

On- Final

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Riding the "Pit"

Oklahoma State Senator Dave Herbert, D-Del City, became an "honorary OKIE" Dec. 14, while "riding the pit" in an F-16.

The senator, whose district includes Tinker AFB, described his one-hour ride as "a thrill of a lifetime."

Lt. Col. "Waldo" King was the pilot for Senator Herbert's flight. Shown here, the two attend the mission brief, pre-flight the aircraft and King helps the senator get strapped in before takeoff.

(Digital photos by Capt. Rich Curry)

Closner sends...

By Maj. Gen. John J. Closner,
Commander, Air Force Reserve

Maintaining readiness during this time of extreme budget cuts is the greatest challenge facing all of us. The Secretary and Chief of Staff designated 1994 as the "Year of Readiness." I need your support to ensure we stay at the peak of readiness.

In order to do this, we will have a couple of significant hurdles to overcome. The first is to ensure that our training program is properly balanced with operational commitments. If 1993 was any indicator, this won't be easy. I'm confident we can employ our equipment and resources to get the most out of them and still meet our commitments. Training remains the key to readiness.

The second hurdle is to reduce stress and to remove as many irritants as possible that detract from our readiness and retention. I am committed to your well-being and to that of your families. Success here is directly related to our quality initiatives and your feedback.

With your help and continued commitment we can make the "Year of Readiness" one that will guarantee a quality force in spite of change and downsizing. We must continue to develop initiatives to ensure our readiness so that our force does not go hollow.

On-final

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AF Secretary Widnall talks global power

by SrA. Steve Marciniak

LANGLEY AFB, Va. (AFNS) -- Global power was the topic Dec. 7 when Secretary of the Air Force Sheila E. Widnall visited Air Combat Command headquarters and took an orientation flight in a B-1B Lancer.

Widnall is visiting Air Force installations around the world to assess the people and resources that make up the force behind "Global reach -- global power." Widnall discussed issues concerning the Air Force's future.

"We in the Air Force are confronted with some major challenges in terms of trying to do a more effective job at fulfilling our mission in a time of diminished resources," she said. "Every day and in every way, we are trying to figure out how to do our jobs with fewer people, a reduced infrastructure, empowering the people and making more effective use of the resources we have."

Widnall stifled the rumor of fewer exercises in the future, due to lack of resources, by emphasizing the need for the force to remain ready to respond to a variety of possible situations.

"We are committed to readiness, and training is very much a part of that. I think we are all conscious that we are bringing the force back on U.S. soil, yet at the same time we are faced with many global challenges," she said.

The secretary said although the force is drawing down, there is still a need to recruit new members, and an expanded role for women in the service. "I think we are all very pleased with the opening of combat (aircraft) to women. I know the women pilots are absolutely ecstatic about it. I would expect that as we move forward, we will see more and more examples of individuals who really benefit from this opportunity."

Referring to new technology the Air Force is developing, Widnall described the F-22 fighter program as a "model acquisition" and a "leading edge technology" program, but admitted there are flaws in the way the Department of Defense acquires new weapons.

"I think this administration has a commitment to reform the defense acquisition process," she said. "We need to spend the nation's money effectively, but we believe there are lots of improvements that need to be made." (ACCNS)



Widnall



507th Fighter Group

Conversion News

"Serving your information needs"



507th Air Refueling Group

Conversion Training will involve...

Bringing the mountain to Mohammad

Learning to fly and maintain the 507th's fleet of KC-135s means unit members will have to go back to school.

According to CMSgt. Jerry Elders of the Conversion Steering Committee, the 507th will more than likely be using "lessons learned" during the units last conversion from the F-4 Phantom to the F-16. That lesson showed the cost effectiveness of bringing the classrooms and instructors here rather than expensive TDYs to training sites.

"We totally expect that this will be the best way to handle our field training requirements," he said.

Elders spoke to 507th members after returning from a visit to Bergstrom AFB, Texas, where he talked about the pending conversion, training requirements, as well as equipment and facility issues.

"We're still talking about field training detachment (FTD) schools, how long, when do they start as well as where do we hold them," he said.

AFRES manning flexibility will increase in 1994

ROBINS AFB, Ga. -- Air Force Reserve wing and group commanders have more flexibility in manning their units this fiscal year.

Under the command's manning policy, commanders have the option to fill their units to 110 percent, an increase from the 105 percent during fiscal year 1993.

Last fiscal year was turbulent for the Reserve. Changes in requirements for some weapons systems and specialties challenged retention and recruitment efforts. During the first half of the year, some commanders feared a lack of training dollars and wanted only "fully qualified" applicants.

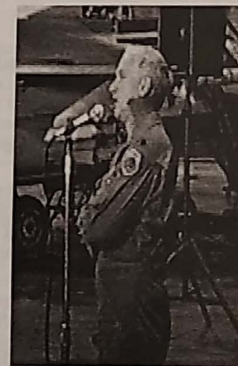
At one point in the year, unit manning document requirements shifted by more than 1,800, causing the Reserve unit

strength to dip below the desired 99 percent troop strength. The command finished the fiscal year at 97.6 percent.

On the flip side, the command started the new fiscal year at 99.4 percent manned because its congressionally mandated ceiling for FY '94 is 69,106 -- a drop of 800 authorizations from FY '93.

Reserve officials said the command's FY '94 manning policy is to continue to fill requirements with participating reservists in the grade and skill called for by manpower authorization.

