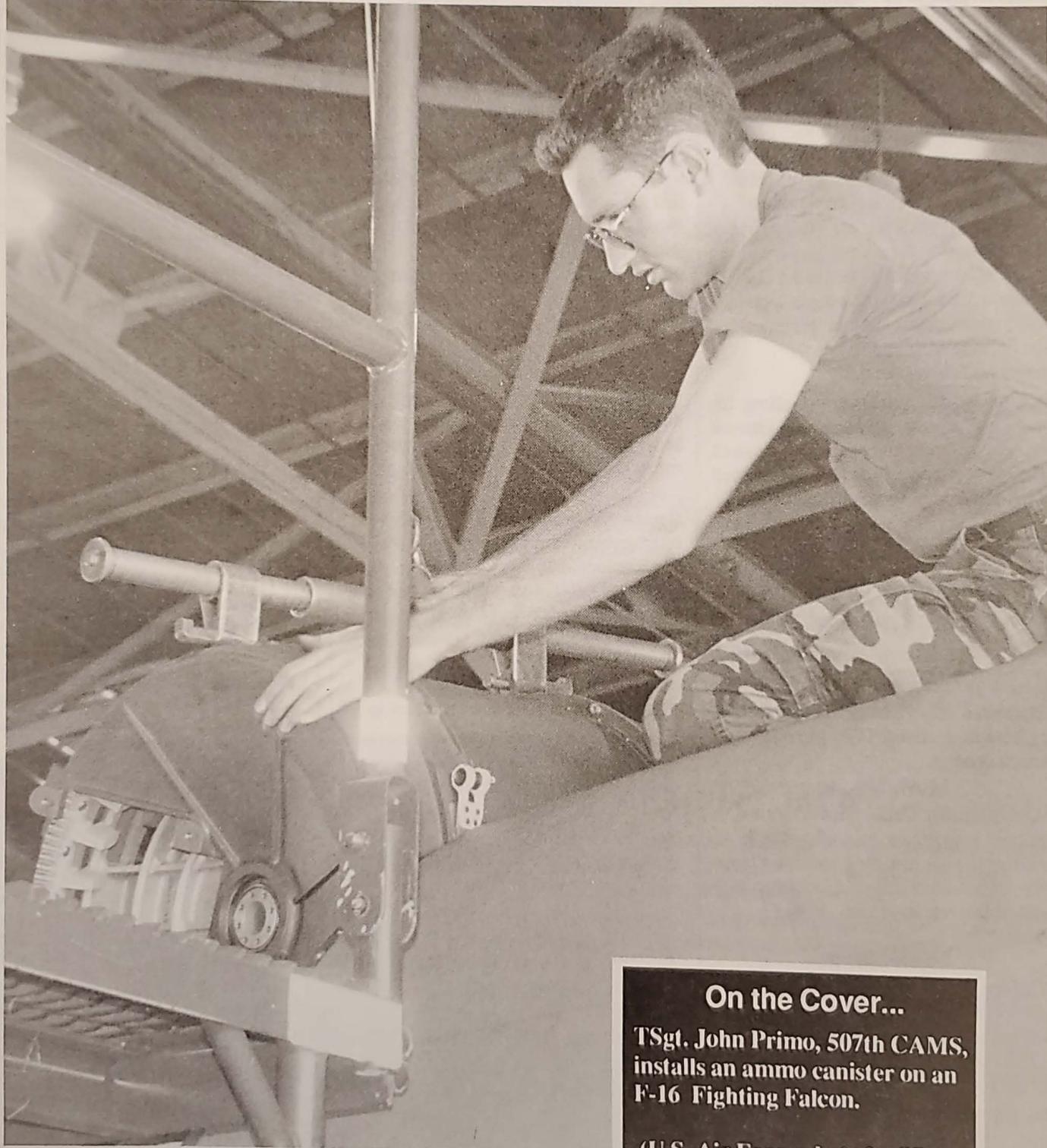


ON-FINAL

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An Air Force Reserve Newspaper



On the Cover...

TSgt. John Primo, 507th CAMS, installs an ammo canister on an F-16 Fighting Falcon.

(U.S. Air Force photo by SSgt. Stan Paregien)

Quality Talk

By Brig. Gen. F.S. Winebarger

Quality philosophy--"change the normal"

(from "HEADS UP" - 419th Tactical Fighter Wing)

As we continue in our series on Total Quality Management, it is best to think of managing as though you had no authority but rather leading by the quality of your ideas. The best organizations make change the "norm," and quality managers look for small improvements and challenge people to be innovative. If you're not innovating...you're decaying.

