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# CITIZEN AIRMAN

Volume 71 No. 6

December 2019

## Full-time Maintainers

Command makes  
strides hiring Air  
Reserve Technicians



## STRENGTHENING YOUR TEAM, SUPPORTING YOUR FAMILY



*Lt. Gen. Richard Scobee high fives deployed members of his Air Force Reserve family. (Tech. Sgt. Robert Cloys)*

Heroes of the Air Force Reserve, Being part of an outstanding team is an amazing feeling. I am honored to be a part of this incredible Air Force Reserve team. You, our Airmen, are highly skilled individuals, and your abilities are magnified when you work as a team. A strong team can accomplish nearly anything.

I've witnessed the achievements of many great teams. I observed one such team several years ago, during my time at Carswell. That particular year, the wing received a significant increase in flying hours. While this was for the benefit of the unit, it caused unforeseen challenges for the maintenance group and, subsequently, the operations group.

Aircraft are required to undergo certain maintenance after a set amount of flight time. Because of the additional flying hours, the wing's jets required more frequent maintenance than anticipated. Before too long, maintenance requirements were piling up faster than they could be completed, and the wing's mission capable rate dropped.

The operations and maintenance groups realized this was unsustainable. So they sat down and created a utilization plan to synchronize flying and maintenance schedules based on the higher flying hour rate.

The two groups then worked as a team to execute the plan. The results were phenomenal. The wing's mission capable rate, which had been in the 70% range, skyrocketed to 96%. They were able to fly more sorties than ever, providing additional training for all the wing's Airmen, and the synchronized schedule was more cost-effective, saving tax dollars.

The cohesion and effectiveness of the operations-maintenance team was visible to the entire wing. It was clear that they had achieved a great success and that their success was a result of their teamwork.

Everyone in the Air Force is a member of a team. The type of team and our role within the team may vary during our career, but we will always be part of a team.

However, effective teams don't just happen. They need to be developed. Team building is an ongoing process and is necessary at every level of an organization. It increases cohesion and collaboration among the team's members. Team building strengthens relationships and helps facilitate unity of purpose.

Once a quarter, I hold a team building event for the Air Force Reserve Command headquarters senior leaders. Many of you recently participated in team building exercises as part of your unit's resiliency tactical pause. In addition to these formal events, every Airman can improve his or her team simply by being a good wingman and by interacting with and helping teammates.

When a team truly comes together they evolve into something more: they become a *family*.

The Air Force Reserve has been my family for decades.

The December holiday season is a traditional time for family get-togethers. The

command chief and I would like to be at every unit's drill weekend this month to personally thank you for all your hard work and dedication over the past year and to thank your families for supporting you.

Unfortunately, we can't be at every wing, but we know you are each a part of an amazing team and an incredible family. We know we can rely on you and your fellow Airmen to take care of each other. Therefore, we encourage you to reach out to your brothers and sisters in the Air Force Reserve. Let them know they are part of your family and you're proud to serve alongside them. Be there for them if they need you, and know you can turn to them when you need a friend or a helping hand.

And remember, no matter who you are or where you live, you are part of my family – the Air Force Reserve family. ■

**RICHARD W. SCOBEE**  
Lieutenant General, USAF  
Chief of Air Force Reserve  
Commander, Air Force Reserve Command

## THE COMMAND CHIEF'S NEW YEAR'S CHALLENGE

Season's greetings Citizen Airmen! First off, the boss and I want to say thank you. Thank you for all you have done throughout the year, and thank you for what you will continue to do in the coming year.

Your steadfast service, commitment and sacrifice are commendable, and we couldn't be more proud of you.

We had a couple of rough patches this past year; and without a doubt, we will face challenges in the new year. Regardless the challenge, like always, we will persevere because of Airmen like you.

Whether you're spending the holidays down range with a wingman or in garrison with family and friends, the holiday season is the perfect time to reflect on what's really important in life.

The holiday season means different things to different people, but here's what it means to me: The holidays provide an opportunity to closely bond with family and friends we see all the time and to reconnect with those we don't see that often. It's a time of year to call loved ones, distant relatives and friends we only get a chance to talk to once in a while because life gets so busy. It's a time of year to be thankful for things we often take for granted – things like family, good health and the opportunity to serve alongside great people in the greatest country on earth.