They emphasized the need to eliminate overages and overgrades, and to fill positions through recruitment, accessions, leveling, and voluntary and involuntary retraining. (AFRESNS)



Lt. Col. Robert E. Lytle, 507th Commander, answers questions during a recent Town Meeting. (Digital photo by Capt. Rich Curry, PAO)

Management board to match reservists with jobs

ROBINS AFB, Ga. -- Traditional reservists will get a more equitable shot at career enhancing jobs when the Reserve Career Management and Policy Board meets here Feb. 12-13.

The board will convene for the first time to rate colonels, lieutenant colonels, chief master sergeants and senior master sergeants using information supplied by them. Other pay grades will participate later.

Participating reservists will have an opportunity to evaluate their personal

career objectives, examine future job openings, and get feedback through their chain of command and the board on their competitiveness for desired jobs.

At the same time, wing and group commanders will have a prioritized list of applicants for jobs over the next two years. In the future, commanders will nominate individuals to the board they feel are ready for career advancement.

The board is composed of senior traditional reservists, specialists and consultants, including representatives

from the individual mobilization augmentee, judge advocate and medical communities. Brig. Gen. Robert Nester, a former 10th Air Force vice commander, is in charge of the board.

"Most reservists presently have no idea which jobs will be open in the system over the next two years," said Nester. "This information will be a big plus in selecting career assignments and school tours." (AFRESNS)

Air mobility plan maps AMC future

by Sgt. James L. Davis
AMC News Service

The Air Mobility Command is mapping out its vision and goals for U.S. mobility needs well into the 21st century.

The likely future is laid out in a document called the Air Mobility Master Plan. The 343-page plan gives AMC a star to steer by in a time of shrinking budgets and shifting national priorities.

A team of more than 60 people from AMC headquarters worked on the AMMP, to assess the command's people, equipment and infrastructure to meet America's mobility needs. People include AMC active duty, Air Reserve Component, Department of Defense civilian employees and civilian contract personnel.

Infrastructure includes all AMC installations, the en route system, mobile infrastructure and the information infrastructure. Equipment includes all weapon systems and the direct supporting maintenance, material handling, security, medical and training equipment.

The AMMP identifies shortfalls and recommends corrective actions today, in the short (fiscal year 1995-2001), mid (FY02-09), and long (FY 10-15) term. Each area covered under the plan is rated with color codes.

Spurred by the Air Force Year of Equipping initiative, Gen. Ronald R. Fogleman, AMC commander, directed the group of mobility experts from all fields to develop the plan. Fogleman stressed that the group look at the entire mobility package and remember that people are AMC's most important resource, according to Maj. Gen. Phillip J. Ford, AMC director of plans and programs. With that in mind, the section on people covers everything from manpower to dormitories, medical and family support services.

In developing the AMMP, creators were guided by four goals:

- Improve quality support to AMC people;
- Improve mission effectiveness;
- Reduce ownership costs;
- Comply with environmental standards.

With the plan forecasting 20 years into the future, the AMMP was designed to be a "living" document, used by agencies within and outside the command.

"The mobility plan is meant for all of the command, from the commanders to the people on the flight line, so they can see where AMC is going," Ford said.

The need for a mobility plan became apparent with the standup of AMC in 1992 and the myriad of changes in the Air Force. The last mobility plan was published in 1983, when the Cold War dominated all aspects of military considerations.

Taking into account AMC's global mission and its airlift and tanker forces, creators of the AMMP have high hopes that it will be a critical source document which AMC people can use to see where they fit into the mobility picture, said Capt. Dave Norsworthy, of AMC's division of strategy, planning and doctrine, a key developer of the plan.

Work began on the plan in March, and it was ready for publication in October. Thus far, 700 copies of the plan have been published, with more to follow.

The AMC staff will now begin a thorough review of the AMMP in January, updating it as needed.

In the end, the process used to develop the plan may be even more valuable than the plan itself, according to Fogleman.

"When we started the master plan we knew it would be a valuable exercise, and we hoped that the product would be useful. But before it was over it turns out that while we have a pretty good product, the process that we used to develop it was even more useful. It forced us as a staff to really get out and look 20 years into the future and then step back and look at what we're doing with our people, our equipment and our infrastructure," the general said. (AMC News Service)



Fogleman discusses leadership for changing times

by Sgt. James L. Davis
AMC News Service

Editor's Note: With the 507th's pending conversion to KC-135s, the unit will change it's gaining major command from Air Combat Command to Air Mobility Command. The following story is printed to provide 507th members insight to the AMC commander, Gen. Ronald R. Fogleman.

Leadership for changing times was the underlying theme of the Airlift/Tanker Association National Convention and the topic of choice for Gen. Ronald R. Fogleman as he spoke at the symposium in Dallas Oct. 29.

Before a capacity crowd, Fogleman shared his views on the qualities of a good leader and the need to develop young leaders in the command.

"It is particularly important in the air mobility business that we pay attention to the growth of our future leaders," Fogleman said, addressing association members and guests.

Fogleman quoted Gen. George S. Patton's definition of leadership as the "art of getting your subordinates to do the impossible," then went on to express his views on leadership.

"I have discovered that leadership is the difference between a good unit and a bad unit. If you have a poor unit, and look into the problem, you will generally find that there is poor leadership," the general said.



business. When I say 'take inventory,' I mean it in the sense that you must know the people you supervise and for whom you are responsible.

"You must know them not just as names, but as people. You must also treat them with the kind of dignity that you would like for yourself," Fogleman said.

As a focal point, the general detailed experiences in his career that helped mold his own leadership values. When Fogleman became commander of the 56th Wing at MacDill AFB, Fla., he called one of his mentors, retired Lt. Gen. Charles J. Cunningham, who at that time was a brigadier general.

