

Official Magazine of the Air Force Reserve

# Air Citizen AIRMAN

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## Bidding Farewell

*Retirement near, General Stenner  
reflects on the state of the  
Air Force Reserve in 2012*

# FROM THE TOP



By Lt. Gen. Charles E. Stenner Jr.  
Commander,  
Air Force Reserve Command

## With an abundance of memories and lessons learned, I bid you a fond farewell

Since 2008 I have had the privilege to be your commander and the honor to work alongside you, the Citizen Airmen of the Air Force Reserve. I have learned a lot during my 39 years of service to our country, and it humbles me.

I have learned that the American Airman can do anything. Whether it's the maintainer working in the driving snow, the airlifter landing on a dirt strip in a hostile land, the cyber troop who ushers in the latest generation of warfare or any one of the Air Force missions that the Reserve conducts, we adapt and excel faster than the adversary.

I have learned that people, not equipment, are most important. Our tenacious Reservists work hard at their civilian occupations and devote their off time to protecting our nation, while our full-time Reservists ensure all the essential resources are in place to maximize our effectiveness and efficiencies.

And I have learned that success takes a team, a team built on trusting relationships. A professional officer and enlisted force — educated in the preservation of peace and trained in the conduct of war — is at the core of this success. Just as important is our close relationship with our civilian work force and the civilian leadership of the nation. It takes a team, and each of you is an essential part of it.

As I take leave of my final command, I do so with great hope and optimism. I have hope that we as a nation will continue to realize and appreciate the essential capability that our Reservists provide in defense of our country. I have optimism that the mid-level leaders of our Reserve are well prepared for the challenges that lie ahead and that the junior members of our command, the backbone of the Reserve, are in the care of competent and well-prepared leaders.

It is with these memories and life lessons that I bid you all a fond farewell. Your loyalty to my command will never fade from memory, and I thank you for your tremendous sacrifice and patriotism that knows no limit. Safe journeys as you continue to protect our great nation, and know I am forever grateful for your service. Godspeed. ★

# CHIEF'S VIEW



By Chief Master Kathleen R. Buckner  
Command Chief Master Sergeant,  
Air Force Reserve Command

## Diversity makes us stronger

Do you know the definition of diversity? Do you understand the difference between diversity and equal opportunity?

Many people think diversity and equal opportunity are the same thing. There is an important distinction between the two, however, and whenever I am unsure, I turn to the resident experts and trusted sources for assistance. My thanks go out to Master Sgt. Heather Bradley of the 349th Air Mobility Wing equal opportunity office at Travis Air Force Base, Calif., for helping me, and you, understand the difference.

Diversity management helps leaders maximize their employees' potential and talents. These talents stem from various factors such as race, religion, sex, age, national origin or culture, just to name a few.

The Air Force paradigm includes any characteristic that can add dimensions to a workplace to include regional background, occupational experience, education, etc. When organizations recognize their environment as being diverse, leaders are pooling and growing individuals based on their members' unique skill sets. Individual differences are viewed as strengths rather than weaknesses. Organizations begin to experience more inclusion, integration and an empowered talent pool. Diverse organizations have strategies in place at every level to ensure they are practicing, thinking and promoting a healthy and diverse work force.

Equal opportunity is a tool to ensure members are being treated with dignity and respect. It's about helping members reach their highest potential while enhancing mission readiness.

The EO office is in place to provide support and a protective measure against unlawful discrimination based on a protected category. The categories for military members are race, religion, national origin, gender and color.

On the civilian side of the Air Force family, we include the aforementioned categories plus age (40 and above) as well as mental and physical disability. Equal opportunity is the instrument used in assuring that those who may not look like us, think like us or act like us have the option to contribute to the greater good and be valued for their contributions.

Today's Air Force diversity program has strategies in place at every level to ensure that as an organization we are promoting and practicing diversity and evaluating our dedication to a healthy and diverse work force. Every installation has an equal opportunity office to provide support and answer your questions. Both diversity and EO have a critical place in our Air Force, and I hope this has helped you appreciate the difference between the two and understand the importance of both.

A good friend of mine once told me, "Diversity makes us and our organizations stronger. We all need to include and mentor those different from ourselves." Our differences must be recognized, understood and valued. It's simple to understand that if I surround myself with those who are different from me, I will get differing opinions and perspectives. And, it is with those differing perspectives that I am challenged to think beyond my own experiences to develop and deliver a fundamentally stronger Air Force Reserve enlisted force.

Seek out those who are different from you. Consider them for opportunities on your staff. Surround yourself with those who have backgrounds different from yours. We will all be better for it! I appreciate your continued support — thank you for all that you do! ★



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**On the cover:** Lt. Gen. Charles E. Stenner Jr. has served as chief of Air Force Reserve and Air Force Reserve Command commander since June 2008. He is preparing to retire and relinquish his position to Maj. Gen. James F. Jackson. See Page 12 for excerpts of an exit interview the chief of historical services conducted with Stenner.



**Gen. Norton A. Schwartz** *Chief of Staff, United States Air Force*  
**Lt. Gen. Charles E. Stenner Jr.** *Commander, Air Force Reserve Command*  
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## RAISING A RED FLAG

Lt. Col. Dean Caldwell, 706th Fighter Squadron commander, prepares for a mission during a Red Flag exercise at Nellis Air Force Base, Nev. Caldwell is an Aggressor pilot, responsible for simulating the tactics of enemy air forces during Red Flag exercises to train flying forces on how to combat potential threats. (Larry Crespo)

# RESERVE SNAPSHOT



Guy Bretches, an A-10 jet mechanic assigned to the 917th Maintenance Squadron, pulls clamps off a TF34 jet engine in the 917th Propulsion Shop at Barksdale Air Force Base, La. Bretches is conducting an inspection of engine parts to look for damage that might have occurred during an alternative fuel certification process.

Staff Sgt. Chase Splichal, a metals technologist from the 22nd Maintenance Squadron, welds a part. The integrated Metals Technology Section of the 931st MXS and 22nd MXS includes 19 active and Reserve Airmen who provide round-the-clock support to the maintainers at McConnell Air Force Base, Kan.

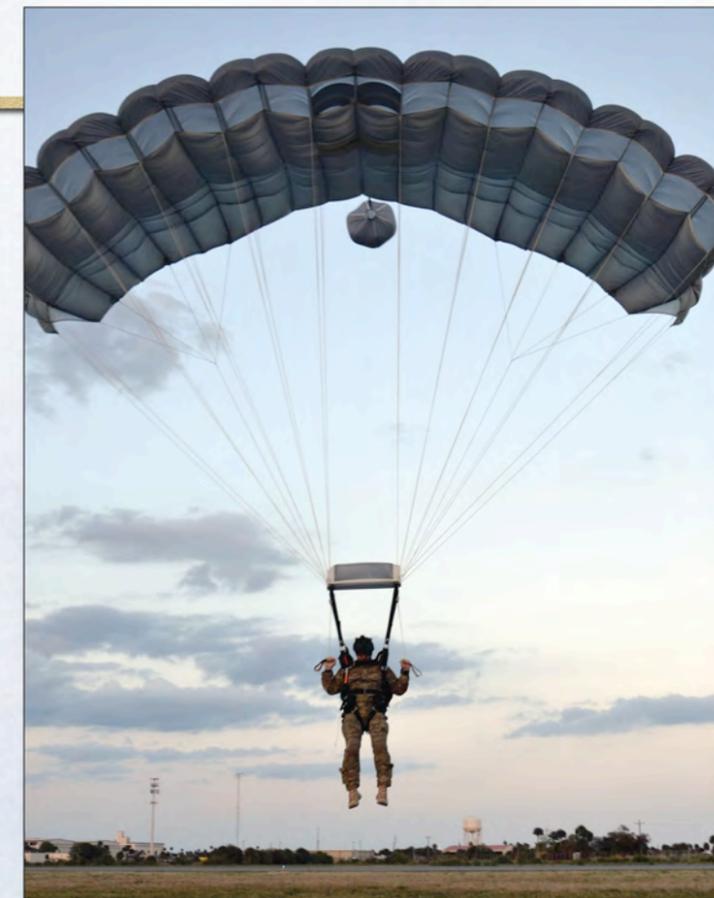


BRANNEN PARRISH

Staff Sgt. Brian Schultz is one of several Reserve Airmen from Joint Base McGuire-Dix-Lakehurst, N.J., who volunteered to read to students at New Hanover School in Wrightstown, N.J., as part of Read Across America, a nationwide reading celebration that takes place annually on Dr. Seuss's birthday.



MASTER SGT. DONNA T. JEFFRIES



2ND LT. LESLIE FORSHAW

Master Sgt. Blain Morgan, an Air Force Reserve pararescue jumper assigned to the 920th Rescue Wing, comes in for a perfect landing after a free-fall jump at Patrick Air Force Base, Fla. Airmen of the 920th train extensively to keep current on their combat search and rescue qualifications. This includes parachuting during daylight and dusk. PJs are highly trained in parachuting, mountaineering and SCUBA and are among the most highly trained emergency trauma specialists in the U.S. military. With this medical and rescue expertise, PJs are able to perform life-saving missions in the world's most remote areas.



TECH. SGT. DOUGLAS HAYS

Master Sgt. Cindy Webb places a blindfold on Chief Master Sgt. William Somers as she gets ready to guide him through an obstacle course as part of a Wingman Day exercise. Both are members of the 434th Force Support Squadron at Grissom Air Reserve Base, Ind.

# ROUND THE RESERVE

## Food Pantry Available to Help Airmen at Andrews

The 459th Air Refueling Wing Airmen and Family Readiness Program at Joint Base Andrews, Md., is hosting a Food Pantry to serve members of the wing who need assistance.

Airmen can donate non-perishable food items at drop-off locations throughout the wing.

"This program is open to everyone," said Master Sgt. Charlene Lowe, chief of Airmen and Family Readiness. "If you're an Airman or even a full-bird colonel and are in need of support, this program will help you."

Lowe said this is the first program of its kind within the wing. It was created to help struggling families during this rough time in the economy.

"We did this to help offset the recession," said Tech. Sgt. Paul Gouge, NCO in charge of Airmen and Family Readiness. "We offer a variety of pro-

grams for those who have financial difficulty and provide another means of assistance for those who serve our country."

Lowe said all assistance provided under the program is 100 percent confidential. (*Senior Airman Katie Spencer, 459th ARW public affairs*)

## Officials Complete New Tuition Assistance Policy Memo

When a new policy takes effect, probably this summer, schools will need to have a signed memorandum of understanding to participate in the Defense Department's Tuition Assistance Program, Pentagon officials said.

A 90-day extension that expired March 30 allowed DOD officials to work with stakeholders to address issues associated with the memoran-

dum, and a revised memorandum now is complete, officials said.

