

On-final



An Air Force
Reserve newspaper

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October 1993 Tinker AFB, OK



Special Issue

October is Quality Awareness Month. This issue of On-final features a variety of stories from dedicated people throughout the unit who are trying to bring the 507th to the forefront in the Quality movement.



Tightening the straps

Lt. Col. Steven Gentling, Health Services Administrator for the 507th Medical Squadron, helps out during last month's Mobility exercise. Photo by MSgt. Ty Yoshida



On-final

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Commander's Column

By Robert E. Lytle
507th FG Commander

October is Quality Awareness Month. This issue is dedicated to all of the activities which are ongoing in the 507th and many "Quality" processes which are in place and which are in our future.

Since my Quality journey first began in the spring of 1991, I have seen many changes. We have gone from a few people being involved in Quality to now having over half of the unit receiving their initial training through our Cascade.

The Quality Steering Group has begun working on the Strategic Long Range Plan for the group. The Quality office has been diligent in its work with unit personnel and Use Phase groups in various Quality projects. We are beginning to experience pockets of true empowerment (check out Maj Liz Anderson's article on empowerment) in some squadrons. People have begun to find ways to use the Quality Tools and Processes in their work areas. We are posturing ourselves for the future and whatever that may bring. We have people being trained in metrics (long term measurements), Statistical Process Control (using more tools to improve outputs), Secretary of the Air Force Assessment Criteria (this will be the method for determining how we meet our goals and customer requirements in the future), Confronting Difficult Issues (a course in communications), all of which help focus us on our journey to being a Quality Organization.

My challenge for you is to take advantage of the trainings being offered and become a committed member of the 507th Quality Team.

The Qualities of a Leader

By SSgt. Wayne Smith
507th Safety Office

You may think of a leader as someone who's in charge or who has a good job.

But a powerful position does not create a leader. A leader has certain qualities and skills that inspire other people. Anyone can develop leadership skills. Leadership skills can help you achieve your goals and feel good about yourself and your work. A good leader is like the coach of a team. At work, your goal may be to have the safest 3 month work period in your section. The coach knows what the goal is, and plans how to reach it. A good coach inspires the players by being enthusiastic, fair, honest, and supportive. A good coach will express the importance of safety to his employees, because he knows that if one or more employees get hurt on the job, it makes it that much more difficult to accomplish the goals of the company.

To be a good leader, you need good communication skills. This means using speaking, writing, or demonstrations to show what you mean. It also means listening with a positive attitude and your full attention. The result will be that others have greater respect for you and your ideas, especially safety.

(Continued on page 3)

Editorials

Empowerment is not just a buzzword

by Maj. Liz Anderson
433rd Airlift Wing quality officer

KELLY AFB, Texas -- I received a call not too long ago asking what the term "empowerment" meant and "Wasn't it just the new buzzword for the day?" I'd like to give you some thoughts on an idea that really is too important to be considered a buzzword.

Have you ever asked a question in a store or restaurant and been told "You'll have to speak to the manager because I can't make that decision"? Depending on the question, that may well be a perfect example of who isn't empowered. In the quality area, that emphasis is to push decision making down to the lowest level possible.

Empowerment means holding employees accountable and responsible for their actions.

The Quality Air Force Glossary defines empowerment as the "act of placing accountability, authority and responsibility for processes and products at the lowest level possible."

The reverse of employee empowerment is also true. Employees cannot be held accountable if they are not empowered. However, a manager's sharing of responsibility with his or her people does not mean abandoning responsibility. Like communication, it really is a two-way street.

Leadership qualities should include safety

(Continued from Page 2)

A good leader takes responsibility for actions and decisions. He will not try and find an escape goat. A good leader will take time to think about a problem. What are all the angles? What are the goals? What needs to be done first, and what last? If you need to make a decision, ask others for their ideas and information.

How can you tell if you're empowered or not? Do you feel your job is to just do what you're told? Do you feel like your job doesn't really matter? Do you feel you have little control over your work? If you've answered yes to these questions, it's a good bet you're not empowered.

Now, substitute the word "information" for the word "power" and reread that sentence. We live in an information-driven society. Those who know the most are generally the most powerful. Those managers who learn to share that information will find themselves with the most empowered employees.

Many managers fear their employees will act like loose cannons in the work place and nothing will get done if they empower them. That couldn't be further from the truth.



Some of the things managers and supervisors can do to empower their employees is exactly what builds trust and confidence in an organization in the first place. It can include listening to people, praising good ideas, giving clear direction, sharing knowledge and supporting the efforts of your subordinates.

Empowerment is really the sharing of power.

Unfortunately, too many of us have been taught to believe power comes from within. Authority really comes from empowering your people. You actually get more power by giving it away.

Take your time to come up with several possible solutions. Then, ask for more input from others. That way, they will feel involved in the final decision and will be more likely to support it.

Making decisions also means taking risks.

You might make a mistake. If you do, learn from it, and let it go.

Empowered people are the ones who are thinking of new ideas because their managers have encouraged them. They're the ones making positive changes because their managers have allowed them to take risks. They're the ones who are working toward making the job easier, more profitable and fun because their managers believe in their abilities. Empowered employees are the ones who are making a difference because their managers listened to them and put their good ideas to work.

If you'd like to read more about empowerment, I would strongly recommend a book called "ZAPP! The Lightening of Empowerment." It's a short, fun book that explains empowerment in a most unusual way. (AFRESNS)

A good leader is also assertive--tactful but honest with others. To become more assertive, practice statements like "I feel" rather than "you are" ("I feel angry when you interrupt me," rather than "you are always talking so I can't get a word in edgewise.")

Once you practice these skills, don't be surprised if people treat you with greater respect. You will also experience greater production, along with a more safety conscious staff.

Leaders present key messages of AFRES

Air Force Reserve welcomes change

"It's important to remember most of the changes we're going through today are the result of recommendations we sent forward to the leadership," said Maj. Gen. John J. Closser, chief of Air Force Reserve.

A majority of the force structure changes, mission realignments, base closures and other such decisions reflect our suggestions to improve the quality and mission effectiveness of the Air Force Reserve.

"While some of our people may not appreciate all that is happening, these changes still represent our best plan for the future. Therefore, let's make no mistake: there are no outside villains to blame for these developments. We asked to make these changes, and now we have the opportunity to put our ideas into action."

Command and control issue continues to generate discussion

Who should command and control reserve forces during peacetime? Some in DoD believe reservists should answer directly to their gaining commands at all times, while others believe reservists should be led and trained by reservists until mobilized.

Congress is reviewing legislation that would require each military service to establish a separate reserve command structure, similar to the Air Force's current organization which has reservists leading reservists in peacetime.

The Air Force Reserve supports retaining its current leadership and training structure. Sponsors of the legislation say the Air Force's success with this formula should serve as an example to the other services.

Independent study validates Reserve readiness

A study commissioned by Congress and conducted by the RAND Corporation concluded the Air Force Reserve is the most mission capable of all reserve forces.

Why? The Air Force holds its reserve units accountable to the same readiness standards expected of active units. The Air Force also shows its commitment to Total Force policy by providing its reserve forces with appropriate funds and first-line equipment.

General McPeak praises Reserve contributions to Total Force

"The Air Force Reserve is there on our wing, flying the same lines, pulling the same duty, answering the call to freedom,"

said Gen. Merrill McPeak, Air Force Chief of Staff, in a recent speech to the Washington and Oregon convention of the Reserve Officer Association.

"The Air Force -- and the Air Force Reserve -- are fully engaged around the world. In fact, you could take it a step further, and say we're more than engaged -- we're married. We are a team; we won't -- and in many ways can't -- go it alone."