"I asked him, 'General Cunningham, I am about to take command of the 56th Wing. What advice would you give me to be a good wing commander?' He thought about it and came back to me with something that was alien to anything that we had ever talked about.

"He said, 'Ron, my advice is this: Use all the tools that are in the tool box.' I did not understand what he was saying; however, I continued to think about it. Here was a man that never referred to people as objects, but he was telling me to find out what type of people I had in my tool box and then make the best use of them," the general said.

Fogleman admitted that he didn't really understand what Cunningham meant until years later, when he was organizing his personal tool box and came across a half of a pair of pliers and remembered why he had held onto them.

"We used to own Cadillacs. If any of you have ever had to change a tire on a Cadillac, you know that, when the manufacturer builds them he puts hubcaps on them that have a thousand little claws. One of the hardest things to do was to pop the wheel cover.

"Use all the tools in the toolbox"

"What I had discovered is that a half pair of pliers was just the right tool for the leverage that was needed to pop the wheel cover. There are people out there who resemble that half-a-pair of pliers. The secret is to not try to use them in functions they are not equipped to perform, but to find the niches where they can contribute," Fogleman said.

While leadership styles and connotations have changed over the years, Fogleman said what is interesting to him is the definition of leadership that the military uses.

"We say that leadership is what causes men to follow you. We differentiate between leaders and managers. A manager is somebody who controls and manipulates resources. Put another way, we manage things; we lead people."

(Continued on page 6)

Take an inventory of your people...every day

According to Fogleman, the first thing leaders must do is take "inventory" of their people. "This is extremely important and the first step along the road to becoming successful, as a unit or as a



(Continued from page 5)

Fogleman listed four pass/fail rules that he uses for leaders in AMC:

- Absolutely no rule through fear.

"That's an easy rule to break in a military organization as a senior person. 'Do it because I said so, because I'm the colonel,'" Fogleman said.

- No displays of emotion in public.

"My rationale there is very simple. If a person cannot control himself or herself, why should I entrust the supervision and control of the unit to that person? If you cannot control yourself, how are you going to control your unit?"

"We manage things. We lead people"

"The urge to lose control is many times generated by being provoked in one fashion or another. One of the reasons I have seen why people become provoked is that they issue an order or guidance, and the subordinate fails to follow it," Fogleman continued.

"I learned that some time ago when a boss of mine put it very well. He said, 'remember that, no matter what you think it is, the spoken word is philosophy. The written word is guidance.'"

- No breaches of integrity.

"In a business where everyone depends on each other, we must have the self discipline and integrity that says 'we tell things the way they are, the good, the bad, and the ugly,'" Fogleman said.

- No use of your office to abuse anyone in a sexual or a racial fashion.

The general went on to encourage all leaders to not spend too much time in what he termed "high glory areas."

"Leadership is the difference between a good unit and a bad unit."

"Visit the troops at all levels, in all jobs and locations. Don't be afraid to listen to an airman explain his job to you even if you know it forward and backwards."

The general also explained an important lesson he had learned about leadership.

"Throughout all my military career, I've learned that success or failure is a function of people to people relations. It is a function of the folks who are engaged in the business. It's always been that way and it is essential to how we do business in today's military. If we keep this thought in mind, we will be successful leaders." (AMC News Service)

MSgt. Wood turns in his blues after 33-year career

by MSgt. Tommy Clapper

After serving more than two years with the 507th Civil Engineering Squadron, a total of 13 years with the 507th Fighter Group, and active duty experience dating back to 1961, MSgt. Richard E. Wood hung up his suit for the last time.

Wood retired from the Air Force Reserve amid applause and congratulations during a short and informal retirement ceremony held at the 507th CES last month.

All told, Wood has over 33 years of military experience. His supervisors and co-workers praised him as having been an important team player in the Air Force Reserve.

After serving on active duty with what was then the 3rd Mob here on Tinker AFB, Wood joined CAMS in 1980, staying there until 1989.

From 1989 through 1991 he was with what is now the Mission Support Squadron working in CBPO. Finally from 1991 to the end of 1993, Wood was assigned to the 507th Civil Engineering Squadron.

Besides working with three different squadrons, Wood has held three different AFSC's. As a WCS Maintenance troop, as career advisor and as a personnel specialist. He also volunteered during Desert

Shield and served from September through November 1990 with the 654th ABGP here at Tinker AFB.

"If you wanted to know how to get something done, MSgt Wood was the one to ask," according to MSgt. Tommy Clapper, 1st Sergeant of the 507th CES. "He was experienced, reliable, and had a great attitude," said Clapper.

People in the 507th will miss the smiling face and cheerful voice of Wood, Clapper said. "He often volunteered for man-days and has spent time in nearly every unit in the group. He was both respected and well-liked by co-workers," he added.

Mr. Wood is married and has a son and a daughter.