When the new policy takes effect, schools that provide education programs through the DOD Tuition Assistance Program must agree to the new memorandum and have a signed copy on file with the Defense Department for service members receiving tuition assistance approval to attend their institution, officials said. The revised memorandum and the policy implementation date will be announced on the Defense Department's memorandum of understanding website at <http://www.dodmou.com/>.

The memorandum is meant to ensure service members have the widest variety of choices for their continued education, officials said, explaining that it puts important educational protections and government oversight into writing.

"I am pleased that over the past 90 days we

have been able to collaborate with our partners, including the Senate Health, Education, Labor and Pensions Committee; American Council on Education; National Association of Institutions for Military Education Services; and numerous veteran service organizations and military service organizations," said Robert L. Gordon III, deputy assistant secretary of defense for military community and family policy. "As a result, we have a stronger, clearer memorandum."

The revised memorandum contains these key guidelines:

- ✦ Prior to enrollment, schools must disclose all policies regarding admissions, transfer of credit and residency requirements, as well as costs such as tuition, fees and other charges to the service member;

- ✦ Prior to enrollment, schools must provide service members access to a financial aid adviser who will provide a clear and complete explanation of available financial aid, including Title IV, and appropriate loan counseling before offering, recommending or signing up a student for a school loan; and

- ✦ Schools must have a policy that bans aggressive marketing and inducements, and must refrain from aggressively marketing to military students or using inducements to encourage military students to enroll.

Once internal coordination of the revised memorandum is complete, schools will have ample opportunity to review and sign the memorandum before the policy goes into effect, officials said.

Academic institutions participating in the Tuition Assistance Program will continue to receive tuition assistance, regardless of whether they have signed the original memorandum with the department. Once the new policy goes into effect, only those schools that have signed a memorandum of understanding with the department will be able to receive tuition assistance.

Institutions that have signed or are in the process of signing the original memorandum will not have to re-sign or make changes to the document, officials noted.

"Even though more than 2,070 institutions of higher learning have already signed the memorandum, it is the department's intent to ensure our service members have the widest variety of choices for their continued education," Gordon said. (*American Forces Press Service*)

## Final Mission Completes C-5 Conversion at Dover

Members of the 709th Airlift Squadron at Dover Air Force Base, Del., completed their unit's final C-5B Galaxy mission April 5, marking the end of an era for both of the 512th Airlift Wing's flying squadrons.

The 709th AS now flies the C-5M model aircraft, while the 326th AS flew the C-5B until its conversion to the C-17 in 2007.

"The C-5B has served the 326th and 709th Airlift Squadrons well over the years," said Col. D. Scott Durham, 512th Operations Group commander. "Many of the Reservists here at Dover have flown all four variants and will miss the last C-5B as it transfers to a different wing."

The aircraft flown in the last mission is now part of the inventory at Travis AFB, Calif.



## Artist commissioned to create Global Hawk lithograph

By Senior Airman Adam Hamar

Standing outside of a dock just off the flight line at Beale Air Force Base, Calif., Master Sgt. Douglas Kinsley waits patiently as a crew of 13th Reconnaissance Squadron maintainers maneuvers an RQ-4 Global Hawk carefully into place.

When the aircraft finally rolls to a stop, Kinsley rifles through his camera bag, chooses a lens and saunters over to the windowless, oddly shaped plane.

The 940th Wing Reservist has been commissioned by the 13th RS to produce a lithograph of the remotely piloted aircraft flown by the unit. His photographs of the plane will serve as vital background research for the endeavor.

The commissioned drawing is not Kinsley's first lithograph production. In fact, detailed pencil drawings of military aircraft produced by Kinsley hang in the Smithsonian, the National Air and Space Museum, and numerous other museums and gift shops from Hawaii to Washington D.C. He has sold some 50,000 pieces.

Kinsley methodically moves around the plane, photographing the machine from different angles and carefully studying every aspect of its design.

"I've always loved to draw," he said, "and I've always had a good eye for detail."

Kinsley started drawing as a hobby when he was 13 years old, but he put his hobby to the side for a while when he joined the Air Force in 1979 to work in aircraft maintenance.

In 1985, Kinsley got off of active duty and joined the Air Force Reserve to go back to school. While in college, he developed his drawing skills by taking drafting courses. After graduation, he drew professionally as a draftsman for engineering companies while continuing to serve in the Reserve. Both careers seemed like a natural fit.



Master Sgt. Douglas Kinsley photographs the RQ-4 Global Hawk during the research phase for a lithograph he will produce for the 13th Reconnaissance Squadron at Beale Air Force Base, Calif.

In 1992, however, Kinsley left his civilian employment to become a full-time air reserve technician with the 940th WG. His drawing became a hobby once again.

Over the years, Kinsley has drawn transports, fighters, civilian aircraft and World War II planes. He said his father's service in the Air Force was a major factor in his love of planes and aviation history.

"I love World War II planes: My all-time favorite is the B-17G bomber," Kinsley said. "It was probably the hardest to draw. It had a lot of curves, and curves are time consuming. It took me nearly a year. I spent 500 hours on that one." ★

(Hamar is assigned to the 940th WG public affairs office at Beale AFB.)

renewed airframe, we hope to field a more agile and reliable C-5M fleet crewed by some of the most experienced C-5 operators and mission movers the Air Force Reserve has to offer." (Master Sgt. Veronica Aceveda, 512th AW public affairs)

## New Rifle Course Aims to Produce Good Fighters, Not Good Marksmen

In the chaos of a real firefight, it is not realistic to expect every Airman to calmly align a rifle sight on a single stationary target, maintain controlled breathing and steadily squeeze the trigger.

And that's why the Air Force has ended its decades-long practice of sending Airmen into combat zones with little more than basic marksmanship skills and has revamped its rifle qualification course to emphasize the weapon skills needed for engaging an enemy combatant.

"Airmen can expect better training and more realistic scenarios," said Tech. Sgt. Michael Zigarelli, a combat arms instructor at Joint Base McGuire-Dix-Lakehurst, N.J.

The new course began at the base in March but has been active at some locations since January. If the lessons learned at those locations hold true to form, then combat arms instructors of the 514th Security Forces Squadron can expect many more Airmen who need extra attempts to pass the test than what was common with the old course. Fortunately, Airmen must only retest on the portions in which they failed to qualify, and combat arms instructors will provide more personal attention to those who are retesting.

But the increased difficulty comes with an obvious benefit.

"Airmen will be more equipped for a situation where they have to use their firearm," Zigarelli said.

The major changes in the qualification course are intended to add duress to the training.

They include more stringent time constraints, target discrimination and verbal commands that are more typical of a fire fight.

For instance, Airmen won't hear the combat arms instructors say the traditional commands of "ready, aim, fire." Instead, they may hear commands such as "contact left" or "contact front," which indicate the specific target shooters should engage.

The new course will also address some common bad habits. For example, Airmen who only use their weapon at a firing range may develop tunnel vision in a real firefight.

Combat arms instructors will discourage the typical Airman from concentrating on a single threat and emphasize situational awareness to recognize emerging threats or the need to render



TECH. SGT. MARK ORDERS-WOEMPNER

The electronic control devices deliver a high-voltage, low-power charge of electricity to disrupt a person's central nervous system and induce involuntary muscle contractions.

## Grissom security forces roll out new electronic control devices

By Tech. Sgt. Mark Orders-Woempner

Security forces at Grissom Air Reserve Base, Ind., have a new weapon in their arsenal, and it may be shocking to some people — at least those who don't comply with officers' instructions.

In addition to their service pistols, security forces Airmen and Department of Defense police are now carrying electronic control devices.

ECDs are less-lethal weapons, which are used to incapacitate a person using short bursts of electricity administered through barbed darts on wires that can extend out to 25 feet.

Grissom deployed the ECDs as part of an Air Force-wide rollout of the devices throughout the United States.

The devices are designed to allow officers to subdue people from a safer distance and apprehend them without loss of life or major injury to those involved, said Maj. Christopher Witter, 434th Security Forces Squadron commander.

ECDs take advantage of electro-muscular disruption technology, which uses a high-voltage, low-power charge of electricity to disrupt the central nervous system and

induce involuntary muscle contractions.

"It's very effective on everyone because it short-circuits your synapses, and it's immediate feedback for the individual," Witter said.

ECDs are beneficial to law enforcement officers for more than just their effectiveness to subdue an unruly person.

"It gives us something between 'stop' and bang," said Witter, referring to the use of force continuum, which provides guidance to officers on how much force they can use in different situations. The continuum ranges from verbally engaging with an individual all the way to the use of lethal force weapons such as service pistols.

"The biggest benefit to us is that the cartridges have a 25-foot range, so I don't have to get close or fight with someone," Devine said.

And, keeping an officer safe while avoiding long-term or serious injuries to everyone involved is exactly what ECDs are designed to do. ★

(Orders-Woempner is assigned to the 434th Air Refueling Wing public affairs office at Grissom ARB.)

assistance to a fellow service member.

Zigarelli said he doesn't expect the course to make all Airmen into weapons experts, but it will get them practicing and thinking about the right way of doing things.

The new course requires more time, both on the range and in the classroom. Overall, the typical Airmen can now expect to dedicate two full days to learning their weapon. (Shawn J. Jones, 514th AMW public affairs)

## Homestead Fitness Center Undergoes Renovation

Already rated a five-star facility, the fitness center at Homestead Air Reserve Base, Fla., is undergoing a \$4.5 million renovation.

Construction began in May. Among the planned facility upgrades are a 1,200-square-foot expansion, new fitness rooms, a retail shop, a juice bar, steam rooms, a massage room, an overhaul of the lighting, electrical, heating, ventilation and air conditioning systems, and updating of the exterior façade.

"The added square footage will be great because currently we have more equipment than we have space to put it," said Herb Tideman, 482nd Services fitness and sports director.

The project is estimated to take one year to complete. The temporary home of the base fitness center during construction will be across the street from the base inside the old exchange facility.

"The remote location will offer the same services and fitness classes as the regular center with the exception of basketball, racquetball and showers," said Alice Fields, 482nd Services chief. (Staff Sgt. Lou Burton, 482nd FW public affairs)

## Self-Service Initiative Allows Civilians to Request Updates to Personnel Records

Air Force civilians are now able to request updates to their personnel records through an online self-service initiative.

Air Force Personnel Center human resources officials at Joint Base San Antonio-Randolph, Texas, launched an initiative that allows civilians to submit online requests for name change and veterans preference inquiries. Previously, these requests were made by contacting a local civilian personnel office.

The requests are submitted via the Air Force Personnel Services website and are then routed to the appropriate servicing team for action. Employees should thoroughly read articles in AFPERS before submitting a change request, AFPC officials said.

"It's important civilians keep accurate data in their records during every aspect of their career, especially for pay and tax purposes," said Monica Grant-Gage, a supervisory human resources specialist at AFPC. "Additionally, veterans preference for reduction-in-force purposes can affect an employee's standing on a retention register."