Stewardship of resources is everyone's responsibility

Seldom a week goes by that someone isn't criticizing the Defense Department for wasting tax dollars. Nothing grabs national media attention faster than tales of gold plated doorknobs and other wastage of federal money. With each such story, our credibility with the American public lags a little farther.

Not your problem, you say, because you don't manage resources? Don't bet on it. Everyone manages at least some of our resources, whether its office supplies, personnel, equipment or budget accounts. Spend each dollar wisely, as though it were your last.

The Air Force Reserve has a solid reputation as a sound steward of America's investment in defense, but that reputation could fade in an instant of complacency or carelessness.

And equal opportunity for all

By the year 2000, 85 percent of new entrants into the work force will be women and minorities. Reserve statistics indicate that women and minorities now make up a good share of the total Reserve force. However, some are not rising to leadership and supervisory positions as quickly as their contemporaries.

General Closser chartered the Air Force Reserve Human Resources Development Council to develop some solutions to the issue. Supervisors at all levels were challenged to develop their people's skills through training, mentoring and role modeling.

"We all want to work in an environment where everyone is given a fair opportunity to succeed based on their job performance," said Closser. "It's as easy as the golden rule: Do unto others as you would have them do unto you."

(Key Messages are published twice a year by the Air Force Reserve Public Affairs Division in the Pentagon to support command information programs.)

Reserve spokespeople are encouraged to work these themes into their communications with internal audiences, news media and the American public. Address comments or suggestions to AF/REL, 1150 Air Force Pentagon, Washington, DC 20330-1150

The seven emotions to quality

By Robin Picott

Just when I was positive that the 507th was the only organization in the nation to be incorporating something called the Total Quality Management or TQM into a new way of doing business, I attended the Southwest Regional Quality Conference.

The conference room was packed with people from all walks of life and all types of industries, private and federal. Our speakers were folks such as, Robert Moawad, Chief Executive Officer of Edge Learning Institute, to someone we are more familiar with, Brig. Gen. James Turner, Commander, 482nd FW.

The training was very informative, with teachings of self image and self-improvement to team building and "how to" win the Malcom Baldrige Award. I am very grateful to have been a part of this conference and I recommend it to everyone who has the opportunity to attend one.

I walked away from this conference with a better understanding of what TQM is suppose to actually do. For example, did you know that 68% of a company's customers do not come back because they are treated with an attitude of indifference by one or more employees? Think about it ... that's a lot of customers.



Did you know that each person will experience seven different emotions through the TQM process of change? These processes are denial, anger, negotiation, depression, decision, acceptance, and action. These are normal behaviors and everyone will experience them; unfortunately not everyone will experience the same emotional process at the same time. One of the aspects of TQM is to recognize that each individual is different and through communication these levels of emotions are shared among individuals.

TQM is an awareness of each other and an awareness to perform our best to put forth a quality process that will bring our customers back. When this happens confidence is built and pride is instilled in the human being. We can incorporate TQM in our private lives as well, through our attitude toward one another.

Folks, I believe that TQM is here to stay... it's not only a new way of doing business, it's a new way of life.

"Quality"

What it Means to Me

SSgt Evelyn Stead

I see Quality in terms of a before and after picture. Before I trained as an Associate Instructor in the Quality program, Quality was not a thing I defined. I knew it when I saw it. I expected it in services rendered, in products bought, and I expected Quality of myself in my daily activities.

Now after Cascade I further understand not just why I expect Quality from myself as well as others, but I understand the effort that any group of people has to put forth in order to achieve Quality.

I see Quality as a wonderful bringing together of a group of people who then proceed through a tremendous effort at understanding each other, in becoming a team--a team who then works "together" to achieve a purpose and produce an output.

I do not take this lightly now for I really am terribly impressed and excited every time that I see a group become a team. The lights seem to turn on and the bells ring, but best of all when it happens the individuals in the group seem to come together with excitement and a sense of achievement. The product of this metamorphosis is to me "Quality".

Quality Talk "A Special Report"

Quality cascading through Reserve

"When we first set out on our quality journey, we intentionally started slowly because we knew it would be difficult," said General Closser in a recent interview. He explained the Air Force Reserve's cascade approach to quality training -- which makes supervisors responsible for teaching quality methods and principles to their subordinates -- is moving even slower than originally expected.

However, as more Reservists learn about quality, Closser said he is encouraged by numerous examples of unit level support. "From shop floors to the flightlines, I see our people embracing quality tools and ideas," he said "The old ways are steadily giving way to the new. When you take motivated people and arm them with the tools they need to succeed, their potential is unlimited."

Communication is a key ingredient for success

By SMSgt. Belinda Journey
507th Quality Office

The 507th Fighter Group along with its associates, the 403rd CLSS and the 72 APS, is a large organization. Nestled in its heart is a small unit with a big impact--the 507th Communication Flight.

Many of you may not think about our Comm Flight folks very often, if at all. It is a pretty small unit, less than twenty-five people; and they don't fly anything.

What you may not realize, is just how much they do for all of us and it really isn't their job.

Since my assignment here in 1985, I have participated in two Operational Readiness Inspections (ORIs), numerous Operational Readiness Exercises (OREs), attended commander's calls and retirement ceremonies, and a variety of other events and exercises where communication was essential.

During the OREs/ORIs, the command and control portion of our war fighting capability was made possible through

the diligent efforts of our very own Comm Flight--but it wasn't their job. The audio provided to get the word out at Commander's Call, to sing the praises of our retirees, maintain communication via radio, and to communicate the speaker's message at other functions is often brought to you by our Comm Flight--but it isn't their job.

Recently, my office received new computer equipment. You may already know where I'm going with this. If you guessed that the equipment was installed by members of the Comm Flight, you're right--but that isn't there job either.

The Comm Flight mission isn't to provide the "voice of the 507th" or to "ensure that our computers are installed and properly configured", but they do provide these services, time and again, despite severe cutbacks in personnel.

So how does a story about the Comm Flight end up being told as a Tribute to Quality? We can all benefit from studying the Comm Flight's approach to teamwork and customer satisfaction. They take their role as members of the 507th team very seriously. They provide help and support to meet the organization's need--not to fulfill their own mission requirements, but to make it possible for us to fulfill ours. And when their manpower was cut and cut again, they continued to provide the same support, not asking us to get by with less.

As if that isn't enough, three of the twelve quality associates currently supporting the 507th's quality implementation efforts are--*yes*, you got it--members of the 507th Comm Flight. They work with the Quality Office as an additional duty while participating fully with their own unit's activities including unit additional duty tasks, maintain full-time civilian careers, and they have families. Yet they find time to teach cascade classes, work on special quality projects, and coach and encourage unit members in their quality efforts.

I hope you'll join me in expressing a hearty "thank you" to the men and women of the Comm Flight. While the unit may not number among the largest, when it comes to TEAMWORK, PRIDE, and QUALITY, the Comm Flight is a true giant.

Metrics course allows for quality measurements

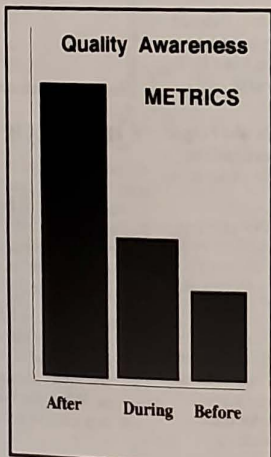
Marilyn Llanusa just returned from the second USAFR Metrics Course held at HQ AFRES, 13-17 Sept. 93. Through this training, she learned the relationship between organizational objectives and metrics, the role of metrics in the Air Force Reserve, tools and Techniques for collecting and analyzing metric data, and how to prepare and analyze a control chart. She will now complete the final phase of her training here at the 507th by creating a personalized metric package.

