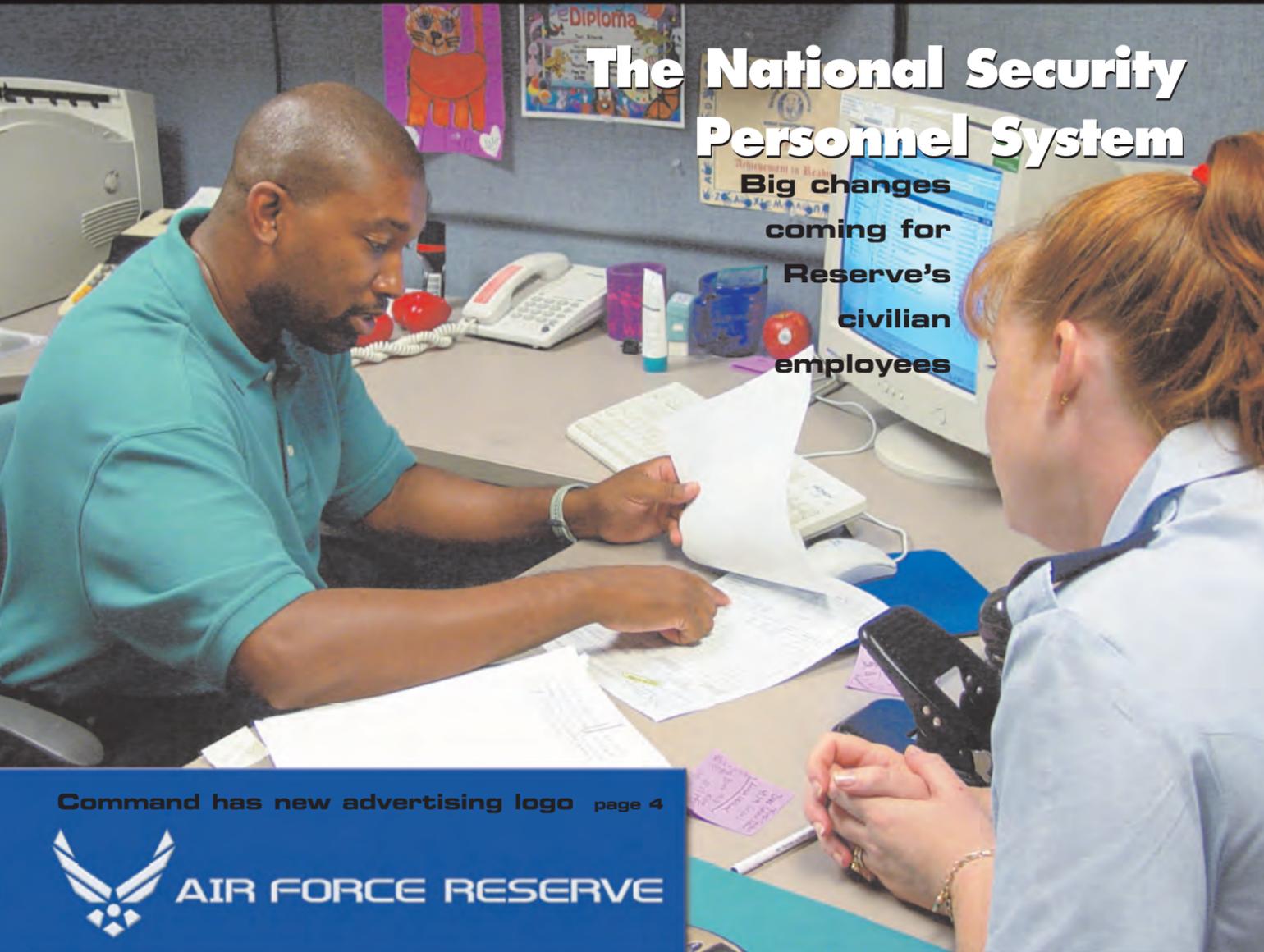


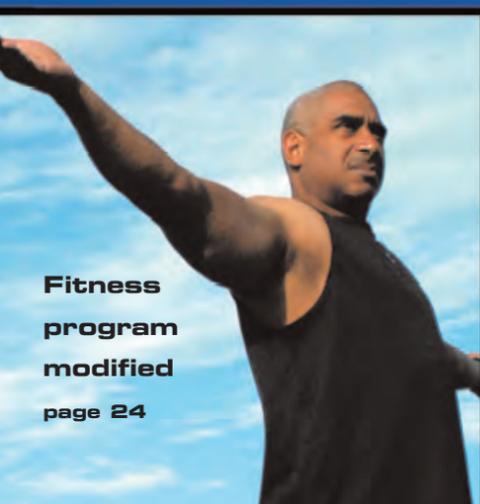


The National Security Personnel System

**Big changes
coming for
Reserve's
civilian
employees**



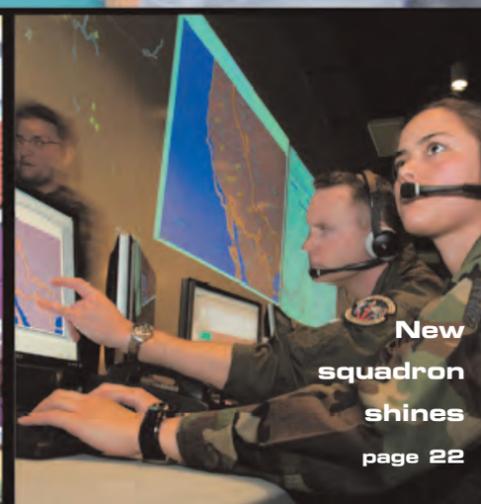
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From the Top

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



As we navigate through BRAC process, taking care of our people is top priority

The Department of Defense has completed its Base Realignment and Closure process, and the secretary of defense has forwarded his recommendations to the independent BRAC Commission. I recognize the potential impact BRAC can have, but let me assure you that you and your families are a key concern as we navigate this course.

BRAC isn't a new concept for the Department of Defense or the Air Force. It's important to realize that we've experienced the closure and realignment of installations many times over the years, and we've experienced much success. We've now entered the fifth round of a two-decade transformation effort that will continue to realign capabilities and create a more efficient infrastructure from which to operate the world's greatest air and space force.

Part of that realignment is to place our smaller force structure into fewer, larger, and more effective and efficient squadrons. Despite the force reductions, the active/air reserve component manpower force mixes in the mobility and combat air forces will remain essentially the same percentages as they are today.

A major task is to communicate and work side by side with our military communities that are faced with the implications of a closure and realignment.

We've had success cases in the past. I was the wing commander at Richards-Gebaur Air Force Base, Mo., when it was recommended for closure. It was a difficult time, but we worked hard to take care of our people, and we were successful at that. People are the Air Force's most valuable resource, and my commitment to you is to mitigate adverse effects resulting from BRAC actions.

Our Reserve communities consider base closure a difficult process because we are Citizen Airmen. We are a vital organ to the heart of these communities. Many of you live, work and have families rooted within these communities.

The secretary of the Air Force and the chief of staff of the Air Force have committed to reinvest all Air Force Reserve manpower made available by the BRAC and force structure changes into new roles. Many of these jobs may involve doing

different things, perhaps in a different place. While this is one of our toughest challenges, I want to assure you that the Air Force will make every effort to accommodate military members and civilians into new jobs, while tackling the issues of integrating new missions with new communities and providing the support necessary to help communities whose traditional way of life may be disrupted by BRAC decisions.

Maintaining critical support and good relationships with the public and our communities is essential. Our recruiting for the future Air Force depends on it, and the retention of our Citizen Airmen in each of these communities is vitally important. We must remain flexible and explain to these communities what each specific closure and realignment action is doing to improve the effectiveness of their Air Force and their military.

A primary objective of BRAC 2005 is examining and implementing opportunities for greater joint activity. With this transformation, the Reserve and Guard will continue to bring high levels of skill and experience to active bases, especially since we stay at bases longer than our active counterparts. Through BRAC, the military will be able to match facilities to forces, meet the emerging threats and challenges of a new century, and make the wisest use of limited defense dollars.

Even though BRAC will certainly impact some of our communities, the Air Force will make every effort during the course of this process to assist communities in making the transitions as smooth as possible.

We have reduced the military by more than 40 percent in the last 15 years, and in our fighter force alone, we will reduce by another 15 percent or more in the next 15 years. While our numbers have decreased, we still have excess base infrastructure. We are closing bases in order to more fully invest in the people and equipment we need in the future.

The joining of Reserve and Guard Airmen alongside active-duty members strengthens an important relationship for our war-fighting capability. I know it can be a difficult process, but we must do this to ensure that the Air Force Reserve is a vital part of the Air Force for the future. ★

Chief's View

By Chief Master Sgt. Jackson A. Winsett
Command Chief Master Sergeant, Air Force Reserve Command



IMA program one of the most flexible, responsive within Department of Defense

Have you ever heard the term "IMA program" or seen the initials "IMA" and asked yourself, "What's that?" Have you ever seen or met an IMA?

IMA stands for individual mobilization augmentee. There are 5,500-plus enlisted IMAs assigned to Air Force Reserve Command, and since 9/11 more than 3,580 IMAs have been activated. Here's some IMA information and history I'd like all enlisted personnel to know, for maybe one day they will want to consider the IMA program.

In the past, IMAs reported administratively to various active-duty units where most of them are assigned. In April, program managers and base IMA administrators began transitioning under Air Force Reserve Command's chain of command.

An IMA Readiness Management Group at Robins Air Force Base, Ga., will serve as the single point of contact between IMA Reservists and their units. The group will be responsible for all personnel issues affecting IMAs.

IMAs make up one of the most flexible and cost-effective elements of the Total Force. By definition, IMAs are members of the Selected Reserve — an element of the Ready Reserve. IMAs are usually assigned to active-duty Air Force units in order to support contingency operations or pre- or post-mobilization requirements. They are unique in that they operate somewhat unilaterally, conducting their service lives outside the traditional organizational structure of unit Reservists.

The present Air Force IMA program traces its origin to the late 1940s and grew out of the Army Air Forces' first attempts to train individual Reservists in the period between World War II and the Korean War. AAF leaders were concerned about staying militarily prepared and maintaining a large pool of trained personnel in the event of war or national emergency.

