

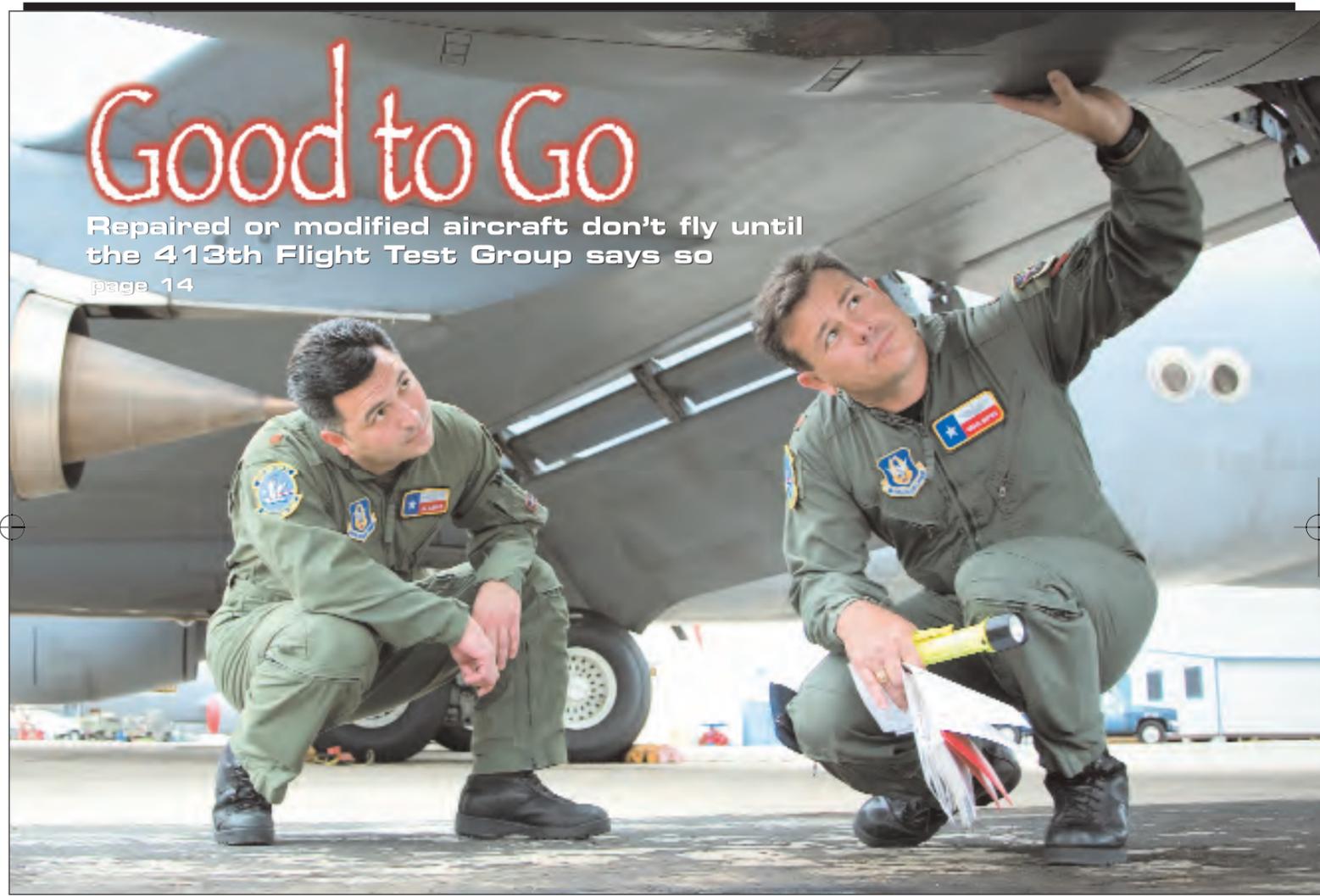
Citizen AIRMAN

Vol. 60 No. 1
February 2008
www.afrc.af.mil
Official Magazine of the
Air Force Reserve



Good to Go

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From the Top

By Lt. Gen. John A. Bradley
Commander, Air Force Reserve Command



'Big picture' an overall strategy that guides our daily behavior

This month the senior leadership of the Air Force Reserve is meeting to discuss the future of the Reserve. That means we are going to look at the "big picture" and see where we are headed and how we are getting there.

For those of us who have been in the Air Force Reserve for a while, we can recall when the big picture was called Future Total Force. FTF looked at new and innovative ways of integrating the Air Force's components. A few years ago, Air Force leadership recognized that Total Force was no longer in the future — we are integrated and operating as a Total Force today. So the initiative was renamed Total Force Integration and codified in Air Force instructions, pamphlets and doctrine.

The Air Force Reserve has always been on the leading edge of Total Force thinking in the Air Force. Our Total Force Integration initiatives are the model for the other uniformed services. But to remain on the leading edge, we need to periodically revisit and reassess our view of the big picture.

Too often the big picture is viewed as a subplot in dealing with daily issues and tasks rather than a well thought-out, overarching strategic concept that guides what we do on a day-to-day basis. When this happens, the reasons we are making major decisions sometimes become clouded.

Accordingly, I want to make clear to you my current view of the big picture. I think we have moved beyond our initial Total Force thinking to become a fully operationally integrated contributor to what I call a "viable force." A viable force, in my view, is a force that is not only operationally integrated but also capable of refocusing, reconstituting and recapitalizing while continuously engaged in daily operations without exhausting its people or its resources.

In order to remain an unrivaled wingman in this viable force, we must continue to remain an operationally centered force. This is where we should focus our efforts — today and tomorrow.

The characteristics important to being an operationally centered Reserve include having a Selected Reserve organized, resourced, equipped and trained to the same standards as the regular component. It also means minimizing the need to mobilize Ready Reserve units and individuals to ensure readi-

ness training. It means having force-generation plans that clearly define Reserve participation patterns in a cyclic or periodic manner. Clearly defined participation patterns provide predictability to the combatant commands, the military services, the reserve component member, and the reserve component member's family and employer.

An operationally centered force continuously functions with some units and individuals engaged in daily operations while others remain in reserve. It can also rapidly change its mix of who is engaged and who is held in reserve in response to surges and shortfalls in national defense requirements.

Ensuring a viable force functions properly and remains operationally centered requires instituting force policies that maximize return on investment, mitigate risks inherent in the current global security environment and build a force that can rapidly rebalance capabilities within service components as well as between services. It also means being able to measure our successes with real metrics.

To be fully viable also means placing capabilities in the reserve component whenever reserve participation is cost effective and access to our Airmen is assured, sustainable and responsive to the needs of the Air Force.

Ultimately a viable force policy should allow the Air Force to commence a rapid response to any threat worldwide without first resorting to unexpected reserve mobilization. To do this, we must realize a viable force policy can no longer be about sustaining a large peacetime force in order to maximize the number of units and capabilities we have on paper. It has to be about having forces with the characteristics and capabilities that are ready to go when the Air Force needs them. And it also means Defense Department policies are in place that ensure our Airmen will show up as planned — to support the Air Force and its joint partners.

As we remain operationally engaged as unrivaled wingmen, I expect all of you to remember the big picture and keep it in mind as you engage in your daily missions.

By doing so, you help all of us be a better force. Stay informed. Stay engaged! ★

**IN ORDER TO REMAIN AN UNRIVALED
WINGMAN IN THIS VIABLE FORCE, WE
MUST CONTINUE TO REMAIN AN
OPERATIONALLY CENTERED FORCE.**



Chief's View

By Chief Master Sgt. Troy J. McIntosh
Command Chief Master Sergeant, Air Force Reserve Command

A past and future to be proud of

It's hard to believe another year has passed. 2007 was a year of change. We answered the call of volunteerism in numbers Air Force Reserve Command has never before seen. We stood up numerous new missions and became a totally integrated partner with our regular Air Force counterparts. We once again demonstrated that we stand by their side, ready, willing and able to assist whenever and wherever we're needed. We are unrivaled wingmen!

During the year, I visited more than 23 units and attended numerous symposiums, graduations, and recognition and induction ceremonies, spending more than 230 days of temporary duty on the road. As a result of my travels, one thing became perfectly clear: The men and women of this command are nothing short of amazing! It doesn't matter if they are air reserve technicians, traditional Reservists, individual mobilization augmentees or members of the active Guard and Reserve. Their commitment to excellence is always a top priority.

Each group experienced change: ARTs with the new uniform requirements, IMAs with Program Budget Decision 720 reductions, and the command as a whole with base realignment and closure actions. Despite the challenges these changes presented, you embraced them with respect, pride and a determination to continue moving this command forward.

Despite your positive reaction, change is never easy. In many cases, it creates doubt and some unanswered questions. If you need answers to some questions, please don't hesitate to ask your command chief. If he or she doesn't have the answers, I'm always available to assist. I stand committed to getting you the information you need.

I do have one word of caution. The information superhighway is fast and furious. However, the content moving up and down that highway is not always the truth or accurate and can cause much more harm than good. So, make sure you get your

answers from the proper sources and not through barracks informational channels!

Recently all of the command chiefs attended a legislative orientation course to prepare them to meet with members of Congress. This was a huge step in creating a level of communication with your local members of Congress. The training culminated with a reception on Capitol Hill where the command

chiefs had lunch with congressional staff members. During the lunch, the command chiefs had the chance to express their concerns about the enlisted men and women in their units. They will return to Capitol Hill this month, this time with their commanders, for another visit with members of Congress.