For those of you who do not know, a metric is defined as a measurement, taken over a period of time, that communicates vital information about a process or activity. A metric should drive appropriate leadership or management action. Physically, a metric package consists of an operational definition, measurement over time, and presentation. Believe it or not, measurement and metrics are very simple, uncomplicated processes. However, to understand them, the metric owner must thoroughly comprehend the role of measurement in the continuous improvement process.

The goal of the 507th and HQ AFRES is for everyone - at all levels of the organization - to understand the relationship of measurement and metrics to the long range and annual objectives plans, and to the continuous improvement process. Once we have achieved this understanding, the Air Force Reserve can truly move forward to reach its true potential.

Marilyn's job, beginning early next year, will be to foster understanding of metrics here in the 507th as she takes the training she received and passes it on to unit members. She will be scheduling and conducting metrics training as requested by the various functional areas.

As is the case with the other Quality Associates, she will be providing this training in addition to fulfilling her primary duties as Lt Col Lytle's executive secretary. Just one more example of how our people are stepping up to the quality challenge.



October Schedule of Events

Date/Time	Meetings, Etc	Location
Fri, 15 Oct 1400	Pre-UTA 1st Sgt Meeting	Bldg 1043, Conf Rm
Sat, 16 Oct As designated by unit	Sign-in	As designated by unit
0730-0800	Sign-in for Physical Exams	Base Hospital
0730-0930	Newcomers In-processing	Bldg 1030, DW Classroom
0800-1600	Hazardous Cargo (Initial) Trng	Bldg 224
0900-1000	702X0 Training	Bldg 1043, Conf Rm
0900-1015	Newcomers Orientation	Bldg 1030, DW Classroom
1000	Mobility Rep Meeting	Bldg 1043, Conf Rm
1015	Escorts Pick up Newcomers	Bldg 1030, DW Classroom
1030	First Sergeants Meeting	Dining Hall, Sun Rm
1300-1400	EST Manager Meeting	Bldg 1043, Conf Rm
1300-1400	IG Complaint Period w/LtCol Walker	Bldg 1030, CC Office
1300-1400	Immunizations	Bldg 1030, Break Rm
1400-1500	Ancillary Training Meeting	Bldg 1043, Conf Rm
As designated by unit	Sign-Out	As designated by unit
Sun, 17 Oct As designated by unit	Sign-in	As designated by unit
0800-1130	Newcomers Ancillary Tng-Phase I	Bldg 201, Rm 11
0800-1000	Refresher Chemical Warfare Tng	Bldg 1115, Prime Beef
0800-1130	Hazardous Cargo (Initial) Trng	Bldg 224
0830-0930	Enlisted Advisory Council Meeting	Bldg 1043, Conf Rm
0830-1615	Initial Chemical Warfare Tng	Bldg 1030, DW Classroom
0900	Add'l Duty Safety Rep Training	Bldg 1030, Comm Flt Tng
0900-1000	732X0 Training	Bldg 1043, Rm 204
0930-1030	Unit Career Advisor Meeting	Bldg 1043, Conf Rm
0945-1145	Refresher Chemical Warfare Tng	Bldg 1115, Prime Beef
1230-1600	Pallet Build-Up (Initial) Trng	Bldg 224
1300-1530	Newcomers Ancillary Tng-Phase II	Bldg 201, Rm 11
1300	CDC Course Exam Testing	Bldg 460, Rm 213
1300-1500	CDC PAT	Bldg 1043, Conf Rm
1400-1500	702X0 Training	Bldg 1043, Conf Rm
1500-1630	CBPO Closed for In-House Tng	Bldg 1043, CBPO
As designated by unit	Sign-out	As designated by unit

NOTEBOOK...

Subject: Subdued Chevron - AFMC Units Only

Effective 1 Jun 94, the configuration of the accountermonts on the BDU for AFMC enlisted will be the new subdued chevron on the sleeve and the aircrew style name patch (ASNP). The mandatory wear date for all AFMC units will be determined by the availability and procurement of the new subdued BDU chevron through base supply channels, but not later than 1 Oct 94.

Subject: Uniform Update

Effective immediately, the Combat Crewmember Badge is no longer authorized to be worn. This is the most recent change in the on-going review of the Air Force uniform design and configuration.

Training Planner

October-November '93

Looking Ahead...

October 93

16	MRRRS to Units
16-17	Primary UTA
17	Group Commanders Call
31	daylight Savings time

November 93

13-14	Primary UTA (Proposed ORE)
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December 93

10	PEP Info/RIPS to Units
11	Ann/NCO Qtr Due 1400
11-12	Primary UTA
12	Group Family X-Mas Dinner
15	CBPO Open House

FY 94 UTA Schedule

8-9 Jan
12-13 Feb
12-13 Mar
9-10 Apr
14-15 May

FY 94 Deployments/Exercises

5-7 Oct:	Pecos Thunder
14-21 Oct:	Coronet Sentry
25 Oct/6 Nov:	422 Adversary Support
13-14 Nov:	ORE (?)
2-15 Jan:	WSEP-Tyndall AFB, FL
12-13 Feb:	ORE/Mobility (?)
14-28 May:	Maple Flag, Canada
2-11 Jul:	Volkfield ORE, Alpena MI

BAQ Recertification

If you are married or have a dependent child and the last digit of your SSN is a (3) or (8), you must recertify your BAQ status during the month of (Oct).

Please complete AF Form 987 located at your unit. Your unit BAQ recertification monitors will annotate rosters and forward your forms to the Finance office. Failure to accomplish this will result in the termination of your BAQ pay entitlement.

November Schedule of Events

Operational Readiness Exercise (ORE) Weekend!

Date/Time	Meetings, Etc	Location
Fri, 12 Nov 1400	Pre-UTA 1st Sgt Meeting	Bldg 1043, Conf Rm
Sat, 13 Nov		
As designated by unit	Sign-In	As designated by unit
0730-0800	Sign-in for Physical Exams	Base Hospital
0730-0930	Newcomers In-processing	Bldg 1030, DW Classroom
0900-1015	Newcomers Orientation	Bldg 1030, DW Classroom
1000	Mobility Rep Meeting	Bldg 1043, Conf Rm
1015	Escorts Pick up Newcomers	Bldg 201, Rm 11
1030	First Sergeants Meeting	Dining Hall, Sun Rm
1200-1300	PCIII Meeting	Bldg 1043, Conf Rm
1300-1400	IG Complaint Period w/Lt Col Walker	Bldg 1030, CC Office
1300-1400	Immunizations	Bldg 1030, Break Rm
As designated by unit	Sign-Out	As designated by unit
Sun, 14 Nov		
As designated by unit	Sign-In	As designated by unit
0800-1130	Newcomers Ancillary Tng-Phase I	Bldg 201, Rm 11
0900	Supervisor Safety Training	Bldg 1030, Comm Flt Trng
1300	CDC Course Exam Testing	Bldg 460, Rm 213
1300-1530	Newcomers Ancillary Tng-Phase II	Bldg 201, Rm 11
As designated by unit	Sign-Out	Bldg 1043, Conf Rm

CDC and PME Course Exam Testing

UTA Sunday, 1300, Bldg 460, Rm 213
Wednesday, 1300, Bldg 1043, Rm 206

These are the only times course exams will be administered. Names of personnel with tests on file are published in the "CDC COURSE EXAM LISTING" distributed each month to all Unit Training Managers prior to the UTA. Trainees enrolled in mandatory CDCs will have a Test No Later Than Date of two UTAs of receipt of exam. Voluntary exams must be taken within 90 days of receipt. Course exams not taken within the time allowed will be destroyed.

The exceptions to this rule are 6E, 8E, and SOS course exams.