Once logged into AFPERS, civilians will be required to upload appropriate documentation. For name changes, civilians should upload certified copies of a marriage license, decree or court order. For veterans preference, they should upload appropriate documentation from their military personnel records or the Department of Veterans Affairs.

In addition to the name and veterans preference updates, civilians may also submit updated resumes for inclusion in their electronic official personnel folder, or eOPF. Officials said they're working to add more self-service requests in the future. ★

# It's Your Money

By Ralph Lunt

## Who's to blame?



In my early Air Force days, paperwork was not my thing! I didn't get it. And, quite frankly, it seemed like someone was always around to fix the mistakes my lack of understanding created.

I'm talking about the "I'm not really sure how to do this travel voucher, so I'll just throw something in this block, and they'll let me know if it's wrong" attitude. Well, I didn't appreciate the impact this had on the good folks who were trying to get me paid!

They have performance standards to meet, and if I sent them an incomplete travel voucher, it not only hurt them, it delayed my payment as well. The delay was my fault, not theirs!

With all due respect, many of the problems we have with military and retired pay are due to the attitude I demonstrated as a second lieutenant. Here are a few tips that I've learned over the years:

- ★ Keep your information current in the Defense Enrollment Eligibility Reporting System, myPay, your reserve or guard component and any other institution that affects your financial life. If you move, get married or divorced, change bank accounts, or have children, the only way these agencies know is if you tell them. Tell them and give them time to update your records.

- ★ Don't assume your changes will be made when you push a button. Sending an email, selecting "apply" or agreeing to an update doesn't mean it is in effect. Many electronic processes require manual labor on the receiving end. Know what "done" looks like by doing some research and asking questions regarding the actions you want performed.

- ★ Plan in advance for life-changing events. Guaranteed, if you don't get paid when you are supposed to, you are not too busy to get on the phone for hours to find out why. The better route would be to understand the ramifications of moving, changing bank accounts, getting married or retiring well in advance of the event.

- ★ Study up on survivor benefits, the Thrift Savings Plan, and managing reserve and retired pay, and keep your orders and your tax records. Financial power equals financial freedom.

I strongly recommend you get on the computer and get the scoop on your pay and benefits. Be your own finance officer. In most cases, if things aren't right you have no one to blame but yourself. ★

(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 colonel in the Air Force Reserve, serving as the reserve forces director of the Great Lakes Region of the Civil Air Patrol adviser's program.)



JIM VARHEGYI

**Lt. Gen. Charles E. Stenner Jr. speaks during last year's Air Force Reserve Command Senior Leaders Conference as Secretary of the Air Force Michael Donley looks on. During Stenner's four-year tenure as AFRC commander and chief of Air Force Reserve, the command has undergone some significant changes and achieved some important milestones. Perhaps the most important is the successful implementation of his Air Force Reserve 2012 initiative.**

*As he eases into retirement, the commander of  
Air Force Reserve Command shares his thoughts on the ...*

# Air Force Reserve in 2012

*(Editor's note: In June 2008, Lt. Gen. Charles E. Stenner Jr. became the 27th person to lead the Air Force Reserve. He is set to retire and relinquish his dual position as Air Force Reserve Command commander and chief of Air Force Reserve to Maj. Gen. James F. Jackson.*

*During Stenner's four-year tenure, the Air Force Reserve has undergone some significant changes and achieved some important milestones. Perhaps his most important accomplishment, and the one thing that the general will be most remembered for, is the successful implementation of his Air Force Reserve 2012 initiative.*

*Under this series of projects, he led AFRC to achieving full operational capability, making the Reserve a full-component partner and the single manager of readiness, predictability and generation of Reserve capability. This marked a significant change in the way Reservists are managed and Reserve capabilities are made available to other Air Force major commands and combatant commanders to accomplish emerging and steady-state missions.*

*Under Stenner's leadership, the command continued to expand its involvement in total force integration, increasing associations with both the regular Air Force and the Air National Guard. He led Air Force Reserve efforts to support the Air Force's No. 1 priority, which is continuing to strengthen the nuclear enterprise. He worked to stand up the first-ever reserve component B-52 associate unit that is responsible for both conventional and nuclear missions.*

*The general rebuilt the Reserve's infrastructure to meet both the strategic and operational demands of the nation's defense. This included streamlining staffing procedures, rebuilding both the Office of Air Force Reserve and the Reserve advisor/mobilization assistant programs, revamping the mission and structure of the numbered air forces, and standing up a new Force Generation Center. The FGC serves as the single path to request and receive, as well as oversee and deliver, Air Force Reserve forces and capabilities.*

*In preparation for his retirement and change of command, Stenner sat down with Betty Kennedy, the command's director of historical services, for an interview. Following are excerpts from this interview.)*

*Kennedy: In February 2009 at the AFRC Senior Leaders Conference, you presented your signature Air Force Reserve Today and Tomorrow briefing in which you offered a different perspective on the Air Force Reserve. You held the Air Force Reserve was foremost a "strategic reserve" that could be leveraged to be operationally engaged around the world daily. How did you come to this position?*

**Stenner:** We had to define what we were going to be. We needed this to go into our strategic plan and the Air Force strategic plan if you are going to be a full partner. And I firmly believed that we just couldn't switch to an operational force or you become one of those. There was no way you could be a temp agency. I did not agree at all with just being an operational reserve. Having studied some of the operational plans and contingency plans when I was the director of plans and programs here at the headquarters, I looked into what have you been asked to do. We have our forces in the OPlans. Those are big MCOs, major combat operations. Every combatant commander has an OPlan requirement for something. You have got to be able to do these. We have that. I don't think we want to give that up.

Maintaining that strategic reserve, the only way you can do that is to make sure you don't break the dwell and people don't leave. You start saying you are no longer 1:5, you're 1:4. So, I believe in a strategic reserve, leveraged to meet the operational needs in every mission set around the world today. This meant that we had to manage it differently. How do you command and control and generate those forces? This led to our Force Generation Center. Not only for the FGC to do

those kinds of things for the strategic wars but the daily ops and the aerospace expeditionary force rotations along with off-cycle security packages. So, in the construct of AFR 2012, all of this started coming together very nicely.

We hadn't morphed ourselves from the 1997 AFRES to be a major command. I briefed at CORONA (a periodic meeting of the Air Force's senior leaders) on where we were headed. I don't think I could have stood tall without adjusting how this command did business. How we would be a full-up partner that turned out to fully operational capable, FOC. We've had initial operational capability for 50 years. So, FOC was to pull us up and put ourselves on the table as a full-partner MAJ-COM because we can track where our resources are going, we can understand what capability we have, and we can generate and deliver that capability. This also included lashing up the three staffs — Headquarters AFRC, the Office of Air Force Reserve and the Air Reserve Personnel Center — and readjusting the numbered air force structure. I very much appreciate the staffs' efforts and those of Col. Greg Vitalis (the point man for AFR 2012).

*Kennedy: You were also a little different in talking of the depth of the strategic reserve.*

**Stenner:** The depth is not just the Selected Reserve. If we start looking at what we manage at ARPC, close to a million records equals the Selected Reserve, the folks who participate on a daily basis, and members of the Individual Ready Reserve. In the IRR, there are folks who we can tap into and have gotten. Programmatically, that becomes important.

**Stenner writes a message on a 2,000-pound guided bomb unit before it is loaded onto a B-1B Lancer at an air base in Southwest Asia for delivery to the enemy. Stenner is being briefed by Senior Airman Timothy Bradford, a maintainer from the 379th Expeditionary Maintenance Squadron. The general sees AFRC as foremost a strategic reserve leveraged to meet the operational needs in every mission set around the world today. (Senior Airman Andrew Satran)**



Then, you have the retirees — active duty, Guard and Reserve. You still have the capability that you can go get retirees, if you need to. We just didn't know how. And then, you have the Standby Reserve at the very end. That is strategic depth. Add the Air National Guard to that, and you have two components that are out there — able and available.

*Kennedy: You spoke of a three-component Air Force.*

Stenner: Three components. That to me is imperative. If you don't look at it as a three-piece whole and you only look at how you deal with the active force and define yourself by how many active-duty members you have, then you don't get the synergy with the associations. And if you only look at it from the view of what you keep in the Guard and Reserve, then you only regard us, perhaps, for just surge. There has always been hesitancy by the planners because they didn't have assured access. You do if you have mobilizations. But, they didn't have assured access daily. So, mobilization is a piece, and we have our record on volunteerism these past 20 years.

When you look at the one piece that is unique to the Air Force, which has defined us for decades now, it is that we train and maintain the same standards (as the regular Air Force). And that's where you come to the reality of a three-component Air Force. We are a three-component Air Force seamlessly integrated. We are able to integrate seamlessly because we do train and maintain the same standards. If you don't, you become an active duty, a Reserve and a Guard.

*Kennedy: The Air Force Reservists and Guardsmen of today are thinking and serving differently than those in the early '80s. They serve concurrently with a civilian career and reserve service when in the past they were waiting for the big one to be called up. The system has not totally accommodated this*

*reserve person and his or her contribution.*

Stenner: It has not, and this is a big piece of working through the nuances of what's in that dwell. When you have Air Force Reservists on duty to the military for 200 days a year and still trying to do their civilian jobs, there is not a whole lot of time left for family.

When you have mobilization triggers that don't mean anything or have not been counted appropriately, we are stressing the wrong force. We don't count the stress on the Guard and Reserve. The trigger is on the active duty that says they are stressed. So, we trigger the mobilization. Well, we have been using mobilizations fairly liberally in some cases, especially when the daily operations are the preponderance of the effort, such as in the air mobility fleet. You can't count it the same way. So, we are working through the how do you count it.

You have got to be concerned about all three components and the stress on all of them. There has got to be a balance there, too. So, we haven't quite cracked the code on what is dwell, what is deploy, and how, when you have three parts to your life, you factor that in. That's the civilian, family and reserve pieces. The family piece is almost a wash for all three components. But, the civilian job with its employer piece is not. We still have a lot of work to do, I think.

*Kennedy: Did the Air Force really understand how the 2005 Base Realignment and Closure Commission affected the Air Force Reserve Command more than the active duty — that the Reserve would have to "re-grow" locations?*

Stenner: I don't think so. It was one of those (situations) where they grew up in an environment of, "Hey, we'll just put it down there, and we will PCS them. They'll be up and running next month."

We can put the flag in place, but the fact that it is going to

take us three to five years, they still do not understand. It's only until you go through it and see it. It's going to take a long time to put this back together. So, we are still finishing right now today in 2012 some of the things that we started in 2005. And, we are not there yet. But, we are where the enduring missions are. It was an investment in the future.