MSgt. Richard Wood

January Schedule of Events

Date/Time	Meetings, Etc	Location
Fri, 7 Jan 1400	Pre-UTA 1st Sgt Meeting	Bldg 1043, Conf Rm
Sat, 8 Jan 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
0900-1000	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
1200-1300	PCIII Meeting	Bldg 1043, Conf 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
1300-1400	EST Manager Meeting	Bldg 1043, Conf R
1400-1500	Ancillary Training Meeting	Bldg 1043, Conf Rm
As designated by unit	Sign-Out	As designated by unit
Sun, 9 Jan As designated by unit	Sign-in	As designated by unit
0900-1030	Newcomers Ancillary Tng-Phase I	Bldg 201, Rm 11
0830-0930	Enlisted Advisory Council Meeting	Bldg 1043, Conf Rm
0900	HAZCOM Training	Bldg 1030, Comm Flt Tng
0900-1000	732X0 Training	Bldg 1043, Rm 204
0930-1030	Unit Career Advisor meeting	Bldg 1043, Conf Rm
1300-1530	Newcomers Ancillary Tng-Phase II	Bldg 201, Rm 11
1300	CDC Course Exam Testing	Bldg 460, Rm 213
1300	Sexual Harassment Class	Bldg 201E
1400-1500	702X0 Training	Bldg 1043, Conf Rm
1500-1630	CBPO Closed for In-House Trng	Bldg 1043, CBPO
As designated by unit	Sign-out	As designated by unit

NOTEBOOK...

Subject: New Comers

If in the last couple of months you have become a new member of the 507 FG...we would like to ask you if you completed your DD93 emergency data card, DEERS enrollment, SGLI insurance and provided a DD214 if requested??? We all know about unpredicted accidents happening at any time, therefore we encourage you to double check that all your data is correct. We need your help to finish some unfinished business...Stop by Customer Assistance, Bldg 1043, Ste 201 with all necessary paperwork (i.e. marriage license, divorce decree, birth certificates, etc) and we will be happy to assist you. REMEMBER this is your record of personnel information...Lets keep it up to date.

Subject: AFR 35-10 Check

BDU trousers must be bloused over combat boots. Material of shirt and trousers must match.

Training Planner

January-February '93

Looking Ahead...

February 93

12-13 Feb
Mid-Feb

Primary UTA
Singapore Deployment

March 93

12-13

Primary UTA

FY 94 UTA Schedule

9-10 Apr
14-15 May
4-5 Jun
16-17 Jul
20-21 Aug
17-18 Sep

BAQ Recertification Deadlines

If your Social Security Number ends with either a **4** or a **9** you have until **Sunday** of the **Apr** UTA to recertify your BAQ or have it terminated.

Please complete AF Form 987 located at your unit. Your unit BAQ recertification monitor will annotate rosters and forward your forms to the finance office.

NOTE: If you don't have dependents you do not need to recertify your BAQ.

February Schedule of Events

Date/Time	Meetings, Etc	Location
Fri, 11 Feb 1400	Pre-UTA 1st Sgt Meeting	Bldg 1043, Conf Rm
Sat, 12 Feb 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
0800-0900	Enlisted Advisory Council Meeting	Bldg 1043, Conf Rm
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 201, Rm 11
1030	First Sergeants Meeting	Dining Hall, Sun Rm
1200-1300	PCIII Meeting	Bldg 1043, Conf Rm
1300-1400	EST Manager 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
1400-1500	Ancillary Training Meeting	Bldg 1043, Conf Rm
1500-1600	Unit Career Advisor Meeting	Bldg 1043, Conf Rm
As designated by unit	Sign-Out	As designated by unit
Sun, 13 Feb As designated by unit	Sign-in	As designated by unit
0900-1030	Newcomers Ancillary Tng-Phase I	Bldg 201, Rm 11
0830-0930	Enlisted Advisory Council Meeting	Bldg 1043, Conf Rm
0900	Supervisor Safety Training	Bldg 1030, Comm Flt Trng
0900-1000	732X0 Training	Bldg 1043, Rm 204
0930-1030	Unit Career Advisor Meeting	Bldg 1043, Conf Rm
1300-1530	Newcomers Ancillary Tng-Phase II	Bldg 201, Rm 11
1300	CDC Course Exam testing	Bldg 460, Rm 213
1300	Sexual Harassment Training	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

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 MSMPT. 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 MSMPT, 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 1400-1530, Bldg 201, Sunday of UTA.

Air Force Family Support

Did You Know...

As a Reservist & family member you are entitled to the following programs at the Air Force Duty Family Support Center (there are no restrictions of eligibility).

--Personal Financial Management (PFMP)

-counseling in analysing your personal financial status, budgeting, debt liquidation, consumer protection, checkbook maintenance, establishing credit & proactive financial management.

--Career Focus

-proactive career planning, development of job search skills, increased opportunity for paid employment, increased access to vocational & educational resources.

--Volunteer Resource Program

-enhance volunteerism by creating a central base focus for volunteer recruitment, training & recognition.

--Relocation Assistance Program (RAP)

-provide an automated information system.

-includes information such as area information, moving costs & availability, child care costs & availability, spouse employment opportunities, cultural & community orientation, medically related services, educational opportunities & services, and stress management, education available to relocating customers.

--Air Force Aid Society (must be on excess of 31 consecutive active duty orders to be eligibility)

-provide support to eligible non-active duty members

-maintain 24 hr response capability

-maintain close contact with the American red cross

-maintain coordination with the PFMP manager when financial counseling is required

--Reserve Family Readiness; Four Core Functions

-central point of information and referral counseling and follow-up.

-coordinate and consult with other base and civilian agencies to strengthen policy and programs benefiting families.

-Assist group leadership to insure family needs are effectively met at unit level.

-conduct family life education and skills development programs (on an as needed basis)

During these times of uncertainty and change, we would like to make you aware of our available services.

Should questions or needs arise, don't hesitate to call. Point of contact is TSgt Vandawalker, on UTAs, and TSgt Fuqua during the week at 734-7494.