If a you are unable to test within the allotted time frame, contact your Unit Training Manager immediately.

Your Unit Training Manager will submit an AF Form 1095 to MSMP. This form could prevent your course exam from being destroyed if extenuating circumstances prevented you from taking the exam on or before the Test No Later Than Date

Contact MSMP, 47075, to schedule testing on Wednesdays.

Ancillary Training Information

Disaster Preparedness Information

All personnel who normally wear contact lenses, attending Chemical Warfare training, will not wear them during training. Bring your New Mask, and spectacles if you have them. Personnel are to be on time for all classes, or be reported as "No Shows". Ensure all personnel bring their Go-Bags with them to all classes.

Supervisors may schedule Chemical Warfare training thru-out the year by calling the DW office at x45249, NLT 2 weeks prior to class requested. Units must report the names of personnel requiring training when scheduling training.

In order to utilize the go-to-war MCU-2A/P protective masks for training, TQT, ORE's and deployment, notify 507 LSS at extension 45335. Let them know Two Weeks Prior to your need for masks, the quantity of each size your organization requires. Specify when they will be returned to Base Supply. Personnel retrieving masks will sign an AF Form 1297 (Hand Receipt) for all of the masks you receive.

An MCU-2A/P guidebook will be provided to everyone signing for masks. The guidebook will cover the fitting, donning, cleaning, sanitizing, and inspection of the masks.

UCMJ Briefing

All first and second term enlisted personnel are required to have the UCMJ briefing. Second term enlisted personnel are due the UCMJ briefing within two UTAs of reenlistment. UCMJ briefing time is 1400-1445, Bldg 201, Sunday of UTA.

More What, When, Where

CBPO Customer Service

Hours of Operation

Primary UTA Weekends
Saturday 0730-1630
Sunday 0730-1500

Closed Sunday for In-House Training from 1500-1630

Weekdays
Monday-Friday
0730-1130
1230-1630

Closed Thursdays for In-House Training from 0730-1230

Phone Numbers

MSM/MSMA/MSME/MSMD/MSMP
CBPO Management, 47491
MSMAC...Customer Service, 47492
MSMPU...Personnel Utilization, 47493
MSMAQ...Quality Force, 47494
MSMPT...Training & Education, 47075

TDY & Reassignment Out-Processing

Personnel Utilization (MSMPU) is standing-by to help with relocation processing, but they need your help.

TDY to school or reassignment out-processing can only be initiated through MSMPU during the times listed below:

Monday thru
Friday: 0730-1030 and 1230-1530

UTA Saturday: 0800-1530

The schedule is for your convenience; times noted assure your access to agencies with processing responsibilities. Your cooperation in complying with this schedule is greatly appreciated. If you have any questions, please call MSMPU, x47493.

Chapel Service Information

Devine service held Saturday at 1515, Hospital Pharmacy. Sunday service held at 0730, Disaster Preparedness, Bldg 1030, flightline side.
Catholic Mass: Sat, 1700, Sun, 0940, 1220.

Tips for Faster CBPO Service

ARTS, or Reservists on Mandays or annual tour can conduct personnel business any week day and avoid contributing to UTA congestion.

Avoid Saturday morning unless you have an appointment. Due to In-Processing activities, the Customer Service section is short handed until about noon on Saturday. Call ahead, find out how long the wait may be. Be sure you bring any required documents with you and avoid the need for a second trip to finish your business.

DD Form 93 Record of Emergency Data

This is the single most important source of information within your personnel record for dependent data and next of kin information.

If data is incomplete or incorrect, the Air Force cannot extend dependent benefits, nor can notification be made in the event you become injured, seriously ill or die while on duty.

You are the only one who can update this record. Remember there are no minor errors on a DD Form 93. Data accuracy is critical. You may be one of the lucky ones and escape injury or illness, but can you risk the alternative?

Check the form in your mobility folder, if it is wrong, come by CBPO Customer Service and get it updated.

Hours of Operation for...

Pass & ID

Located in Bldg 590, is open on UTA Saturday, 1200-1600, for ID cards, fingerprints, vehicle registration and base decal.

Individual Equipment Issue (IEU)

Located in Bldg 469, is open on UTA Saturday, 0800-1530. Enter door #36 on the south side of the building. Check with your Unit Orderly room before you attempt equipment issue or exchange.

Medical Services Information

Immunization Monitors

All shot records that are mutilated and/or have no space left need to be brought to the immunization clinic located in the Hospital between 1000-1200 on Sunday of the UTA for new records to be made up and issued. Point of contact is Capt Livengood, x42487.

Physical Examinations

The 507th Medical Squadron is presently trying to catch up on the backlog of physicals. Therefore, the physical schedule is extremely tight. If you will be unable to meet an appointment, you must call TSgt Davis, x43151 and reschedule in advance of the UTA.

Random Drug Testing

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Military Pay

File for pay Receive Direct Deposit on or before: by:

17 Oct.....27 Oct
19 Oct.....29 Oct
24 Oct.....03 Nov
26 Oct.....05 Nov
31 Oct.....10 Nov
02 Nov.....15 Nov
07 Nov.....17 Nov
09 Nov.....19 Nov
14 Nov.....24 Nov

Dining Facility

Meal times are shorter, lines are longer: Plan ahead!

Breakfast 0600-0900
Lunch 1100-1300
Dinner 1530-1800

November Schedule of Events

Operational Readiness Exercise (ORE) Weekend!

Date/Time	Meetings, Etc	Location
Fri, 12 Nov 1400	Pre-UTA 1st Sgt Meeting	Bldg 1043, Conf Rm
Sat, 13 Nov As designated by unit	Sign-In	As designated by unit
0730-0800	Sign-in for Physical Exams	Base Hospital
0730-0930	Newcomers In-processing	Bldg 1030, DW Classroom
0900-1015	Newcomers Orientation	Bldg 1030, DW Classroom
1000	Mobility Rep Meeting	Bldg 1043, Conf Rm
1015	Escorts Pick up Newcomers	Bldg 201, Rm 11
1030	First Sergeants Meeting	Dining Hall, Sun Rm
1200-1300	PCIII Meeting	Bldg 1043, Conf Rm
1300-1400	IG Complaint Period w/Lt Col Walker	Bldg 1030, CC Office
1300-1400	Immunizations	Bldg 1030, Break Rm
As designated by unit	Sign-Out	As designated by unit
Sun, 14 Nov As designated by unit	Sign-In	As designated by unit
0800-1130	Newcomers Ancillary Tng-Phase I	Bldg 201, Rm 11
0900	Supervisor Safety Training	Bldg 1030, Comm Flt Trng
1300	CDC Course Exam Testing	Bldg 460, Rm 213
1300-1530	Newcomers Ancillary Tng-Phase II	Bldg 201, Rm 11
As designated by unit	Sign-Out	Bldg 1043, Conf Rm

CDC and PME Course Exam Testing

UTA Sunday, 1300, Bldg 460, Rm 213
Wednesday, 1300, Bldg 1043, Rm 206

These are the only times course exams will be administered. Names of personnel with tests on file are published in the "CDC COURSE EXAM LISTING" distributed each month to all Unit Training Managers prior to the UTA. Trainees enrolled in mandatory CDCs will have a Test No Later Than Date of two UTAs of receipt of exam. Voluntary exams must be taken within 90 days of receipt. Course exams not taken within the time allowed will be destroyed.

The exceptions to this rule are 6E, 8E, and SOS course exams.

If a you are unable to test within the allotted time frame, contact your Unit Training Manager immediately.

Your Unit Training Manager will submit an AF Form 1095 to MSMP. This form could prevent your course exam from being destroyed if extenuating circumstances prevented you from taking the exam on or before the Test No Later Than Date

Contact MSMP, 47075, to schedule testing on Wednesdays.

