSU at Stillwater and OU at Norman. Captain Hough added that Norman city officials have already contacted him asking for advice.



In his civilian job, Captain Jeffrey Hough of the 507th Civil Engineering Squadron is helping keep Oklahoma a cleaner place. (U.S. Air Force photo by MSgt. Tom Clapper.)

Don't Spoil
the Scenery
Buckle-Up



Air Force Reserve news that you can use

Smoke-free flights

Some Military Airlift Command flights are now smoke free, after the command decided to adopt the recent Federal Aviation Administration policy that bans smoking on most commercial flights.

MAC has placed a smoking ban on flights within and between the continental United States, Alaska, Hawaii, Puerto Rico, the Virgin Islands, and other flights lasting six hours or less. The ban began Feb. 25.

The only exception to the ban is during tactical or combat missions. Smoking may be allowed if the troop and aircraft commanders agree to it. (MAC News Service)

Charge card available

DENVER (AFNS)--Some Air Force travelers will soon be able to use government-issued charge cards when traveling for official business.

Officers, master through chief master sergeants, and GS-9 and above civilians, likely to travel more than twice a year, are eligible for Diners Club credit cards. Other Air Force employees may be in-

cluded in the program at the discretion of their unit commander.

The program started Jan. 1 and should be in full swing by June. Policies outlining specific procedures are still being finalized.

The deputy secretary of defense directed that eligible Air Force travelers be offered the charge card to both improve the federal government's cash management program and minimize the cash advanced to government travelers without causing a personal financial burden.

Card use is restricted to buying items or services needed for official travel, such as commercial lodging, rental cars and registration fees. It can't be used for commercial transportation unless a traffic management office is not available.

The Air Force is in the process of getting base billeting and morale, welfare and recreation facilities to accept the card.

Benefits to card users include no interest or late charges and no foreign currency conversion fees. The card also offers personal check-cashing privileges and 24-hour customer service for lost or stolen cards.

Unit project coordinators will be contacting those eligible for the card. (AFNS)

Interest rates raised

The Department of Veterans Affairs raised its maximum home loan interest rate from 9.5 percent to 10 percent Feb. 23.

The higher rate is a response to current financial market demands for higher yields on long-term investments.

The VA also increased by .05 percent the maximum rates for: graduated payment mortgages to 10.25 percent, home improvement loans to 11.5 percent, manufactured home loans to 12.5 percent, manufactured home lot-only loans to 12 percent, and manufactured home and lot loans to 12 percent.

The last change to the VA interest rate was July 17, 1989, when it dropped from 10 percent to 9.5 percent.

VA home loans can be used to buy, improve or refinance a house or condominium, and to buy or refinance a manufactured home. (AFNS)

GI-Bill benefits to improve

The Montgomery GI Bill program benefits for Air Force reservists are being expanded effective 1 Oct 90.

At that time, members who do not have a bachelor's degree will be able to attend vocational technical training and apprentice programs as well as attending college.

The announcement was made recently by Maj. Gen. Alan Sharp, Vice commander of the Air Force Reserve.

"General Scheer and I are number one supporters of the Montgomery GI Bill, but support and success for this program rest with each of us. It begins with your commanders' commitment in having a unit MGIB publicity and program as a hassle-free experience for the reservist," General Sharp said.

"Currently, we are the lowest reserve force in terms of actual use of the MGIB (22 percent of eligibles compared with 33 percent by the ANG). The bottom line is we must do all we can to increase the number of reservists enrolled in college," he said.

General Sharp stated this change means the MGIB program management responsibilities will be laid on the training offices. To provide for that increased manning, units may soon have an education specialist assigned at each wing and group tenant on an active duty base as a 1992 manning initiative. Until then, units may expand their present commitment by having a reservist available for each UTA dedicated to education counseling and MGIB program management responsibilities. This would be a "UTA-intensive" assignment action.



Congratulations to Colonel Phyllis Craft, Chief of Nursing Services, 507th Tactical Hospital on her promotion to the rank of full colonel. (U.S. Air Force photo)

Worth Repeating

"The ballot is stronger than the bullet."

-Abraham Lincoln