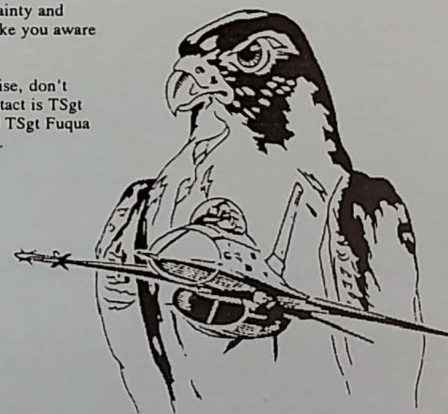
Training Communicator

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.



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

Drug Testing is conducted at 0900 on UTA Saturdays. The names of those randomly selected for testing are released by Social Actions to Unit Commanders immediately after sign-in on Saturday. If selected, you should consume as much liquid as possible prior to reporting to the lab. You cannot be released until the required sample amount has been obtained. If you have questions about the Random Drug testing program contact Social Actions, x45019.

Military Pay: Ext 45016

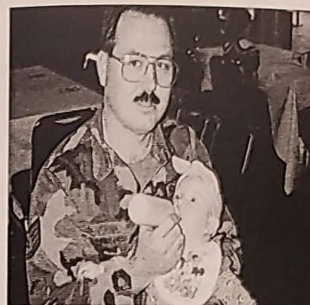
File for pay Receive Direct Deposit
on or before: by:

09 Jan.....	18 Jan
11 Jan.....	20 Jan
17 Jan.....	31 Jan
23 Jan.....	01 Feb
25 Jan.....	04 Feb
30 Jan.....	07 Feb
01 Feb.....	09 Feb
06 Feb.....	15 Feb
08 Feb.....	16 Feb

Dining Facility

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

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

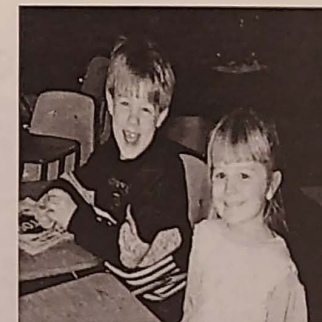


A holiday album

Last month brought holiday celebrations to units throughout the 507th.

Featured here are photos from the 72nd Aerial Port Squadron's Christmas party, the 507th Civil Engineering Squadron's Christmas tree, and a visit from the jolly old man himself to the Headquarters Building.

(Digital photos by the 507th Public Affairs staff)



Hypothermia: Don't fall victim to this winter killer

by Wayne Smith

507th Safety Office

As the holidays are behind us, and we head for those winter vacation spots that we always enjoy, and indulge in activities such as snow skiing, snowmobiling, and other winter activities that go along with the season, please keep in mind the dangers of those activities.

One of the dangers associated with the winter is HYPOTHERMIA. When a person gets so chilled that his or her body cannot warm up, it's called hypothermia. It's most common in cold temperatures, but some people (such as infants and the elderly) can suffer hypothermia when it's as warm as 70 degrees Fahrenheit. Hypothermia can be fatal. But its risks can be avoided and its effects can be less serious if you take care and use first aid quickly.

In both winter and summer, hikers, iceskaters, swimmers, boaters, hunters, and others, are at risk for hypothermia. Water cools your body temperature 25-30 times faster than air, so falling into a 40 degree lake can result in death within minutes.

The body temperature is usually about 98.6 degrees. As body temperature drops, symptoms go through stages.

In the first stage, people may have a hard time doing things like lighting a match, tying a knot, or buttoning clothing. Next, speech becomes slurred. Victims may stumble, seem confused, or deny that they are cold or need medical attention. They may seem weak or tired. At this point shivering may stop.



Breathing may be shallow and the pulse hard to find. As the body gets colder, muscles become stiff and the heartbeat becomes uneven. Unconsciousness sets in. Then death.

Fast acting First Aid can be the difference between life and death. At the first sign of suspected hypothermia, you should call an ambulance or doctor. If that is impossible, shelter the victim from any wind, rain, or snow and keep the head covered. Do not rub or massage the victim or place the victim in hot water. Give warm beverages (not alcohol or caffeine) if the person is conscious.

A technique I learned in a Hunter Safety Course, was to remove all clothing (except underclothing) from the victim and yourself and wrap the victim and yourself in blankets with your body next to theirs. The purpose of this method is that your warm body temperature accompanied with those blankets will bring their body temperature up faster than with blankets that are just as cold. It could save their life!

Prevention is the best protection from hypothermia. Whenever you go outdoors, especially in cold weather, think about how to prevent exposure to the cold. Dress warmly, stay dry, and bring along extra dry clothes.

Always have a buddy with you or let someone know where you'll be and when you expect to be back. Carry blankets, matches, first aid kit, and flashlight. If you fall into cold water, make sure you are wearing a flotation device and layers of clothing, huddle with others, or if you're alone, curl into a ball. On another note, people living alone at home alone are also at risk for hypothermia, especially elderly people. They should make an effort to speak to other people every day, eat hot meals, wear enough clothing indoors, and keep their homes warm enough. The point is, keep an eye on your friends and neighbors.

Minuteman missile silos destroyed

by MSgt. Merrie Schiller Lowe
Air Force News Service

WASHINGTON -- Air Force destroyed the first of 150 Minuteman II missile silos at Whiteman AFB, Mo., Dec. 8 as part of deactivating the base's missile complex.

The silo was one of 500 which must be destroyed under the terms of the Strategic Arms Reduction Treaty that the United States signed last year with the former Soviet Union, said Air Force officials here.