*Kennedy: Among the personnel initiatives undertaken during your tenure was the full-time support. You chartered a Full-Time Support Working Group. You wanted one umbrella for managing the FTS. You wanted for each — regular civilian, air reserve technician and active Guard and Reserve — to know the expectations, the rules and their career paths. Why is that so important?*

Stenner: For years now, we have been trying to figure out why you would do AGRs versus ARTs. Brig. Gen. MaryAnne Miller and her group studied all the laws and built a chart. They identified every single place along this decision tree, which status for what requirement per the laws, policies and Defense Department instructions. It was very interesting, for we found pieces of law that we didn't even know existed. At the end of the day, the working group produced a full-time support decision matrix. We now had the full-time support answer, which in effect was a precursor to force management and force development, because if you are going to manage the ARTs differently than you are going to manage AGRs, you have to know why.

In force development, I don't care if you are an ART, AGR, individual mobilization augmentee or traditional Reservist. I want you to be the right person at the right time in the right place. A person in one status doesn't have an advantage over another person in a different status. I really can't, nor do I want to, manage 72,000 individuals. So, we had to distill (or reduce) it down to the high-potential officers and enlisted members. And once you do this, you have to utilize the development team. So, this has been a work in progress that has been in parallel in a lot of cases. The personnel staffs, along with the career management board, and the force management and development teams, have worked this hard.

*Kennedy: What are high-potential individuals? What do they do?*

Stenner: First of all, they want to be one. They have got to desire not only the promotions but also the issues that they will have to deal with and resolve to make this whole enterprise better. They can lead people and have proven it.

The other thing that I see as being very, very important is having an understanding of staff work above wing level, whether it be at the numbered air force or major command. Then, you need to take, I firmly believe, a tour in the joint world. That's the way we are fighting now; that's the way we will fight tomorrow and in the future — as coalitions and joint forces. Once you get some joint experience, we need somebody who is successful in the national capital region in understanding what goes on in the Pentagon and on the Air Staff.

So, the broader your portfolio, the more you have been successful in those different arenas, the more well-rounded you



Master Sgt. Jacob Green, a deployed Reservist from the 446th Civil Engineer Squadron, McChord Air Force Base, Wash., greets Stenner during the general's visit to Kirkuk Regional Air Base, Iraq, in 2009.

are as a person who can handle and grab hold of the reigns for the future.

*Kennedy: Can you reflect on your long career in the Air Force Reserve and what it has meant to you?*

Stenner: It has been very rewarding. I flew F-4s. I flew A-10s. I flew F-16s. I got a chance to work in a Guard/Reserve test center. From there, it was finding out what the headquarters was all about and then what Washington, D.C., is about. Those points along the way were pieces and parts that went into making who I am. All of those different things made it so.

It was multi-dimensional. The rewards come from so many different sectors. There are so many different people who you get to know and who remember you for something that you said. And you never know that until later on when somebody tells you, "I remember when you said this, and this is what it meant to me." "I remember when you said this is what I should do as a career path. I did it, and here I am."

Having that kind of a feedback is fantastic. It has been rewarding because of the people and the execution that we have. We have an Air Force Reserve that we can be proud of because of the work of my predecessors. I'd like to think I put a little cap on it as well. And I wish all the best to my successor, because I know this Air Force Reserve is moving forward.

*Kennedy: What would you like to express to the men and women of the Air Force Reserve as you depart?*

Stenner: First of all, I have been very proud to be the chief and their commander. I think the Air Force Reserve is absolutely up to the challenges. I thank each and every one for being part of it. They have a great reputation throughout this system. They are well respected at the highest levels of the Department of Defense, executive branch and Congress. Performing as they have in their particular career fields, they have a solid future. And we'll be a big part of what this nation's defense is all about. They can be rightfully proud of it as well as their families who have supported them along the way. My thanks to all of them! ★



Stenner speaks to fifth-graders from Centerville (Ga.) Elementary School about his former "office" in the cockpit of an F-16. A Thunderbird F-16 is in the background. The AFRC commander was a guest speaker at STARBASE Robins' 15th anniversary ceremony Sept. 2, 2011. STARBASE is a Department of Defense program begun in 1989 to raise the interest and improve knowledge and skills of students in kindergarten through 12th grade in science, technology, engineering and mathematics.

# technology



Training Certification Center instructors perform simulator testing using an excavator and dump truck simulator. Tech. Sgt. Ryan Cleary (standing) provides additional instructions to Master Sgt. Anthony Bourdeau and Tech. Sgt. Sean Collins of the TCC. The TCC is using simulators to train heavy equipment operators before they take their seats in the real thing, like the excavator and dump truck shown during a recent AFRC Innovative Readiness Training project in the photo on Page 17.

## It's Literally in the Driver's Seat at Dobbins

By Gene Van Deventer

For years, Air Force Reserve Command has taken advantage of simulators to provide its aviators with a realistic, cost-effective and safe training environment. Now, the command's civil engineer community is getting in on the act and using state-of-the-art simulator technology to train its cadre of heavy equipment operators.

Once referred to as the regional equipment operators site, the Training Certification Center at Dobbins Air Reserve Base, Ga., contributes significantly to the combat readiness of civil engineers across the command. Celebrating its 10th year of training excellence, the center recently acquired state-of-the-art heavy

equipment simulators that improve the instructors' teaching ability by allowing them to oversee multiple students' hands-on-performance simultaneously rather than on an individual basis. In addition, the simulators allow students to receive their initial field indoctrination on heavy-duty equipment such as bulldozers, front-end loaders, dump trucks and road graders in the classroom instead of in the field.

More than 750 civil engineers from a wide spectrum of specialties receive annual training certifications at the TCC. In addition to preparing civil engineers for all types of ground situations faced at home station and during deployments around

the globe, the training is a prerequisite for attending CE's Silver Flag exercise.

For maximum benefit, the heavy equipment simulators use the same controls found in the actual equipment. During each training session, the simulators record the students' actions, allowing instructors to play everything back and go over the scenario in great detail.

"The simulators provide a safe environment using heads-up computer displays and actual maneuvering devices, such as shifters, levers and foot pedals," said Master Sgt. Christopher De Void, noncommissioned officer in charge of the TCC's Pavements and Equipment Section. "Training exercises are native to each machine and include varied applications from trenching with the hydraulic excavator to moving objects with a clamshell on the front-end loader."

Using the simulators instead of actual equipment for training is easier on the wallet and the environment. Because the simulators operate on electricity instead of fuel, they save money and eliminate harmful emissions. Additionally, simulator training eliminates the risks to personal safety inherent in operating heavy equipment and can be conducted without having to worry about the weather.

"Our new simulator additions include the dozer, front-end loader, off-highway truck, motor grader and hydraulic excavator," said Tech. Sgt. Ryan Cleary, a TCC instructor.

"These five simulators will be used primarily for 3E2s (pavement and equipment operators), but they will also be used for contingency training for other CE career fields. We're excited in taking this giant technological leap forward; it is an initiative that will help significantly to reduce fuels consumption and greenhouse gas emissions."

Instructor Tech. Sgt. Alexis Abrams said after students have mastered the required equipment skills, they will continue their training on the real equipment. Successful accomplishment will allow students to obtain a certification of training and/or certificate of contingency training. Contingency training is familiarization training that the Air Force requires either once a year or every three years.

The TCC also conducts mission-essential equipment training, a program that affords civil engineer units access to low-

density basic expeditionary airfield resources assets not readily available at their home stations. Instructors teach 40-hour expeditionary and contingency training courses for 11 civil engineer career fields in the training center's main campus classroom and at two field training cantonment sites.

At the main campus, classroom instruction provides the students with in-house techniques pertaining to chemical, biological, radiological and nuclear detection equipment and access to learning resources via computer media.

At one of the field training sites, students receive expeditionary base environment training. Blocks of instruction focus on active CBRN response, global positioning system surveying, electrical distribution, mobile essential power generators, reverse osmosis water purification, environmental control units, refrigeration units, revetments and shelter systems.

At the other field training site, instructors focus on airfield operations and recovery training tactics. Students are trained to install and troubleshoot emergency airfield lighting and mobile aircraft arresting systems. Additional instruction involves airfield marking, aircraft minimum operating strip selection, live-fire burn exercis-

es and special-purpose vehicle training. The course curriculum varies with the needs of the specialty, providing civil engineers with a broad, yet concise, training regimen.

Also at the TCC, crane certification is available, existing as a biennial (every two years) certification venue for initial and refresher training. The mission-essential specialized training program offers numerous courses in order to maintain proficiency for both the in-garrison and expeditionary environments. Instruction in areas such as unit control center/command and control, joint tactical radio operations, and explosive ordnance disposal (and reconnaissance) rounds out the certification courses provided by the TCC.

The civil engineer community is essential to base operational support, both at home and in-theater. The acquisition of heavy equipment simulators is a cost-saving venture as well as a leap into future technologies placing AFRC, once again, at the forefront in training excellence. ★

(A regular contributor to Citizen Airman magazine, Van Deventer is assigned to the Expeditionary Combat Support Division of the Installations and Mission Support Directorate at HQ AFRC.)





Lt. Col. Joe Matchette poses with his wife and kids after completing the Ironman World Championship. Matchette said when the race got hard, he found the strength to press on by thinking of Gen and her ongoing battle with breast cancer.

### Triathlete draws inspiration from his wife's battle with cancer

# MOTIVATED

By Master Sgt. Steve Staedler

Aside from the required annual six laps around the track, Lt. Col. Joe Matchette wasn't much of a runner. He owned a bike but seldom rode it. He knew how to swim, but no one would confuse him with Olympic swimmer Michael Phelps.

"I wasn't a runner, biker or swimmer," Matchette said, describing his level of fitness in the spring of 2007. "I didn't do any of the three in high school or college."

Amazingly, just four years later, he found himself in Hawaii participating in the famous Ironman World Championship — a grueling test of endurance that starts with a 2.4-mile ocean swim, continues with a 112-mile bicycle ride and ends with a 26.2-mile marathon.

Matchette's journey to Hawaii involved more than just himself and a personal goal to improve his own fitness. He also competed for his wife, Gen, who was diagnosed with breast cancer in the fall of 2010. Since that time, the road for them, along with their three children, has been filled with ups and downs. But together, the couple has beaten the odds in more ways than one.

### Friendly Family Competition

"I came to this sport late; it's my wife's fault that I'm involved in it at all," Matchette said in recalling his motivation to start

training for triathlons.

It started in the fall of 2006 when Joe's cousins encouraged Gen to do a sprint triathlon. The distances for a typical sprint triathlon vary. They range from a quarter-mile to half-mile swim, a 10- or 15-mile bicycle ride and usually a 5-kilometer run.

Gen, 41, took her family's support to heart and decided to enter her first race in the spring of 2007. Her husband and their three kids were there when she crossed the finish line. Gen's accomplishment was not only an inspiration to her cousins and family, but Matchette as well. He figured, if she could do it, he should try to do one, too. A friendly family competition was born.

Matchette, 44, began training in the summer of 2007 during a deployment to Iraq in support of Operation Iraqi Freedom. Later that fall, he competed in his first triathlon. ... and was hooked.