Ancillary Training Information

Disaster Preparedness Information

All personnel who normally wear contact lenses, attending Chemical Warfare training, will not wear them during training. Bring your New Mask, and spectacles if you have them. Personnel are to be on time for all classes, or be reported as "No Shows". **Ensure all personnel bring their Go-Bags with them to all classes.**

Supervisors may schedule Chemical Warfare training thru-out the year by calling the DW office at x45249, NLT 2 weeks prior to class requested. Units must report the names of personnel requiring training when scheduling training.

In order to utilize the go-to-war MCU-2A/P protective masks for training, TQT, ORE's and deployment; notify 507 LSS at extension 45335. Let them know **Two Weeks Prior** to your need for masks, the quantity of each size your organization requires. Specify when they will be returned to Base Supply. Personnel retrieving masks will sign an AF Form 1297 (Hand Receipt) for all of the masks you receive.

An MCU-2A/P guidebook will be provided to everyone signing for masks. The guidebook will cover the fitting, donning, cleaning, sanitizing, and inspection of the masks.

UCMJ Briefing

All first and second term enlisted personnel are required to have the UCMJ briefing. Second term enlisted personnel are due the UCMJ briefing within two UTAs of reenlistment. UCMJ briefing time is 1400-1445, Bldg 201, Sunday of UTA.

More What, When, Where

CBPO Customer Service

Hours of Operation

Primary UTA Weekends
Saturday 0730-1630
Sunday 0730-1500

Closed Sunday for In-House Training from 1500-1630

Weekdays
Monday-Friday
0730-1130
1230-1630

Closed Thursdays for In-House Training from 0730-1230

Phone Numbers

MSM/MSMA/MSME/MSMD/MSMP
CBPO Management, 47491
MSMAC...Customer Service, 47492
MSMPU...Personnel Utilization, 47493
MSMAQ...Quality Force, 47494
MSMPT...Training & Education, 47075

TDY & Reassignment Out-Processing

Personnel Utilization (MSMPU) is standing-by to help with relocation processing, but they need your help.

TDY to school or reassignment out-processing can only be initiated through MSMPU during the times listed below:

Monday thru
Friday: 0730-1030 and 1230-1530

UTA Saturday: 0800-1530

The schedule is for your convenience; times noted assure your access to agencies with processing responsibilities. Your cooperation in complying with this schedule is greatly appreciated. If you have any questions, please call MSMPU, x47493.

Chapel Service Information

Devine service held Saturday at 1515, Hospital Pharmacy. Sunday service held at 0730, Disaster Preparedness, Bldg 1030, flightline side.
Catholic Mass: Sat, 1700, Sun, 0940, 1220.

Tips for Faster CBPO Service

ARTS, or Reservists on Mandays or annual tour can conduct personnel business any week day and avoid contributing to UTA congestion.

Avoid Saturday morning unless you have an appointment. Due to In-Processing activities, the Customer Service section is short handed until about noon on Saturday. *Call ahead*, find out how long the wait may be. *Be sure* you bring any required documents with you and avoid the need for a second trip to finish your business.

DD Form 93 Record of Emergency Data

This is the single most important source of information within your personnel record for dependent data and next of kin information.

If data is incomplete or incorrect, the Air Force cannot extend dependent benefits, nor can notification be made in the event you become injured, seriously ill or die while on duty.

You are the only one who can update this record. Remember there are no minor errors on a DD Form 93. Data accuracy is critical. You may be one of the lucky ones and escape injury or illness, but can you risk the alternative?

Check the form in your mobility folder, if it is wrong, come by CBPO Customer Service and get it updated.

Hours of Operation for...

Pass & ID

Located in Bldg 590, is open on UTA Saturday, 1200-1600, for ID cards, fingerprints, vehicle registration and base decal.

Individual Equipment Issue (IEU)

Located in Bldg 469, is open on UTA Saturday, 0800-1530. Enter door #36 on the south side of the building. Check with your Unit Orderly room before you attempt equipment issue or exchange.

Medical Services Information

Immunization Monitors

All shot records that are mutilated and/or have no space left need to be brought to the immunization clinic located in the Hospital between 1000-1200 on Sunday of the UTA for new records to be made up and issued. Point of contact is Capt Livengood, x42487.

Physical Examinations

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Education Information

CLEP Score Reporting

Effective 1 July 1993, CLEP General scores will be rounded off to the nearest zero AND subscores will no longer be reported. For example, a score of 433 would be rounded off to 430; 438 to 440. According to ETS, all future CLEP General transcripts will:

*not indicate CLEP General subscores even if the testing occurred before 1 Jul 93.

*indicate the actual three digit score (not rounded off) for tests taken before 1 Jul 93.

*indicate the revised American Council on Education recommended minimum passing score of 420.

Awards

Unit and Organization awards are easy to miss, both for Reserve and active duty members. Many leave a duty station without ever hearing that the unit received an award for the period of time the member was assigned there.

Customer Assistance, if made aware of the award, will update the member's record if the record shows the member was assigned to the unit receiving the award during that period.

The best way to insure these awards are properly credited to those who deserve them is for YOU to take an active role in helping us manage your records.

The Air Force Organizational Excellence Award, Air Force Outstanding Unit Award and the Joint Meritorious Unit Award are examples of ribbons we can share with our active duty counterparts.

Bring in a copy of the special order and the OPR/EPR or assignment orders to us. This will give us what we need to document the award in your records and confirm the entitlement.

Training Communicator

Awards cont'd...

The key is to know which award was authorized and be able to prove you were assigned to the unit receiving it.

We here at Customer Assistance and your counterpart active duty Personal Affairs will be glad to help, but the initiative lies with YOU.

Point of contact is TSgt Fuqua and Mr. Hauther, extension 47492.

NCO Academy Class Dates for FY 94

Listed below are the FY 94 NCO Academy class dates. SSgts with 8 years satisfactory service, and TSgts are eligible to attend. Each squadron may submit 1 and only 1 nomination to MSMPT. Nominations must be endorsed by Unit Commanders. Selections are made on Saturday of the UTA at the First Sergeants meeting.

Class Dates NCOA	Nominations Due MSMPT
1 Mar 94-7 Apr 94	9 Jan 94
6 Jun 94-14 Jul 94	10 Apr 94
1 Aug 94-8 Sep 94	5 Jun 94
19 Sep 94-27 Oct 94	17 Jul 94

Contact MSMPT, x47075 if additional information is required.

Application Information for Senior NCO Academy

There will be two boards held FY 94 at HQ AFRES/DPTS for those applying for the Senior NCO Academy (SNCOA).

Applications for the remaining classes in FY 94 are due to MSMPT No Later Than 12 Dec 93, to meet HQ AFRES/DPTS suspense of 17 Dec 93. A selection board will be conducted at the end of Dec 93 for the following classes:

- Class 94C, 24 Mar - 11 May 94
- Class 94D, 1 Jun - 20 Jul 94
- Class 94E, 30 Aug - 19 Oct 94

Application packages received at HQ AFRES/DPTS not processed through the MSMPT office will be returned without action. Telefax application packages will not be considered for selection.

Contact MSMPT, x47075 for In Residence Application Procedures for SNCOA.

Special Interest Item: Diners Club Contract Termination

The government contractor issued charge card program has been rebid. American Express has won the contract. Many of you have been calling for directions on using your existing Diners Club cards. At this time, continue using the Diners Club cards as needed. There will be a transition period, and as of yet there has not been any guidance as to whether new applications will need to be completed. As soon as we receive the word from HQ USAF, we will send word. Contact the 507 Budget office for any further information at x47207.