Personally, I'm not big on new year's resolutions, but I'm always up for a good challenge. For the new year, I'm challenging myself to be a better husband, father, son, sibling, wingman, friend and human being. More importantly, I won't let setbacks from the previous year define the next.

Here's my new year's challenge to you: Don't let the past or present define your future. Live every day as if it was your last, and say or do things for your friends and loved ones as if you had only one more chance to do so.

Be kind to those you know and even kinder to those you don't, because you never know the impact a kind word or gesture may have on others.

Forgive those who may have wronged you and apologize to those you may have wronged. None of us know what the future holds, but all can agree life is too short not to live to the fullest.

Try not to hold grudges or dwell on the things you can't control or change. Instead, channel your energy into being the best



*Chief Master Sgt. Timothy White has a challenge for Reserve Citizen Airmen for the new year: Don't let the past or present define your future. Live every day as if it was your last.*

version of you that you can be.

You deserve the best, and the boss and I aim to give you our best. I'm up to the challenge. ... are you?

It's an honor and privilege being your command chief. Please share your new year's challenge with me at [AFRC.CCC@us.af.mil](mailto:AFRC.CCC@us.af.mil).

**TIMOTHY C. WHITE JR.**  
Chief Master Sergeant, USAF  
Senior Enlisted Advisor to the Chief of Air Force Reserve  
Command Chief Master Sergeant, Air Force Reserve Command

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### ON THE COVER:

James Piedimonte, left, an Air Reserve Technician aerospace propulsion mechanic with the 442nd Maintenance Squadron, Whiteman Air Force Base, Missouri, works alongside Senior Airman Josh Vesecky, a traditional Reservist, on an A-10 Thunderbolt II. For more on how the Air Force Reserve is improving the way it recruits and hires ART aircraft maintainers, see the story on page 6. (Staff Sgt. Missy Sterling)



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## NEWS & PEOPLE

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Maj. Nick Foreman (left) and Maj. Chris Bean, pilots with the 403rd Wing's 815th Airlift Squadron, Keesler Air Force Base, Mississippi, fly a C-130J Super Hercules aircraft during the Arctic Anvil joint-force exercise in October. For more on how the Reserve's C-130 units supported exercises around the globe this fall, see the story on page 12. (Tech. Sgt. Christopher Carranza)