The next year, the Matchettes received orders to Robins Air Force Base, Ga., where he's currently the F-16 evaluator for Headquarters Air Force Reserve Command. His plan was to compete in an Olympic-distance triathlon. However, he signed up for the Arizona Ironman, another sprint triathlon, mainly because he liked the challenge of it and wanted to see if he could do it. To him, once he signed up, there was no turning back.

"A friend of mine gave me a quote that has stuck with me forever — motivation through registration," Matchette said. "For me, it's a registration thing. Once I sign up for something, pay for it and have a date on a calendar, then it's real. It makes the workouts have meaning."

Matchette continued training and competing in various short-course triathlons. Three days before Ironman Wisconsin in September 2010, he got the news that would change his life forever. Gen called him to say she had been diagnosed with breast cancer.

"Breast cancer and Ironman are forever intertwined," Matchette said, describing the phone conversation with his wife as "hell." "There was a question in my mind but never in hers: Was I going to do the race?"

The family joined him in Wisconsin for the race, and immediately thereafter his wife began her treatment.

### Racing for Two

During Gen's chemotherapy treatments, she was determined not to let cancer keep her down, much less beat her. She remained active and continued running and biking with Joe, even competing in sprint triathlons. They were preparing for a bike ride on April 15, 2011, when Matchette checked his email. He had previously thrown his name into a lottery — along with roughly 10,000 other people — for a chance to compete in the Ironman World Championships.

With fewer than 200 slots available, the chance of winning an entry was slim. Nonetheless, Matchette had a chance, and when he received an email with "Ironman World Championship Lottery" in the subject line, he knew it was game on.

"They don't send an email telling you that you didn't win the lottery," he said. "I was absolutely shocked. For triathlons, this is the World Series, Super Bowl and Masters all wrapped up in one."

Matchette had six months to prepare for the trip to Kona on the big island of Hawaii, where the Ironman competition is held. Heading into the race, he had two goals: enjoy the experience and complete the entire event.

Matchette said he knew he wouldn't be competitive in the race, so he kept reminding himself to take in the once-in-a-lifetime experience and enjoy the day. He carried a

waterproof camera with him and took photos throughout the day. A memorable sight during the swim occurred when a pack of dolphins swam right underneath him. He called that "one of the coolest things I've ever seen."

During the marathon portion of the race, he gave himself a reward — 30 walking steps — each time he passed an aid station. The stations were spaced a mile apart.

"At times, when you're hitting certain points and entering dark spaces, being able to walk for a few steps is a big reward," he said.

But he wasn't out there swimming, biking and running alone. Gen was with him, not in body but in spirit. To help him overcome dark spaces during the race when his body wanted to give up, he focused on his wife and her ongoing battles.

"You need the one thing that you can focus on as to why you are doing it," he said. "It's going to get hard. An Ironman race is going to hurt at some point. When I got to those difficult points, I thought of Gen."

He finished the race in 12:38:05. Matchette spotted Gen about 10 feet before the finish line. He gave her a long kiss and then crossed the line.

"It was pure emotion," he said, "a moment in our lives that I'll never forget."

Matchette used the Ironman competition to raise more than \$7,000 for a Warner Robins, Ga., cancer charity. Battling cancer can take a financial toll on people, and he wanted his fund-raising efforts to stay in his local community and help families in need.

He chose the Georgia Cancer Friends Foundation, an organization formerly known as Color Me Pink. Judy Mason, chief administrative officer with the foundation, said 100 percent of the money donated to the organization goes to families in Middle Georgia. She called the Matchettes incredible people and said their donation will go a long way toward helping local people.

"Joe's money is a tremendous help," she said. "He really made a difference to people here in the area. Gen is a real fighter, and she's not going to let cancer get her down."

"People don't think about cancer until it hits close to home," Mason said. "Cancer can hit anybody at any age."

### Next Steps

The road for Gen has been a tough one. She underwent a bilateral mastectomy followed by intensive chemotherapy. After the initial chemotherapy was complete, she began the process of reconstruction. Fortunately, her chemotherapy treatments ended this spring, and her long-term outlook is positive.

They've signed up to race together in July in the Ironman 70.3, a triathlon that includes a 1.2-mile swim, 56-mile bicycle ride and 13.1-mile run, in Racine, Wis. Gen, who is from Wisconsin, ran the race last year as well.

Matchette said the family is taking life one day at a time. His wife and children were on hand when Matchette passed 3,000 flying hours in an F-16 in March.

When it comes to training, the phrase motivation through registration inspires him. Now that the Matchettes have gone through breast cancer, another phrase has meaning for him.

"The advice I have for people is save a life, grope your wife," he said. "The men in women's lives probably know them better than the women do. If you feel something new, different, strange or weird, get it checked out right away."

To read more about the Matchettes' battle with cancer, go online to [www.caringbridge.com/visit/genmatchette](http://www.caringbridge.com/visit/genmatchette). ★

(Staedler is assigned to the 440th AW public affairs office at Pope Field, N.C. He wrote this story while on a temporary duty assignment supporting Citizen Airman.)



Matchette is the F-16 evaluator for Headquarters Air Force Reserve Command, Robins Air Force Base, Ga.



# WHAT'S IN YOUR RECORD?

By Lt. Col. Beena Maharaj

Each year the Air Force Reserve Selection Board Secretariat conducts about seven Reserve officer promotion boards. Governed by law and Air Force policy, boards are directed by the secretary of the Air Force to recommend the best-qualified Air Force officers for promotion.

With so much riding on the outcome of these boards, it's vitally important for all officers to make sure their selection records are complete and up to date.

First of all, what's in an officer selection record? A record consists of officer performance reports, training reports (Air Force Forms 475), and awards and decorations. When a record goes before a promotion board, the officer selection brief and promotion recommendation form are added.

"The OSB is a one-page summary of an officer's career," said Col. Nancy C. Zbyszinski, director of personnel in the Office of the Air Force Reserve at the Pentagon.

All officers receive a pre-selection brief when they are eligible to meet a promotion board. This is the opportunity in the promotion process when officers need to ensure the information the promotion board is going to see is accurate and up to date. Any errors left uncorrected could have a negative effect on promotion opportunity. Each pre-selection brief includes detailed instructions on how to correct the various aspects of the brief and includes the relevant points of contact, contact numbers, etc.

Many people are confused by the numerous changes that have been made over the last two decades and may not yet be clear on what is visible and what is not visible in the officer selection brief, Zbyszinski said. To help clear up this confusion, the accompanying chart summarizes changes made to the officer selection brief since 1995.

## History of OSB Changes

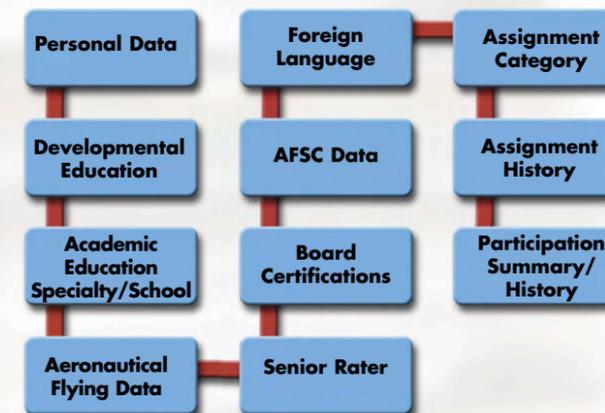
Jan 1995	Added race, ethnicity and gender, removed officer photos
Jun 2002	Removed race, ethnicity and gender
Oct 1995 Jun 2000	Masked BSC board certification Masked MSC Maj./Capt. board certifications
Mar 1996 Jan 2005 Jan 2008	Masked advanced academic degrees (AAD) Removed AAD and overseas history Added AAD information back in
Apr 1998 Nov 1999 Jan 2007	Masked JPME Phase II Changed PME by seminar/correspondence to "non-res" Replaced "PME" with "DE," removed DE "method of completion" and replaced with DE level and year completed
Jan 2005 Jan 2009	Added deployment history Removed deployment history
May 2010 Jan 2012	Added foreign language proficiency — reading and listening Added foreign language proficiency — speaking
Effective Oct 2013	Added joint qualifications

While many view the officer selection brief as a "to-do" list for the officer corps, it is by no means a "promotion indicator."

Service in the Air Force Reserve comes with many variations, and standardization across the board is not always feasible. For example, officers may not be able to deploy due to limitations in their career fields. In addition, many Citizen Airmen have civilian employment commitments that preclude them from deploying.

Further, while cultural awareness and better communication in a global environment is important, the identification of foreign language proficiency alone doesn't determine an officer's capacity to serve at a higher grade.

## Content of One-Page OPB or OSB



"What officers should focus on is performing their jobs to the best of their abilities," said Maj. Gen Mark A. Kyle, Fourth Air Force commander at March Air Reserve Base, Calif. "Every Citizen Airmen should seek opportunities to learn and grow. Pursue developmental education and leadership training. Tomorrow's leaders must be proficient, highly educated, strategic thinkers able to adapt to increasingly complex global conditions."

Officer performance reports reflect who an officer is on a piece of paper. With only 10 lines to document a person's annual performance, they must convey aggressive performance, mission impact, stratification, developmental education and position recommendations. These reports form the basis for an officer's awards and decorations. Closing the loop is the promotion recommendation form, which summarizes an officer's entire career in just nine lines.

To request a copy of your officer selection record, call the Air Reserve Personnel Center's customer contact center at 1-800-525-0102. Or, logon to the virtual Personnel Center-Guard and Reserve at <https://gum-crm.csd.disa.mil/app/login> and submit the request.

"Officers are promoted based on their potential to serve the Air Force in the next higher grade," said Lt. Gen. Charles E. Stenner Jr., Air Force Reserve Command commander. "Selection boards apply the whole-person concept to assess all factors in an officer's record."

While job performance remains the most important factor, professional qualities, leadership, depth and breadth of experience, job responsibility, and advanced academic and developmental education are all factors that impact an officer's promotion potential. ★

(Maharaj is chief of the Force Management and Development Branch in the Office of Air Force Reserve at the Pentagon.)

# A Thunderbirds First

Inspired as a child by air demonstration team,  
Nellis Reservist breaking new ground as show performer

Story and photos by Staff Sgt. Larry E. Reid Jr.

In today's Air Force, women are a common presence in the cockpits of the service's premier aircraft and on the flight line turning wrenches on these aircraft, while serving alongside their male counterparts in combat and at home station.

And there's another key role where women are making their mark by flying and maintaining jets: performing demonstrations for the U.S. Air Force Thunderbirds.

As one of the new pilots on the team — known as the U.S. Air Force Air Demonstration Squadron — Maj. Caroline Jensen is fully aware that, everywhere she goes, she is not only representing women past and present, but also the pride, precision and professionalism of nearly 700,000 Airmen around the world.

"The Thunderbirds motivated me to set the goal of becoming an Air Force officer and pilot when I saw them as a young girl in Wisconsin," Jensen said. "Later, when I graduated from the Air Force Academy, they flew over as I threw my hat in the air."