The treaty calls for the destruction of 450 single-warhead Minuteman II missile silos and 50 Peacekeeper missile silos. The latter missile, based at F.E. Warren AFB, Wyo., carries 10 warheads that can be targeted for different sites. The United States will begin destroying Peacekeeper silos in the year 2000 and must finish the job within three years, officials said. Under the arms control agreement, the United States will end up with only 500 Minuteman III missiles with one re-entry vehicle each.

In addition to Missouri, Minuteman II silos are in Montana and South Dakota.

All 150 missiles at Whiteman have been stripped of their warheads and 58 have been removed from their silos. Air Force is removing the missiles at a rate of about one per week, officials said.

The warheads were turned over to the Department of Energy for dismantling. The missiles themselves are being shipped to Hill AFB, Utah, for storage and possible later use in space launches, officials said. Air Force plans to destroy all of the silos at Whiteman by early 1997.

2.2 percent pay raise approved

Defense bills set budget for 1994

WASHINGTON -- A 2.2 percent military pay raise, effective Jan. 1, 1994, was signed into law by President Clinton Nov. 30 as part of the Fiscal 1994 Defense Authorization Act. The companion Defense Appropriations Act was signed by the president Nov. 11.

The bills authorized and funded an Air Force Selected Reserve end strength of 81,500 in fiscal year 1994, including 69,106 unit reservists and 648 reservists serving on full-time active duty.

The end strength represents a reduction of 800 positions compared to 1993's 82,300 ceiling.

The Air Force Reserve was appropriated \$2.2 billion for fiscal 1994. The budget includes \$1.335 billion for operation and maintenance, and \$782 million for the Reserve personnel account.

The appropriations bill funds \$74.5 million in construction projects for various Air Force Reserve units. It also sets \$800

million for the procurement of new transport aircraft for the reserve component to be allocated by the chiefs of the Reserve and National Guard.

Although appropriated \$50 million for miscellaneous equipment, the Reserve was authorized half that amount.

The bills also:

- Established an Army Reserve Command and left the other reserve components as they are;

- Specified the responsibility and



authority over any unit resides with the service secretaries;

- Did not change the Selected Reserve call-up authority from its current 90 days for the initial or additional period of service;

- Did not give the secretary of defense a limited authority to call up to 25,000 reservists;

- Extended authority for transition assistance because of force structure drawdowns from a deadline of Oct. 1, 1995, to Sept. 30, 1999.

- Changed frequency of physical examinations from four to five years;

- Established a sanctuary for enlisted reservists in an active status with between 18 to 20 years of service.

- Established a commission on roles and missions of the armed forces to examine what direction they will take in the future. (AFRESNS)

Communicators accept new combat challenge

ROBINS AFB, Ga. -- Air Force Reserve communications units will compete in Combat Challenge for the first time at Tinker AFB, May 29-June 6.

The challenge is an Air Force-wide deployable command, control, communications and computer competition held every other year by Air Combat Command.

According to 507th Communications Squadron officials, the 507th CS will not participate in the event. "This event is geared to units that have an overseas deployable mission. At the present time, our squadron is tasked for stateside, backfill support," said MSgt. Jimmie Guthrie, 507th CS air reserve technician.

Reserve participants include the 94th Communications Squadron, Dobbins ARB, Ga., and the 919th Special Operations Communications Flight, Duke Field, Fla. They will represent the Reserve in the small (10-person team) communications element category at Combat Challenge '94.

The competition's goals are to enhance combat capability, demonstrate employment effectiveness, foster esprit de corps through friendly competition and showcase combat C4 capabilities, says Lt. Col. Gary M. Gillespie, chief of plans and policy in the Headquarters AFRES Directorate of Communications-Computer Systems at Robins.

"Participating in Combat Challenge '94 will give our people the opportunity to demonstrate their skills in deployable communications," Gillespie said. "They'll get to showcase the wealth of talent that is such an important part of the Reserve forces. We are excited about the competition and that ACC has invited us in the spirit of Total Force."

The 94th CS is an ACC-gained unit tasked to provide initial C4 support to United States Air Forces in Europe, the 94th Airlift Wing at Dobbins and the base. The 919th SOCF gives special operations forces C4 support to the 919th Special Operations Wing at Duke Field and is Air Force Special Operations command-gained.

Gen. John M. Loh, ACC commander, sent a personal message to Maj. Gen. John J. Closner, chief of Air Force Reserve, inviting the Reserve to compete in Combat Challenge.

In addition to ACC and Reserve units, the competition is open to Air Mobility Command, Pacific Air Forces, USAFE, AFSOC and the Air National Guard. (AFRESNS)

Do you have a nose for news?

Do you know of someone retiring, receiving an award, doing community service, or any human interest story that other On-Final readers should know about? If so, please let us know. You are the eyes and ears of our paper.

Call the Public Affairs office at 734-3078
to report stories.

Plan helps Reserve achieve long-range goals

ROBINS AFB, Ga. — Air Force Reserve people can expect to have a say in readiness, people, planning and force structure issues for the next several years.

These broad categories represent the Reserve's long range goals for the next five to 15 years (see chart). They support the Air Force vision: "Air Force people building the world's most respected air and space force — Global power and reach for America."