# CITIZEN AIRMAN

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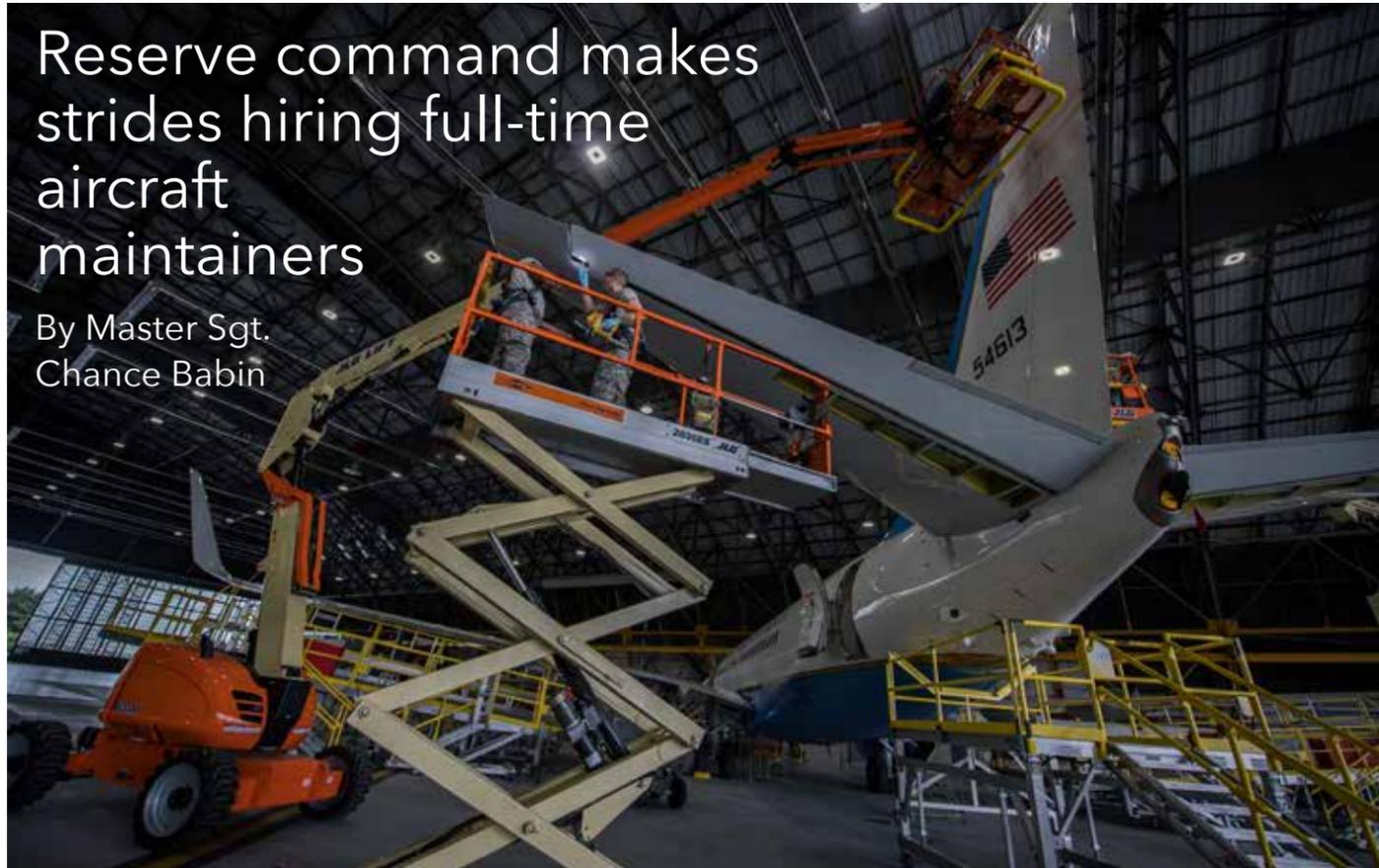


# Meeting the Demand



## Reserve command makes strides hiring full-time aircraft maintainers

By Master Sgt. Chance Babin



*Aircraft maintainers from the 932nd Airlift Wing, Scott Air Force Base, Illinois, perform routine maintenance on a C-40C. Due to recruiter efforts and the direct hiring authority to recruit ART maintenance personnel when and where they are needed, Air Force Reserve Command continues to make strides in meeting its need for ART maintainers. (Christopher Parr)*

For years, Air Force Reserve Command has struggled to hire enough Air Reserve Technician aircraft maintainers. However, due to the direct hiring authority to recruit ART maintenance personnel when and where they are needed and ART-focused recruiting efforts, the command continues to make strides in meeting AFRC's need for full-time maintainers.

ARTs are full-time civil service employees who also have a military commitment and perform Reserve duty on unit training assembly weekends. They are responsible for training and ensuring the Reserve provides combat-ready Airmen. In recent years, the combination of a strong economy, robust commercial airline hiring and an antiquated system for hiring ARTs has made it difficult for AFRC to meet its need for ART aircraft maintainers.

In early 2018, ART maintenance manning was at 71% and there were 1,800 vacancies throughout the command. In 2017, AFRC Recruiting Service created a special group of recruiters dedicated to the ART mission. Then in early 2019, the command received direct hiring authority granting hiring officials a streamlined path to hire ART maintainers when and where they are needed. Thanks to these two initiatives, in October 2019,

ART maintenance manning across the command increased to 78% and vacancies decreased to 1,356.

Direct hiring authority was included in the 2019 National Defense Authorization Act. "Direct Hire Authority enables DOD to recruit and appoint qualified persons directly without applying competitive rating and ranking procedures," states a Nov. 27, 2018, Department of Defense letter.

This allowed AFRC Recruiting Service and the Directorate of Logistics, Engineering and Force Protection, known as A4, to team up to attack the maintenance shortage.

"DHA enables hiring officials to select candidates for hire based on qualifications reflected on their resumes," said Maj. Monica Lombardo, A4's chief of maintenance force management. "This opens the candidate pool and, in some locations, allows hiring officials to go to the aircraft mechanic school nearby and offer recent graduates a developmental position. Overall, this reduces the hiring process significantly – almost right down to on-boarding."