In July 1946, the AAF plan for training both organized Reserve units and individual Reservists was approved. While a specific IMA program was not identified in this plan, it did call for "individual proficiency training," the means of which was to be determined by the commander of the Air Defense Command.

The ADC implemented the first IMA training effort in April 1947 when the commander instructed numbered air force commanders and headquarters staff to assign Reservists to key ADC positions. His goal was to have these individuals available and fully familiar with their immediate assignments in case of general mobilization.

Several years later, the Air Force chief of staff directed all major command missions to incorporate specific Reserve training responsibilities, and the Air Staff published a directive on the assignment, administration and training of individual Reservists at active-duty bases where no Reserve units were located. This directive allowed commanders to determine the number of Reservists they could accommodate based on their abilities to train them without regard to specific mobilization requirements.

In 1948, the newly independent Air Force undertook a revision of the AAF plan for the air reserve. This revision resulted in the major commands becoming more directly involved in managing IMA assignments.

The Korean War — which resulted in the mobilization of more than 141,000 Reservists in 1950 — revealed some weaknesses in firm mobilization planning, which resulted in inefficient use of the Air Force Reserve. This caused the Air Force to re-evaluate all of its reserve programs. As a result, the large pool concept of maintaining a reserve force was replaced with a "match-merge" policy of projecting wartime requirements and structuring a reserve force, including IMAs, to meet those requirements. While the management of IMA resources has undergone many changes over the years, this match-merge policy of justifying and maintaining IMA resources remains at the heart of the program.

Today, the Air Force Reserve IMA program is one of the most flexible and responsive within the Department of Defense. IMAs not only fill positions within the Air Force but also work alongside active-duty and reserve professionals from other services in joint and unified assignments. As Air Force Reservists, IMAs share a proud Citizen Airman heritage and represent an integral and important part of the Total Force. It's a pleasure to serve with them! ★



AIR FORCE RESERVE

This is Air Force Reserve Command's new advertising logo. It will be featured in AFRC advertising and recruiting products and promotional items. It is also featured throughout this edition of Citizen Airman magazine.

Command unveils streamlined, modern advertising logo

By Bo Joyner

Air Force Reserve Command has a new advertising logo that more closely aligns it with the active-duty Air Force while touting the Reserve as a high-tech, professional fighting force.

Sleek and simple, the AFRC logo features the Air Force's new logo alongside the words "Air Force Reserve" in a stylish, modern typeface. AFRC recruiting officials have been working with Blaine Warren Advertising since January to develop the new logo, which will replace the "Above and Beyond" logo featured in Reserve recruiting and advertising products since 1998.

Lt. Col. Jerry Herbel, chief of the Advertising and Information Systems Division, HQ AFRC Recruiting Service, Robins Air Force Base, Ga., said the time was right for a new advertising logo.

"We wanted a logo that captured the spirit of Air Force Reserve Command but also conveyed the message that we are a part of the overall Air Force," he said. "We went through a number of different designs and got input from focus groups of recruitable people, and this was the design that best conveyed the message we were trying to get out."

AFRC senior leaders were involved in the development process from the beginning and approved the new logo in

May. They said they are excited to see the new logo in the Reserve's upcoming advertising and recruiting products.

"This new logo will give a streamlined and modern look to our advertising products, and it emphasizes the word 'Reserve,'" said Lt. Gen. John A. Bradley, chief of Air Force

Reserve and AFRC commander. "Since the Air Force adopted its new symbol last spring, we wanted to incorporate that symbol into our advertising logo. This will help us brand the Air Force Reserve as a proud part of the world's greatest Air Force."

"The new logo transforms, along with the command's various missions, into the 21st century," said Col. Francis Mungavin, AFRC Recruiting Service commander. "The young folks entering AFRC really like the new logo. Their feedback to us (from focus groups) has been that it's modern, high-tech and cool looking."

Maj. Gen. Mark Rosenker, mobilization assistant to General Bradley in his role as commander, helped in the development of the new logo as the leader of a cross-functional AFRC team that is looking at command branding and marketing.

"I think everyone in AFRC will be pleased and very proud of the new logo," he said. "It's simple, elegant and powerful, and it clearly brings us into the 21st century. The logo's progressive typeface, combined with the new effective Air Force logo, sends a strong message to the audiences we are trying to reach."

Sterling Martell, creative director for Blaine Warren

Advertising, said the logo will be much easier to integrate into television and print advertising products.

"By incorporating the Air Force logo, it allows us to piggyback off of what the Air Force does in terms of advertising," Mr. Martell said. "I think it's a good design, and we were able to get consensus from the Reserve's senior leaders that this is a good design."

"I think when people see the new logo they are going to get the idea that the Air Force Reserve is new and improved without us coming right out and saying 'new and improved.'"

One of the major differences between the new logo and the ones the command has used in the past is the new logo doesn't feature a slogan. AFRC has used "Above and Beyond" as a slogan since 1998. Before that, the command used "A Great Way to Serve" for 20 years.

Colonel Herbel said not having a slogan tied to the logo gives the command more freedom in how it uses the logo.

"We might use a slogan along with the logo in some of our products," he said. "It will depend on the particular audience we are trying to reach. Without a slogan, we feel we are drawing attention to the word 'Reserve,' and that is one of the main objectives we were trying to achieve."

Colonel Herbel said the new logo will be featured in all of the command's new advertising products. He said AFRC will continue using promotional items with the old logo until they are all gone. New promotional items will feature the new logo. ★

"SINCE THE AIR FORCE ADOPTED ITS NEW SYMBOL LAST SPRING, WE WANTED TO INCORPORATE THAT SYMBOL INTO OUR ADVERTISING LOGO. THIS WILL HELP US BRAND THE AIR FORCE RESERVE AS A PROUD PART OF THE WORLD'S GREATEST AIR FORCE."

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



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Big changes in store for Reserve's civilian employees

Front cover: Under the new National Security Personnel System, there are some big changes on the way for Air Force Reserve Command's civilian employees such as Terrance Rhone, a budget analyst with the 315th Airlift Wing, Charleston Air Force Base, S.C. (Craig Schultz)

Gen. John P. Jumper Chief of Staff, United States Air Force

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

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AIR FORCE RESERVE

Fast Roping

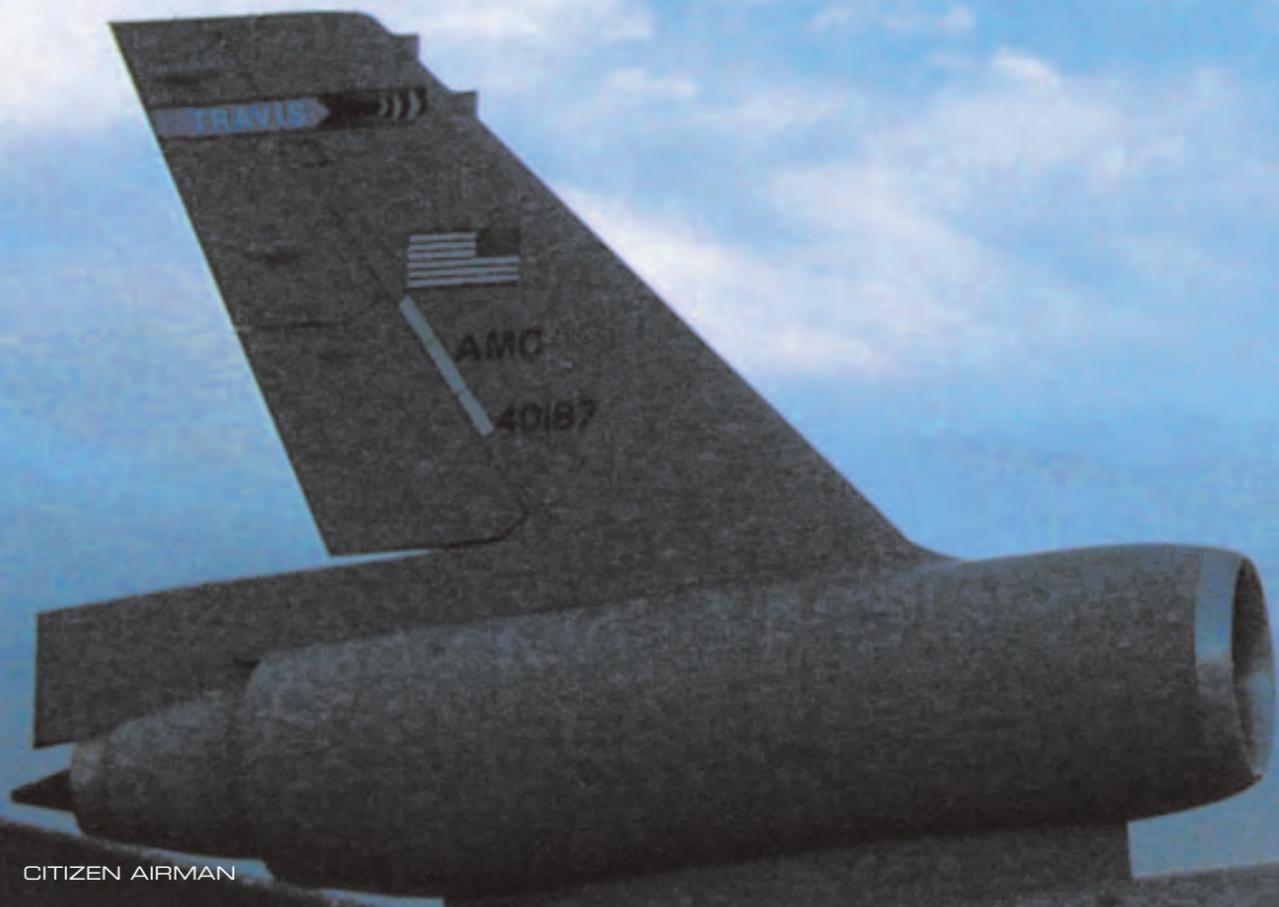
Senior Airman Josiah Blanton, a pararescueman with the 304th Rescue Squadron in Portland, Ore., fast ropes from a 305th RQS HH-60 helicopter into the southern Arizona desert, while Staff Sgt. Joshua Donnelly, a 305th RQS gunner, maintains the safety of the ropes. The 305th is located at Davis-Monthan Air Force Base, Ariz. (Master Sgt. Ruby Zarzyczny)



AIR FORCE RESERVE

Exhausting Work

Master Sgt. Eric Sherman, a flight engineer assigned to the 349th Air Mobility Wing's 70th Air Refueling Squadron, Travis Air Force Base, Calif., is silhouetted against the California sky as he inspects the exhaust nozzle on a KC-10 Extender engine. (Master Sgt. Lance Cheung)



Say 'Cheese'

Lt. Col. Mike Fortanas, a pilot with the 452nd Air Mobility Wing's 729th Airlift Squadron, March Air Reserve Base, Calif., poses with children during an open tour of a C-141C Starlifter at Christchurch, New Zealand. Colonel Fortanas was a member of the crew that flew the last C-141 mission from Christchurch to Antarctica in support of Operation Deep Freeze in February. (Tech. Sgt. Joe Zuccaro, 4th Combat Camera Squadron)



AIR FORCE RESERVE

Round the Reserve

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

New Health Plan Extends Care for Activated Reservists

Health care for Reservists received a booster shot April 25. That's when a premium-based health-care plan started for those activated for a contingency anytime since 9/11.