Recognize unit thinkers and allow for "intelligent" mistakes. I personally like this philosophy: Some organizations are well managed and poorly led; others are well led but poorly managed; the best do both.

Results and continuous improvement will be the new standards rather than static perfection.

As we work on separating myth from fact, keep in mind that TQM promotes team ownership.

Myth No. 1:

TQM is Quality Circles. If workers are kept busy working on insignificant little problems in their own area, they won't notice or be as inclined to object when management hits them with the Big Kibosh.

Myth No. 2:

TQM is a way to cut down the size of the work force. It is an insidious plan designed to wring more work out of a smaller number of unfortunate souls who still have jobs.

OK, the word on the street probably gives some credibility to these observations. Let's bump these myths up against the following facts:

Fact 1:

Under TQM, we will focus on the processes and methods we use to do our work, not just on output. We will try to find better ways of getting things done and eliminate useless or unnecessary work. Creativity, imagination and innovation will be encouraged as part of our everyday way of doing business. Rather than cutting back on personnel strength as a result of doing things more efficiently, we'll look forward to doing more in a short amount of time. We'll be able and ready to expand our mission and better satisfy the defense needs of our nation with the resources we already have.

Fact 2:

Teamwork--people working together to solve problems and exploit opportunities--will be the vehicle for improving the way we get things done and meeting the needs of our customers. Managing quality-centered teams will require a different set of skills than those most of us have used in the past. To be effective, leaders must now learn how to

A Holiday Message

This holiday season holds special meaning for the men and women of the Air Force reserve. We are together again as families, at home, celebrating the peace we helped win. In this time of giving, through your courage, sacrifice and dedication, you have bestowed upon us the greatest holiday gift of all -- peace on earth.

Angela and I wish each of you a most happy holiday season and a joyous and prosperous New Year.

Maj. Gen. John J. Clossner
Commander, Air Force Reserve

coach, facilitate and teach more than control, direct and discipline.

As we begin our TQM journey, not an hour will go by that quality will not be spoken in the wing by someone. You can look forward to abandoning anything that has outlived its value and focus on the integration of individual efforts.

A joyous season to you and yours

In this seasonal time of family gatherings and holiday celebrations, Brenda and I wish you and yours the very best and hope you have a safe and joyous holiday season.

Lt. Col. Robert E. Lytle,
Commander, 507th TFG

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AFRES studies ART program



The Air Force Reserve is looking for ways to harness a variety of survey and other feedback data to improve the quality of life for Air Reserve Technicians.

A process action team appointed in August by Maj. Gen. John J. Clossner, AFRES Commander, is studying the career life cycle of arts from recruitment to separation/retirement. Other areas under review by the pat include training, utilization and sustainment. After the review, the team will create measurable ways to accomplish and track objectives.

Team members include unit assigned officer and enlisted ART representatives from AFRES Numbered Air Forces, as well as Headquarters AFRES members.

"In the past, we explored many options for improving the quality of life for our ART pilots," said Maj. Gen. Dale Bauml, 14th Air Force Commander and Leader of the PAT. "We commissioned several scientific studies and collected from them some valuable information to help us plan for and incorporate improvements geared specifically to pilots. However, this team's work goes beyond pilot issues because it involves all ARTS serving in support specialties as well as flying functions. Through these efforts, we hope to be able to attract and retain more technicians who are important keys to our combat readiness," the general said.

Initial screening surfaced about 150 issues needing further examination and resolution. Asked when ARTS could expect some changes, team member CMSgt. Richard E. Carroll from the 419th Tactical Fighter Wing, Hill AFB, Utah, commented on the task. "This is a very complex undertaking needing much effort on the part of all concerned to develop lasting solutions. But I'm optimistic we will make significant improvements during the next three to six months," he said.

So what makes this approach different? According to Bauml, the answer lies in using the quality management process. "We are experiencing superb results in many areas by applying quality improvement and problem solving techniques," said the general. "I see no reason not to expect the same success when working issues important to arts," he said.

The Reserve unit program has more than 10,000 ARTS. More than 70 percent of

Recruiting soars during September

Air Force Reserve recruiters completed their third best September in the history of Reserve recruiting, achieving 116.8 percent of the 4th quarter requirements (formerly called goals). The Reserve brought in 1,817 people in September with a total of 3,891 during the 4th quarter (July-September).

Accessions during January through June were off dramatically, primarily due to Operations Desert Shield and Desert Storm. With the end of hostilities in the Gulf region, a trickle of applicants grew into a flood of accessions for reserve units, according to recruiting officials.