Quality program's success thrives on teamwork

By SMSgt. Belinda Journey

When I asked the Public Affairs Office if they could support a special edition of the On-final, they promptly agreed. My intent was and is to let everyone know that there are more than the two people who are working hard to implement quality in the 507th.

The easy part of my task is to name those individuals that I work with directly and frequently. The down side is that I know many of you are putting your energy into quality as well—but I don't know your names or the exact nature of your contributions. I wish I did.

Maybe after you read this special edition, you'll feel comfortable stopping by the office and telling me about yourself and what your quality experience has included. In the meantime, let me introduce the people whose names I do know and tell you a little about them.

When you think of Quality at the 507th, you think of a lot of people's names

John Erdman is assigned to the Group Training Office. Some of you may have been students in classes taught by John or received education counseling from him. John is what I term a Special Consultant on Quality because his contributions are normally well hidden behind the scenes. He provides guidance and insight which helped us develop a support structure for quality implementation here in the 507th. He was among the original architects of the Vision Retreat or Off-Site process that over 125 unit leaders and members had an opportunity to participate in. He was also the creator of our original Facilitator Training Program that has since been adapted by HQ AFRES.

There was 23 unit members who participated in various levels of Facilitator Training between April and October 1992. You may know and/or work with some of them:

Sandy Apodaca	Howard Gaunitz	Geni McMahon
Mike Boon	Harry Ginzl	Gary Mixon
Candy Bower	Sharon Godfrey	Cicero Quinn
Steve Burroughs	Jim Hunt	Luis Tacon
Mitch Chandran	Billy King	Stacey Walker
Larry Duncan	Marilyn Llanusa	Sherry Webb
Bob Erickson	David Liszeski	Chuck Wilson
Leonard Gant	Jerry McGinnis	

Some of these folks are no longer with the unit. Others of them are not currently active facilitators. However, we count them all a part of the team. Whether they facilitate or use what they learned to improve their own interaction with other individuals—they all have contributions to make.

Active facilitators currently supporting team building, working groups, process improvement teams, cascade training and related activities are asked to help each group or team work through the human issues that interfere with getting the job done. It requires a great deal of energy and selfcontrol to do the job, but do it they do. At the same time, these folks stay current in their primary Reserve duties-facilitating is an

additional duty with a full-time impact on the success of the team.

In January of this year, 12 individuals began training as Quality Associates. Their primary role is as Classroom Instructors for Quality Training; however, once trained they are taking on greater responsibilities as the need arises. You may know and/or work with some of these people as well:

John Baker	Eric Haasen	Dan Dewolf
Ami Jackson	Evelyn Patton	Bill Fullingham
Calvin Keller	Teresa Pruitt	Jimmy Guthrie
Billy King	Eve Stead	

Two of these individuals are no longer with the unit; however, using a "buddy-ride" training process (learn by observing others) we have added two additional Quality Associates. They are Candy Bower and Stacey Walker.

While all of the Associates aren't trained as facilitators, they all perform those duties in the classroom. In addition, they assist with office administration, class scheduling, group leader training, and a seemingly endless list of other things.

There is one final group of special folks I'd like to mention. I don't have a catchy title for them—I could call them Quality Officers In-Waiting, but that doesn't do them justice. Three members of the unit who are not "officially designated" Quality Officers have completed the AFRES Quality Officer Training Course at Robins AFB. These individuals are Evelyn Patton, Hairy Ginzl, Candy Bower

I can't even begin to give you a clear picture of what Candy and Evelyn do for Quality. They do whatever is needed. Harry is currently experiencing a very busy time in his civilian job, so he isn't directly active with the Quality office. You can, however, find him putting a quality touch on training around the CE Squadron during UTAs.

The whole point here is simply this: When you think of quality here at the 507th—there are a whole lot of names that should come to mind. Quality thrives on teamwork. You have a great team working with you.

Help is available and waiting

SSgt Evelyn Stead

Great news for all you Cascaders out there. The Quality Office is alive and well. The Quality Officers and Associates are ready, willing and able to assist you in any way possible in order to insure that you all complete your use phase successfully.

A group from the 403rd CLSS consisting of: SSgt Bromberger, TSgt Comstock, SSgt Wiley, SRA Fowlkes and SRA Jackson recently found this to be true they called the Quality Office for an assist, and Lt Clay was at their location promptly with the needed help.

By the way, this Group had a very positive outlook on Cascade and feel that it will be helpful to them now and in the future.

Use Phase takes Quality from the class room to the shop floor

By the 507th Quality Office Staff

In February 1993 we began a process referred to as "Cascade." Through the end of September approximately 35 cascade training classes were completed, training over 650 unit members.

The training process requires students to attend a 5-day class, then complete a Use Phase Project. That is, they are required to apply the 9-step Quality Improvement Process (QIP) to one of their work processes. The purpose behind the Use Phase is to reinforce learning and communicate to students that quality improvement has to exist outside the class room.

The trick to completing a Use Phase Project is to follow the QIP, demonstrate proper use of quality tools & techniques, and enhance teamwork within the project group. The goal is not to find the "one right" answer--the goal is to get the facts and use them to come up with the team's best answer.

A side effect of the process is that we have over half of the organization out there trying to improve the way the Group does business. And, while project results do vary, everyone has a chance to learn by doing.

During recent weeks, unit members have asked for a list of projects undertaken by Use Phase groups. There is no single list of all the projects. We have, however, compiled a list of as many projects as we were able to identify. Having created the initial list, we will work to keep adding to it as new information becomes available.

We have some information about the projects in addition to project names or "output statements". If you want to find out more about a particular project, come by the Quality Office or give us a call--we'll give you what we have or send you to the source.

USE PHASE PROJECT LIST

507 MSSQ

Personnel Mobility Processing Line Improved
Out-Processing Checklist Revised and Implemented

507 LG, 465 AMU and 403 CLSS

User Friendly Telephone Directory Supplement Developed (for the Logistics Support Squadron)

Quality Cascade Training Certificate Given

Cascade Use Phase Projects Reported

Snack Bar Provided

Interactive Video Disk Training System Implemented

Supervisors Responsibilities Standardized

Regulations and Manuals Requirements Established

Communication Within the Logistics Group Improved

Pallets and Nets Managed

Hangar Aerospace Ground Equipment Managed

Authority Distributed Commensurate With Position

Revise the 14 Day Records Review Procedures

Unit Inspections Streamlined/Tailored to meet needs

Standardized Maintenance Personnel TDY Package

Supervisors' 860 Standardized

Foreign Object Control Point Relocated

Asset Utilization

403rd Shot records Control Program Created

Reserve Personnel Read File Process Designed

Maintenance Vehicle Parking Plan Developed

Locker Room Standardized

Flag Information Distributed

Fitness Program Planned

Aircraft Mooring Procedures Improved

Plan to Open West ECP Developed

No Hat/Salute Area Redesigned

Customer Feedback Form Implemented

Launch & Recovery CUT Program Developed

Chemical Warfare Training Gear/Locker Assignment Database Developed

Implement Fuel Shop Controlled Access Procedures

Implement 507th CAMS Training

New Corners Program Developed

Government Drivers' License and/or Flight line Authorization Issued

EOR Safety Vest Improvement

507th Gym Information Gathered and Provided

LSS Pre-UTA Newsletter Established

Unit Source Book Developed

LSS Records Update Checklist Developed

Workplace Checklist Developed

Computer Training Improved

Dining-Out Fund-Raising Programs Planned

On-Final/UTA Bulletin Received

Courtesy Parking for UTA Sign-In Provided

LSS Sponsor Program Developed/Revised

Maps of Hangar Developed and Posted

The Holly Teel story:

Fresh from basic training and into Quality

by SMSgt. Belinda Journey

Recently, Headquarters AFRES called the 507th Quality Office with a desperate plea--send us someone who doesn't know anything about quality. The call came in on Thursday; the person had to travel on Sunday. What to do?