DHA has proven a very successful tool, Lombardo said. "At the command level, we are working with the units to ensure we are providing resources, such as developmental position



*Left: Charles Wilson Jr., an Air Reserve Technician assigned to the 307th Aircraft Maintenance Squadron, gives the thumbs up sign at Barksdale Air Force Base, Louisiana. (Master Sgt. Ted Daigle)  
Below: Tech. Sgt. Matthew Bailey, an ART assigned to the 926th Aircraft Maintenance Squadron, Nellis AFB, Nevada, works on an F-16 Fighting Falcon. (Airman 1st Class Brittany Morelock)*



descriptions for a wider range of Air Force specialty codes, to keep DHA beneficial as local candidate pools run low and vacancies remain," she said.

Prior to DHA, commanders often had to bring in traditional Reservists on orders to keep the mission going.

"The civilian hiring process timeline prior to DHA was very long and drawn out, causing a backlog of unfilled positions," said Col. Scott Briese, commander of the 944th Maintenance Group, Luke Air Force Base, Arizona. "In order to have enough manpower to complete our mission, we were required to put members on orders while they waited on the hiring process to run its course. By having members on orders, we had fully qualified aircraft mechanics working our mission and we were helping them keep food on their tables while they waited for the hiring process to finish. But this was not a secure situation for the Airmen or their families. It was also a concern for us because we knew they were being recruited for other opportunities."

With DHA, units are able to be more competitive in a thriving economy and hire qualified candidates in a timely fashion.

"Direct hiring authority can be compared to how corporate America hires," Briese said. "With a resume and military qualifications, a member can be brought on board in 60 to 90 days. The old process could take upwards of 180 days. I know throughout the ART maintainer enterprise, the HQ AFRC initiative of selective reenlistment bonuses for ARTs, DHA and several hiring incentives have turned a plunging line into a rocket to the moon."

Master Sgt. Marsi Smith, the ART recruiter for Luke, has been busy since the DHA was authorized.

"DHA has been instrumental in getting Luke's numbers to where they are today," she said. "With DHA we have been able to hire 21 members in April, 14 in May, six in June and eight in July. This was huge because we were able to hire all the traditional Reservists who were on orders pending getting hired."

The 944th Maintenance Group went from being 40% ART maintainer manned in March to 63% manned in September.

The Reserve maintenance units at Pittsburgh International Airport Air Reserve Station, Pennsylvania; Nellis AFB, Nevada; and Little Rock AFB, Arkansas, have also seen more than 10% increases in their manning since DHA was authorized for maintenance.

Along with Luke, Pittsburgh, Nellis and Little Rock, maintenance units at 11 additional Reserve locations across the country were prioritized through April 30 in the DHA authorization in order for their DHA packages to be processed first. Then it opened up for all Reserve maintenance units.

"If we can continue to be energized and innovative in our recruiting, position descriptions and communication, DHA will endure as a positive contributor toward resolving the maintenance manning shortfall," Lombardo said.

Lisa Armes, chief of staffing and affirmative action for AFRC's Directorate of Manpower, Personnel and Services, A1, said DHA makes filling open positions faster and easier.

"Historically, ART positions are harder to fill than traditional civilian positions," she said. "DHA has made a tremendous impact on filling the command's large volume of maintenance vacancies. The benefit to applicants is the faster hiring process. Most applicants are looking for a job immediately and can't afford to be without a paycheck for the months the traditional hiring process takes."

Between January and August of this year, the median fill-time for AFRC DHA actions was 56 days.

"We frequently lose applicants because of the long hiring timeline," Armes said. "DHA allows us to offer a job and bring the applicant in quickly. DHA puts hiring control back in the



*Top: ART aircraft armament systems specialists assigned to the 307th Aircraft Maintenance Squadron unload a missile at Barksdale Air Force Base, Louisiana (Airman 1st Class Maxwell Daigle) Right: Master Sgt. Dustin Watson, 926th Aircraft Maintenance Squadron ART, inspects an F-16 Fighting Falcon. (Nick Janeway)*



Smith said. “Col. Briese talked about the ART program, and I had a table set up and provided info on the ART program. We also attended several schools where we promoted the ART program and generated leads on the traditional Reservist side.”

Hiring several traditional Reservists at Luke helped ease the burden for maintainers working on man-days.