Locally, in spite of recruiter shortages, 507th recruiters filled 82 of 90 positions within the unit.

"We were two recruiters short during that quarter," said SMSgt. Howard Gaunitz, 507th Senior Recruiter. "Our recruiters did a great job. All three made goal excellence." Sergeant Gaunitz

added that unit members may refer individuals wishing to enlist to his office or call 734-5331. "We'll be happy to talk with anyone wanting more information," he said.

Sergeant Gaunitz said current openings exist for aircraft maintenance, munitions, propulsion, fuels, and structural specialists. Also available are openings for construction equipment drivers, air cargo processors, services and security specialist among others. Many positions involve bonus incentives for enlistment. Enlistees in the Air Force Reserve are eligible to receive free college tuition and many military benefits, including a retirement plan.

Reserve-wide, the recruiting force is made up of 266 senior, in-service, health professions and line recruiters, plus 44 staff and support personnel.

DRMO can loosen



budget belt

By TSgt. Harry Craft
507th Disaster Preparedness

In today's times of "belt-tightening" budget cutbacks, you might be tempted to believe you can't get something for nothing. Surprisingly, the answer to that statement is "Yes, you can!" That answer comes from the people at the Defense Reutilization and Marketing Office.

What is the DRMO?

The DRMO is a unique organization of the Defense Logistics Agency. It receives excess and surplus property and saleable scrap and waste material from on-base and tenant organizations in the surrounding area.

The property received is stored and made available to DOD activities and Federal civilian agencies worldwide to fill their needs instead of spending money to purchase the same property from a manufacturer.

Items of property, scrap and waste material containing precious metals such as gold, silver and platinum are identified, segregated and processed for recovery of the precious metals.

Property not redistributed or recycled is offered for sale to the general public through local or national sales. The money received from such sales is deposited in the Treasury of the U.S.

When Base Supply gets property another unit no longer needs, supply turns the property into the DRMOA for disposition. This means the property is either:

1. **Scrapped**
2. **Issued and reused to another unit or**
3. **Sold by either a local auction or national sealed bid.**



1. Your boss needs it now.



2. Go to DRMO. Search the shelves and find what you need.



3. Go to supply and get your forms. Go back to DRMO and get your stuff.



3. Check your table of allowances. Are you authorized that item?

This doesn't mean property turned in is ready for the scrap heap. Mission changes, unit reductions and modernization efforts can mean certain items no longer fill mission needs. It is possible to find items in new or nearly new condition on the DRMO shelves that exactly fits your needs.

And if you find what you need, you can have it issued to your organization as a "free issue" item.

For example: Sergeant Smith reports to Captain Jones that Airman Doe needs a desk, file cabinet, an electric typewriter,

and a calculator. Also Airman Abbott needs a helmet and liner, web belt and chemical protective suit for training use.

Captain Smith calls unit financial manager and learns funds aren't available for the items. He also learns DRMO may have what he needs, and at no cost to the unit. This turns out to be Sergeant Smith's lucky day because the DRMO has everything he needs. Indeed, he got something for nothing.

How does the system work?

To get property from the DRMO requires a car trip and a little bit of time. In Sergeant Smith's case, he drove over to the DRMO and screened the area for the needed items. The reutilization specialist had Sergeant Smith sign the visitors control register, gave him a visitors tag to wear and handed him a DRMS Form "103" to fill out, if he found anything he wanted. The specialist directed him to the warehouse and open storage area. When Sergeant Smith found an item, he filled out the "103" with the stock number, unit of issue, quantity and the document number.

This information is normally found on DOD Form 1348, attached to the property in the warehouse or written somewhere on the property stored in the open storage area. After Sergeant Smith found everything on his "want list" plus a few other "goodies" he knew the unit could use, he returned the "103" to the reutilization specialist to check the DRMO inventory list to make sure the property was available for issue.

The specialist returned the "103" to him and directed him to base supply to get "1348"s for the property. When he returned to DRMO, his vehicle was loaded by DRMO personnel.

Sergeant Smith's unit saved the government money and the property shows up on the unit's CA/CRL. As stated before, Sergeant Smith was fortunate that the DRMO had the property he needed. Sometimes DRMO may not have what a unit needs, but another DRMO may have it. With computers, one DRMO can find out if one or more DRMO's have a needed item and what quantities are available. To do this, all that's needed is a full stock number to run an inquiry.

DRMO has a variety of property. The best way to find out what is available is to go over there and look. It is suggested that an individual from each squadron or just one person from the entire unit visit the DRMO, with a "want list" in hand, once a week or every two weeks and screen the property on-site.