I contacted Captain Timothy Collins in the CBPO because I knew that there were a few people there who had not yet completed Cascade Training and relayed the AFRES request. Captain Collins was able to provide the support we so desperately needed--Holly Teel.

Holly was new to the unit and to the Air Force Reserve, having just completed

basic training and tech school. She fit AFRES's requirements perfectly--no quality training, not an ART, junior enlisted, and she was

willing to help out. After her ordeal was over, I ask Holly to tell me how being asked to help HQ AFRES with their long-term strategic quality planning project had affected her. Here's her story:

How did you feel when you were chosen to participate in a MAJCOM project?

"I was surprised and flattered. I hadn't been in the service long so it kind of surprised me that I was the person chosen instead of one of the other senior ranking reservists in the CBPO."

Did you feel that you were important to the project--just how did they treat you and your ideas?

"At first I couldn't see why I was even there [at AFRES], and I was pretty intimidated by all the officers. But after the first couple of days it was like the rank wasn't there and we were all on the same level. I was included in all conversations and a few times I was put on the spot. Imagine being asked to tell people exactly what I thought about an issue that was being discussed. Let me tell you, that's not a good thing when you're trying to concentrate on being the scribe and getting down everything that is being said. You just have to stop in

midstream and tell them what you're thinking.

"As for what they thought and how they treated my ideas, I was treated with just as much respect as the others and that made me feel good."

I think I even managed to surprise them a few times with my opinions on the issues.

It was as though they hadn't been able to see the issue from that point and they were really glad that I was able to shed new light on things."

How was your opinion of "quality" influenced by your participation in the AFRES project?

"Before going to AFRES, I didn't know anything about quality as far as the military was concerned. I had been scheduled for the cascade course but that was still a couple of weeks away so I

hadn't bothered to read the book yet. Which basically boils down to--I was clueless as to what was going on.

After my time at AFRES, I had a better idea of what was expected from the "quality viewpoint". I believe it gave me a better view of cascade and how to understand the processes used in the cascade training class."

From time to time, AFRES and/or 10th Air Force do call the 507th looking for special people to help with challenging agendas. Holly Teel is only one of the people who has been sent in response to these requests.

When I asked Maj. Joni Ableman, 10th Air Force Quality Officer, why we seem to get more than our share of requests, she answered very simply, "Your commander supports quality and that means you can support us."

Getting involved and staying involved, here or away is the key to making this whole "quality thing" work.

Life after Cascade

By 1st Lt. Joel Clay
507th Quality Office

To date we have trained over 700 507th personnel through our Cascade training. This represents just over 1/2 of the persons in our Unit. Each class has resulted in at least three Use Phase Projects where the Quality Improvement Process (QIP) has been utilized. (See article elsewhere in this issue for a partial listing of projects.) BUT, quality does not end there.

The initial training is only the start of the quality journey for the 507th. Once any person has been trained and have completed their use phase project the real work is just beginning. Then it is time for each individual to apply the quality tools and principles in their reserve job (ART or non-ART).

Here are some suggestions for your own phase "too" of quality. Read a book about quality. Take a concept

from the book and apply it to your work. Outline or flowchart your work process and look for ways to improve your work process. Offer your assistance in helping someone you work with do the same to their process. Ever ask yourself the question, "Why don't they do it this way?" about an 507th activity you are involved in? Flow chart that process and offer suggestions to the owner of that process. Look at who your customers are and ask them what their requirements are. Then compare what you are doing with what is being requested to find out how you can better meet your customers needs. Feel like you are a customer of a process and your needs are not being met? Go to the owner of that process and find out if you truly are a customer and let them know your requirements. Learn what all of "Deming's 14 points" are and apply them to your work. Learn about "Metrics" and "Statistical Process Control (SPC)" and apply these concepts to your work.

The list above is just a beginning. But, from this beginning you can make a difference as you USE QUALITY TOO!

Proposal may trim federal employee reserve pay

WASHINGTON -- Federal employees who perform reserve duty could take a cut in pay and quarters allowance if a Clinton Administration proposal is approved.

Under a recommendation included in Vice President Al Gore's National Performance Review, employees would only be eligible to receive the greater of civilian or reserve pay, or take annual leave to receive both pays. The proposal also limits basic allowance for quarters only to reservists who actually bring their dependents on short-term duty assignments when quarters are not provided to dependents.

The National Performance Review works closely with DOD's Bottom Up Review. NPR's charge is to make the federal government more efficient by cutting red tape, putting the customer first, empowering employees to get results and cutting back to basics.

Other suggestions for making DOD more cost-effective and efficient are:

-- The DOD acquisition system needs to enable DOD to take advantage of the technological advances and efficient procurement practices of the commercial marketplace.

-- DOD should clarify policy directives and procedures to reduce administrative burden and unnecessary regulatory controls.

-- A unified DOD budget would give commanders greater flexibility to set priorities, solve funding problems and resolve unplanned requirements at the lowest appropriate operating level.

-- Managers and commanders should be able to purchase the best value common supplies and services from public, private or nonprofit sources.

-- By contracting out non-core functions such as towing services and certain information technology functions, DOD will be better able to focus on its core responsibilities.

-- Managers and commanders could generate income at the installation level by allowing the Corps of Engineers to recover its costs for processing certain commercial applications and by establishing goals for solid waste reduction and recycling.

-- DOD should be authorized to expand its capital investment fund to manage its operations in a more business like manner.

-- To create a safe environment, DOD must take action in the areas of clean-up of hazardous wastes, use of environmental technology and pollution prevention.

-- DOD should use quality management concepts at all levels.

-- DOD could improve efficiency by using emerging technology to upgrade care at its health care facilities.



Reenlistment desire results in 1500-mile, 23-hour trek

By SSgt. Larry Wilson
72nd APS Public Affairs Representative

It seemed natural for her to drive 23 hours and 1,500 miles when it was time to reenlist. Although assigned to the 71st Aerial Port Squadron, Langley AFB, Va., TSgt. Debra Tibbits choose to return to her Air Force roots and the 72nd APS, Tinker AFB, Okla.

Through the 17 years of her military career, Sergeant Tibbits developed a special relationship with the 72nd. Over the years, she was assigned in and out of the unit, including a stint with the 72nd during Operations Desert Shield and Desert Storm.

"Naturally, when it was time to re-enlist and complete my career," said Tibbits, "I wanted to do something special. I have always liked the people in the 72nd." So she choose to return to the 72nd and have Lt. Col. Frank Hale, 72nd APS commander, swear her in.

As proof of her special relationship with the 72nd, she used to drive from Kansas City just so she could stay in the unit and work with friends on the UTA weekends. She transferred to the 71st APS at Langley in September 1992. "I would come back more often if it weren't for the long drive," said the sergeant.

She currently attends Old Dominion College, working towards a degree in Physical Education. Besides her reserve obligations, attending classes, and holding down a good job, she enjoys running, bicycling, scuba diving and sailing.

After a 23-hour, 1,500 mile drive, TSgt. Debra Tibbits finally reenlists in the Air Force Reserve. (Photo by SSgt. Larry Wilson)



Tankers, rescue realign under other NAFs

ROBINS AFB, Ga. -- The Air Force Reserve will realign its tanker forces under 4th and 22nd Air Forces, and rescue units under 10th Air Force, effective Oct. 1.

The shifts are because of active component organizational changes -- assignment of rescue forces earlier this year to Air Combat Command and the realignment of tanker forces within Air Mobility Command.