Despite all of the change we went through last year, I can say without question that 2008 will be no different. We will continue to embrace the importance of professional military education by requiring the Chiefs Leadership Course/Headquarters Chief Course for promo-

tion to chief master sergeant. We are in the process of creating group superintendents (9Gs) — chiefs who are responsible for advising commanders at the group level regarding enlisted matters. This 9G program will embrace all Air Force specialty codes: operational, medical, maintenance, etc. We will continue to break down barriers for continued success for our enlisted corp.

It's our job to continue building the future of the Air Force Reserve, and I'm excited about that responsibility. I hope you are as well. Look into the eyes of the young Airmen standing in front of you. They are our future. Their minds and hearts are big and willing to take on any task you put in front of them. Challenge them, then sit back and prepare to be amazed.

Once again, it is truly an honor and privilege to be your command chief and speak for our most valuable asset — our Airmen! ★

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Tour Spreads Holiday Cheer

For the 10th consecutive year, Air Force Reserve Command and U.S. Air Forces in Europe joined together in November to sponsor Operation Season's Greetings, bringing some top-notch entertainment and a little holiday cheer to military members stationed and deployed overseas. This year's tour, which made stops at several locations in the Middle East as well as Great Britain and Germany, included latin pop sensation Melina Leon, pictured at left performing with members of her band and the Band of the Air Force Reserve at Ali Air Base, Iraq. (Far right, top) Staff Sgt. Stacy Fisher, a security forces flight chief and native of Hesperia, Mich., takes the stage at Ali AB during country music star Jamie O'Neal's performance of "When I Think About Angels." Sergeant Fisher's commander arranged for the performance after the sergeant participated in a recent talent competition at the base. (Far right, middle) Military members take to the stage during one of the Season's Greetings performances to dance with New England Patriots cheerleaders. (Far right, bottom) Comedian Dick Hardwick entertains the troops during a performance. "This (Operation Season's Greetings) is the largest event to visit the (Middle East) each year, and it wouldn't be possible without the help from units outside of the Reserve command," said Maj. Chad Steffy, OSG technical director and commander of the Band of the Air Force Reserve. "There's nothing else like this tour in the Air Force."



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On the front cover: Top: Maj. Al Limas (left) and Craig McPike of the 313th Flight Test Squadron, Kelly USA, Texas, look over a KC-135 during a functional check flight. For more on the mission of the 313th FLTS and the other components of the 413th Flight Test Group, see the story on page 14. (Boeing photo/Lance Cheung) Bottom left: Air Force Reserve Command has a specific process in place to meet its air and space expeditionary force requirements. See page 10 for the story. (Senior Airman Jeremy McGuffin) Bottom right: For a close look at the Airman Battle Uniform, see page 12. (Staff Sgt. Celena Wilson)

Gen. T. Michael Moseley *Chief of Staff, United States Air Force*

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Citizen Airman magazine (ISSN No. 0887-9680) is published bi-monthly by Headquarters Air Force Reserve Command Office of Public Affairs for the commander of Air Force Reserve Command. Copies are mailed, free of charge, to the homes of all Reservists. Content is normally news articles and features developed for release to commercial media as part of the Air Force Reserve's continuing public affairs program. Opinions of contributors are not necessarily those of the Air Force Reserve. All photos are U.S. Air Force photos unless otherwise indicated. Readers-per-copy ratio: 4-1. Send inquiries and submissions to HQ AFRC/PAP, 255 Richard Ray Blvd, Suite 137, Robins AFB, GA 31098-1661. Or, fax them to DSN 497-0878 or commercial 478-327-0878. Our e-mail address is afrc.pap@afrc.af.mil.

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POSTMASTER: Please send all Forms 3579 to *Citizen Airman*, HQ AFRC/PAP, 255 Richard Ray Blvd, Suite 137, Robins AFB, GA 31098-1661.

Round the Reserve

A brief look at what's happening throughout Air Force Reserve Command

Legislation Helps Hold Down Tricare Costs

As of Jan. 1, civilian employers are no longer allowed to offer their Tricare-eligible employees incentives to use the government plan instead of their company's group health insurance plan.

The change was included in the 2007 John Warner Defense Authorization Act after evidence showed employers were attempting to shift their group health insurance costs to Tricare. By law, this ruling applies to all employers, including state and local governments, with 20 or more employees.

Tricare is the Defense Department's health-care plan for military members and retirees, and their families. Medical and dental services are rendered through

a worldwide network of providers, military treatment facilities and clinics. More than 9.1 million people, including Air Force Reservists, are eligible beneficiaries.

DOD officials urge people to look closely at all available health-care options from Tricare and their current employer to decide what is best for them and their families. Eligible people, including traditional Reservists, can enroll in Tricare without taking employer incentives if desired.

Employers can still offer "cafeteria plans" to Tricare-eligible employees if the plans are offered to all employees, including those not eligible for Tricare. Cafeteria plans are "fringe benefits" under which employees may choose from various options to fit their health-care needs, up to a specified dollar value.

The legislation does not change "Tricare supplement" plans not offered

by employers but sold by beneficiary associations or commercial insurers.

More information about Tricare is available online at <http://www.tricare.mil>. (Staff Sgt. Dan Lanphear, Air Force Reserve Command public affairs, Robins Air Force Base, Ga.)

Special Ops Unit to Undergo Major Changes

Air Force Reserve Command's 919th Special Operations Wing will reorganize, change missions and move in the next few years.

Wing Reservists currently fly MC-130 special operations aircraft. In the future, they will form reserve associate units in which they will fly and maintain new aircraft with Airmen in Air Force Special Operations Command.

Commander delivers aid, good cheer to Afghans

By Capt. Michael Meridith

The frigid Afghanistan winter was made a little less harsh for Afghan villagers near Bagram Air Base thanks to thousands of pounds of humanitarian relief supplies delivered by a visiting Air Force leader.

Lt. Gen. John A. Bradley, Air Force Reserve Command commander, arrived at Bagram Dec. 2 with more than 25,000 pounds of supplies, collected by his wife, Jan, for Afghan families.

The delivery included about 500 boxes of blankets, clothing and school supplies, slated for distribution through provincial reconstruction teams, Air Force Office of Special Investigations, humanitarian assistance drops and Bagram's own Operation Care.

"There is a great need out there — an incredible need," General Bradley told a group of assembled Airmen Dec. 3. "I've seen pictures of little kids here that will bring tears to your eyes. I've seen pictures of them in the snow with no shoes on, wearing lightweight clothes. They are freezing, and some of them are dying."

After spending the day visiting Airmen across the wing and thanking them for their service, General Bradley headed outside the wire to a nearby village, where he handed out supplies to local families enduring Afghanistan's harsh winter.

The delivery was just the first step in what the general said would be continuing efforts during the coming weeks to get the supplies out. He commended the work of Airmen involved in these and similar efforts throughout Afghanistan



Lt. Gen. John A. Bradley, Air Force Reserve Command commander, greets Afghan children at a village near Bagram Air Base Dec. 3. General Bradley brought more than 25,000 pounds of humanitarian relief supplies, collected by his wife, for distribution to local villages

every day, adding that America stands squarely behind them.

"Some of what you're going to unload here is going to save some lives," he said. "People argue about policies, but the American people can separate that from Airmen, Soldiers, Sailors and Marines who are doing the job. I have never seen it better in my 40 years in the Air Force. They thank you, and I am really proud of you." ★

(Captain Meridith is assigned to the 455th Air Expeditionary Wing public affairs office at Bagram AB.)

MASTER SGT. RICK SFORZA

"The 919th SOW will become a fully integrated partner in more special operations missions as a result of planned Total Force Integration initiatives," said Col. George Williams, senior individual mobilization augmentee to the AFSOC director of plans, programs, requirements and assessments.

Over the next five years, the 919th at Duke Field, Fla., will integrate with AFSOC's 1st SOW at Hurlburt Field, Fla., in several phases, said Col. Steven Chapman, 919th SOW commander.

"The result is realizing the efficiency of standing up a true associate special operations unit using the highly dedicated and experienced citizen commandos of the 919th SOW," Colonel Chapman said. "In this day and age of decreased assets, it's truly a force multiplier."

The wing's 5th Special Operations Squadron flies the MC-130P Combat Shadow aircraft. The Combat Shadow supports special ops helicopters on low-visibility, low-level air refueling missions. It can also air-drop small special operations teams and their equipment.

The wing's 711th SOS flies the MC-130E Combat Talon I. This aircraft delivers people and equipment, day or night, in all kinds of weather in support of U.S. and allied special operations forces globally.