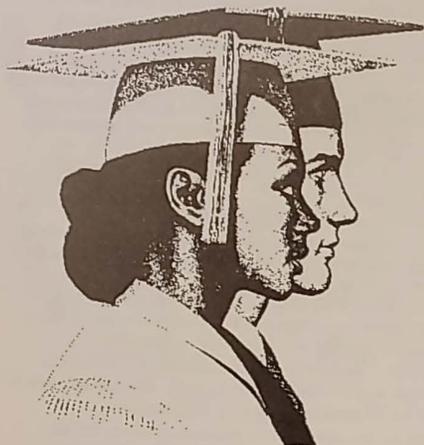
Frequent visits are recommended as often as possible because other people from other DOD activities, federal agencies, and state agencies are also screening the equipment. DRMO operates on a first come first serve policy.

If the DRMO has the property that a unit wants, but the property is being held for federal or state agencies, the chances are the unit won't get it, unless a representative from GSA (General Services Administration) releases it.

The DRMO for Tinker AFB is located at S.E. 59th and Air Depot. The operation hours are 0715 to 1600, Monday through Friday. The phone number is 739-2233. If you are interested in buying property for personal use, you may attend the local auction sale. This sale is held about once per month and is open to anyone, except the DRMO personnel and their families. To find about the sale call 739-3644.

So just because budgets are tight, with DRMO, you don't necessarily have to do without.

Scholarships: What's available for you?



507th Scholarships available

The 507th Tactical Fighter Group Chapter of the Reserve Officers Association will be taking nominations for the 507th Scholarship program through December 30th.

Two \$150 scholarships will be awarded. One will be presented to a reserve member of the 507th TFG, 403rd Combat Logistics Support Squadron or 72nd Aerial Port Squadron. The second scholarship will be presented to a dependent of a member from those units.

To apply, simply fill out the nomination form in this paper or available within your unit. Return them to the 507th TFG, Public Affairs Office. Names will be drawn for the scholarships during the January UTA.

507th ROA Scholarship Application Form

For myself
 For my dependent
 Name:
 Dependent's Name (If applicable):
 Unit:
 Home address:
 Phone:
 College/University:

Air Force Aid Society Academic Grants

The Air Force Aid Society has an Education Grant Program that awards \$1,000 grants to sons and daughters of Air Force active duty members, retirees, and deceased personnel. For more information call the AFAS at 739-3030 or 3076.

Retirees provide assistance

The Retired Officers Association increased its Educational Assistance Program to provide \$1,750 annual, no-interest loans for the 1992-93 school year. Loans are awarded for up to five years of undergraduate study to unmarried undergraduate students, under the age of 24, who are dependent children of active, reserve, and retired service personnel and their widows(ers). This past year, 700 students were awarded loans. From that group, an additional 120 received special \$500 grants.

Scholarship applications for the 1992-93 school year should be requested by March 15. The completed application must be mailed and postmarked on or before April 1, 1992. For applications and information, write TROA Scholarship Administrator, 201 N. Washington St., Alexandria, VA 22314-2529.

National ROA scholarships offered

One hundred college scholarships worth \$500 each will be awarded for the 1992-93 academic year by the National Chapter of the Reserve Officers Association of the United States.

Seventy-five will be undergraduate scholarships to members or children or grandchildren age 26 or under of members of the ROA or ROA Ladies Clubs. Children under 21 of deceased but paid up members at the time of their death are also eligible.

The 25 graduate fellowships will be awarded to members of ROA.

Applications will be available February 1, 1992, and may be obtained by writing ROA Scholarships, 1 Constitution Ave., N.E., Washington, D.C. 20002 or calling (202) 479-2200. Completed applications must be received by the committee no later than April 17, 1992.



Air Force Chief of Staff talks on change

The changes sweeping through the Air Force are not simply for change's sake, but more a corporate plan designed to increase the combat strength of a much smaller force, according to Gen. Merrill A. McPeak, Air Force Chief of Staff.

"We're going to be cut quite a bit in size, we're going to have fewer dollars to spend, operate fewer aircraft from fewer installations with fewer people," the general said.

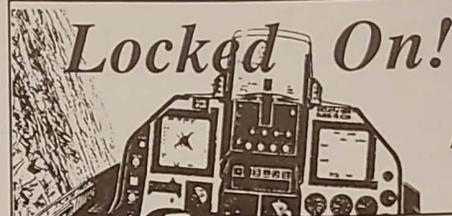
Planners are busy outlining ways to cut overhead, consolidate activities for economy of scale, strengthen the chain of command, and flatten organizational structure by removing unnecessary layers. The change is rapid in many cases, and the general admits that anxiety may be a close companion for many people affected by such things as downsizing initiatives and base closures.