Department of Defense officials announced Tricare Reserve Select at a

Pentagon news conference March 24.

"We are committed to providing the proper combination of compensation and benefits that will allow us to attract and retain the world's best fighting force," said Charles Abell, principal deputy undersecretary of defense for personnel and readiness.

TRS offers a bridge for Reservists entering or leaving active duty who are not covered by a civilian employer or

other health insurance plan. It's similar to Tricare Standard and comparable to the Blue Cross and Blue Shield Plan for federal employees.

Monthly premiums for a Reservist are \$75. Family coverage costs \$233 a month. Premiums will be adjusted annually.

To qualify for the insurance coverage, Air Force Reservists must serve on active duty for 90 consecutive days or more on or after Sept. 11, 2001, in support of a

contingency. Also, they must enter an agreement with Air Force Reserve Command to serve in the Selected Reserve for one or more years before leaving active duty. If they got off active duty, they have until Oct. 28 to apply.

Reservists earn one year of care for every 90 days of continuous active-duty service and every year of service commitment. For example, Reservists with 360 days of qualifying active duty can get four years of coverage if they sign up for four years in the Selected Reserve.

Coverage ends when the service agreement ends. It stops sooner if the Reservist separates from the Selected Reserve, voluntarily withdraws from the program or fails to pay the monthly premiums.

The Tricare Web site — www.tricare.osd.mil/reserve/reservesel — has more details.

For Reservists enrolled in the Transitional Assistance Management Program, coverage will start the day after TAMP ends. (AFRC News Service)

Reservists in Northeast Eligible for Navy Housing

Air Force Reservists living in the Northeast who are looking for housing have a new option, thanks to the U.S. Navy.

Last November, the Navy and a private housing management company entered into a joint venture to privatize Navy Northeast Regional Housing. Under terms of the agreement, vacant housing that can't be filled by active-duty Navy families may be rented, at market price, to members of the National Guard and Reserve. In addition, Department of Defense civilians and military retirees are eligible to rent the houses.

Navy housing officials said the privatization effort is designed to bring the quality and standards of base housing up to those of private housing faster than the Navy budget allowed. Housing that meets those standards remains in place, while worn and dated properties will either be renovated or replaced.

Currently, Reservists may apply for Navy housing by contacting the housing referral office at the following locations: Newport, R.I., 401-841-2232; New London, Conn., 860-694-3851; Saratoga Springs, N.Y., 800-886-0200, ext. 9124;



Chief Master Sgt. Thomas Angel was promoted to the top enlisted rank in 1983. He is set to retire in July, ending a 41-year Air Force career.

Exception-to-the-rule chief retires after 22 years occupying top enlisted rank

By Staff Sgt Jeff Kelly

For enlisted Airmen, achieving the Air Force's highest enlisted rank, chief master sergeant, is a common career goal. But the reality is very few people actually reach this lofty goal, and those who do usually reach it at the end of their military career.

Chief Master Sgt. Thomas Angel is an exception to the rule. Not only did Chief Angel succeed in making it to the top enlisted grade, but he held the rank for 22 years, which is longer than many Airmen's entire career.

Chief Angel joined the Air Force in 1964 at age 17, with his parents' consent. He was promoted to chief master sergeant in 1983. After a 41-year career in the Air Force and Air Force Reserve, he will retire in July from his position as maintenance superintendent and senior air reserve technician in the 315th Aircraft Maintenance Squadron, Charleston Air Force Base, S.C.

"I've always simply enjoyed my work and taken a lot of pride in doing the best I could do," he said. "As an Airman, I was always one of the first to volunteer for TDYs (temporary duty assignments), special projects, difficult jobs, etc. I worked with good people and just enjoyed my work. I never

thought much about promotions."

Over the past 41 years, the chief said he's seen a significant change in the role of Reservists.

"The basic responsibility of balancing mission requirements with ensuring that your personnel are taken care of hasn't changed," he said. "What has changed is that Reservists have gone from being 'weekend warriors' to full partners with the active duty. Reservists have stepped up to the plate and have made a major contribution to Charleston AFB and to the nation, and our active-duty counterparts have been great to work with over the years and truly treat the Reservists well."

Chief Angel said he will miss the people he works with.

"Team Charleston really is a great team," he said. "I can't imagine anyone working harder with more dedication than the people I work with daily. Every day, I see individuals putting in long hours doing whatever is necessary to make the mission happen. I'm proud to be a part of such a great group of people." ★

(Sergeant Kelly is assigned to the 315th Airlift Wing public affairs office at Charleston AFB.)

Flying Jennies fly personnel airdrop mission in C-130J

By Tech. Sgt. James B. Pritchett

For the first time in about six years, since they began converting to the new C-130J aircraft, the Flying Jennies of the 815th Airlift Squadron participated in a personnel airdrop mission.

Two pilots and three loadmasters traveled from the squadron's home at Keesler Air Force Base, Miss., to Hurlburt Field, Fla., in March to pick up special forces troops from the 720th Special Tactics Group. The Reservists were accompanied on the procedures development and evaluation mission by Master Sgt. Terry Reaves, Air Mobility Command's chief C-130J loadmaster.

Sergeant Reaves flew along to provide instruction, as needed, to the loadmasters — Senior Master Sgt. Mike Watson, and Master Sgts. Morton Smith and Willard Boedecker — and to evaluate the procedures for conducting this type of mission. The three Reservists helped in evaluating procedures and were cleared to provide training to other J-model loadmasters.

"Before the mission, I was the only AMC personnel qualified loadmaster," Sergeant Reaves said. "It helps to have other people trained so they can assist in getting other loadmasters ready for the release of this capability."

Before an aircraft is "released" by the Air Force to conduct operational missions, its capabilities must be determined, and all the procedures have to be written, tested and evaluated.

The mission in Florida marked one of the last hurdles the J-model had to clear in order to be released to perform the personnel airdrop mission.

"The information we gathered validates that the AMC procedures will meet the war fighters' needs," Sergeant Reaves said. "The mission provided an avenue to change or modify the procedures if they didn't meet the mission requirements. However, the procedures worked as advertised, and the crew performed superbly during the mission."

This is an important capability for the 815th and other tactical airlift units flying the C-130J. Airdrop is the fastest way to deploy troops into an area of operations. Traditionally, the C-130 is the preferred aircraft to perform this mission. More



Master Sgt. Morton Smith, a loadmaster with the 815th Airlift Squadron, Keesler Air Force Base, Miss., connects a cable used to deploy parachutes for static line jumps. The mission marked the first time in about six years, since it began converting to the C-130J aircraft, that the squadron had participated in a personnel airdrop mission.

than 60 troops can be on the ground and reorganized within minutes. ★

(Sergeant Pritchett is assigned to the 403rd Wing public affairs office at Keesler AFB.)

Mitchel Complex, N.Y., 516-486-3993; Earle, N.J., 800-987-4775; and Lakehurst, N.J., 732-323-2370. (Staff reports)

DFAS and myPay Officials Assure Personal-Data Security

With "phishing" scams occurring more frequently, Defense Finance and Accounting Service officials said they want to assure customers that every precaution is being taken to secure data.

Customers should be aware that the agency and its Web-based system, myPay, will not ask for personal or financial information by e-mail, DFAS officials said.

Individual DFAS customers can enter the myPay Web site with a personal identification number to access the secure financial page to make changes to personal information, officials said.

Phishing attacks trick people into passing personal information by luring them to false corporate Web sites or by requesting personal information be sent in a return e-mail.

"Phishers" send e-mails or pop-up messages claiming to be from a business or organization people would routinely deal with — an Internet service provider, a bank, an online payment service or even a government agency, said Federal Trade Commission officials. The message usually tells people that they need to "update" or "validate" account informa-

tion and might threaten dire consequence if they don't respond.

People are directed to a Web site that mimics a legitimate organization's site. The purpose of the bogus site is to trick them into divulging personal information so the scam operators can steal identities and make purchases or commit crimes in the victims' names, officials said.

DFAS officials offer the following tips to help avoid getting hooked by a phishing scam:

- Use anti-virus software and keep it up to date.

- Do not e-mail personal or financial information. If people initiate a transaction and want to provide their personal or financial information through a Web site, look for indicators that the site is secure, such as an image of a lock or lock icon on the browser's status bar or a Web site address that begins with an "https." Unfortunately, no indicator is foolproof; some phishers have forged security icons as well.

The myPay site combines strong encryption software and secure technology with the user's Social Security number, PIN and secure Web address or Department of Defense-specific telephone number. These all act as safeguards against unauthorized access, officials said.

This combination prevents information from being retrieved by outside sources while it is being transmitted. The

secure technology provided to myPay customers meets or exceeds security standards in private industry. (Air Force Print News)

Airlift Squadron Retires, May Come Back in Alaska

Past and present members of the 730th Airlift Squadron at March Air Reserve Base, Calif., gathered March 19 to mark the unit's retirement from service, 62 years after it first stood up as a bombardment unit during World War II.

"It's a bittersweet day," said Col. Jeffery Robertson, 452nd Operations Group commander. "We get to renew some old friendships, but it's also a rather sad occasion when we say goodbye to a gallant, proven warrior and an old friend."