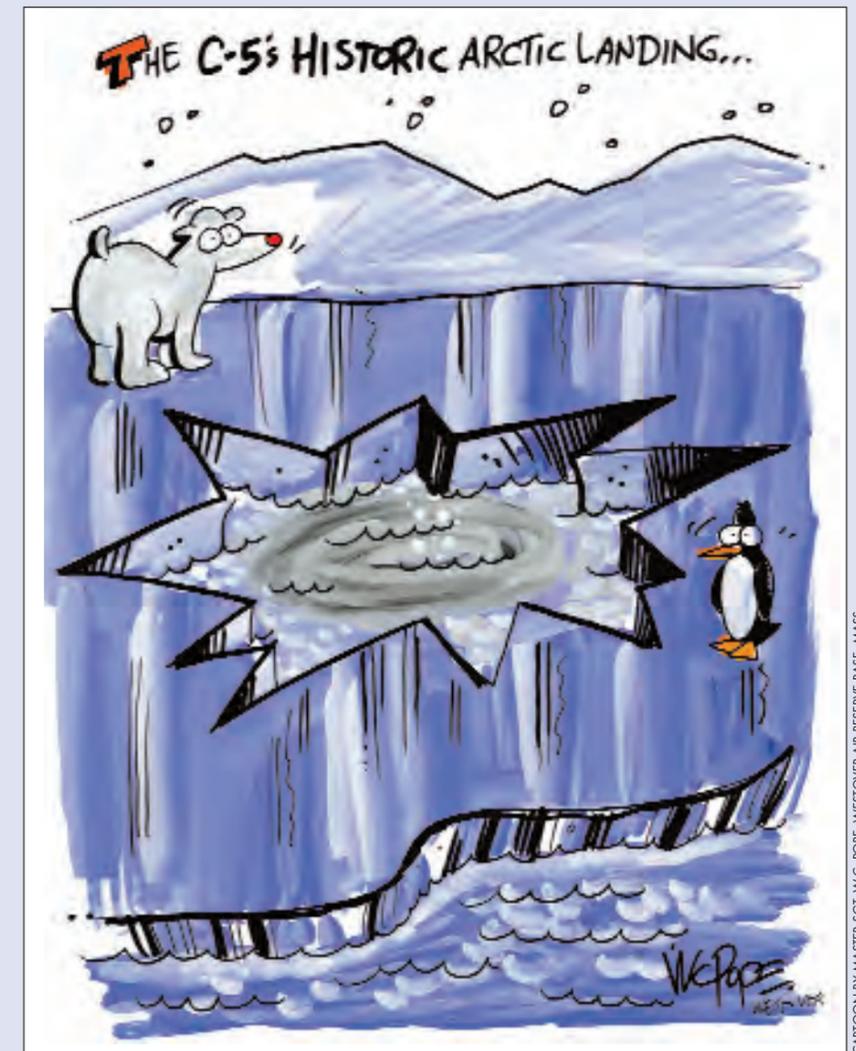
The wing will begin getting out of the Combat Shadow mission in the next year or two and will retire the Combat Talon I in 2011 or 2012.

One immediate change for Duke Field's Reservists involves the sharing of flight training duties. AFSOC is developing an Air Force Special Operations Training Center at Hurlburt Field, where Reservists from the 919th SOW will augment training units in a variety of missions. These missions include the single-engine U-28 Pilatus light transport aircraft, the AC-130U gunship and aviation foreign internal defense. AFID involves advising, training and assisting foreign aviation forces in the application of airpower in internal defense and development.

Another possible emerging mission for the 919th SOW is an associate unit to augment the 3rd SOS at Nellis Air Force Base, Nev. The squadron flies and maintains the MQ-1 Predator unmanned aerial vehicle.

"We can look forward to positions opening up to help support and maintain

Pope's Puns



CARTOON BY MASTER SGT. W.C. POPE, WESTOVER AIR RESERVE BASE, MASS.

MQ-1 Predator, PC-12/U-28A Pilatus and AC-130U gunship aircraft," Colonel Chapman said. "Everyone here has the opportunity to bring a wealth of knowledge to the wing's future mission."

According to Col. Max Maxwell, Reserve adviser to the AFSOC commander, the proposed associate concept will help relieve stress on AFSOC-gained Reservists in a variety of ways.

"AFSOC relies on 919th aircraft and personnel to fill deployment rotations," Colonel Maxwell said. "The 919th has always stepped up to the plate and performed magnificently. However, numerous deployments take their toll on Reservists as well as their employers."

"The proposed way ahead for the 919th should be much more Reserve

friendly while at the same time adding great value to AFSOC." (Air Force Reserve Command News Service from an AFSOC news release)

Legislation Reduces Reserve's End-Strength

Air Force Reserve Command will operate with fewer people in 2008.

The fiscal year 2008 Defense Appropriations Act signed by President George W. Bush Nov. 13 funds an end-strength of 67,500 Reservists. Last year the projected end strength was 74,900.

The new legislation also approves 9,999 full-time air reserve technicians and 2,721 full-time active Guard and Reserve members.

The defense bill provides the Defense Department with nearly \$460 billion in discretionary funding. From this act, AFRC receives about \$1.36 billion for its reserve personnel appropriation and about \$2.82 billion in operations and maintenance funds to run the command.

The amount for military construction funding will be finalized when the Military Construction/Veterans Affairs bill is passed. (*Air Force Reserve Command News Service*)

Officers Can Apply for Leadership Development Course

The Air Force Reserve Command Professional Development Center is accepting applications from company grade officers interested in attending the Reserve Officer Development Education Course.

The six-month leadership training program will kick off with a seminar scheduled for April 24-27 at Naval Air Station Joint Reserve Base Fort Worth, Texas.

"This program is designed to prepare junior officers to become effective leaders by providing essentials of military leadership, career planning and mentoring," said Mickey Crawford, program manager for the command's officer leadership courses. "A vital part of the program is the participation of senior lead-

ers who contribute as facilitators, as well as presenters, creating a positive environment for students."

New students will begin the program during the seminar in Texas and graduate during a similar four-day meeting at a date and location to be determined. Students who began the course at Robins Air Force Base, Ga., in October will graduate during the seminar in Texas.

All company grade officers (O-1s through O-3s) are eligible to attend. Wing commanders are highly encouraged to submit their rated officers for attendance. All nominees must be physically fit. Reservists on any kind of profile will not be accepted.

The headquarters, as well as each wing and numbered air force, receives one quota. The Readiness Management Group and Air Reserve Personnel Center each receive five quotas. Attendance is unit funded.

In addition to attending the beginning and ending four-day seminars, participants must complete a program of study that includes acquiring a mentor, completing outside self-development reading, providing a three- to five-minute presentation on a leadership principle learned through the reading, developing an Officer Development Plan and writing a position paper on an AFRC topic. Also, in order to participate, officers must agree to attend a Junior Officer Leadership

Development course, if available within the course's six-month timeframe, and sign a course commitment contract.

Nominations are being accepted through Feb. 29. Wing commanders must submit nominees to Ms. Crawford at the AFRC Professional Development Center via e-mail (mickey.crawford@afrc.af.mil) or fax at DSN 497-0234 or commercial 800-223-1784, Ext. 70234. Individual mobilization augmentees must submit applications through their program managers to the RMG. For a copy of the course application form and the commitment contract, which must be submitted with the application, see these two points of contact. Incomplete applications will be returned without action.

For information, contact Ms. Crawford via her e-mail address or by calling DSN 497-0933 or commercial 800-223-1784, Ext. 70933. The onsite project officer is Capt. Matthew Hoffman, DSN 739-6979. (*Staff reports*)

Technology Gives Airmen Control Over Personnel Transactions

An enhancement to the virtual Personnel Center-Guard and Reserve that launched in December puts Airmen in the Air National Guard and Air Force Reserve in the driver's seat of their personnel transactions.

The new vPC-GR Dashboard streamlines the way people manage their vPC-GR account profiles, submit new requests, check the status of requests and coordinate on existing transactions.

"We're trying to make vPC-GR more efficient for everyone," said Lt. Col. Doug Ottinger, director of the Air Reserve Personnel Center's Directorate of Future Operations and Integration. "The Dashboard allows people to complete all their coordination actions at once, with one logon."

Since 2006, vPC-GR has enabled more than 25,000 online transactions for retirements and decorations to be routed through coordinators, reviewers or approving officials. In the past, coordinators would receive an e-mail for every transaction requiring their review and would have to log in and log out for each.

The Dashboard, on the other hand, enables the coordinators, reviewers and approving officials to process a transaction, monitor its progress, attach related documents, develop reports and initiate any additional transactions under one logon.

In addition, the vPC-GR Dashboard reduces the number of e-mail notifications needed to complete the coordination process.

"With the old system, commanders coming in for their UTA (unit training assembly) weekend could be faced with hundreds of e-mails just for vPC-GR transactions," Colonel Ottinger said. "Now they decide how many they receive."

When an Airman sets up a vPC-GR account profile, the system will default to send a notification e-mail to the member when he or she has pending actions. Airmen who don't want to receive the e-mail notification can uncheck the appropriate box. Those who select the option are responsible for checking their Dashboard frequently for pending actions.

Another Dashboard feature allows Airmen to eliminate processing delays by delegating that responsibility or role to someone else in their organization. If a primary person has delegated his or her role to another, it cannot be further delegated to someone else.

For example, if a first sergeant must attend a class, go on an extended temporary duty assignment or deploy, he or she can delegate the first sergeant role to another responsible Airman in the unit.

The Dashboard structure affects coordination on existing vPC-GR retirements and applications for awards and decorations. Reservists can learn more about these changes and future applications by going to the ARPC Personnel Services Delivery transformation Web page at <http://www.arpc.afrc.af.mil/library/PSD/>. (*Senior Master Sgt. Kelly Mazezka, ARPC public affairs*) ★

It's Your Money

By Ralph Lunt

Choosing a Survivor Benefit Plan option



Just like any other day, I grabbed the mail out of my mailbox and flipped through it as I walked up the driveway. Then I saw it: a certified mail notice. The post office was holding something so important the sender required my signature as proof of delivery.

I paid my taxes. I wasn't in trouble with the law, as far as I knew. Who would be sending me certified mail?