"The Thunderbirds were always an inspiration to me, and I am honored to be part of a team that inspires the next generation of Air Force Airmen."

Jensen, a full-time Air Force Reservist with the 926th Group at Nellis Air Force Base, Nev., serves as the team's right wing pilot, known as "Thunderbird 3." For the next two years, her job will be to fly mere inches off the right wing of the flight leader in the famed diamond and delta formations.

It sounds supremely challenging, and it's designed to appear that way for the hundreds of thousands of spectators who attend Thunderbirds air shows each year. Jensen, like all the pilots on the team, is highly experienced. She has flown in the T-37, T-38 and F-16, accumulating more than 2,500 flying hours during her 14-year career.

That level of experience isn't unusual for a pilot of Jensen's rank and tenure, but she is just the third female demonstration pilot. The team has had a total of four female pilots since its inception in 1953.

The last time a female aviator flew in the right wing position — during the 2006-2007 show seasons — was when then-Maj. Nichole Malachowski became the team's first female demonstration pilot. Jensen is the first female Reservist demonstration pilot in team history.

"Most people will never realize I am a Reservist," Jensen



said. "Reserve Airmen are seamlessly executing the mission alongside their active-duty Air Force counterparts every day."

As Jensen works alongside her active-duty counterparts, there's one Airman in particular she gets to see every time she steps out to fly: Staff Sgt. Tacota LeMuel, the dedicated crew chief of the Thunderbirds No. 3 jet.

LeMuel is one of only two female crew chiefs assigned to the Thunderbirds and the only one selected to perform on this year's "show line," the maintainers who are trained to perform choreographed launch and recovery routines in front of air show crowds.

"I have known a few other female crew chiefs, but Sergeant LeMuel is the first one to be my dedicated crew chief," Jensen said. "I look up to her as an experienced show-line crew chief, and she has taught me a lot about Thunderbirds procedures in my first few months on the team."

A six-year Air Force veteran with deployment experience, LeMuel is in the middle of a career she imagined as a young girl.

"Aircraft have always been intriguing to me," she said. "I looked at venturing into aircraft maintenance as an opportunity to satisfy my curiosity and give myself a challenge."

She knew, however, that the maintenance community — much like the fighter pilot world — has been male-centric for years. But now, women are becoming an everyday sight on the flight line, enforcing technical orders and turning wrenches alongside their male counterparts.

"Oftentimes, the maintenance environment is perceived to be unfit for women," LeMuel said. "And one of the most common misconceptions is that we have to work twice as hard as men do (to be successful). I have not personally witnessed or experienced that, but I've found the maintenance environment to be very tight-knit and fun."

That teamwork and camaraderie also extends to the professional bond forged between a pilot and crew chief. In a demonstration of airmanship at its finest, both Jensen and LeMuel rely on one another to accomplish the Thunderbirds mission.

"The relationship between a fighter pilot and a crew chief is a strong one, regardless of gender," LeMuel said. "Being in a male-dominant career field, it is very exciting and empowering to have a female pilot, and I'm extremely proud to work with her."

Jensen feels the same way about the pilot-crew chief connection, noting that it's even stronger in unique job circumstances.

"The bond between crew chiefs and pilots within the Thunderbirds organization is similar to what I experienced during my combat deployment," Jensen said. "We spend a lot of time together and get to work with the same crew chief for launch and recovery. There is a strong bond and a lot of trust when you work this close."

For at least the next year as Thunderbirds, Jensen and LeMuel will have the opportunity to use that bond to inspire people of all ages, genders and professional interests. Both women agree that being female doesn't define them — it's just a part of their life stories.

When the chance arises, they will use those life stories to remind young people they can overcome obstacles.

"I am very proud of my heritage as a female pilot, but women have been involved in aviation for a long time," Jensen said. "I hope that I can show both young men and women that there are no limits to what you can do if you dream big and work hard to achieve your dreams."

LeMuel also likes to emphasize that success has a lot more to do with determination than other people's perceptions.

"Anyone who has a desire and an opportunity to pursue what they love wholeheartedly, do it and set high standards for yourself," she said.

"Don't be afraid to dream." ★

(Reid is a public affairs specialist assigned to the U.S. Air Force Thunderbirds. The Air Force Reserve's 926th Group public affairs office at Nellis AFB also contributed to this story.)



Maj. Caroline Jensen is the first female Reservist demonstration pilot in Air Force Thunderbirds history. (Opposite page) Staff Sgt. Tacota LeMuel, Thunderbird 3 dedicated crew chief, talks with Jensen before a training sortie at Nellis Air Force Base, Nev.



As an international health specialist, Maj. Marissa Marquez (third from left) has had a positive impact on improving the health of thousands of people throughout the Asian-Pacific region. Here, she builds partnerships with health professionals at the Asian-Pacific Military Nursing Association Conference in Jakarta, Indonesia.

## As International Health Specialists, Reservists can work on the ... Cutting Edge of Global Health

By Bo Joyner

Capt. Morgan Robert and Master Sgt. Keyser Voigt are looking for a few good Reservists. ... to serve as international health specialists. Robert and Voigt comprise the Headquarters Air Force Reserve Command IHS program liaison team. They serve as links between operational active-duty IHS teams and the international health specialists in AFRC, marketing the IHS program, recruiting and training eligible people, and securing real-world IHS opportunities for Reservists.

"The IHS program is a great opportunity for Reservists in the health professions to really make a difference in communities all around the world," Voigt said. "International health specialists are literally on the cutting-edge of global health."

IHS professionals plan, lead and execute health-related regional security cooperation activities around the world. They work closely with U.S. embassy personnel and help coordinate U.S. military support to interagency disaster response, humanitarian assistance, and health care infrastructure development during wartime and in stability operations.

Robert said there are currently about 40 Reservists who serve as international health specialists. He said he would like to increase that number to about 125.

"Unit commanders understand the importance of the IHS program and generally support participation as long as the member is current on all training requirements," he said. "Participating in IHS engagements provides invaluable experience as well as personal and professional growth that ultimately makes you and your unit a global asset that can be leveraged in times of need."

The IHS program is open to officers and enlisted members in all medical Air Force specialty codes who speak a second language. Interested Reservists must fill out an IHS application and subsequently be awarded a special experience identifier. An SEI recognizes members with operational, cultural, language and international expertise.

To earn their SEI, Reservists must speak a second language, assessed by taking the Defense Language Proficiency Test at a

local education center. They must possess a secret security clearance or higher, have eight cumulative weeks of overseas experience (annual tours, deployments, church missions, living abroad, etc.) and must also complete some online courses.

Voigt hopes that more unit Reservists and individual mobilization augmentees will choose to become IHS subject-matter experts and seek an SEI designation.

"Being awarded an SEI does not change your AFSC or make you vulnerable for deployment," he said. "It simply identifies people with special skills and capabilities for future missions on a volunteer basis."

Once a Reservist has been awarded an SEI, the AFRC Liaison Team will coordinate additional training that will allow him or her to participate in real-world IHS health engagements around the world. Training includes basic orientation at the IHS program office located at the Pentagon, joint humanitarian operations training with the U.S. Agency for International Development and security cooperation training with the Defense Institute for Security Assistance Management. Training culminates with an eight-day overseas major command familiarization alongside the sponsoring IHS team.

Maj. Marissa Marquez is a clinical nurse with the 752nd Medical Squadron

at March Air Reserve Base, Calif., who has been an international health specialist since 2007. She has had a positive impact on improving the health of thousands of people throughout the Asian-Pacific region, specifically in Cambodia, Indonesia and the Philippines.

As an infection control subject-matter expert, she has helped coordinate and taken part in a number of Pacific Angel medical missions. Pacific Angel is a recurring joint/combined humanitarian assistance mission sponsored by U.S. Pacific Command designed to bring humanitarian civic assistance and civil-military operations to areas in need in the Pacific region.

"I was tasked to develop a training program for the locals as well as health care workers regarding infection control practices," Marquez said. "We surveyed different hospitals and helped them identify their needs and recommended appropriate infection prevention and control strategies and established infection control programs. We exchanged knowledge and information, but the best part is we established professional relationships with civilian and military health care providers."

In addition to her work with Pacific Angel, Marquez has taken part in medical conferences around the world, including international gatherings in Warsaw, Poland, and Geneva, Switzerland, among other locations. In May, she gave a presentation on "providing leadership as an infection prevention and control subject-matter expert on an Air Force humanitarian mission" at the Asia Pacific Military Medicine Conference in Bangkok.

Although the primary mission of an IHS professional is security cooperation activities, they may also be tasked to support medical readiness training exercises or other engagements on rare occasions. In August, Marquez will take part in a Panama MEDRETE where her responsibilities will include developing a culturally sensitive briefing that includes "do's and don'ts" while in country, geopolitical information, and health surveillance data that will provide a focus area for the Reserve medics participating in the exercise. In addition, Marquez will meet and interact with U.S. embassy personnel to formulate a plan for future engagements



### IHS Team Locations

Active-duty IHS teams are located at the following Combatant Commands

and/or Major Commands:

- \* AFSOUTH Davis-Monthan AFB, Ariz.
- \* USSOUTHCOM Miami, Fla.
- \* PACAF Hickam AFB, Hawaii
- \* USAFE Ramstein AB, Germany
- \* AFRICA Ramstein AB, Germany
- \* AFCENT Shaw AFB, S.C.
- \* CENTCOM MacDill AFB, Fla.
- \* HQ AFRC Liaison Team Robins AFB, Ga.
- \* ANG Liaison Team Andrews AFB, Md.

### IHS Opportunities

Examples of IHS overseas engagements include, but are not limited to:

- \* Subject-matter exchanges
- \* Pandemic flu logistics planning
- \* Asian-Pacific Military Nursing Symposium
- \* Overseas joint exercises (MEDCEUR, Pacific Angel, Shared Accord, etc.)
- \* International health/medical conferences
- \* Overseas air shows/rodeos
- \* Expeditionary medical support exercises
- \* Environmental assessments
- \* Emergency management system stand-ups
- \* Disaster planning conferences
- \* HIV planning and policy development
- \* Post-traumatic stress debriefing programs (Japan nuclear reactor event, tsunamis, etc.)
- \* Self-aid and buddy care workshops
- \* Humanitarian/disaster response events

that will meet military objectives as defined by U.S. Southern Command.