The squadron's retirement, which became official April 1, was necessary because of the Air Force's decision to retire its fleet of C-141 Starlifter cargo aircraft. The 730th's remaining four C-141s were retired from service in April.

The unit flew Starlifters for 37 years. Plans call for the squadron to surface again in two years at Elmendorf Air Force Base, Alaska, flying C-17 Globemaster III aircraft. C-17s are also coming to March ARB later this year to be flown by the 729th AS, the lone remaining cargo unit in the 452nd Air Mobility Wing. Many 730th people have

already received C-17 training and will join the 729th AS, while others have chosen to retire or seek other jobs within Air Force Reserve Command.

Lt. Col. Michael Fortanas relinquished command of the 730th by passing the guidon to Colonel Robertson, who passed it to Master Sgt. Craig Spencer, the squadron's first sergeant.

Colonel Robertson, a longtime tanker pilot, praised Starlifters and the unit.

"I judge the merit of a plane on how old it is and how much it did," he said. "What you people did with it for (so long) is a tribute to the aircraft."

During its history, the 730th flew at least 10 types of aircraft and was known by several different titles: tactical reconnaissance squadron, tactical bombardment squadron, troop carrier squadron and tactical airlift squadron. It became the 730th Military Airlift Squadron in March 1968, when it was selected to be the first associate unit in the Air Force Reserve. Associate units are those in which Reservists fly and maintain aircraft that belong to the active duty. It was known as the 730th MAS for a quarter-century until "military" was dropped from the title.

The squadron's crews transported cargo, airdropped paratroopers and equipment, and flew medical evacuation missions during the Vietnam War, Operation Desert Storm and Operation Iraqi Freedom. Squadron Reservists flew the first U.S. military mission into Mongolia and brought home from Vietnam former prisoners of war as well as the remains of GIs reported as missing in action. (Master Sgt. Matt Proietti, 452nd AMW public affairs, March ARB)

Former Minnesota C-130 Flying For Iraqi Air Force

A C-130 that formerly belonged to Air Force Reserve Command's 934th Airlift Wing in Minneapolis, Minn., is now flying missions for the Iraqi air force.

The "City of Rochester," tail number 62-1839, was one of three C-130s that the U.S. Air Force donated to Iraq in January to help the country rebuild its military. The other two aircraft belonged to AFRC's 913th AW, Willow Grove Air Reserve Station, Pa., and the California



The "City of Rochester," aircraft 62-1839, which belonged to the 934th Airlift Wing, Minneapolis-St. Paul International Airport Air Reserve Station, Minn., was one of three C-130s the U.S. Air Force donated to Iraq in January to help the country rebuild its military.

Air National Guard's 146th AW.

"I think they picked the best aircraft," said Col. James Muscatell Jr., 934th AW commander. "Our aircraft are always kept in good shape, so I am not shocked that one of them was chosen to be donated to the Iraqi military."

The "City of Rochester" entered service in November 1963 with the 1501st Air Transport (Heavy) Wing at Travis Air Force Base, Calif. After flying missions in the Pacific Rim, it was involved in resupply efforts in Antarctica as part of Operation Deep Freeze.

In October 1965, the aircraft was transferred to the 4442nd Combat Crew Training Wing at Sewart AFB, Tenn. The aircraft became part of the 314th Tactical Airlift Wing at Little Rock AFB, Ark., in 1972.

Three years later, the C-130 became part of AFRC's inventory when it joined the 756th Tactical Airlift Squadron at Andrews AFB, Md., where it remained until its May 1, 1986, transfer to the 934th AW.

The "City of Rochester" achieved several firsts for the wing, said Tech. Sgt. David Fisher, 934th Aircraft Maintenance Squadron crew chief. It was the first C-130E model to arrive at the 934th, the first to be repainted from green to gray, the first to bear the purple tail flash reading "Flying Vikings," and the first to be dedicated to and bear the name of a city.

As an air reserve technician, Sergeant Fisher worked with the aircraft on a daily basis.

"I got to know every nut and bolt on it," he said. "I even personalized the aircraft by naming its four engines after my four nieces — Kylie, Kendri, Madi and Molly."

Aircraft 62-1839 was renamed "City of Rochester" to recognize the citizens and airport crew of Rochester for their support of the Air Force Reserve mission.

"The Minnesota cities that were determined to have given the Air Force the most support were chosen to have a C-130 aircraft bear their names," Sergeant Fisher said.

Minneapolis, St. Paul, Duluth, Bloomington, Burnsville, Richfield, Edina and Eagan were also honored by having aircraft named after them, he said.

From 2000 to 2002, the "City of Rochester" served as a real workhorse for the wing. During that time, it was used to support operations Southern Watch, Enduring Freedom and Iraqi Freedom.

The aircraft and its new crew in Iraq may face some challenges, said Lt. Col. Michael W. Huttner, 934th Operations Group commander.

"The environment over in Iraq is not very kind to aircraft," he said. "It's over 100 degrees. There is a lot of sand that



SENIOR AIRMAN COLLEEN RYAN

WEAPONS CHECK — Tech. Sgt. Kelly Jose, a war readiness specialist, inspects an M-9 pistol at an armory at a forward-deployed location in Southwest Asia. Sergeant Jose is an Air Force Reservist with the 379th Expeditionary Logistics Readiness Squadron and deployed in support of Operation Enduring Freedom from the 940th Maintenance Operations Flight, Beale Air Force Base, Calif.

Strategic Agenda

Revised document meets DOD transformation needs

By Tech. Sgt. Jason Tudor

With an emphasis on the future force, Air Force Reserve Command revised its strategic agenda recently, focusing on changes in roles and relationships and a closer marriage to Defense Department policy.

Released in March, "Air Force Reserve Strategic Agenda 2005" is a 24-page document authored by the Strategy, Planning and Effects Management Branch of the command's Plans and Programs Directorate. According to its authors, the document provides long-term goals for the Air Force Reserve and synchronizes them with the national defense strategy.

Lt. Col. Larry Ruggiero guided the creation of the document. He said it serves as the command's blueprint for planning and operations going forward.

"For the average Reservist, he or she should be able to discern where the Reserve, its organizations and the individual fit into the larger Air Force and the DOD," he said. "It's important because it presents the context we work in today, tomorrow and into the foreseeable future."

The document includes a review of the Air Force mission, vision, core competencies and core values. In addition, it outlines the Reserve's mission and vision. In the foreword, Lt. Gen. John A. Bradley, Air Force Reserve Command commander, emphasizes four goal areas: people, readiness, modernization, and community and employer support.

"Our strategic agenda continues to address goals and strategies within each of these focus areas," General Bradley wrote. "What's new is an emphasis on how we're performing in these areas and an analysis of risks associated with optimizing performance. I expect that each member of the Air Force Reserve, working together, will continue to ensure we are ready today and tomorrow."

In addition to explaining the individual focus areas, the agenda outlines specific goals and strategies within each. Also, the document outlines eight Air Force strategic planning objectives, starting in fiscal year 2006 and running to 2023. They include defining requirements and the future Total Force, and increasing interoperability.

Colonel Ruggiero said the challenge of revising the strategic agenda was to keep it relevant. Based on its use, the colonel said he believes it accomplishes that goal.

"Senior leaders are referencing the document almost daily, in briefings and newsletters," the colonel said. "Beyond that it acts as a 'touchstone' of sorts, something that can be used to reference performance information against things we measure, as well as a reference for future planning."

Maj. Gen. Charles E. Stenner, director of plans and programs for the command, said looking at long-term strategy was key to revising the strategic agenda.

"What we had in the past were short-term goals," General Stenner said. "Having short-term goals is not the same as

having a strategy."

General Stenner added that Reserve Airmen should be able to find themselves in the document.

"If they read it and they can't find themselves in it, then we haven't done a good job of writing it," he said. "This is a roadmap for themselves and their units."

The general had a recommendation for Reservists as they read the strategic agenda.

"Find yourself," he said. "Figure out your objectives and marry them up to that."

The strategic agenda is available, from any military computer, on the AFRC intranet as a portable document file at <https://www.mil.afrc.af.mil/HQ/PA/Strategic%20Agenda%20PDF-2.pdf>. ★



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

can get into the cracks and filters, and their maintenance crews will not have the easiest of times adapting to the new aircraft."

However, Colonel Huttner said he thinks 1839 will do just fine at its new home. After all, it is a C-130. (Staff Sgt. Nicholas Olson and Senior Airman Curtis Holden, 934th AW public affairs, Minneapolis-St. Paul International Airport ARS, Minn.)

Training Ensures Reservists Ready to Go

Air Force Space Command Reservists tested a common training assembly concept at Peterson Air Force Base, Colo., April 22 and 23 to ensure nearly 350 individual mobilization augmentees were trained and ready for mobilization.

Reservists need to be trained at the

same level as their active-duty counterparts. While active-duty Airmen have all year to meet their ancillary training requirements, the Reservists must accomplish their requirements during either their annual tour or periods of inactive duty training.

Since the Reservists often cannot complete these requirements, AFSPC officials decided to remedy the problem with the new concept.

With the training assemblies, ancillary training is combined into four opportunities yearly versus 700 augmentees attempting to individually arrange their training. Gen. Lance W. Lord, AFSPC commander, directed all of the command's augmentees to attend one training assembly annually.

The assembly at Peterson included briefings and hands-on training. It also provided Reserve program benefit updates and time for Reservists to get

required medical and dental assessments.

"The CTA was very informative and well organized," said Master Sgt. Tamara Davis, an augmentee assigned to the 21st Services Squadron. "The ancillary training was an excellent refresher for me."

As with any conference or large gathering, networking is a side benefit. The networking that goes on at a training assembly shows augmentees they are not alone and that they are truly part of a larger group.

The concept resulted from a trend identified after Sept. 11, 2001. Several thousand IMA Reservists were mobilized. Pre-mobilization readiness rates were found to be unsatisfactory.

"CTAs are the way of the future to improve IMA readiness," said Maj. Gen. Marvin J. Barry, mobilization assistant to the Air Force Reserve chief. (Tech. Sgt. Jennifer Thibault, AFSPC public affairs office, Peterson AFB) ★

When C-17 Globemaster III aircraft, like these at Balad Air Base, Iraq, begin arriving at March Air Reserve Base, Calif., later this year, they will be welcomed into a new environmentally friendly hangar.