On the way to the post office, I played the "suddenly rich" game in case the notice was for an unexpected inheritance! Turned out there was no unexpected windfall, but the letter was of great significance. It was my 20-year letter.

Holy smokes! Wasn't it just a few years ago that I, feeling "bulletproof," left Cleveland, Ohio, and drove across the country to Mather Air Force Base, Calif., for my first assignment? Now, an "old man," I'm getting a letter telling me I'm eligible for retirement at age 60 and expected to deal with Reserve Component Survivor Benefit Plan options A, B or C. Welcome to reality!

To be sure, everyone has a different perspective, depending on their individual situation, when it comes to this question. This isn't a "one choice fits all" kind of issue. But, in most cases, there is one option that is better than the others for each person.

To illustrate the process, I'll run through the options as they apply to my situation (married with dependent children). Option A is to not participate in RCSBP and defer my decision until age 60. This is a horrible choice for me! Should I die before age 60, my spouse and dependent children get nothing! My wife would not only be mad at me for bailing early, but she'd be really ticked off when my weekends away added up to a pension of a big fat zero! This is a horror story Stephen King couldn't watch!

Now, let's consider option B. In a nutshell, if I die before age 60, my spouse will get a monthly income stream, also known as an annuity, no earlier than the point in time when I would have turned age 60. Not a bad choice. The pension benefit is kept intact. My wife would just have to wait for it if I die before age 60.

Option C would begin the annuity right after I check out, be it before or after age 60. This is the default option and my choice.

That was simple, wasn't it? Not really. There's a lot more to it. Each option comes with a price and requires a decision only you can make. What will it be? Door A, B or C? It's best for you to start thinking about that question right now. ★

(*Editor's note: This feature is designed to provide financial advice and information of a general nature. Individuals should conduct their own research and consult a financial adviser before making any financial decisions. Based in Cleveland, Ohio, Mr. Lunt is a certified financial planner and vice president of a financial planning and consulting firm. He is also a lieutenant colonel in the Air Force Reserve, serving as the reserve forces director for the Great Lakes region of the Civil Air Patrol adviser's program.*)



LIFESAVER — Staff Sgt. Eric Eberhard kneels in front of a joint explosive ordnance disposal rapid response vehicle at Forward Operating Base Gardez, Afghanistan, Dec. 17. Sergeant Eberhard's quick reactions helped save the life of the leader of his three-person EOD team after an improvised explosive device detonated near them Dec. 7. The sergeant was in the vehicle at the time of the explosion. The injured Airman, who was wearing a bomb suit, was examining the device in a culvert when it went off. After the explosion, Sergeant Eberhard, who is deployed from the 419th Civil Engineer Squadron at Hill Air Force Base, Utah, leapt from the vehicle and made sure there was no further threat from IEDs so medics could respond. In addition, he applied a tourniquet to the injured man's arm and helped move him to a field, where he was airlifted to a medical facility.

STAFF SGT. JOSH JASPER

The ABCs of the AEF

Process ensures the right people are in the right place at the right time

Committed to providing the world's best mutual support to the Air Force and its joint partners, Air Force Reserve Command continues to play a large part in the air and space expeditionary force. However, some Reservists might not know exactly how the AEF process works or how they can volunteer to fill an AEF requirement.

At Headquarters Air Force Reserve Command, Robins Air Force Base, Ga., members of the AFRC AEF Cell work with representatives from each Reserve unit and the individual mobilization augmentee world to make sure the command meets or exceeds its AEF expectations.

"AFRC volunteers are a tremendously important asset in the Global War on Terrorism," said Carl Vogt, AFRC's AEF Cell division chief. "The AFRC AEF process ensures the right people are in the right place at the right time."

Normally, each AEF pair, which covers a four-month period, comprises about

29,000 requirements. AFRC typically fills about 6 percent of these slots, primarily with volunteers. In the past, when some AFRC units were mobilized, the command filled up to 10 percent of the requirements for an AEF pair.

"There is a well thought-out process to facilitate an AFRC member's deployment in support of the AEF," Mr. Vogt said.

In order to provide more predictability in terms of a deployment schedule, wings assigned to an AEF pair (see accompanying chart) are expected to provide the majority of the manning for that particular time period.

"This does not preclude Reservists outside the AEF pair from volunteering," Mr. Vogt said. "However, if members volunteer outside of their unit's AEF pair, there is still an expectation that they also deploy when their wing is scheduled to participate."

About five months before an AEF rotation, the AFRC AEF Cell coordinates with the Air National Guard and Air Force Personnel Center to "buy" requirements based on inputs from the wings and the command's functional area managers. The wings and FAMS begin actively soliciting volunteers about a month before the buys are made. For the standard rotation months of January, May and September, buys occur the previous August, December and April, respectively.

"This is why early planning and engagement are so critical to the AEF process," Mr. Vogt said.

"After volunteering, the first key deployment step for a wing member is to have the wing LRS or LRF (logistics readiness squadron or flight) ensure the member is cleared to deploy," Mr. Vogt said. The LRS or LRF checks the Airman's medical and dental records, physical fitness test score, security clearance and other pertinent information. After the records are verified, squadron and wing leaders approve the

member for deployment. "The purpose of this step is to ensure AFRC is providing current and qualified Airmen to fill taskings," Mr. Vogt said.

The approval is then forwarded to the AFRC FAM and AEF Cell to ensure the person is assigned to the tasking in the Deliberate and Crisis Action Planning and Execution Segment system. Once verified in DCAPES, unit orderly room officials request military personnel appropriation mandays in the Command Man-Day Allocation System so the unit can complete the Air Force Form 938 to place the member in MPA status and obtain contingency/exercise deployment orders.

After receiving orders, the member follows the standard deployment out-processing checklist and completes any theater-specific requirements. Barring any unusual events, the member should arrive in theater on time and trained to support the combatant commander.

IMAs interested in volunteering for an AEF deployment should contact their base IMA administrator or Readiness Management Group detachment program manager for more information.

"Since IMAs do not generally maintain the same level of readiness as unit members, a different process is required to ensure all theater requirements are met before deploying," Mr. Vogt said. "Once again, the important thing to remember is that early engagement is critical."

For information on the AEF process, unit Reservists and IMAs can visit the limited-access Community of Practice Web site at <https://wwwd.my.af.mil/afknprod/ASPs/CoP/OpenCoP.asp?Filter=RC-OP-00-62>. The Air Force AEF Center Web site, <https://aefcenter.afpc.randolph.af.mil/>, has a wealth of valuable information as well. ★

Air Force Reserve Command's AEF process makes sure Reservists, like Senior Airman Thomas Benincosa from the 419th Security Forces Squadron, Hill Air Force Base, Utah, shown here on patrol during a recent deployment to Kirkuk Regional Air Base, Iraq, are in the right place at the right time to support the Global War on Terror. (Senior Airman Jeremy McGuffin)

AFRC AEF Cycle 7					
Jan-Apr 08		May-Aug 08		Sep-Dec 08	
1 919/Eglin 433/Lackland 914/Niagara Falls 940/Buach	2 916/Seymour Johnson 442/Whiteman 514/McGuire	3 911/Pittsburgh 908/Maxwell Langley 349/Travis	4 917/Barksdale 932/Scott 507/Tinker 513/Tinker	5 439/Andrews 944/Luku 512/Dover 920/Patrick 305/Davis Monthan	6 302/Peterson 439/Westover 315/Charleston
Jan-Apr 09			May-Aug 09		
7 94/Dobbins 910/Youngstown Elmendorf 446/McChard	8 301/Cornwell 434/Grissom 482/Itomestead 310/Schriever	9 445/Wright-Patterson 419/Hill 931/McConnell 934/Minn-St.Paul	10 440/Pope 403/Keesler 452/March		

Get ready
for the ...

Airman Battle Uniform



NEED-TO-KNOW ABU FACTS

- The Total Air Force: active, Reserve and National Guard, will wear the ABU
- It's wash and wear — no ironing needed and dry cleaning is not allowed
- Mandatory wear date: Oct. 1, 2011
- Clothing allowance will increase in fiscal year 2008
- ABU authorized for wear on commercial aircraft only when continuously traveling from home to the U.S. Central Command area of responsibility or from AOR to home. No other wear during travel on commercial aircraft is authorized.
- Sleeve roll guidance is the same as for the BDU
- Members of the Guard and Reserve will get ABUs in the same manner in which they currently acquire their uniforms. For those people who are not currently issued clothing, the uniform can be purchased through the closest military clothing sales store or online at www.aafes.com when sufficient supplies are available.

ACCESSORIES

- Backpacks, gym bags, briefcases and personal hydration systems (camelbacks) must be black, olive drab green, sage green or ABU pattern (once it becomes available)
- For women's purses and umbrellas, only black is authorized

NO LONGER AUTHORIZED

- Commander's badges
- Unit patches
- Organizational hats
- Black or brown t-shirts
- Black boots

Information current as of Jan 2, 2008. For more information or current updates, visit the Air Force Uniform Program page on the Air Force Portal at <https://www.my.af.mil>.