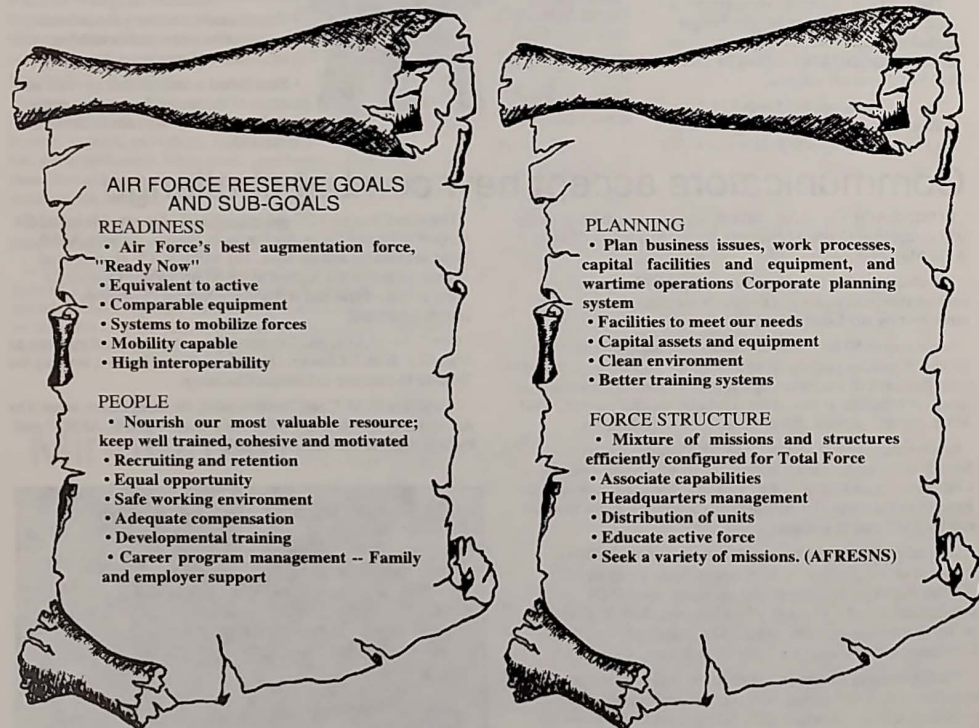
Headquarters AFRES planners say everyone in the command is empowered and asked to develop detailed objectives for his or her shop or unit.

"Our system requires the national leadership to set out broad strategic goals, key values and a vision regarding our future," said Brig. Gen. John F. Harvey, director of Headquarters AFRES Plans at Robins. "Assessment at the field level is critical and

occurs when members use the command's long-range plan to prepare personal annual plans while assessing goals and targets."

The general urges people to review each of the long-range plan's targets and determine whether they can help achieve the targets in 1994. They can incorporate their contribution as an objective in their personal annual plan. The next step is to negotiate the plan with their boss and "contract" to accomplish what they have planned.

"Planning your own objectives is really not too hard and you will like having a contract with your boss to know where you stand," Harvey said. "If your boss blows it off and doesn't require an annual plan, he or she is cheating everyone in the command, including you. This is one quality tool guaranteed to help both the individual and the command. It will work if you use it."



AF discusses Air Force quality, new role

Air Force Secretary, Dr. Sheila E. Widnall has expressed her "sincere thanks to the Air Force family — those in uniform who invited me to work with them over 20 years ago, a partnership that continued and grew. It started with a shared professional interest in the study of flight through air and space. It became much more. I've considered myself part of the Air Force family for a long time.

"I've seen the deep commitment of Air Force people on active duty, in the Guard and Reserve, and in the civilian ranks. Their welfare will be my first and last concern. From the flightline to the lab, from the launch pad to the depot, from the Pentagon to the wings, and every place in between — each person needs a positive environment in which to live and work.

"We will continue to assign the most qualified person to each job; tap the talents of all our people; and empower them to get the job done. Every member deserves equal treatment and a sense of pride in service.

"The Air Force's ability to carry out its global reach and global power responsibilities hinges on the contributions of all our members. Quality people make ours the quality Air Force of the world. This issue of quality brings me

to the question of what I would like to accomplish as Secretary. I see my primary role as 'Building a quality Air Force for today and tomorrow.'

"Quality is not a static description, but a dynamic process for and attitude of continual improvement within the constraints of available resources. Quality does not stand alone, but is measured by its contribution to the Air Force mission.



"This goal, 'Building a quality Air Force for today and tomorrow,' speaks to the quality of Air Force people, their training and the quality of the equipment they need to fight and win. Building a quality Air Force for today speaks to readiness: the ability to deploy highly mobile forces quickly to project America's power, reach or influence. Building a quality Air Force for tomorrow speaks to the need to prepare to meet future national objectives.

"People and technology of unmatched capabilities are key to the future force. We may have fewer people, but those we recruit, train, promote and challenge will remain top-quality in terms of skill, leadership and integrity.

"In terms of technology, we will press ahead with the continued improvement — some would say revolution — in our science and technology base. We will match the opportunities offered by these technologies with our requirements for improved aerospace capabilities. All the while, we will continually improve the defense acquisition system that takes programs from the drawing board to the field. This process must be founded on the highest standards of accountability.

"I have good company in this quality quest — the Air Force chief of staff. Gen. Tony McPeak has seized every chance to get out in front of change and keep the Air Force viable and flexible. We intend to ensure airpower proves decisive in future joint and coalition operations — just as it did in Desert Storm. I look forward to working with the chief to accomplish my goals for the Air Force as well as the goals that Secretary Aspin has set for the Defense Department."

AF leading way in Total Quality Management

by MSgt. Merrie Schiller Lowe
Air Force News Service

WASHINGTON — The Air Force is fast becoming an authority on total quality management and changing the way it does business from the flightline to the base hospital.

"Quality is allowing us to get the most out of a downsized Air Force," said Lt. Gen. Eugene Fischer, Air Force inspector general, during an Air Force News Service interview.