TECH. SGT. ROBERT JENSEN

A New Home

C-17s to nest in state-of-the-art hangar at March

By Erickson J. Barnes

When the 452nd Air Mobility Wing welcomes eight C-17 Globemasters later this year, the aircraft will be maintained in an environmentally friendly hangar that is larger than a football field and incorporates advanced construction technology.

"We wanted it (the hangar) to appear it belonged here — have it blend in with its environment, as well as meet the standards of the 21st century by utilizing the technology available," said Tom Kempton, project manager for the contractor's design and build team.

From planning to completion, the structure was designed to serve as a template for future C-17 hangars in the Air Force, Mr. Kempton said.

The project began in January 2004 when a smaller hangar was torn down to make room for the new

50,000-square-foot building. Materials from the old hangar were sent to recycling facilities, which set the theme for construction of the new hangar.

"This is a 'green' building," Mr. Kempton said. "Many of the materials used in this building are recycled, including foundation materials, side paneling and the tiles on the bathroom floor."

Also, light-reflective materials were used inside the hangar so minimal artificial lighting is necessary.

The hangar's new technology starts at ground level. The floor, also light-reflective, was constructed with a new substance called Dry Shake. The substance is placed into the concrete to create an extremely hard and durable surface that

"IT INCORPORATES STATE-OF-THE-ART DESIGN AND SAFETY FEATURES THAT WILL ASSIST OUR PERSONNEL IN ACCOMPLISHING THE MISSION AND PROTECT OUR MOST VALUABLE ASSET — OUR AIRMEN."

**Brig. Gen. James Rubeor,
452nd Air Mobility Wing commander**

never has to be painted and repels fluids like fuel and oil. The floor can simply be cleaned and waste products washed into the water treatment system, which recycles and treats water before dumping it into the base sewer system.

Another feature of the hangar is a quieter work environment created by using sound-resistant side paneling, which was custom-built for the facility. Even the building's landscaping uses a minimal amount of water.

Brig. Gen. James Rubeor, 452nd AMW commander, said he is pleased with the standard the new hangar sets.

"(It) gives us great capabilities to house and service our C-17s," he said. "It incorporates state-of-the-art design and safety features that will assist our personnel in accomplishing the mission and protect our most valuable asset — our Airmen."

The wing was scheduled to accept the building from the contractor in early June, more than two months ahead of the scheduled Aug. 9 delivery of the first C-17. ★

(Mr. Barnes is assigned to the 452nd AMW public affairs office at March ARB.)

(Right) Generators pump foam from a 700-gallon tank onto the floor of a new hangar built for the 452nd Air Mobility Wing's C-17s during the final fire sprinkler foam test April 20. (Below) Members of the wing's civil engineer squadron and fire department observe the test. The Air Force's newest long-range transport aircraft is scheduled to begin arriving at March Air Reserve Base, Calif., Aug. 9.



ERICKSON J. BARNES



ERICKSON J. BARNES

Streamlined

Command improves the way it manages its individual Reservists

Air Force Reserve Command is working with other major commands in an effort to streamline management of individual mobilization augmentees.

In the past, the Air Force Reserve's 12,900 IMAs reported administratively to the various active-duty units where most of them are assigned. That's changing for these Reservists who serve along with 63,200 other Airmen in the command's unit program.

"Air Force Reserve Command started reorganizing the management of the individual mobilization augmentee program the beginning of April," said Lt. Gen. John A. Bradley, AFRC commander. "Our goal is to ensure that the Reservists in this program are ready to support the global war on terrorism."

AFRC has about 2,500 Citizen Airmen mobilized by the president. Another 2,200 Reservists are volunteers working in support of operations Iraqi Freedom, Enduring Freedom and Noble Eagle. Since Sept. 11, 2001, about 30,300 Air Force Reservists have been mobilized, or called to active duty, for up to two years.

Typically, IMAs serve in active-duty units. They train about 24 days a year and receive pay for their work. They often stand in for deployed active-duty Airmen and may volunteer for deployments themselves.

"We are reorganizing the IMA program so that our command is on top of making sure all our Reservists are 100 percent ready to do their jobs," said Maj. Gen. Charles E. Stenner, director of plans and programs at AFRC headquarters, Robins Air Force Base, Ga. "Before this, there was very little standardization in the personnel programs used to support the 12,900 IMAs. Now we will ensure more consistent support and training."

On April 1, program managers and base IMA administrators began transitioning under AFRC's chain of command. An updated Air Force Instruction 36-2629, Individual Mobilization Augmentee Management, spells out these changes.

"To make the chain of command more effective, this reor-

ganization will establish an IMA Readiness Management Group at Robins Air Force Base," General Stenner said. "This new commander will be responsible for providing the best possible personnel support to our IMAs."

Col. Roxane Towner was selected as the first commander for the new Readiness Management Group. Colonel Towner, who formerly served as the reserve adviser to the commander of the Air Force Personnel Center at Randolph AFB, Texas, was scheduled to begin her new job in late June.

"The active-duty commanders have OPCON or operational control of the Reservists attached to their units," General Bradley said. "But the active-duty commanders share ADCON or administrative control with AFRC."

Operational command means following orders to accomplish the mission. Active-duty commanders will also be responsible for discipline, internal organization and unit training. The new IMA Readiness Management Group will oversee day-to-day personnel actions and assist with tracking training for the IMA program.

"IMAs continue to report to their active-duty supervisors for execution of their assigned tasks," said Maj. Gen. Marvin Barry, mobilization assistant to the

AFRC commander. "General Stenner and I stressed this to the active-duty major command commanders when we briefed the new structure and its implications around the Air Force."

As the single point of contact between IMA Reservists and their units, the new IMA Readiness Management Group will be responsible for all personnel issues affecting IMAs. These issues include formalized training, enlisted programs, retirements, performance reports, assignments, mobilization and program participation.

"This is a win-win situation for our national defense," General Bradley said. "By working at the other major commands part time, these Reservists give their service, continuity and experience to our military but still have the flexibility to pursue their civilian jobs." (AFRC News Service) ★

"WE ARE REORGANIZING THE IMA PROGRAM SO THAT OUR COMMAND IS ON TOP OF MAKING SURE ALL OUR RESERVISTS ARE 100 PERCENT READY TO DO THEIR JOBS."

**Maj. Gen. Charles E. Stenner,
AFRC director of plans and programs**

Instructors Wanted

Junior ROTC expansion means job opportunities for AGRs

Air Force Junior ROTC is about to embark on a major expansion, creating opportunities for retired active Guard and Reserve Airmen, as well as those within six months of retirement, to teach.

This fall, Air Force JROTC is scheduled to open 48 new units in high schools in Arkansas, California, Delaware, Florida, Georgia, Iowa, Illinois, Indiana, Maryland, Missouri, North Carolina, Nevada, New York, Ohio, Pennsylvania, Rhode Island, South Carolina, Tennessee, Texas, Virginia and West Virginia.

This is the first step in a congressionally mandated expansion initiative for all of the service's JROTC programs that began in 1999.

In the initiative, Air Force JROTC was authorized to expand from 746 to 945 units by 2005. However, in 2002 expansion plans were put on hold until additional funding was available. The secretary of the Air Force provided funding support in 2004 and directed that the expansion program resume, with the goal of reaching the 945-unit level by the start of the 2007 school year.

"We have started our expansion efforts by opening 48 new units in the fall of 2005," said Col. H.B. "Mac" McCarragher III, director of Air Force JROTC at Maxwell Air Force Base, Ala. "With over 160 schools on the waiting list, we expect to be able to open another 75 units in 2006 and 76 in 2007, which will bring us to the authorized 945."

To meet these expansion goals, Jo Alice Talley, chief of instructor management, said Air Force JROTC is going to need a total of 398 officers and NCOs to teach in the new units. In addition to the new positions, she expects another 50 to 75 positions in existing units will become vacant because of retirements.

AGRs who retired within the last five years, as well as those who are within six months of their retirement date, are eligible to apply for the JROTC positions. In some cases, Colonel McCarragher said, the five-year requirement can be waived, allowing people who have been retired



With 48 new Air Force Junior ROTC units scheduled to be established this fall, there is a need for instructors. Here, JROTC cadets Capt. Francis Carino and Capt. Sebastian Berisford participate in a duo armed exhibition routine.

up to 10 years to serve.

"We are looking for Airmen who want to use the skills they learned and the education they received in the Air Force to prepare high school students to take their place as tomorrow's citizens," the colonel said. "As instructors they should exemplify the Air Force's core values and set the highest standards of conduct and appearance for themselves and their students."

The minimum pay for instructors is equal to the difference between their retirement pay and their active-duty pay and allowances. Some school districts may pay more than the minimum.

Colonel McCarragher said traditional Guardsmen and Reservists, as well as air

reserve technicians, are not eligible to become instructors at this time. Current law requires JROTC instructor pay to be calculated using retired and active-duty pay. Since Guard and Reserve members do not receive retired pay until age 60, they are ineligible for this duty.

For more information about instructor opportunities and requirements, call toll free 866-235-7862, ext. 35275 of 35300. The DSN number is 493-5275 or 5300. In addition, complete instructor requirements and application information are available on the Web at <http://www.afaots.af.mil/AFJROTC/juniorinstructor/default.htm>. (Master Sgt. Ralph Bitter, Air Force JROTC, Maxwell AFB) ★



Capt. Jim Matthey and Tech. Sgt. Margie Fields of the Air Force Reserve's 710th Combat Operations Squadron, Langley Air Force Base, Va., direct defensive counter-air scramble and engagement of hostile aircraft from the Combined Air Operations Center at Nellis AFB, Nev., during Joint Red Flag 2005.

Off and Running

New combat operations squadron shines during Red Flag

Only a year after it began hiring, the 710th Combat Operations Squadron played a key role in the largest joint and combined exercise involving live and virtual simulations in the nation's history.

Forty-eight members of the 710th deployed from their home at Langley Air Force Base, Va., to Nellis AFB, Nev., for about two weeks in support of Joint Red Flag 2005.

Altogether, more than 10,000 people from all four military branches, along with troops of some coalition forces, took part in the exercise, which officially ran March 14 through April 2. The purpose of Joint Red Flag, which was conducted at 44 different sites nationwide, was to develop improved joint training and experimentation capabilities.