"The Air Force will be smaller, but it also will be tougher, leaner, and stronger," General McPeak said. "Good people will take advantage of this process, good people will respond to this kind of challenge, and there'll be an awful lot of good jobs left."

SGLI improvement in works

Two separate plans are in the works that, if adopted, would allow dependents and retirees to sign up for Servicemen's Group Life Insurance, an Air Force compensation aid.

Among changes looked at are:



News about the Air Force

* Allowing spouses and dependents to receive coverage under SGLI

* Allowing active and reserve retirees to remain covered by SGLI for life.

If approved, the new SGLI plans could take effect in Fiscal 1993. (Air Force Radio News)

Commission studies role for women as combat pilots

The next step in moving women closer to combat cockpits will be based on a presidential commission study on all aspects of assignment of women in the Armed Forces due to be complete by November, 1992.

The committee's action won't require the services to put women in combat aircraft but will remove the current statutory prohibition, officials said. The Senate also authorized the defense secretary to waive all restrictions on assigning service women for test purposes.

If the law passes, the Air Force will work with the Defense Department to assess the impact and develop plans for implementation.

The commission was established by the Senate following its vote July 31 to support repealing that part of the combat exclusion law keeping Air Force and Navy women out of combat aircraft. The House Armed Services Committee voted May 8 to repeal the same portion of the law.

Blood donations curtailed

(Air Force News Service) -- Discovery of a parasitic infection in some servicemembers returning from the Mideast has prompted the Defense Department to ask all people who served in the Persian Gulf since Aug. 1, 1990, to temporarily stop donating blood.

It has been discovered that some servicemen returning from the Gulf are infected with a parasite transmitted by the bites of sand flies.

Twenty-two of the half million Desert Storm veterans are said to have the parasite known as leishmania. Leishmania usually causes an easily treated skin disease and is not life threatening.



Future Fighter

One of two Lockheed F-22 Advanced Tactical Fighter prototypes performs flight test maneuvers. The Air Force chose the futuristic combat jet as its next generation fighter.

(Photo courtesy Lockheed)

Reserve News you can use

ROA plans meetings

Chapter 66 of the Reserve Officers Association has set their meeting agenda for the next few months.

The ROA is a non-profit volunteer organization of military officers gathered to support military policies for the United States that provide adequate national security and defense. One objective of ROA is to ensure the welfare and morale of all U.S. military forces by promoting their military rights and benefits.

All officers, active duty or reserve are invited to attend.

The ROA will meet from 11:30 a.m. to 12:30 p.m. Saturday, December 15 at the Western Sizzlin' on 29th and Sunny Lane. The Chapter's January meeting will be held January 11 starting at 4:45 p.m. in building 1048. During the January meeting, the chapter will hold its annual elections. All officers are encouraged to attend the election.

Promotions

Congratulations to the following individuals who have been recently promoted:

To SMSgt:

Keith Crall, Mike Pulchney

To MSgt:

Debra Shepherd

To TSgt:

John Primo, Janet McPike, Daniel King, Dale Gainey, Rhea McLellan

To SSgt:

Sheri Wiley, Billy Smith, Shannon Nero, Debra Love, Kenneth Lawrence, Dana Havlik, John Hart, David Grizzle, Michael Franklin, Delonna Fowser, Michael Ellenburg, Brian Eddy, Kent Cleavelin, Mary Clark, Monte Buchanan, John Broderick, Michael Baker

To Senior Airman:

Robin Weiler, Renita Thomas, Eric Leach, Orlando Fowlkes

To Airman First Class:

Stephen Henson, Jonathan Harden

Share the Christmas spirit

There is still time for 507th members to participate in Operation Christmas Spirit this month.

According to Chaplain (Capt.) Joel Clay, Operation Christmas Spirit is a traditional program at Tinker AFB. Money donations are collected by base members and presented to needy airmen and their families to assist them during the holiday season.

"In the past these donations have helped active duty and reservist alike," he said. This project is done in conjunction with the Base Family Service Center. Collection of these offerings will be held at most sign in-sign out locations on December 14 and 15.

December 15 is the deadline for both money gifts and nominations of deserving airmen, to whom this aid is directed.

Contact Chaplain Clay at extension 45632 or your supervisor for more information on how to nominate a needy family.



From the On-final staff -

"We wish you and yours a safe, happy holiday season!"