ABU CAP

- Same shape, new pattern
- (Note: Baseball-style caps no longer authorized)

NAME TAPES

- "U.S. Air Force" and name tapes are embroidered in dark blue on ABU camouflage background

INSIGNIA

- Embroidered in dark blue on urban gray background
- Occupational, aeronautical, chaplain and required duty shields are authorized
- Officers may wear subdued metal rank instead of sewn rank



MAP POCKETS

- Interior chest pockets on both sides of the jacket
- Pockets may be removed as long as removal doesn't change outer appearance of the uniform



SLEEVE PENCIL POCKET

- Space for two pens/pencils on the left sleeve
- Hidden pencil pocket is still located in the left upper chest pocket



COLD WEATHER GEAR

- All Purpose Environmental Clothing System, or APECS, replaces the Gore-Tex jacket
- Liner colors: black or sage green
- Scarf color must match liner color
- Watch caps, gloves and ear muffs can be sage green or black
- Cold weather parka (olive drab green with white fur collar) is authorized for wear in the colder climate areas where it is issued

T-SHIRT

- Desert sand
- Crew neck
- V-neck
- Turtleneck
- Mock turtle neck

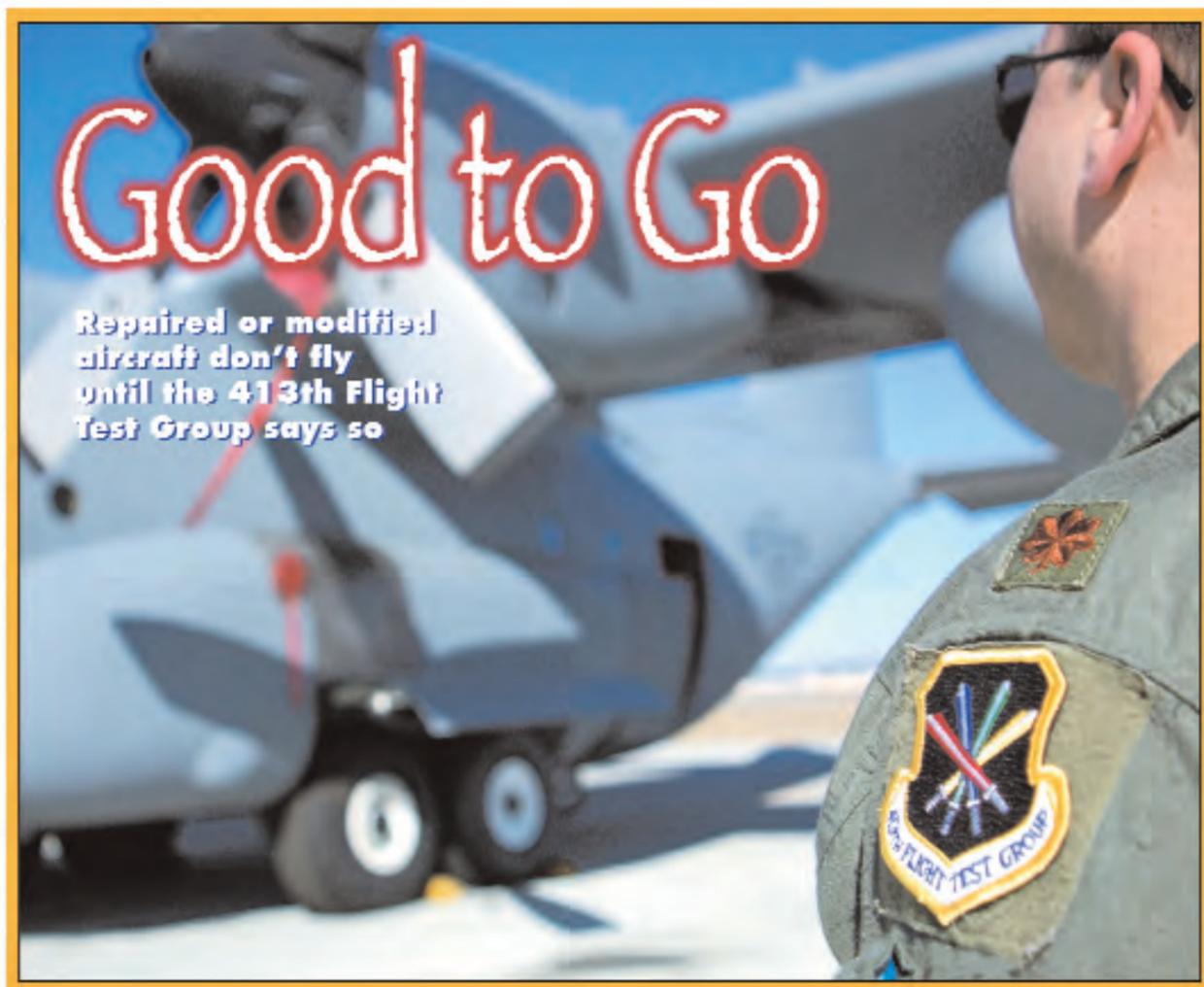
BELT

- Desert sand rigger style



BOOTS

- Low-maintenance cowhide suede boots with the safety toe option should be available in mid-2008
- Sage green (must wear sage green socks)
- Desert sand — authorized for wear until 2011 (must wear black or sage green socks)



STAFF SGT. CELENA WILSON

Maj. Lazaro Costa, C-130 pilot with the 339th Flight Test Squadron at Robins Air Force Base, Ga., conducts a pre-flight inspection on a C-130. After aircraft undergo depot maintenance, the units of the 413th Flight Test Group conduct functional check flights, ensuring their airworthiness before flying them back to their home units.

By Staff Sgt. Celena Wilson

From one of the Air Force's oldest active airframes, the B-52 Stratofortress, to the newest weapon system, the F/A-22 Raptor, the the 413th Flight Test Group handles them all.

Other Air Force Reserve units fly and maintain one or, in some cases, two types of airframes. However, the 413th FTG, headquartered at Robins Air Force Base, Ga., oversees the operations of eight geographically-separated units, spread out from coast to coast, flying 12 different aircraft.

The unit accomplishes this feat with a work force of only slightly more than 200, comprising traditional Reservists, members of the active Guard and Reserve, and civilians.

Their mission is to make sure aircraft are safe after being stripped down and put back together.

"We support Air Force Material Command in two capacities: depot flight test and test support," said Col. Darrel Ekstrom, 413th FTG commander. "We handle the FCF (functional check flights) and ACF (acceptance check flights) of airplanes that have gone through programmed depot maintenance or a con-

tractual upgrade. We take them out, fly them, make sure everything works like it's supposed to and then deliver them back to the field.

"The other piece is test support. We support a variety of missions in the test programs at Edwards AFB, Calif., and the Big Crow Program at Kirkland AFB, N.M."

In addition to these responsibilities, the group performs one-time flights of damaged or crippled aircraft back to a repair facility where they can be fixed and returned to the Air Force inventory.

About every five years, each aircraft is scheduled for a maintenance overhaul at a depot facility. In many cases, members of the group will fly out to the field to pick up an aircraft slated for this maintenance. These flights give crew members the opportunity to check out and note any additional issues that need attention.

During depot maintenance, aircraft are stripped down, inspected, repaired and put back together. After this process is complete, the aircraft is handed over to the FTG to complete the functional

check flight, a four-phase check between depot maintenance and the home unit. These flights check the overall function of the airframe and its airworthiness.

This mission is spread out among units within the group, including:

- 339th Flight Test Squadron, Robins AFB: C-130s, C-5s and F-15s.
- 514th FLTS, Hill AFB, Utah: A-10s, C-130s, F-16s, F/A-22s and F-4s.
- 10th FLTS, Tinker AFB, Okla: B-1s, B-52s, KC-135s and E-3s.
- 415th Flight Test Flight, Randolph AFB, Texas: T-38s.
- 313th FLTE, Kelly USA, Texas: KC-135s.

The first phase of an aircraft FCF involves a forms check. The maintenance professionals and flight test unit review all of the paperwork associated with the maintenance performed on that particular aircraft. Once all of the paperwork is determined to be in order, the crew takes over the aircraft and gets ready for the physical checks.

"The purpose of the FCF is to check the aircraft systems, to include avionics systems," Colonel Ekstrom said. "Each aircraft has a different checklist, called a Dash-6, which tells crew members exactly what they are supposed to check."

This extensive checklist includes everything from a simple aircraft walk-around, opening and closing the doors to an engine run-up. After making sure everything is safe on the ground, the crew takes to the air to complete another extensive checklist.

"The crews check to make sure the landing gear goes up and down," Colonel Ekstrom said. "They shut down the engines and restart them. They check avionics programs that have been upgraded. These avionics checks vary from airplane to airplane, depending on the work that was performed."

"We take a build-up approach to these checklists," said Senior Master Sgt. O'Brian Webster, 413th FTG group superintendent and a NKC-135 flight engineer. "It's a check from the big items to the small items. You don't go out and check the navigation system before you check out the engines and landing gear. FCF pre-flights are about three times longer than normal pre-flight checks, and usually it will take two or three checks before the aircraft is flown."

With their vast experience and methodical approach, the crews are very good at solving even the most difficult problems.

"Our crews provide a very systematic troubleshooting approach," said Col. Doug Carpenter, 413th FTG vice commander. "They have an added array of techniques and procedures that can help dig a little bit deeper into an airplane and figure out what is wrong."

"We've had instances where after an airplane was delivered back to the unit an unusual problem arose. The field unit couldn't troubleshoot and fix the problem, so it asked for help. Our crews were able to take the aircraft back and run their FCF procedures, dig a little bit deeper and troubleshoot it. They have a few additional little tricks to figure out what is going on."

Since the Air Force is flying aircraft

that are 20, 30 or 40 years old, or older, it's constantly having to upgrade technology to keep the aircraft as up to date as possible. For example, KC-135 Stratotankers are currently undergoing an avionics modernization program at Kelly USA. With the installation of new equipment or the performance of avionics system upgrades comes the need to perform more check flights.