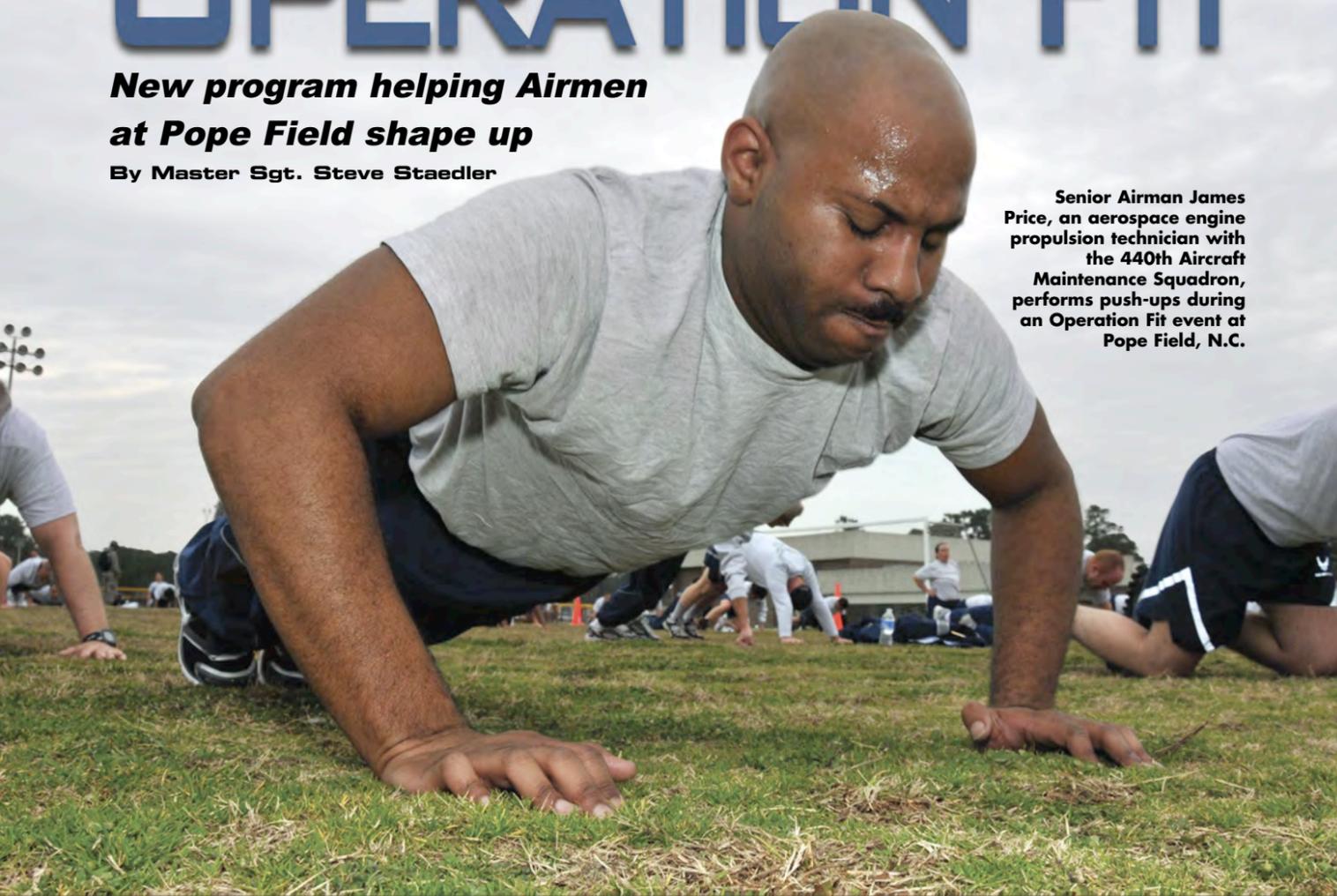
"The IHS program has given me the opportunity to see the world," Marquez said. "Being an international health specialist has broadened my knowledge and experience with a myriad of complex cultures and traditions. I would definitely recommend the IHS program to Reserve medical professionals who are looking to make a difference in the health of people all around the world."

SEI applications are located online at <https://kx.afms.mil/afihs/> and have detailed instructions included. Once a Reservist has completed an application, he or she should email it and all supporting documents to [afrc.ihs@us.af.mil](mailto:afrc.ihs@us.af.mil). The SEI board meets quarterly. Reservists who have questions or need assistance should contact the Reserve liaisons at DSN 497-0050/0592 or commercial 478-327-0050/0592. Robert can be reached via email at [morgan.robert@us.af.mil](mailto:morgan.robert@us.af.mil). Voigt's email address is [keyser.voigt@us.af.mil](mailto:keyser.voigt@us.af.mil). ★

# OPERATION FIT

## New program helping Airmen at Pope Field shape up

By Master Sgt. Steve Staedler



Senior Airman James Price, an aerospace engine propulsion technician with the 440th Aircraft Maintenance Squadron, performs push-ups during an Operation Fit event at Pope Field, N.C.

STAFF SGT. PETER R. MILLER

Tech. Sgt. David Messer considers himself to be in “OK” shape. But according to Air Force fitness standards, he’s got some work ahead of him.

While the fuels technician from the 440th Airlift Wing at Pope Field, N.C., can knock out his required number of push-ups and sit-ups and has room to spare on his waist measurement, it’s the timed 1.5-mile run that poses him trouble on the Fit to Fight test. When Messer took his most recent test, his overall score fell below the minimum passing mark of 75.

However, Messer is hardly alone at Pope Field. Of the 15 organizations that comprise 22nd Air Force, which includes the 440th, the wing ranks last in passing fitness scores.

“It’s embarrassing,” said Col. Kimberly Robinson, 440th AW inspector general. “We want to make sure we are never going to be dead last again.”

In an effort to improve the wing’s Fit to Fight test scores, leadership got together to look at creating a program that doesn’t punish failing Airmen but rather gives them the motivation and tools they need to work on their fitness, both while on unit training assembly weekends and at home.

“The idea was to develop a portable program that our Airmen can perform on UTA weekends and also take home and do throughout the month,” Robinson said.

The result of their effort is Operation Fit.

“What’s unique about this program is that we’re not asking our folks to go out and buy a gym membership,” Robinson said. “We’re giving them simple exercises they can do at home, and if they stick to it, it’s a guarantee they’ll pass the test.”

Operation Fit is a multi-faceted fitness program that includes proper exercise, nutrition and motivation to help Airmen receive a passing Fit to Fight score. To help design the program, leadership looked no further than the 440th Services Squadron to tap into Staff Sgt. Tim Kelly’s expertise. Kelly, the squadron’s fitness NCO in charge and a personal trainer for more than 25 years as a civilian, created a program that specifically targets the muscle groups and cardiovascular system tied to the fitness test.

“Our workouts are designed to get them to focus on the fitness test,” Kelly said. “It includes a variety of exercises, all of which encompass the Fit to Fight test in some fashion.”

Operation Fit starts on the UTA weekend, where Reservists

who have failed the fitness test participate in either a Saturday afternoon or Sunday morning 75-minute group PT session. Additionally, the Reservists’ supervisors also partake in the PT as a way to encourage and motivate their Airmen.

The sessions contain a mix of running, push-ups, sit-ups, body squats, shoulder curls and other exercises. Reservists who finish a session will have completed all the requirements for their Fit to Fight test, while burning between 500 and 700 calories in the process. Airmen also receive a workout sheet they can take with them and do at home. Kelly designs a different workout each month.

“This is a very holistic and sensible approach to training,” he said. “What we’re doing is giving people the tools they need to succeed. It’s not about punishment. It’s about improvement and helping people achieve their goals.”

According to Kelly, part of the challenge facing Reservists, both at the 440th and throughout the command, is adapting to the Air Force’s renewed emphasis on wellness.

“I don’t think the culture of the Air Force promoted fitness very well,” he said. “Fitness is part of the culture for the Army and Marine Corps — you don’t get up every day without running first. The Air Force has never been like that.”

“Our culture is now starting to change. We have the tools and instruction, and now it’s up to you to have the motivation to pass.”

“The Air Force has decided that fitness is going to be a slice of the whole-person concept,” said Chief Master Sgt. Jeffrey Roeder, 440th command chief. “It’s already showing up on our enlisted performance reports, and physical fitness is one of the four pillars of comprehensive Airman fitness. Operation Fit is certainly going to help our overall plan of having a healthier force.”

The goal of comprehensive fitness is to help Airmen, Air Force civilians and family members become more resilient and better-equipped to deal with the rigors of military life. In addition to physical fitness, the other three pillars are mental, social and spiritual.

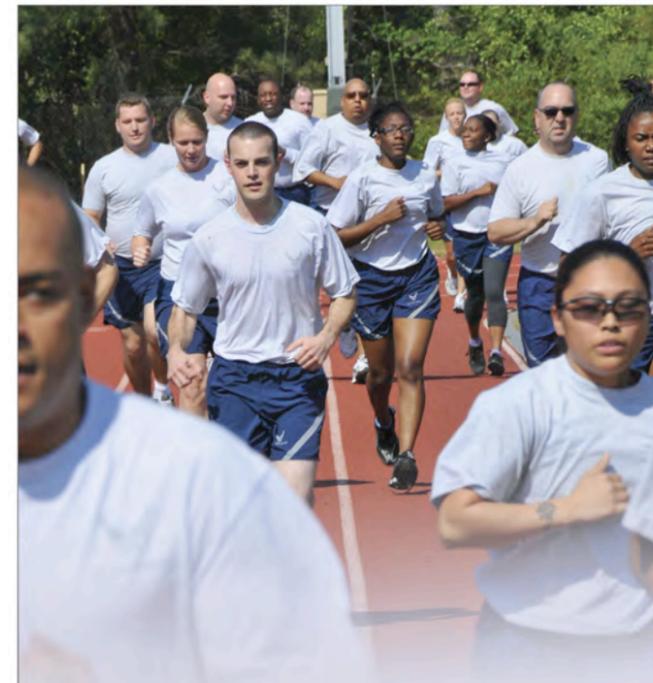
Leadership spent several months looking at the best way to implement Operation Fit. After evaluating various options, the group opted for a program that they believed would be most effective in achieving their goal of improving the percentage of passing Fit to Fight scores and providing for a healthier force at Pope Field.

“We made the exercise fun, but at the same time they’re getting a good, quality workout,” Roeder said. “I think in the coming months we’ll be seeing the benefits of having more Airmen pass their test. If your goal is to have a leaner force and to help your folks become Fit to Fight-qualified, then I think our route is the way to go.”

For Messer, participating in the wing’s first Operation Fit workout during the February UTA was a positive experience.

“My workout went pretty well,” he said. “When you train in a large group, I think you push yourself more than if you were by yourself. It seems like an excellent program, and I think most people will like it.”

Robinson and Roeder said that reaction from participating Reservists to Operation Fit has been overwhelmingly positive, and 440th AW Commander Brig. Gen. Norman Ham trains alongside them each month.