While at Nellis, the Reservists operated out of the Combined Air Operations Center, a facility featuring eight theater-sized screens and scores of computers used to provide the combined forces air

component commander with up-to-the-minute, time-critical weather, intelligence and surveillance information that allowed him to make informed decisions. Specialized teams and a cadre of support personnel kept the CAOC running 24 hours a day, providing war fighters with the realism of an actual operational theater.

"I think an exercise of this magnitude draws a lot of attention, and you've got to have your game face on," said Maj. James Ward, senior offensive duty officer. All of the parts have to work together to be effective, he said. "Our guys gave 120 percent, and it showed."

During the exercise, aircrews, working primarily out of Nellis, Kirtland AFB, N.M., Fort Hood, Texas, Fort Bliss, Texas, and Hurlburt Field, Fla., flew 350 to 400 sorties each day, said Lt. Col. James Murray, 12th Air Force project officer.

"That isn't really out of the norm; however, when you combine that with the 600 to 700 constructive sorties and 850 virtual

sorties we're flying, it's very busy."

Colonel Murray explained that virtual training refers to crews participating in the exercise by using simulators at various locations. Constructive sorties, he said, are computer-aided simulations controlling a wider span of forces that play out much like a person sitting at a computer playing a video game.

The colonel explained that constructive simulations are especially valuable because they allow people in some cases to participate in the exercise without leaving their home. This reduces training costs, he said, while providing very realistic training.

The Reservists didn't mind the busy 24-hour schedule.

"The more we sweat in peace, the less we bleed in war," said Col. Jeffrey Mineo, 710th COS commander. "We must remember that if we train like we fight, when war comes knocking, we'll be ready. Red Flag tested us to our limits, and I am impressed by the outcome of

this exercise. We have a first-rate team of war fighters."

Lt. Col. Douglas Hall, 710th director of operations, said the exercise was a great learning experience.

"We covered the entire gamut of deployment, execution and redeployment and really had a wonderful opportunity to wring out our processes," Colonel Hall said. "Our personnel quickly adapted to the battle rhythm and integrated themselves into their respective CAOC divisions."

To enhance the realism of the exercise, members of the 710th processed through a mobility line prior to the deployment. Mobility team chief Maj. Bryan Runion, who spearheaded the process, noted that "it went very well, exceeding our expectations. It showed how far we've come in only a year. The key was building a good working relationship with our active-duty readiness counterparts in the 1st Fighter Wing."

When the exercise commenced, members of the squadron's Combat Plans Division went to work developing the air tasking order, a critical document used to ensure participants are up to speed on every facet of the war.

"I think we expertly, professionally

and almost effortlessly integrated with our active-duty counterparts," said Lt. Col. Ronald Graves, strategy guidance team chief. "We showed up as unknowns and left as valuable contributors."

"The CAOC is an extremely complex machine with many interwoven, working parts," said Colonel Hall. "Everyone has an essential job to perform to make the 72-hour air tasking order cycle flow smoothly."

The squadron's Reservists were also responsible for collecting and analyzing data to provide up-to-the-minute information on location of enemy forces.

"For a fictitious scenario, the exercise had a fairly realistic feel, providing an opportunity to work through all of the processes we would encounter in an actual CAOC," said Maj. Tammy Woodruff, intel cell chief.

The Reservists were extremely positive about their participation in the exercise.

"I believe everyone came away from this experience with a real appreciation for our mission," said Tech. Sgt. Sheri Jordan.

Maj. John Kuczka said he felt the exercise was just what he needed to be ready for war.

"The exercise simulated fighting a war against an enemy much better equipped

and more powerful than any we've faced in the past 20 years," he said. "Work on the CAOC floor was intense. They kicked it up a notch and kept us hopping. All in all, it was a great experience, and the training was excellent."

Joint Red Flag was the culmination of several small exercises the squadron conducted during its first year of existence.

"The exercise provided a great opportunity for our squadron members to receive training in a robust CAOC environment," Colonel Graves said. "Providing CAOC-trained war fighters is 'our bread and butter,' so this training opportunity was invaluable."

As the 710th enters its second year of operations, the squadron is still recruiting new members in almost every specialty.

"After one year, we are over 60 percent manned," Colonel Mineo said. "We have several positions available for war fighters who want to advance their full-time and part-time careers in the operational level of war fighting." ★

(Information for this article provided by Tech Sgt. Christopher Perham, Combat Operations Division, 710th COS, Langley AFB, and Staff Sgt. Angel L. Casaigne Jr., Joint Red Flag Joint Information Bureau, Nellis AFB.)



Staff Sgt. Trevor Wilson prepares an E-3 Sentry Airborne Warning and Control System aircraft for flight during Joint Red Flag 2005 at Nellis Air Force Base, Nev. About 10,000 U.S. service members and coalition forces participated in the exercise. Sergeant Wilson is a crew chief with Air Force Reserve Command's 513th Air Control Group, Tinker AFB, Okla.

TECH. SGT. PATRICK M. KUMINECZ

Time for a Tweak

Officials propose changes to Air Force's fitness program

By Bo Joyner

Air Force and outside health officials have taken a good look at the service's new fitness program and made a number of recommendations for improvement, including adding height and weight back into the standard for measuring abdominal circumference.

The new fitness program encourages all members of the Air Force team to make exercising and eating right a permanent part of their lives. The program's new fitness test, implemented in January 2004, measures aerobic fitness with a 1.5-mile run, body composition with waist size, and muscle fitness with push-ups and sit-ups.

The overall maximum score possible is 100 points, with 50 points possible for the run, 30 points for the abdominal measurement, and 10 points each for the sit-ups and push-ups.

Air Force health officials and experts from a number of outside agencies and universities have completed their first assessment of the new fitness program and decided to award full points on the body composition component of the test if the body mass index is within a healthy range — between 19 and 25. This change is being made to accommodate Airmen unable to obtain the minimum abdominal circumference but who are still at a normal weight for their height.

The Air Force originally disregarded height and weight as part of the body composition standard based on the belief that waist size is an indicator of

health, regardless of how tall a person is. While Air Force officials still believe this to be true, they concede that people with a normal BMI are at a minimal risk for disease or cardiac incidents.

The BMI is calculated by taking a person's weight in kilograms and dividing it by that person's height in meters squared. There are several Web sites that will calculate BMI, including <http://nhlbisupport.com/bmi/bmicalc.htm>.

Other major recommendations for improving the fitness program include:

- Lengthening run times for tests conducted at higher elevations. Time lengths will vary depending on altitude, but specific changes have not been determined.

- Retesting Airmen who are rated "marginal" at 90 days instead of 180 days. Air Force Reserve Command will continue to retest people who score in the marginal category, along with those who score in the poor category, at 180 days. The Reserve will include this provision in its supplement to Air Force Instruction 10-248 — The Air Force Fitness Program.

- Promoting nutrition as an important aspect of education and intervention.

- Emphasizing regular physical training rather than test results.

- Reinforcing commanders' accountability.

- Moving the waist-circumference measurement to a controlled area for people rated poor or marginal and are being retested to reduce inconsistencies.

Air Force health officials are considering two smaller changes to the assessment criteria. Values for females age 50 to 54 were not consistent with all other age categories, so officials may adjust the criteria according to American College of Sports Medicine standards. Also, a category may be added for people

older than 60.

The final part of the first annual fitness program assessment began in late April when commanders and senior enlisted leaders were randomly selected via e-mail to take a Web-based survey on the fitness program.

Health officials will take the results of the surveys and combine them with the results of the functional and external reviews and present their findings to Air Force Chief of Staff Gen. John P. Jumper for consideration. Any changes to the program are expected to be implemented in June with revision of AFI 10-248.