One way to distinguish between an avionics check flight and a functional check flight is to answer a simple question: "Did they add anything new to the airplane, or did they overhaul what was already there?" Colonel Carpenter said. "With an FCF, you don't modify the airplane you just rebuild and repair what's already there."

"But, with an ACF, you add in a new system or technology, so our crews veri-



STAFF SGT. CELENA WILSON

Master Sgt. Charles Jones, 339th FLTS life support technician, runs a check on Major Costa's flight helmet through the Scott tester, a machine used to check flight crew oxygen systems. Their unit conducts functional check flights for C-130s, C-5s and F-15s after the aircraft go through programmed depot maintenance.

fy the new system is working properly. Once checked out, we'll accept the modifications to the airplane."

Units that conduct ACFs are most likely operating on a fixed contract and, as a result, have a mission completion date rather than an open-ended mission. The 413th FTG recently had a unit that completed its mission and was deactivated.

After more than seven years, the 420th FLTF, which operated at the Williams-Gateway Airport in Mesa, Ariz., was deactivated Oct. 31. The 420th supported the T-38C Avionics Upgrade Program by flying depot-level test sorties and conducting ACFs after cockpit upgrades were completed on 468 aircraft. All of the aircraft are now operational at Air Education and Training Command pilot training bases, and the Air Force and Navy test pilot schools.

After years of development and ground testing, the Air Force's newest aircraft don't take to the skies for the first time by themselves. They are accompanied by chase aircraft with safety, photo and refueling support from the 370th FLTS at Edwards AFB, Calif.

"It's an all-encompassing mission area that is unique," said Colonel Carpenter, who was the 370th FLTS commander

prior to assuming his current position. "Oftentimes the simplest thing is the most necessary and that is having eyeballs on whatever is supposed to be happening that maybe the pilot in the aircraft can't verify. Many times a photographer is along filming for later analysis.

"The chase aircraft also help with work load management. The test pilots are running test cards according to a detailed test plan. The work load can be demanding. They are focused on executing many test points and data collection.

"The chasers, as members of the formation and test team, can facilitate test profile flow and execution. There is also a critical flight safety element — the test pilot might be heads-down running some flight data points and looking for the aircraft's response, and the chase aircraft are responsible for deconflicting the flight path or making sure the target aircraft don't get too close."

As a test aircraft is conducting its flight test, an accompanying KC-135 is in the air ready to refuel. This capability creates a force multiplier, allowing for more tests to be completed during each flight instead of wasting time landing, taxiing, parking and refueling on the ground.

The 370th FLTS doesn't always fly the



LT. COL. JACK MORAWIEC

Maj. Tom Ellis, a T-38 pilot with the 415th FLTF at Randolph AFB, Texas, dons his G-suit prior to a functional check flight.

refueling missions, but it does set up and brief crews that come in from all over the country. These opportunities support the Flight Test Center refueling mission for the test flight program, and the visiting KC-135 crews are able to conduct some important training of their own.

The 370th FLTS also supports the post-test pilot school with flight test training in the T-38 and C-12.

The squadron's flight test support isn't just limited to the Air Force. It also includes the Army and Navy as part of the Big Crow Program. This mission is managed by a detachment located at Kirkland AFB that flies the NKC-135E and NKC-135B aircraft.

These two aircraft carry a unique designation: The "N" signifies they are configured in such a way that once their flight test mission is completed for the Air Force, the aircraft can't be put back into service in any other capacity. Once retired, they will head to the boneyard.

Thousands of retired aircraft lie in wait in the desert sands of Arizona. For many, the boneyard is a final resting place. However, some receive a new lease on life. For example, F-4Es and RF-4Cs,



STAFF SGT. CELENA WILSON

(From left to right) Maj. Chris Zidek, safety officer; Maj. Wade Slocum, a KC-135 pilot; Jarred Dellinger, an avionics technician with contractor Rockwell Collins; Master Sgt. Rick Powell, boom operator; and Maj. Craig McPike, also a KC-135 pilot, inspect a number of forms associated with the KC-135 avionics modernization program. After any maintenance or upgrade is performed on an aircraft, members of the 413th FTG and the maintenance contractor involved review all of the paperwork before the unit conducts an acceptance check flight. The KC-135 avionics modernization program is managed by the 313th FLTS at Kelly USA, Texas.



STAFF SGT. CELENA WILSON

Lt. Col. Claude Swammy, a KC-135 and C-12 dual-qualified pilot, checks the flight scheduling board for the 370th FLTS at Edwards AFB, Calif. With the diversity of the 413th Flight Test Group, many of the pilots are qualified to fly more than one type of aircraft, another unique aspect of the unit.

which were last flown between 1988-1989, were carefully preserved so they could be potentially brought back to life in another capacity. A select number of Phantoms are currently in consideration for the "bones to drones" program. Those that are deemed safe to fly will be converted to fully remote or partially remote controlled drones used at Tyndall AFB, Fla., or Holloman AFB, N.M.

It is the mission of the 514th FLTS, which is part of the Aerospace Maintenance and Regeneration Group, at Davis-Monthan AFB, Ariz., to bring these Phantoms back to life.

The regeneration crews bring the aircraft out of a preserved status and give them an overhaul to bring them back up to a functional status.

"Our crews, each consisting of a pilot and weapons systems officer, will con-

duct tons of ground checks and engine runs, and once an airplane is deemed airworthy, it is then sent to BAE (British Aerospace Engineering) in Mojave, Calif., for transformation," Sergeant Webster said. "BAE modifies the F-4 to become a fully remote drone or a drone that is partially remote with a pilot inside. Our job is to start that process and get those airplanes ready for flying."

From cradle to grave and even regeneration from the grave, the crews of the 413th FTG are an integral part of keeping the Air Force war fighters flying. They work to fulfill their mission, to "execute flight test to sustain and enhance aircraft capabilities for the war fighter; and recruit, support and develop highly-skilled professionals," supporting and flying in one of the most diverse units in the Air Force Reserve. ★



LT. COL. PETER JONES

Maj. Erick Peterson checks one of the eight engines on the B-1B Lancer during the extensive pre-flight ground check the unit accomplishes after the bombers' five-month maintenance overhaul. Major Peterson, an active Guard and Reserve B-1B pilot, is assigned to the 10th FLTS at Tinker AFB, Okla.



Federal workers called to active duty earn family time upon return

Federal civil service employees who are called to active duty as part of the continuing Global War on Terrorism are entitled to five days of excused absence from their civilian duties upon their return.

President Bush granted the excused absence in a memorandum he issued to all heads of executive departments and agencies in November 2003. Despite its existence for more than four years, Air Force Reserve Command legal officials, who get involved in employment issues concerning Reservists who are called to active duty, said many people are not aware of the excused absence.

To help Reservists understand how the absence works and to assist agencies in implementing the president's memorandum, the Office of Personnel Management has provided answers to some common questions:

Q: When must an agency grant the five days of excused absence? Must an agency grant the excused absence as soon as the employee returns to civilian duty?

A: Upon receiving notification from an employee of his or her intent to return to civilian duty on a specific date, an agency must grant the employee five days of excused absence immediately prior to the employee's actual resumption of duties. The commencement of the five days represents a return to federal civilian employment, and the employee is obligated to report for work at the end of the five-day period. If the employee had already returned to federal civilian service prior to Nov. 14, 2003, he or she may take the five days of absence at a time mutually agreeable to the employee and the agency.

Q: We have employees who have returned to federal civilian duty but are

expecting to be activated again. Can an employee receive five days of excused absence more than once?

A: No. Each employee is entitled to five days of excused absence when he or she returns from active military service in connection with Operation Noble Eagle, Operation Enduring Freedom, Operation Iraqi Freedom or any other military operation subsequently established under Executive Order 13223. Each employee will receive five days of excused absence only once, regardless of the number of activations.

Q: Must a qualifying employee use his or her five days of excused absence all at once?

A: Yes. The intent of the president's memo is to provide returning employees with a continuous period of paid time off to spend with their families before returning to federal civilian duties.

Q: May qualifying employees return to federal civilian duty and then take the five days of excused absence at a later date?

A: No. The five days of excused absence must be granted as soon as the employee reports back for federal civilian duty or notifies the agency of his or her intent to return to civilian duty. If the employee returned to civilian duty before Nov. 14, 2003, he or she should be granted five days of excused absence at a time that is mutually agreeable to the agency and the employee. The five days may not be "stockpiled" for use at a later date. In addition, the five days is not to be confused with "credit hours" earned under a flexible work schedule or compensatory time off earned for overtime hours.

Q: If an employee is activated for military service in connection with a qualifying military operation but is not

deployed overseas, is the person eligible for the five days of excused absence?

A: Yes, the president's memo applies to all employees who are called to active duty in support of the Global War on Terrorism, regardless of whether they deploy overseas or not.

Q: If a person who is activated was not a federal civilian employee when his or her tour began but is hired by the federal government after deactivation, is the employee entitled to the excused absence?

A: No, the memo specifically addresses "returning federal civil servants who were called to active duty."

Q: How do agencies compute the absence for part-time employees or employees on uncommon tours of duty, such as firefighters?

A: All employees are entitled to the equivalent of one work week of excused absence. The period of excused absence for an employee on an uncommon tour of duty or an employee on a part-time schedule will be prorated according to the number of hours in the employee's regularly scheduled work week. For example, if an employee's normal work week comprises 20 hours, he or she receives 20 hours of excused absence. If the work week comprises 72 hours, the person gets 72 hours of excused absence.