## PT Session Exercise Guide

**\*\* All exercises are performed with at least 20-25 reps per exercise \*\***

- 1. Warm-up (60-70% HR) Jog — 5 minutes (1-2 laps)**
  - Legs**
    1. Squats in place
    2. Lunges in place/step back
- 2. Cardio (80-85% HR) Run — 2 minutes (1 lap)**
  - Back**
    1. N/A
    2. N/A
- 3. Cardio (85-90% HR) Run — 2 minutes (1 lap)**
  - Chest**
    1. Push-ups
    2. N/A
- 4. Cardio (90-95% HR) Run — 2 minutes (1 lap)**
  - Shoulders**
    1. Overhead circles/point up
    2. Side circles/point out
- 5. Cardio (80-85% HR) Run — 2 minutes (1 lap)**
  - Arms**
    1. Tricep dips on ground
    2. N/A
- 6. Cardio (70-75% HR) Job — 2 minutes (1 lap)**
  - Core**
    1. Sit-ups on ground
    2. V clap sit-ups

**\*\*\* Stretch and cool down \*\*\***

“I have already seen improvement in people’s attitude toward fitness,” Ham said. “Airmen understand good physical health needs to be a lifestyle, not something to be tested every six months or year for an Air Force PT test. By getting the entire wing involved and making it fun, people’s perspective on fitness and making it a priority in their lives becomes second nature.” ★

(Staedler is assigned to the 440th AW public affairs office at Pope Field. He wrote this story while on a temporary duty assignment supporting Citizen Airman.)



## Tricare and Married Military-Affiliated Couples

Lt. Col. Alexander Alex

Dual-eligibility households — those where the husband and wife have served or are serving in the military — face some special challenges when using their military health-care benefits. The principal problems faced by these households are the management of their benefits relative to their claims being processed.

If you are a Reservist married to an active-duty member, another Reservist, a retired military member or a retired active-duty member now serving in the Reserve, you may have experienced the misfortune of having some health-care claims denied and frustration of trying to untangle that web. Arming yourself with information and taking proactive actions will help you navigate these challenges and have an impact on the amount of out-of-pocket costs you will pay.

The bottom line is you must take an active role in determining your benefit entitlements. In general, married military-affiliated couples are enrolled under each other's record to establish that a relationship exists. Depending on the situation, entitlements are either activated or inactivated.

For example, if a Reserve member is a dependent under a retiree's record with benefits activated, they both would receive medical benefits under that record. If that Reserve member is activated for more than 30 days and enters an extended active-duty period or a subsequent Transitional Assistance Management Program period, she needs to have her entitlements under the retiree sponsor terminated. This action negates the eligibility under the retiree sponsor and allows the entitlement to reflect only under the Reserve mem-

ber's record. In other words, if the couple wants the retired member to receive active-duty medical benefits under the activated Reserve member's status, they need to activate the entitlements for the retiree (and any other dependents) in the Reserve member's Defense Enrollment Eligibility Reporting System record.

At this point, the retiree may elect to disenroll from the paid Tricare Prime program and enroll as a family member under the activated sponsor. Financially, this is practical, as the annual premium and co-pays for Tricare Prime under the retiree benefit are eliminated while the Reservist is on active-duty orders. Those using Tricare Standard no longer pay the higher deductibles and co-pays. Also, the annual catastrophic cap is lowered from \$3,000 to \$1,000 per fiscal year.

Even if the retiree doesn't disenroll and keeps his paid Tricare Prime enrollment, he should consider disenrolling the activated Reserve spouse so the Tricare records don't show two different enrollments for the Reserve member when she picks up her own entitlement.

There is no automated process in DEERS or Tricare to make changes to who entitlements are applied. As a Reservist, that means you must assertively take action when your status changes between active duty and inactive duty. The process can become increasingly complicated when there are dependent children involved and no action is taken to instruct DEERS on how to reflect their benefit.

You can go to your military personnel flight for changes to DEERS. Don't forget to contact a Tricare service center or your managed care support contractor for Tricare enrollments.

This should prevent any issues with eligibility and proper claims processing.

### Transitional Health-Care Benefit Update

Before 2012, reserve component members who separated from active duty after serving for more than 30 days in support of a contingency operation were entitled to dental care under the Transitional Assistance Management Program in the same manner as a dependent. This consisted of only space-available dental care in a military dental treatment facility and was very limited.

As of Jan. 27, the law changed. Now, reserve component members who are on active duty for more than 30 days in support of a contingency operation and then separate receive the same dental care under TAMP as members of the uniformed services on active duty for more than 30 days. This enhanced benefit does not apply to the member's dependents. ★

(Anyone who has a question regarding a benefit as it relates to a Reserve member or family beneficiary member may e-mail the Tricare advisor at [Alexander.Alex@us.af.mil](mailto:Alexander.Alex@us.af.mil).)



# Thinking about Volunteering? VRS2 is the place to start

By Senior Airman Danielle Purnell

Members of the Air Force Reserve and Air National Guard looking to volunteer for a temporary duty assignment or deployment now have a single, online resource where they can go to find available opportunities.

The second generation of the Volunteer Reserve System, or VRS2, is available through the Air Reserve Component Net application found on the Air Force portal. After logging onto the portal, go to the Air Force Reserve Command page and click on the ARCNet application. From the top of this page, click on "Opportunities" and then select VRS2 from the list.

"If you want to volunteer, VRS2 is the place to start," said Lt. Col. Mike Stauffer, chief of the Mobilization Branch in the Force Generation Center at Robins Air Force Base, Ga.

Members of the reserve components can use VRS2 to identify volunteer opportunities most suited to their qualifications and grade, Stauffer said. It also allows them greater visibility on the permissions and vetting process, he said.

"VRS2 is going to change the world," said Col. Julio Lopez, chief of the Forces Division in the FGC. "Reservists and Guardsmen now have the power to do business on their own, whether during the unit training assembly or their off-duty time from a Common Access Card-enabled computer."

The new system gives reserve component members access to vacancies that were once only visible from their base's logistics readiness squadron.

"Users want more opportunities, filtered searches and access from home," Stauffer said. "They also want to know what is going on with their application, where it is in the routing process and how much further it has to go."

These are all enhancements the updated system now offers.

Members will immediately notice an increase in advertisements when they log on to the improved system, Stauffer said. There are currently more than 3,800 volunteer opportunities available globally to fill both air expeditionary force and non-AEF vacancies. Furthermore, when an Airman applies for a position, his or her application doesn't just disappear into cyberspace.

"The user gets a graphical picture of the status to track the request," Stauffer said.

The same is true for organizations as their posted volunteer openings get routed for approval.

The VRS application architecture was moved from a spreadsheet system in version 1.0 to a database-driven system

in version 2.6.1. This platform change is what substantially contributed to the new and enhanced system capabilities.

Finalizing the updated system has been a long, yet rewarding, process for both the FGC and ARCNet teams, Lopez said.

AFRC received approval to update the system in the summer of 2010 after the need to track non-AEF temporary duty assignments was identified. Shortly thereafter, the new VRS2 template was created with some help from the Guard, and the AFRC Directorate of Communications began a yearlong programming effort.

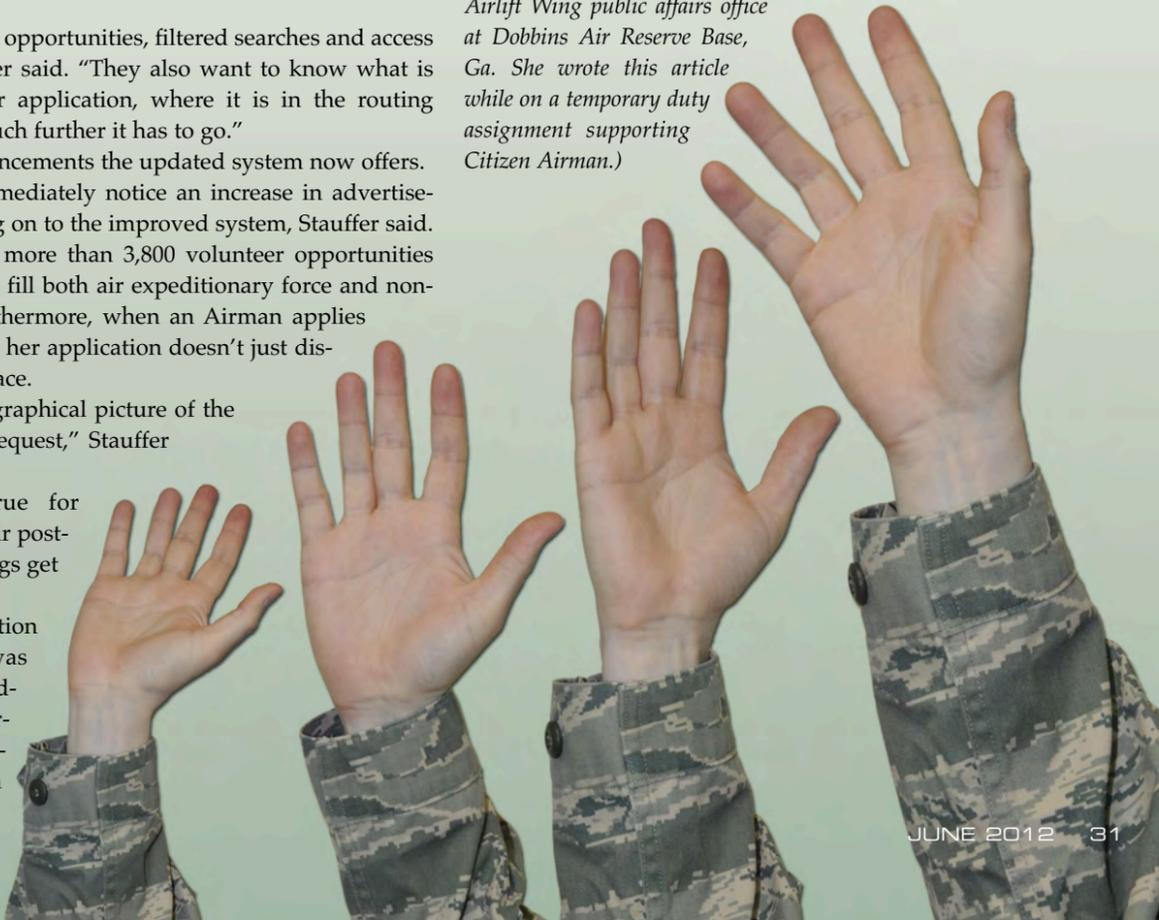
Members of the FGC point out that VRS2 is still a work in progress as they continue to incorporate new enhancements.

"As you try VRS2, you will have ideas for future improvements, refinements or fixes," Stauffer said. "There is a feedback tab on the site, and our team would be happy to hear from you."

Stauffer said one enhancement that is already planned will allow members to tell the VRS2 system what types of TDYs (temporary duty assignments) or deployments they are seeking. When a matching opportunity becomes available, the system will automatically email a link to the vacancy.

"The goal was to create a more sophisticated, user-friendly product that would change the world," Lopez said. "The Reserve volunteer future is bright." ★

(Purnell was formerly a traditional Reservist assigned to the 94th Airlift Wing public affairs office at Dobbins Air Reserve Base, Ga. She wrote this article while on a temporary duty assignment supporting Citizen Airman.)



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