He said since the Air Force began emphasizing quality initiatives such as decentralized management, concern for customers and empowerment — allowing people to use their own initiative to do their jobs better — the results have been dramatic — from cutting costs and streamlining procedures to increased pride and motivation.

Kadena AB, Japan, for example, found a way to overhaul and replace F-15 aircraft struts that not only saved time, but reduced maintenance backlogs and the possibility of stress fractures to the strut assembly. The base also devised several new tools while working the strut problem, base officials said.

Additionally, an Air Force Reserve unit at Hill AFB, Utah, reduced the time needed to rig F-16 leading edge flaps from four hours to less than two and consolidated several sources of

technical data for the job into one page. Base officials said the procedure should save the unit about \$16,000 annually.

"Empowered people have discovered ways to reuse or fix parts for hundreds of dollars that we used to send to a depot to fix or throw away," Gen. John Michael Loh, Air Combat Command commander, told leaders from government, education and the private sector at a recent symposium on reinventing the federal government.

He cited as an example a technical sergeant in Texas who found a way to repair a B-1 part for \$30. The part normally cost \$5,866 to fix. "Before he discovered this, we would have been forced to scrap the part," said Loh. "That was a pretty expensive proposition considering we go through about one (part) per quarter."

ACC is a forerunner in the quality movement today, as evidenced by Vice President Al Gore's recent visit to the command's headquarters at Langley AFB, Va. Gore wanted to see firsthand how quality principals could improve the federal government. He was so impressed by what he learned, he later invited Loh to the Philadelphia symposium.

Reserve News

Council responds to changing society

WASHINGTON -- The ethnic and cultural makeup of society is changing, and some experts predict 85 percent of all new entrants into the labor force will be minorities and women by the year 2000.

To provide every Air Force reservist a fair and equal chance to succeed amid this change, Chief of Air Force Reserve Maj. Gen. John J. Closner established a Human Resources Development Council.

"If we are to remain a competitive, viable force, we must change as society changes," the general said. "We must take advantage of the varied experience and knowledge a diverse population offers."

The HRDC's 18 members, representing every category of the Reserve, meet several times a year. They examine the ethnic and cultural makeup of the Reserve, and study its personnel policies and practices. From these studies, they recommend actions to ensure fair and equitable treatment of all Air Force reservists. (AFRESNS)

Reserve receives first B-52s

BARKSDALE AFB, La. -- The first of eight B-52H Stratofortresses arrived here Dec. 7, making the 917th Wing the first Air Force Reserve unit equipped with bombers.

The 917th is scheduled to receive one B-52H per month until it has all eight aircraft, said Reserve officials. Air Force announced the B-52 transfer in Nov. 12. The first aircraft to arrive had been based at Fairchild AFB, Wash. (AFRESNS)

Defense bills approved

Changes to Reserve benefits caused by the Fiscal 1994 Defense Authorization and Appropriations Acts include:

- A 2.2 percent military pay raise
- Graduate study under the Reserve Montgomery GI Bill and tuition assistance with a two-year service commitment
- Frequency of physical exams from four to five years

• Deadline for transition assistance extended to Sept. 30, 1999. (AFRESNS)

More emphasis on training

Reserve members must now compete equally with active duty for school class dates, including some of the mandatory seven-skill level courses that begin this year. If a member's course starts this year, they can attend in (annual tour, school tour or RPA) status. (AFRESNS)

Maternity uniforms

The policy for government-provided maternity uniforms has changed. Pregnant enlisted women now apply for uniforms in kind through the orderly room.

Women who bought uniforms under the old policy may apply for a reimbursement. (AFRESNS)

Family readiness stressed

The Air Force Reserve is increasing its emphasis on family support. Reservists may do their part to ensure their spouse and children are taken care of upon recall. The staff in the family readiness office can help you map out a family care plan. Call them at extension 4-7491.

Medical units reorganize

One in seven reservists is seeing his or her unit undergo some kind of change, even if it is in name only, this month. Our medical units are being revamped to provide more augmentation support to the active force.

Multi-task trainers

Reserve F-16 units will all have F-16 MTT by mid-1994. Officials state these trainers are a lot cheaper than conventional trainers, yet cover many of the same training tasks. (AFRESNS)

CBPO changes name to military personnel flight

Reserve CBPOs became military personnel flights Nov. 30. The active force made the change in October 1992.

Humanitarian efforts continue

Reserve forces are still busy over Bosnia. Fighters are flying out of Aviano to keep the skies clear and C-130s are launching from Rhein Main to deliver humanitarian supplies. On the ground in support of Somalia, there are Reserve firefighters and Prime BEEFers providing base support services to a staging base in the Middle East.

F-16s move to Aviano

RAMSTEIN AB, Germany -- Two squadrons of F-16C air craft with the 86th Wing here will be permanently relocated to the 401st Fighter Wing at Aviano AB, Italy, beginning in April.

The aircraft will re-establish a fighter presence in the southern region of Europe in response to NATO tasking, said base officials. There has been no permanent U.S. fighter presence in the southern region since three squadrons of F-16s departed from Torrejon AB, Spain, in early 1992, officials said. As a result of the relocation, 1,300 U.S. military and civilian personnel authorizations will transfer from Ramstein to Aviano.

About 12 foreign national personnel authorizations will be eliminated at Ramstein. Coinciding with the F-16 transfer, the 512th and 526th Fighter Squadrons will be inactivated at Ramstein. (AFNS)



On-final is published for Air Force Reservists like Sgt. William Darby of the 507th Security Police Squadron. (Digital photo by TSgt. Stan Paregien)