“It relieved a lot of the stress for the members who were on orders in hopes of getting hired,” Smith said. “Funds were running out and we were not going to be able to keep these members on orders for much longer. DHA came in the nick of time!” #ReserveReady #ReserveReform

*(Babin is assigned to the Air Force Recruiting Service public affairs office, Joint Base San Antonio-Randolph, Texas)*

# Going the Distance

## Reserve optometrist dedicated to humanitarian causes, running marathons

By Capt. Emily Rautenberg

Lt. Col. (Dr.) Daniel Toocheck, an optometrist with the 514th Aerospace Medicine Squadron, Joint Base McGuire-Dix-Lakehurst, New Jersey. Toocheck is a dedicated humanitarian and avid marathon runner.

Originally from West Chester, Pennsylvania, Toocheck has been around military members most of his life. His father was an Army officer who served in the Korean War. His brother, Lt. Col. David Toocheck, is also an Air Force officer. In fact, the brothers were promoted to lieutenant colonel on the same day.

“I always had an interest in being in the Air Force,” Toocheck said. “The events of 9/11 and having children brought out the importance of service to the country.”

Toocheck came straight into the Reserve about eight years ago, immediately joining the 514th AMDS.

“I had heard that the AMDS had members who participated in the Innovative Readiness Training program, and the humanitarian aspect (of the IRT program) really impressed me,” he said.

Under IRT, military members – primarily medical specialists and civil engineers – receive valuable training while helping out people in underserved American communities.

Toocheck has volunteered for several IRT projects and traveled the country – from Kodiak Island, Alaska, to east central Georgia – providing quality eye care to Americans who have limited access to health care.

“Since being in the Air Force is voluntary, it takes a lot of sacrifice to make the civilian world and the military

commitment blend well,” he said. “But the beauty of it all is that as long as you use the two worlds to complement the other, you end up getting so much more out of it than you would by just having one or the other.”

In the mid-1990s, before his Air Force career began, Toocheck began training for marathons.

“My father-in-law, who was training for the Marine Corps Marathon, inspired me to train for one,” he said. “I started with a traditional training program, running five days a week with a long run on the weekend, gradually adding mileage each week.”

Since he began training, Toocheck has run more than 70 marathons. He has run



*Lt. Col. (Dr.) Daniel Toocheck runs a marathon with his son, Nikolas.*

marathons on all seven continents and in all 50 states. He frequently runs marathons with his son, Nikolas.

Pushed to pick a favorite marathon, Toocheck said it would have to be the White Continent Marathon in

Antarctica, which he has completed twice.

“It pushes the envelope of what you think you can accomplish,” he said. “The entire experience was first class. The penguins were irresistible, the race director knew what the runners needed, the other participants were from all over the world, and did I mention the penguins?”

Toocheck said running a marathon is possible for anyone once they make the commitment.

“My advice to someone trying to prioritize physical training would be to play to your strengths to maximize your chance of success,” he said. “If you are a morning person, do it early. If you are a night owl, work it in late.”

Consistency is key, Toocheck said. “If you keep a consistent training plan, you’ll be ready when race day comes around.

“Start slowly, don’t get injured and stick to an overall plan. It takes months to see and maintain results, so you need to be patient.”

Throughout his travels, Toocheck said he has run with people from all walks of life. “Anyone who wants to can finish a marathon,” he said. “I’ve run marathons with a nine-year-old in Antarctica, disabled service members and runners in bare feet. Even Oprah finished a marathon!”

Toocheck said motivation is key when it comes to training for marathons.

“You should know why you want to run a marathon. It helps when you start having doubts about putting in the training.”

He said the benefits of running marathons go beyond physical health, explaining that there are aspects of running that cross over into other aspects of his life.

“The first time I ran a marathon in Antarctica was the day after I ran one in South America,” he said. “Pushing the boundaries of what you think is normal or possible opens up what you are capable of accomplishing.”

For more on the Innovative Readiness Training program, visit <https://irt.defense.gov/>. #ReserveResilient

*(Rautenberg is assigned to the 514th Air Mobility Wing public affairs office.)*



Above: Capt. Ben Shea, left, and 2nd Lt. Taylor Yost review missile alert facility checklists during Shea's first alert as an individual mobilization augmentee. (Photos by Senior Airman Alyssa M. Akers)



Left: Shea, an individual mobilization augmentee assigned to the 91st Operations Support Squadron, stands outside Missile Alert Facility Delta-01 at Max, North Dakota, Oct. 26. Above: Shea and Yost pull alert together.