Communications flight sees the southwest

Members of the 507th Communications Flight have been deploying to Cannon AFB, N.M. recently as part of a new mission tasking.

The mission calls for unit CF members to provide backfill support for deploying members of Cannon AFB's 27th Communications Squadron.

According to MSgt. Jimmy Guthrie, ART for the Comm Flight, "Our maintenance sections provided some much needed support to the MSS II computer systems being used in the F-111 Fighter Squadrons on Cannon. Maintenance personnel were used to maintain small computers and work on the Giant Voice System being installed on base."

Prior to getting Reserve support, Guthrie said some of the sections at Cannon experienced severe manpower shortages due to personnel being TDY. 507th operations personnel were used on all three shifts in the base Communications Center. He said most sections had comments that they needed 507th support more than just on a temporary type basis. To date, Comm

Flight members have deployed twice to Cannon AFB.

"During the first deployment last June we sent 9 members," Guthrie said. "We had already pulled our annual tour for the year, but we still had volunteers ready to go." As an added cost savings, Guthrie said the team drove down, rather than fly commercially. By driving two minivans to Cannon AFB, he said, the cost savings for this trip was \$2,906 for the nine people participating.

"The support mission to the 27th Communications Squadron was a great success. We didn't run into a single problem during the trip. The folks we supported were very pleased with the knowledge that the reserve forces had to offer," he said.

Communications Flight members participating in the first deployment included MSgt. Jimmy Guthrie, TSgt. Eloi Tadafeaverett, TSgt. Richard Hammons, TSgt. John Michalski, TSgt. Douglas Carrell, SSgt. Gary Russell, SSgt. William Stell, SSgt. Aaron Dershem, and Sgt. Robert Hannabass.



TSgt. Douglas Carrell works on installing a new Giant Voice System at Cannon AFB, N.M.

Reservists, employers discuss military support issues

ROBINS AFB, Ga. -- Corporate executives from around the country met with Air Force Reserve officials here Sept. 8-10 to discuss employer support issues.

Maj. Gen. James E. Sherrard III, AFRES vice commander, hosted the meeting, the second of its kind between employers and Reserve officials at the Reserve headquarters.

"The Air Force Reserve wants to foster and maintain its good rapport with employers at a time when Guard and Reserve forces may be asked to perform a larger portion of national security duties," said Sherrard. Use of more technologically advanced equipment may also require reservists to train more often away from their civilian jobs.

The corporate execs and Reserve officials, using total quality management tools, determined what they could do to improve relations among employers, employees and the Reserve.

Suggestions for the Reserve were to:

- Better communicate to reservists about their responsibilities to employers and to employers about the needs of the Reserve;
- Establish a single point of contact in units to handle employer support issues;
- Require a minimum of two months' notice for major deployments;
- Standardize paperwork among reserve components; and

- Better educate employers and the public about Reserve contributions, duties and benefits.

The group had the following suggestions for employers:

- Identify key employees within the company and develop a contingency plan for staff replacements;
- Determine best and worst times for reservists to perform duty;
- Outline company requirements to reservists;
- Appoint a reserve affairs point of contact within the company; and
- Establish better communication with local Reserve units.

"When I get back to the company, I'm going to make a few phone calls and find out who's responsible for reserve relations," said Kevin O'Connell, benefits administrator for Motorola Inc. and an Army reservist. "I intend to take an active role in this matter and learn more about who makes policy decisions about reservists."

Jenni Leibman, senior personnel analyst for the University of California, has a different perspective. "Corporate America has changed," said Leibman, who attended the March 1992 meeting between employers and Reserve officials. She explained that employers were willing to make sacrifices during war but now want to focus on business during economic tough times.

Reserve News

Reserve C-130s become ACC-gained

ROBINS AFB, Ga. -- The transfer of C-130 units from Air Mobility Command to Air Combat Command Oct. 1 is more than a paper move.

The reorganization means a closer working relationship between AMC and ACC on a daily basis, and affords theater commanders greater control of deployed C-130s. In addition, the name of the theater airlift support deployment for the U.S. Southern Command changes from Phoenix Oak to Coronet Oak.

Ten Air Force Reserve C-130 units become ACC-gained. They include the 94th Airlift Wing, Dobbins ARB, Ga.; 302nd AW, Peterson AFB, Colo.; 403rd AW, Keesler AFB, Miss.; and 440th AW, Gen. Mitchell IAP ARS, Wis. The airlift groups are the 908th AG, Maxwell AFB, Ala.; 910th AG, Youngstown-Warren Regional Airport ARS, Ohio; 911th AG, Pittsburgh IAP ARS, Pa.; 913th AG, Willow Grove ARS, Pa.; 914th AG, Niagara Falls IAP ARS, N.Y.; and 934th AG, Minneapolis-St. Paul IAP ARS, Minn.

Widnall talks about Reserve contribution

WASHINGTON -- Secretary of the Air Force Sheila E. Widnall talked about Air Force Reserve contributions during a speech at the Air Force Association National Convention here Sept. 14.

She cited Air Mobility Command's Phoenix Pace program in which Reserve and Air National Guard units give AMC wings a two-week downtime after deployments. Widnall also praised the Reserve Associate Program for "a great job of easing the active-duty manpower burden for some mobility aircraft."

"We need to ensure that we are maximizing our use of the Guard and Reserve, and find new paradigms in terms of how we look at these forces," Widnall said. "Some Reserve and Guard members may be available and willing to

augment active forces for longer durations.

"I say this fully aware that the Reserve and Guard are working around the clock and around the world on missions of the highest priority."

Last year reservists flew one-third of the Air Force's airlift requirements, while supporting Provide Relief, Provide Promise and Restore Hope. Today they team up with active-duty and Guard crews for airdrops over Bosnia and fly relief missions into Sarajevo.

"They continue anti-drug efforts," she said. "Back at the ranch, the Guard and Reserve led efforts for the flood-ravaged Midwest."

Widnall said Air Force people are ready and more important than ever to the nation's security. "We can pack it up and get out to where the action is in 24 hours," she said. (AFRESNS)

Fighter unit to return to Homestead

ROBINS AFB, Ga. -- In Florida, the Air Force Reserve's 482nd Fighter Wing is gearing up to leave MacDill AFB and return to Homestead AFB next spring.

Some elements of the wing remained at Homestead AFB even after it was ravaged by Hurricane Andrew in August 1992. As a result of recommendations by the 1993 Base Realignment and Closure Commission, the wing will return to Homestead AFB by April 1994, when the Department of Defense runway operation at MacDill AFB will close because of a 1991 BRAC decision.

Another Reserve unit, the 301st Rescue Squadron, was also displaced by the hurricane and currently operating out of Patrick AFB, Fla. It will return to Homestead AFB when facilities become available. (AFRESNS)

Base name changes reflect reserve status

ROBINS AFB, Ga. -- Two Air Force bases became air reserve installations Oct. 1, and a third will do the same in six months.

In Texas, Bergstrom AFB will change to an Air Reserve Station and Carswell AFB will switch to an Air Reserve Base. Carswell's new name is temporary; it will change again Oct. 1, 1994, when the base is turned over to the Navy.

Homestead AFB, Fla., will become an ARB April 1, 1994, but its status is likely to change to an ARS in 1995 if Dade County takes control of the airfield.

Grissom AFB, Ind., and March AFB, Calif., will reflect their reserve status in late 1994 and mid-1996, respectively. (AFRESNS)

Thank you for your kindness

The Willie Boyd family would like to thank everyone for the beautiful flowers, cards, visits, thoughts and prayers received during the recent loss of our son. God bless each of you and we'll keep you forever in our prayers.

Willie Boyd and Family

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