Q: May the five days of excused absence be prorated depending on the length of the employee's deployment?

A: No. Each employee who is activated for military service in connection with the Global War on Terrorism is entitled to one week of excused absence.

More information about the five-day excused absence is available on the OPM Web site at <http://www.opm.gov/oca/compmemo/2003/2003-14c.asp>. ★

Job Openings

Air Force seeks emergency preparedness liaison officers

By Randy L. Mitchell

The Air Force has state and regional emergency preparedness liaison officer billets available for Reservists interested in providing defense support to civilian authorities during a declared national disaster.

Generally, EPLOs, as they are called, serve as conduits for information during natural or man-made disasters when the Department of Defense has been called in by the Federal Emergency Management Agency or other primary federal agency in support of a state.

Most EPLOs are colonels and lieutenant colonels with at least

three years of retainability. They come from a variety of career fields, including pilots, air operators, supply and logistics experts, planners, security forces members, and public affairs officers. There are also NCO positions available to provide administrative support.

"The EPLO program is critical to the success of our mission," said Lt. Gen. Thomas R. Turner, U.S. Army North commander. During a national disaster, "these officers are key to the communication process."

Army North is responsible for providing defense support to civil authorities as the Army component of U.S. Northern Command, the unified command responsible for homeland defense and civil support in the continental United States.

When disaster strikes and local and state officials look to the federal government for help, EPLOs quickly go to work behind the scenes as part of the DOD response effort.

A defense coordinating officer, referred to as a DCO, is collocated within each FEMA regional headquarters to assist in day-to-day planning for federal disaster response missions. These DCOs, who are operationally assigned to U.S. Army North, serve as the senior DOD representatives in their respective areas of operations.

State and regional EPLOs work directly with the DCO, military installations and the National Guard in their states to determine the status of plans, the types of DOD resources that might be needed and the availability of resources should federal help be requested.

They assist the DCO and their respective services with maintaining situational awareness, anticipating needs and disseminating current information to those who need to know.

An EPLO with duty at the state level is referred to as a SEPLO, while a REPLO has duty at one of the 10 FEMA regions



Lt. Col. Glenn Carlson, an emergency preparedness liaison officer, discusses Air Force capabilities during a recent hurricane exercise.

that cover the United States and its territories.

After a 25-year career that emphasized war-fighting, Col. David White, a Texas SEPLO, said he is thankful to be in a position where he can help people.

"This job is particularly rewarding to me for several reasons," Colonel White said. "To be in a position during the twilight of my career where I may be able to provide aid and assistance to Americans in peril, while helping to save lives and relieve human suffering, that is the essence of job satisfaction."

EPLOs become experts on the emergency plans and capabilities within their states or regions. In addition, they coordinate with their service counterparts for assistance where needed, whether it be flying a medical evacuation mission or setting up a tent city.

"This job requires human interface skills to build networks and work with people from various military and civilian agencies," Colonel White said. "A major goal is to help this diverse group to work together to complete a challenging mission in an emotionally charged atmosphere."

Liaison officers coordinate service-specific capabilities while maintaining situational awareness of state capabilities. In numerous disaster operations, they have coordinated the deployment of military personnel, equipment and supplies to support the emergency relief and cleanup efforts of local and state civil authorities.

The EPLO program also provides standardization of qualification requirements, selection criteria and training for Reserve officers and NCOs serving as liaison officers with military and civilian emergency management offices.

"Whether responding to wildfires, hurricanes, floods, tornadoes or even terrorism incidents, getting assets and expertise that only the military can bring into some disaster responses is what being an emergency liaison officer is all about," said Lt. Col. Glenn Carlson, a REPLO for FEMA Region VI. "We're here to prevent loss of life and mitigate further damage in American communities. That's what makes this career field so rewarding."

For information on the Air Force EPLO program, contact the Air Force National Security and Emergency Preparedness Agency at (404) 464-4342. ★

(Mr. Mitchell is assigned to U.S. Army North public affairs at Fort Sam Houston, Texas.)

A Real Work of ART



(Above) Lt. Gen. William E. Hall (third from left), Continental Air Command commander, swears in Master Sgt. Samuel C. McCormack (second from left) and Tech. Sgt. James W. Clark as the first two air reserve technicians. Looking on is L.C. (Lee) Lingelbach, CONAC director of civilian personnel. (Right) Fifty years later, ARTs like Tech. Sgts. Phillip Shaw (left) and Elgin Cline III of the 442nd Fighter Wing, Whiteman Air Force Base, Mo., are still providing Reserve units with continuity and consistency of effort that successfully lead them through peacetime and wartime taskings. (Master Sgt. Bill Huntington)

After 50 years, the air reserve technician program is still going strong



By Gene Vandeventer

As Air Force Reserve Command celebrates its 60th anniversary this year, the air reserve technician program within the Air Force Reserve reaches its golden anniversary milestone.

On Jan. 10, 1958, Lt. Gen. William E. Hall, commander of the Continental Air Command, the major command having administrative responsibilities over the air reserve components,

swore-in the first two ARTs: Master Sgt. Samuel C. McCormack and Tech. Sgt. James W. Clark. Sergeant McCormack was a line chief in the 705th Troop Carrier Squadron at Ellington Air Force Base, Texas, while Sergeant Clark served as an aircraft maintenance technician in the 65th Troop Carrier Squadron at Davis Field, Okla. The ceremony took place at CONAC headquarters at Mitchel Field, N.Y.

Full implementation of the ART program within the Air Force Reserve began in earnest in the fall of 1958. By the end of 1959, more than 3,100 ARTs were serving in the Air Force Reserve. Today, 50 years later, AFRC's ART force comprises approximately 9,100 men and women.

It is quite easy today, when thinking of the multi-faceted personnel composition of the Reserve, to overlook the importance of the ART corps and how this integral cadre of technicians came into being.

In the late 1940s, President Harry Truman's decision to strengthen reserve components of all services was influenced by the recommendations of the Committee on the Civilian Components chaired by Gordon Gray, assistant secretary of the Army. This body recommended in June 1948 that to improve training, "full-time personnel should be assigned in sufficient number to insure effective units."

The Air Force made organizational changes to facilitate the committee's recommendations, with CONAC assuming administrative responsibilities for the Air Force Reserve program.

With the reduction of active-duty U.S. military forces after World War II, the reserve components assumed additional peacetime training duties. Side-by-side affiliations of both active-duty and reserve units at stateside "flying centers" occurred during this time. Those Air Force Reservists assigned to the flying centers belonged to what became known as the "Category R" program. Their job was to provide administrative and technical know-how continuity.

The Reservists were local residents who volunteered to serve on extended active duty for three years. Serving in this capacity, Reservists acquired useful peacetime training that prepared them for mobilization and wartime duties if they became necessary. There were some organizational problems, however, as Reservists found themselves being integral parts of both the active duty and Reserve organization staffs. This "dual status" situation did cause chain-of-command dilemmas.

Meanwhile, in June 1950, the Air Force Reserve program was tested by a general mobilization as the Air Force responded to the crisis brought on by the Korean War. When two Air Force Reserve wings

mobilized in August 1950, there was some initial confusion about whether the Category R personnel would accompany their units to active duty or remain with the flying centers. A month later, the Air Staff resolved this question by terminating Category R status, placing all Category R members on extended active duty and making them available for assignments just as other members of their units were.

The Korean emergency revealed that a lack of firm mobilization plans inhibited the efficient employment of Air Force Reserve personnel and equipment. In 1951, well before the war's end, the Air Force established a committee to develop a realistic, long-range plan for the air reserve forces based on defined requirements. Under the chairmanship of Gen. Robert A. Smith, the committee recommended that flying centers be manned by a cadre of personnel from the reserve wings assigned to the centers, either as Reservists on extended active duty or as civilians.

In 1953, the vice chief of staff of the Air Force tasked Lt. Gen. Leon W. Johnson, CONAC commander, to chair another board to review Air Force Reserve matters generally and, specifically, the Smith Committee's recommendation regarding Reservists assigned to flying centers. The Johnson Committee endorsed the Smith Committee's findings.

From 1954 until the program's acceptance, CONAC discussed a wide range of employment, manning and financial concerns with the Civil Service Commission and congressional committees regarding the use of civilians (federal employees). Under this concept, technicians would be full-time civilian employees who were also members of the Reserve wings. These personnel would thus possess a "dual status" comparable to that of Air National Guard technicians at the time.

L.C. (Lee) Lingelbach, CONAC director of civilian personnel, doggedly and persuasively fought the higher echelon doubts and reservations concerning the technician program. He and others (General Hall in particular) envisioned ARTs serving as military members of Reserve units and federal civilian employees in their units during the normal workweek.

Through Mr. Lingelbach's tenacious perseverance and support from General

Hall (and others), the Air Staff and Civil Service Commission finally gave their approval of the program. However, the CONAC staff had to devise a limited implementation approach beginning in January 1958 because of a defense-wide manpower and funding reduction that affected all service branches.

Reserve wing commanders gradually began to acquire the responsibility to organize, man and train their own units. Additionally, the evolving roles and opportunities afforded Reservists were further expanded by the inclusion of women into the ART program beginning in 1971, as restrictions regarding duties on aircraft that could be involved in combat eased.