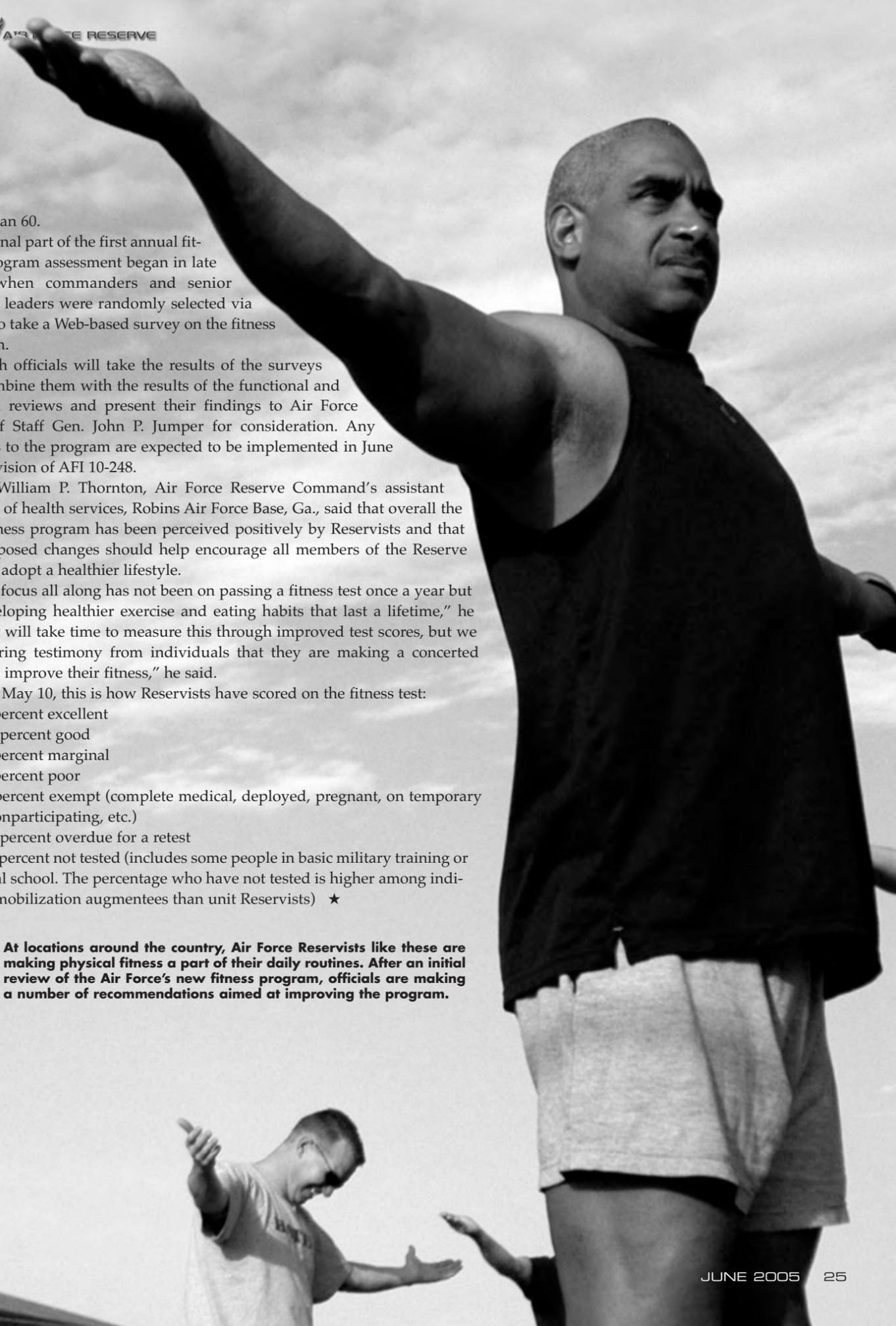
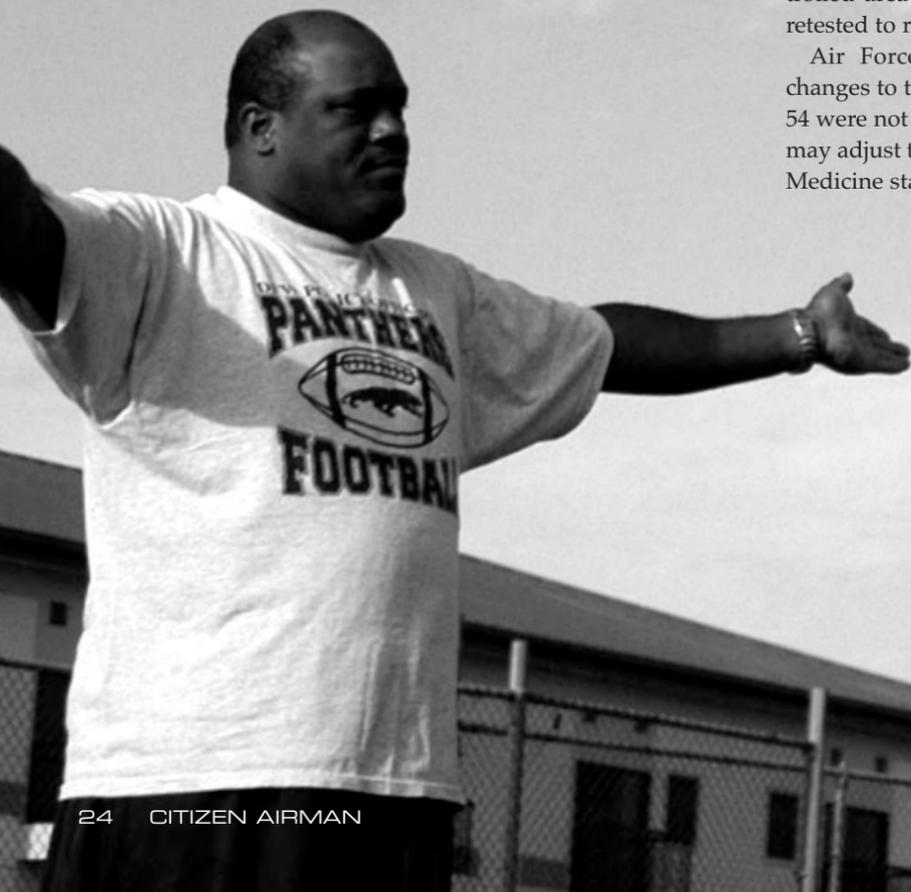
Col. William P. Thornton, Air Force Reserve Command's assistant director of health services, Robins Air Force Base, Ga., said that overall the new fitness program has been perceived positively by Reservists and that the proposed changes should help encourage all members of the Reserve team to adopt a healthier lifestyle.

"Our focus all along has not been on passing a fitness test once a year but on developing healthier exercise and eating habits that last a lifetime," he said. "It will take time to measure this through improved test scores, but we are hearing testimony from individuals that they are making a concerted effort to improve their fitness," he said.

As of May 10, this is how Reservists have scored on the fitness test:

- 8 percent excellent
- 41 percent good
- 4 percent marginal
- 7 percent poor
- 7 percent exempt (complete medical, deployed, pregnant, on temporary duty, nonparticipating, etc.)
- 14 percent overdue for a retest
- 19 percent not tested (includes some people in basic military training or technical school. The percentage who have not tested is higher among individual mobilization augmentees than unit Reservists) ★

At locations around the country, Air Force Reservists like these are making physical fitness a part of their daily routines. After an initial review of the Air Force's new fitness program, officials are making a number of recommendations aimed at improving the program.



NSPS

The National Security Personnel System

Big changes on the way for Reserve's civilian employees

By Bo Joyner



Big changes are on the horizon for Air Force Reserve Command's nearly 14,000 civilian employees.

The Department of Defense is scheduled to begin implementing the new National Security Personnel System this summer, fundamentally altering the way the department hires, pays, promotes and disciplines its civilian workers.

Initially, NSPS will affect only general schedule and general manager civilian employees. Wage grade workers may be

brought under NSPS at a later date.

In November 2003, Congress granted DOD the authority to establish, in partnership with the Office of Personnel Management, a new civilian human resources management system to better support its national security mission. Over the past year, DOD and OPM officials have been gathering input from employees, supervisors, managers, union representatives, senior leaders and public interest groups. Although all of the details have yet to be finalized, the

new NSPS they are developing will be substantially different from the current DOD civil service personnel system that was created more than 50 years ago.

"NSPS, once the design is finalized, will likely include changes in the way civilian jobs are graded and classified; in the way employee and manager performance objectives are set, managed and rewarded; in the way the department works with its unions; in the way the department hires, promotes and adjusts its work force size; and in the

way the department addresses personnel issues, discipline and appeals," according to the NSPS Web site.

According to the site, these are some of the highlights of the new NSPS:

- a simplified pay banding structure, allowing flexibility in assigning work;
- pay increases based on performance, rather than longevity;
- a performance management system that requires supervisors to set clear expectations (linked to DOD's goals and objectives) and employees to be accountable;

- a streamlined and more responsive hiring processes;
- more efficient, faster procedures for addressing disciplinary and performance problems, while protecting employee due process rights; and
- a labor relations system that recognizes the country's national security mission and the need to act swiftly to execute that mission, while preserving collective bargaining rights of employees.

The Web site lists the following items that will not change under NSPS:

- merit system principles;
 - whistleblower protections;
 - rules against prohibited personnel practices;
 - veterans' preference;
 - anti-discrimination laws;
 - benefits (retirement, health and life insurance, etc.)
 - allowances and travel/subsistence expenses;
 - training; and
 - leave and work schedules.
- "NSPS provides the Defense

Myth or fact: NSPS officials set the record straight

MYTH

Under the National Security Personnel System, Defense Department civilians can be assigned anywhere in the world, even to a war zone, with little or no notice.

FACT

DOD currently has the authority to reassign employees, including reassignment to overseas locations, when necessary to support the mission. This authority is unaffected by NSPS. One of the goals of NSPS is to reduce its reliance on military members to perform jobs that could be performed by civilians.

MYTH

I will lose my benefits under NSPS.

FACT

NSPS will not affect rules governing retirement benefits or eligibility, health and life insurance, leave, attendance, or other similar benefits.

MYTH

NSPS eliminates veterans' preference for reduction in force and hiring.

FACT

NSPS preserves veterans' preference. DOD is committed to the principles of veterans' preference; under NSPS, veterans continue to receive preference for both hiring and RIF.

MYTH

Seniority and veterans' preference will no longer count in the event of a RIF.

FACT

Not true. In a RIF, employees with veterans' preference are still retained over those without it. Also, seniority continues to be a factor in a RIF. However, because NSPS is a performance-based system, the proposed regulations give greater weight to performance in RIF retention. Employees competing for retention under a RIF who have the same performance ratings will be retained based on length of service.

MYTH

I will lose my job security, and there will be layoffs.

FACT

No jobs will be eliminated because of NSPS. In fact, under NSPS there may be more opportunities for civilians as military positions are converted to civilian. By easing the administrative burden routinely required by the current system, managers will turn to civilians first when assigning vital tasks.

MYTH

I will lose pay under NSPS, and I won't get credit for the time I've already spent waiting for my next within-grade increase.

FACT

Employees will not lose pay upon conversion to NSPS. Employees will be converted into NSPS at their current salary. In many cases, employees will receive a salary increase equal to the amount they have earned toward their next within-grade increase (this is known as the "WGI buy-in").

MYTH

There will be no locality pay under NSPS.

FACT

The proposed NSPS pay system includes a locality-based component of pay called a "local market supplement" that is paid in addition to an employee's basic pay. The local market supplement will be based on market conditions related to geographical and occupational factors and may differ from one occupation to another in a given locality. Employees will be entitled to increases to the local market supplement, unless they are performing at an unacceptable level.

MYTH

NSPS is just a way to freeze the pay of DOD civilians, since they're no longer entitled to the automatic January pay increase or within-grade increases.

FACT

The annual January pay increase, as we know it now, will change. The proposed pay rules provide for periodic "rate range" adjustments, to adjust the minimum and/or maximum rate of a pay band. When a minimum rate of a pay band

is adjusted upward, employees will receive an equivalent increase. There are no "steps" or "step increases" in a pay banding system. Instead, pay increases and/or performance bonuses are based primarily on performance ratings. Unacceptable performers are not eligible for pay increases under the proposed system.

MYTH

Under NSPS, funds for salaries and bonuses will no longer be certain.

FACT

DOD is committed to ensuring civilian compensation is protected. In fact, the law requires that the aggregate amount of money allocated for civilian compensation for organizations under NSPS cannot be less than the amount that would have been allocated under the existing system. Under NSPS, the overall amount of money that would have been used for the annual January pay adjustment, within-grade increases, quality step increases and similar payments will be used for civilian pay, and those funds will be protected. However, the proposed NSPS pay system will distribute those funds based primarily on performance

MYTH

Unions have had no involvement in developing NSPS.