# Guardians of the Galaxy

## Reserve missileer sits alert for first time in Air Force history



By 2nd Lt. Jonathan Carkhuff

For the first time in the history of the Air Force, a Reserve Citizen Airman has become a full-fledged mission partner for the Intercontinental Ballistic Missile leg of the nuclear triad at Minot Air Force Base, North Dakota.

Capt. Benjamin Shea took command of a Minuteman III weapon system in Max, North Dakota, on Oct. 26, making him the first individual mobilization augmentee to ensure the readiness and effectiveness of the Air Force's nuclear deterrence operations.

"It was a great honor to be the first IMA to pull alert at a missile wing," Shea said. "This was a great example of how the Air Force Reserve and active-duty component worked together to arrive at Total Force innovation. In this case, we have created a process that will continue to provide ICBM talent and experience for years to come."

For the last six decades, missileers who separated from active duty and entered the Reserve were required to retrain into other career fields. That requirement is no more.

"As of Oct. 26, 2019, Citizen Airmen missileers can continue to be fully combat mission ready and support nuclear deterrence operations just like their active-duty counterparts," said Brig. Gen. Erich Novak, mobilization assistant to the commander of 20th Air Force, F.E. Warren AFB, Wyoming. As the missile numbered Air Force for Air Force Global Strike Command, 20th Air Force is responsible for operating, maintaining, securing and supporting the Air Force's ICBM force.

The IMA program supplements active-duty units by assigning Reservists to train and operate with them prior to a time of war or crisis. IMAs who have experience with the unit can step in and provide assistance at a moment's notice.

Shea brings a wealth of experience to his IMA position. He served as an active-duty missileer for six and half years and completed 203 ICBM alerts on active duty. He separated from active duty on Jan. 28 and joined the Air Force Reserve Jan. 29 without a break in service.

"I utilized the Palace Chase program in order to translate my active-duty service commitment into a Reserve commitment," he said. "Palace Chase allowed me to continue service while also pursuing my dream job of becoming a medical provider. I am currently applying to physician assistant school and hope to begin classes in July 2020."

The use of Reserve Citizen Airmen as IMAs in the nuclear and missile officer career field, also known as the 13N Air Force Specialty Code, was prompted by the 2018 National Defense

Strategy. The NDS directed nuclear modernization to deter adversaries and the development of a more lethal force by "recruiting, developing and retaining a high-quality military and civilian workforce."

Under this charge, the Air Force Reserve provided support and aid to AFGSC and 20th AF, which encouraged the retention of experienced Reserve Citizen Airmen, particularly in the 13N career field.

"The Air Force Reserve is an essential and integral component of the United States Air Force, which is facing the most demanding and complex environment in decades," Novak said. "The expansion of Reservists into nuclear and missile operations allows 13N Airmen to stay in their preferred and experienced career field."

Recently, the 13N career field has grown from eight to almost 40 Reserve Citizen Airmen. This includes positions in the three missile wings, 20th AF, AFGSC, U.S. Strategic Command and Headquarters Air Force, among others.

"Citizen Airmen bring knowledge, not only from their military background but also from their experiences in industry," Novak said. "The foundation benefits both the active-duty Airmen they serve with as well as the larger Air Force and Global Strike Command. Having fully combat mission-ready Citizen Airmen supporting the nuclear deterrence mission makes us a more lethal and ready force."

Shea's alert marks a significant accomplishment and a milestone in the expansion of Total Force integration. The expansion of Reservists into fully combat mission-ready 13N positions marks the second-to-last mission for the Reserve to support.

"By December, we should have Reservists pulling alert at all three missile wings," Novak said.

Within nuclear and missile operations, the Total Force integration effort will continue as missile maintenance technicians are the next career field to expand, as well as security forces. Additionally, research is under way into the potential to begin establishing positions for munitions and missile maintenance IMA officers in the near future.

"For me, going on alert again was kind of like riding a bike," Shea said. "My last alert prior to this one was in November 2018. So it had been less than a year. I look forward to hearing how this 13N active duty to IMA program will benefit future Airmen and the ICBM mission."