The rest, as they say, is history. Maj. Gen. Rollin B. Moore Jr., the first commander of Headquarters Air Force Reserve, said in an interview in January 1972 that "probably the greatest beneficial change to the Air Force Reserve came about in 1958 when the air reserve technician program was first inaugurated." In June 1980, Maj. Gen. Richard Bodycombe, chief of Air Force Reserve, said in testimony before a congressional committee that the ART program was "the most efficient, effective and economical method for providing full-time support for our units."

Current senior leadership continues to praise the ART program. "Our visionary leaders of yesterday would be extremely proud of the air reserve technician program today," said Brig. Gen. Richard R. Severson, who, as an ART himself, serves as assistant vice commander of AFRC. "Our technicians provide the needed continuity and consistency of effort that successfully lead us through peacetime and wartime taskings. ... without fail!"

The vision Air Force Reserve leaders had in the 1950s is still just as meaningful today. The objective of the ART program — to maximize combat readiness and provide a nucleus of highly skilled and trained technicians enabling continuity of effort across the spectrum of mission operations — has never faltered.

The air reserve technicians of the Air Force Reserve are still going strong as today's unrivaled wingmen. ★

(Mr. Vandeventer works in the Directorate of Historical Services at headquarters AFRC, Robins Air Force Base, Ga.)



Faye Whitehead (far left) and Staff Sgt. Will Jackson (in the foreground of the photo at left) were devoted to both the Air Force and Air Force Reserve Command.

A Dynamic Duo

Pair served command with cooperation and compassion

By Gene Vandeventer

(Editor's note: This year, the Air Force Reserve will celebrate its 60th anniversary, having been established April 14, 1948, as an organization separate from the regular Air Force. This is the fifth in a series of six articles leading up to the 60th anniversary celebration that honor some of the people who are responsible for where the Air Force Reserve Command is today and how it got here. The articles are based on the personal experiences and fond memories of Gene Vandeventer, who served as an aide-de-camp at Headquarters AFRC, Robins Air Force Base, Ga., from 1986 to 1990. Mr. Vandeventer currently works as a civilian in the Directorate of Historical Services at HQ AFRC. People of diverse ranks and grades are listed in no special order. By telling these people's personal stories, Mr. Vandeventer hopes to recognize their outstanding sacrifice, determination and foresightedness while expounding upon the Reserve's prestigious history

to the next generation of Citizen Airmen.)

Chief Master Sgt. Faye Whitehead and Staff Sgt. Will Jackson didn't have a lot of things in common. In fact, I don't even know if they ever met one another. But what I do know is that both of these people impressed me immensely through their unselfish devotion to the teams they served on: the U.S. Air Force and Air Force Reserve Command. Chief Whitehead, affectionately known in her day as "Mama SORTS," retired from Reserve duty in 1996 and worked at Robins AFB as a civil servant until 2003. During her military years, Chief Whitehead was assigned to the 94th Airlift Wing at Dobbins Air Reserve Base, Ga., working mainly on the operations side of the house.

"In the mid-1970s, I was a captain, and she was a technical

sergeant; she taught me about readiness reporting," recalled retired Maj. Gen. John J. Batbie Jr., former AFRC vice commander. "Even back then, she was an enthusiastic, outgoing, caring person, and it was obvious she loved her job."

In 1991, the chief became the first woman in the Air Force Reserve to serve as a senior enlisted advisor, doing so at the 94th AW. I recall hearing her speak at many formal gatherings. Her message was strong, with her theme focusing on the idea that, "It's not important to be first. What is important is to be consistent."

As a civil servant, most of her time was utilized in the Status of Resources and Training System area in the Directorate of Operations. SORTS was definitely her "bread and butter." She knew readiness issues and reporting procedures better, I believe, than those who wrote the instructions.

Chief Whitehead possessed a strong devotion to the men and women in the field. She loved to teach SORTS, the finite details and exactness of the important reporting process, and she loved life, said her one-time co-workers Ann Barnes and Florette Brinkman.

In October 2003, the chief was recognized for her outstanding contributions to Dobbins ARB and the Air Force Reserve when the base leadership named a billeting suite in her honor.

"When we decided to dedicate a suite to Chief Whitehead, we had no idea about her medical condition," said Chief Master Sgt. John Cowman of the 700th Airlift Squadron. "After making our decision, we found out that she had been diagnosed with cancer. It took all she had to come back to be with us for the dedication. That in itself proved we had made the right decision."

Chief Whitehead passed away in February 2004. She was indeed a true professional, mentor, teacher, grandmother and Airman. Chief Whitehead loved serving her country in any capacity, and she was always known as a person whose word was her bond. "Integrity first and always" was the lasting gift she gave to all those who knew her.

Sergeant Jackson was a young man brimming with enthusiasm and preparing for the future. He was driven by pride of service and his ultimate desire to encourage his teammates to perform at their best. His father served in the Marine Corps, and he was very proud of that fact. He also took great pride in presenting a professional image. Sergeant Jackson kept himself in superb physical condition, his uniform was always neatly pressed, and he kept his ribbons clean and crisp. Sergeant Jackson looked like he belonged on an Air Force recruiting poster.

I first met the sergeant in 1986, when I was fortunate enough to command the 581st Air Force Band, now known as the Band of the U.S. Air Force Reserve. He was a regular Air Force NCO

and a clarinet player in the band. Like most wind instrument players in the band at that time, he volunteered to learn how to play the bagpipes. He practiced and practiced until he became extremely proficient.

"He really got into learning how to play the pipes," said retired Senior Master Sgt. Danny Hamilton, Sergeant Jackson's supervisor. "He was intrigued by the history of the Scottish Highland bagpipes."

As a matter of fact, Sergeant Jackson was instrumental in researching how to gain official Scottish tartan heraldry for the band's kilts and plaids. His efforts eventually led to the colors for the Highlander Pipe Band being registered in Scotland. He was also a driving force behind the development of the squadron's emblem, which highlights, in silhouette, the uniqueness of the band. ... the bagpipes.

What Sergeant Hamilton said he remembers most about Sergeant Jackson was his love of the military and playing in the band. In the photo of the band accompanying this article, taken in 1992 in Moscow, Russia, during the Peace Victory Parade, Sergeant Jackson is standing closest to the camera. The band was the first foreign military band in history to march through Red Square.

With Moscow in the background, there is Sergeant Jackson standing tall, dressed in his kilt, with bagpipes in hand. You know he must have been really "pumped" that day!

I often wondered why Sergeant Jackson didn't concentrate more on his promotion opportunities. He once told me, "They'll come soon enough. But, right now, our band and its performance schedule take precedence over my thoughts about promotions. Anyway, there is a support system here. It will take care of me as we take care of each other."

Sergeant Jackson was diagnosed with Crohn's disease and did his best to work through the pain associated with this gastrointestinal affliction. In October 2002, just before undergoing treatment for pancreatic cancer, he succumbed to a fatal heart attack.

Sergeant Jackson's wife and children were left with the knowledge that he had positively affected those who knew him by his unswerving devotion to the team concept while all the time fighting to remain alive. Sergeant Jackson possessed both a "can-do" attitude and "will-do" spirit, with "service before self" not being just a fancy saying but a meaningful life value.

The differences between Chief Whitehead and Sergeant Jackson were many. But the unique thread that bound them together was their love of the Air Force and their giving spirit of cooperation and compassion. Perhaps country singer Randy Travis said it best in a song, "It's not what you take when you leave this world behind you. It's what you leave behind you when you go." ★

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2008 Reserve Pay for Four Drills — 3% Raise

Grade	Years of Service														
	<1	2	3	4	6	8	10	12	14	16	18	20	22	24	26
O-8	1,161	1,199	1,224	1,231	1,263	1,315	1,328	1,377	1,392	1,435	1,497	1,554	1,592	1,592	1,592
O-7	965	1,009	1,030	1,046	1,076	1,106	1,140	1,174	1,208	1,315	1,406	1,406	1,406	1,406	1,413
O-6	715	786	837	837	840	877	881	881	931	1,020	1,071	1,124	1,153	1,182	1,241
O-5	596	672	718	726	756	773	812	839	876	931	957	983	1,012	1,012	1,012
O-4	514	595	636	644	681	720	769	808	834	850	859	859	859	859	859
O-3	452	513	553	604	632	663	684	718	735	735	735	735	735	735	735
O-2	390	445	513	529	541	541	541	541	541	541	541	541	541	541	541
O-1	339	353	426	426	426	426	426	426	426	426	426	426	426	426	426
O-3E	-	-	-	604	632	663	684	718	747	763	785	785	785	785	785
O-2E	-	-	-	529	541	558	587	610	626	626	626	626	626	626	626
O-1E	-	-	-	426	455	473	489	507	529	529	529	529	529	529	529
E-9	-	-	-	-	-	-	564	578	593	613	631	662	709	716	757
E-8	-	-	-	-	-	462	483	495	511	526	556	572	597	611	646
E-7	321	350	364	382	396	419	433	446	471	482	493	501	524	539	578
E-6	278	306	319	333	346	377	389	402	414	418	421	421	421	421	421
E-5	254	272	285	299	319	337	350	354	354	354	354	354	354	354	354
E-4	234	245	259	272	283	283	283	283	283	283	283	283	283	283	283
E-3	211	224	238	238	238	238	238	238	238	238	238	238	238	238	238
E-2	201	201	201	201	201	201	201	201	201	201	201	201	201	201	201
E-1	179	179	179	179	179	179	179	179	179	179	179	179	179	179	179

E-1 with less than four months: \$162

All amounts rounded to nearest dollar.