FACT

The proposed NSPS regulations are the product of a broad-based, collaborative effort across the department that began in 2004. This included a number of meetings with employee representatives involving extensive and fruitful discussions on potential options for the design of the system. In several areas, the proposed regulations reflect the interests and concerns that were voiced during those consultation sessions. Also, numerous focus groups and town hall meetings have been conducted, many of which included local union involvement, to gather input and feedback on the system design. Now that proposed regulations have been published, the next step in this process is to gather comments and recommendations on the proposed regulations, and engage in more discussions and dialogue with employee representatives as called for in the law authorizing NSPS.

MYTH

NSPS will do away with bargaining units and employee unions.

FACT

Not true. The implementation of the NSPS labor relations system will not eliminate unions or bargaining units. Employees will still be able to be represented by labor organizations and to bargain collectively. The proposed rules enable the department to act expeditiously in carrying out its mission by limiting the situations that are subject to bargaining, and speeding up the bargaining process.

MYTH

Employees will lose their fundamental rights to grieve or appeal unfair decisions or adverse actions.

FACT

NSPS does not change critical employee rights such as merit systems principles, due process, whistleblower protections, and protection against prohibited discrimination and personnel practices. There will continue to be avenues for employees to seek redress. For bargaining unit employees, negotiated grievance procedures will remain part of the process, and other employees will continue to have access to administrative grievance procedures, as well as formal appeals processes for adverse actions.

MYTH

Under NSPS, there is no process for employees to challenge their performance rating.

FACT

DOD is developing a process that will allow employees to request reconsideration of their rating to a higher authority. This process will apply to all employees under NSPS. Under current law, employees in the same organization are often subject to different procedures and avenues when challenging performance ratings. This sometimes results in inconsistent decisions. Because of the importance of the performance rating process and its impact on pay, DOD will ensure that every employee has the same opportunity to seek appropriate redress. ★

(Source: NSPS Web site)

Department with the tools necessary to recruit, retain and manage the civilian work force to accomplish our critical mission in a more effective and efficient manner," said Steve Mann, deputy director of personnel at Headquarters AFRC, Robins Air Force Base, Ga. "NSPS will also provide flexibilities so we can reduce our reliance on the military to perform jobs that civilians can and should perform, freeing up the military to perform its war-fighting duties.

"NSPS is a mission-driven, performance-based system that motivates, recognizes and rewards excellence, which will result in an overall improvement to mission effectiveness and enhanced national security."

"The NSPS will create incentives for managers to turn to civilians first, not last, when many vital tasks must be done," said Navy Secretary Gordon England, DOD's senior executive for NSPS, in a recent American Forces Press Service story. "This will ease the burden

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**Steve Mann,
AFRC Deputy Director of Personnel**

on our valuable men and women in uniform to do only those tasks that are uniquely military."

One of the biggest changes under NSPS will be the way civilian employees earn pay raises.

"(NSPS) offers a stronger correlation between performance and pay, plus greater consideration of local market conditions in setting pay raises," Secretary England said, adding that NSPS will eliminate step increases, which are tied to longevity. Instead, employees will be rewarded for their performance.

"Of course, everyone is interested in how NSPS is going to affect their pay," Mr. Mann said. "DOD is finalizing its position on pay setting, pay banding and award procedures. That portion of NSPS is still a little way in the future. But, I'd like to be very clear on this point: No one will be paid

any less on the day they convert to the NSPS. DOD has even determined that it will pay employees a pro-rata share of their within-grade increase should they be converted to NSPS at

some point during the normal waiting period between steps."

Another major change under NSPS is the establishment of pay bands, which combine occupations and positions that are similar in terms of type of work, mission, developmental/career paths, competencies and/or skill sets.

"The smaller number of pay bands simplifies job classification and broadens pay ranges," according to the NSPS Web site. "With pay banding there are no fixed step rates. Individual pay is set within the range of salary dollars in the band. This allows for more flexible pay-setting procedures."

"NSPS is designed to promote a performance culture in which the performance and contributions of the DOD civilian work force are more fully recognized and rewarded," according to the February 14 issue of the *Federal Register*.

"The system will offer the civilian work force a contemporary pay banding construct, which will include performance-based pay," the publication said. "As the department moves away from the general schedule system, it will become more competitive in setting salaries, and it will be able to adjust salaries based on various factors, including labor market conditions, performance and changes in duties. The (human resources) management system will be the foundation for a leaner, more flexible support structure and will help attract skilled, talented and motivated people, while also retaining and improving the skills of the existing work force."

DOD has adopted a spiral strategy for implementing the human resources and appeals elements of NSPS across its civilian work force. Officials believe this strategy will allow the department to manage the initial implementation by troubleshooting and evaluating the NSPS rules and supporting systems. Refinements, if needed, can be made prior to implementation to the remaining eligible DOD units.

The first spiral will impact up to 300,000 general schedule/general manager, U.S.-based employees from

the Air Force, Army, Navy, Marine Corps and other DOD components, including all eligible AFRC civilians. The remainder of the eligible work force will be included in spiral two. Spiral three will include personnel from DOD laboratories if current legislative restrictions are eliminated.

Implementation of Spiral 1.1 is scheduled to begin in July. The 786 general schedule and general manager civilians assigned to March Air Reserve Base, Calif., will be the first AFRC civilians to make the switch to NSPS. Spiral 1.1 also includes AFRC GS and GM civilians at Eglin AFB, Fla.; Lackland AFB, Texas; McConnell AFB, Kan.; Patrick AFB, Fla.; and Tinker AFB, Okla.

Spiral 1.2 is tentatively scheduled to be implemented in January 2006, while implementation of Spiral 1.3 is tentatively set for July 2006.

Personnel officials know training and education will be key to the success of NSPS.

"Training is absolutely essential to the success of the program, and we are already working on development of the training," officials said. "There will be two types of training: the training necessary to implement the system operationally and training in what we call soft skills — greater communication skills to facilitate interaction between employee and supervisor, team building and conflict management, to name a few. These will be just as critical to the program's overall success as the nuts and bolts of the system."

"As with any major change, the implementation is going to take time, and there is a definite learning curve involved," Mr. Mann said. "A well-trained and well-educated work force is critical to making NSPS work."

He encouraged AFRC civilian workers to visit the command's NSPS Web site often to get the latest information: The Web address is <https://wwwmil.afrc.af.mil/HQ/DP/DPC/NSPS/NSPS.htm>. The Air Force NSPS Web address is <https://www.dpp.hq.af.mil/dpp/dppn/nsps/>. The DOD NSPS Web address is <http://www.cpms.osd.mil/nsps/index.html>. ★

NSPS Implementation Schedule

Here is the schedule of NSPS implementation for locations where the Reserve has civilian general schedule and general management employees.

**Spiral 1.1
(Tentative July 2005 start)**
March Air Reserve Base, Calif.
Eglin Air Force Base, Fla.
Lackland AFB, Texas
McConnell AFB, Kan.
Patrick AFB, Fla.
Tinker AFB, Okla.

**Spiral 1.2
(Tentative January 2006 start)**
Air Reserve Personnel Center, Denver
Gen. Mitchell International Airport
Air Reserve Station, Wis.
Youngstown ARS, Ohio
Barksdale AFB, La.
Brooks AFB, Texas
Charleston AFB, S.C.
Columbus AFB, Miss.
Davis-Monthan AFB, Ariz.
Dover AFB, Del.
Hill AFB, Utah
Keesler AFB, Miss.
Kirtland AFB, N.M.
Laughlin AFB, Texas
Little Rock AFB, Ark.
Luke AFB, Ariz.
Maxwell AFB, Ala.
McGuire AFB, N.J.
Offutt AFB, Neb.
Peterson AFB, Colo.
Randolph AFB, Texas
Scott AFB, Ill.
Seymour Johnson AFB, N.C.

**Spiral 1.3
(Tentative July 2006 start)**
Carswell ARS, Texas
Dobbins ARB, Ga.
Pittsburgh IAP-ARS, Pa.
Grissom ARB, Ind.
Homestead ARS, Fla.
Minneapolis-St. Paul IAP-ARS, Minn.
Naval Air Station New Orleans, La.
Niagara Falls ARS, N.Y.
Portland IAP, Ore.
Westover ARB, Mass.
Willow Grove ARS, Pa.
Altus AFB, Okla.
Andrews AFB, Md.
Beale AFB, Calif.
Elmendorf AFB, Alaska.
Fairchild AFB, Wash.
Hanscom AFB, Mass.
Hickam AFB, Hawaii.
Kelly AFB, Texas
Langley AFB, Va.
MacDill AFB, Fla.
McChord AFB, Wash.
Nellis AFB, Nev.
Pope AFB, N.C.
Robins AFB, Ga.
Schriever AFB, Colo.
Sheppard AFB, Texas
Travis AFB, Calif.
Vance AFB, Okla.
Whiteman AFB, Mo.
Wright-Patterson AFB, Ohio

Six ways for employees to get ready for NSPS

- 1. Be proactive and keep abreast of the latest information. Visit the NSPS Web site regularly to stay up to date on the latest NSPS information: www.cpms.osd.mil/nsps.**
- 2. Ask your supervisor to host a meeting to share what he or she knows about NSPS. While the specifics of NSPS are not all known at this time, there is information available now that is helpful in understanding aspects of the system.**
- 3. Review your organization's goals. Think about how the work you do supports these goals and identify specific ways you can contribute to your organization's success.**
- 4. Begin a two-way dialog with your supervisor. NSPS provides a powerful opportunity to actively engage in frequent communication with your supervisor about your accomplishments, current work and future plans.**
- 5. Visit the Air Force Web site to learn about specific training that is available to help you get the skills you need to succeed under NSPS.**
- 6. Learn what it is like to work in a pay-for-performance system from your co-workers in one of the laboratory or acquisition demonstration projects.**



Piping in the President

Drum major Staff Sgt. Ryan Miles, followed by bagpiper Tech. Sgt. Janis Thrift, escorts President Bush down the Capitol steps after the annual speaker of the House St. Patrick's Day luncheon honoring the Irish prime minister, Bertie Ahern, March 17. Since 1993, members of the Pipe Band from the Band of the U.S. Air Force Reserve have supported the yearly request to perform for the president and the prime minister of Ireland on the Capitol steps with traditional Scottish bagpipe music. (John Meade)