Reserve Citizen Airmen interested in learning more about becoming 13N Reservists should contact Col. Steven Priest at [steven.priest.1@us.af.mil](mailto:steven.priest.1@us.af.mil) or Col. Robert Jackson at [robert.jackson.3@us.af.mil](mailto:robert.jackson.3@us.af.mil). As always, people interested in joining the Reserve should contact their local recruiter. #ReserveReady #ReserveReform

(Carkhuff is assigned to the 90th Missile Wing public affairs office at F.E. Warren AFB, Wyoming.)



Shea, who completed 203 alerts while on active duty, calls the flight security controller during his first alert as an IMA.

# Reserve Ready

## C-130 crews sharpen their skills at exercises across the globe

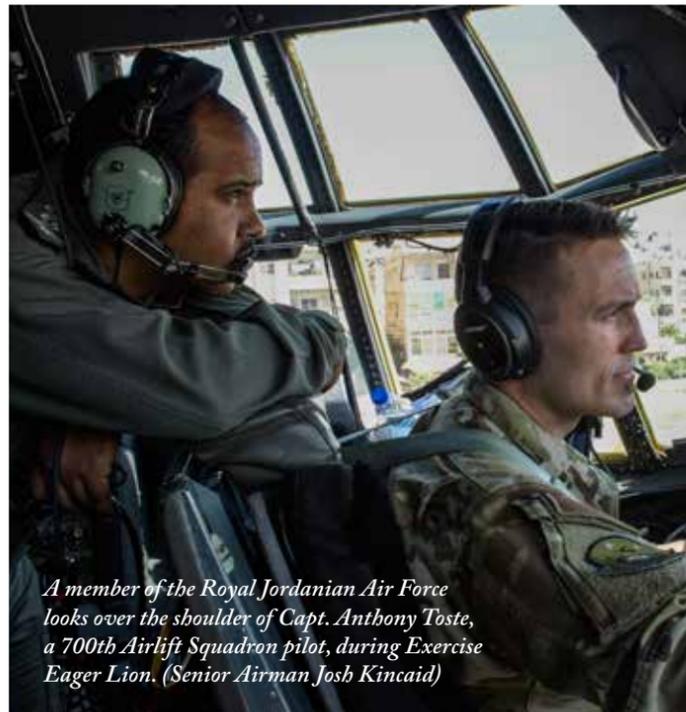
By Tech. Sgt. Christopher Carranza, Senior Airman Josh Kincaid and Senior Airman Justin Clayvon

Fall brought a busy season for Air Force Reserve Command's tactical airlift wings as C-130 crews from a host of Reserve organizations sharpened their skills at exercises across the globe.

In October, Reserve Citizen Airmen from the 403rd Wing's 815th Airlift Squadron, Keesler Air Force Base, Mississippi, and the 913th Airlift Group's 327th Airlift Squadron, Little Rock Air Force Base, Arkansas, provided airlift and airdrop support for Arctic Anvil, a U.S. Army joint forces exercise at the Camp Shelby Joint Forces Training Center in Mississippi.

"The 815th, along with the 327th Airlift Squadron, had the pleasure of supporting the (4th Brigade Combat Team (Airborne), 25th Infantry Division) for Arctic Anvil by providing personnel and equipment airdrop as well as short-field air land operations," said Lt. Col. Mark Suckow, 815th AS pilot.

"We had the opportunity to provide three aircrews and two C-130Js to help execute the mass airlift and airdrop," said Col. Dan Collister, 913th Airlift Group deputy commander. "Our primary mission at the 913th is to provide combat-ready Airmen, tactical airlift and agile combat support. Participating in a joint exercise such as this is a great way for our Reserve Citizen Airmen to hone their skills and get experience working hand-in-hand with partner units and sister services."



*A member of the Royal Jordanian Air Force looks over the shoulder of Capt. Anthony Toste, a 700th Airlift Squadron pilot, during Exercise Eager Lion. (Senior Airman Josh Kincaid)*

More than 3,000 Soldiers based at Joint Base Elmendorf-Richardson, Alaska, participated in the joint-forces exercise.

"I am proud of our crews for this exercise," Suckow said. "They executed the mission as planned and helped us meet our objectives. Time over target for airdrop and air land operations were executed flawlessly. The air land portion into the landing zone was completed in less than minimal time from landing to takeoff. Having the opportunity to work with thousands of soldiers in a large-scale exercise like this is very beneficial training for us. It prepares

us for real-world operations."

Reserve Citizen Airmen from the 94th Airlift Wing, Dobbins Air Reserve Base, Georgia, spanned the globe this fall to support a pair of joint exercises – one in Jordan and the other in Portugal.

The 94th AW served as the primary provider of air support for Eager Lion 2019, a multi-nation exercise hosted by Jordan in late August and early September. About 7,500 military members from the United States, Jordan and 23 other nations participated in the exercise.

"This has been one of the best exercises



*Two loadmasters from the 700th Airlift Squadron scan out of the rear of a C-130H3 while flying over the landscapes of Jordan during Exercise Eager Lion. (Senior Airman Josh Kincaid)*

I've been on," said Capt. Anthony Toste, a C-130H3 pilot from the 94th's 700th Airlift Squadron. "We've had the opportunity to do so many types of missions since we've been here – anything from the rapid air land to meeting with the different users from different countries to work with them to airdrops and low-levels. We've done pretty much everything a C-130 has to do."

The rapid air land consisted of the C-130H3 loading up British and Jordanian military members and quickly dropping them off on an airfield to simulate

an airfield takeover, said Tech. Sgt. Andrew Cline, a 700th AS loadmaster.

"Airdrops are our bread and butter," Cline said. "The C-130 is not a big plane but we have the capability to load up and drop equipment. We can do heavy equipment, like Humvees, tanks, anything that can fit on the platform. For personnel, we have the capability of going out of the tailgate or the parachute doors."

Special Operations Forces Soldiers used the tailgate during the multinational airborne operation, commonly known as the friendship jump, during the final exercise of Eager Lion 19. It was an opportunity to integrate forces in a multinational environment, operate in realistic terrain and strengthen military-to-military relationships.

"Being a Reserve Citizen Airman can be a challenge," Toste said. "But this experience is good because I can go back to my civilian employer and show them what we're doing for our country. This is how you're supporting the military and what we're doing in order to create a coalition environment, effective exercises and solid working relationships with an international community."

Also in October, Reserve Citizen Airmen from the 94th AW took part in Exercise Real Thaw 2019 at Beja Air Base, Portugal. The objective was to develop and integrate realistic interoperability tasks both in the air and on the ground between multinational units.

"Our role in the exercise is to be an airlift representation of what the U.S. would bring to a coalition fight," said Maj. Aaron Brown, 700th AS mission commander for Real Thaw 2019. "Tactical airlift is our bread-and-butter mission in the Reserve so we bring air drop and landing capabilities anywhere in the battle space."

Approximately 50 Airmen assigned to the flying, maintenance and operations support squadrons and two C-130H3 aircraft from Dobbins participated in this year's exercise along with military members from various NATO nations including France, Spain, Portugal and the Netherlands.

The 94th Airlift Wing provided a majority of the resources dedicated to multi-ship formations with high to low profile airdrops, low-level flying, night vision goggle training, and heavy equipment and personnel airdrops.

"For us it's all about the integration," Brown said. "Working with a number of NATO countries allows us to see how they operate while they see how we operate as a U.S. force. In a real-world operation, we are usually not by ourselves, and having this opportunity to practice together is the biggest takeaway." #ReserveReady

(Carranza is assigned to the 403rd Wing public affairs office and Kincaid and Clayvon are assigned to the 94th AW public affairs office.)



*Soldiers board a C-130J flown by the 327th Airlift Squadron, Little Rock Air Force Base, Arkansas, during Exercise Arctic Anvil in October. (Jessica L. Kendziorek)*



*Left: Tech. Sgt. Joel Wilson and Master Sgt. Doug Otten, loadmasters with the 815th Airlift Squadron, Keesler Air Force Base, Mississippi, watch the ramp of a C-130J Super Hercules open prior to airdrop during Exercise Arctic Anvil. (Tech. Sgt. Christopher Carranza) Right: Staff Sgt. Tyler Thomas, a 700th Airlift Squadron loadmaster, Dobbins Air Reserve Base Georgia, runs back to a C-130H3 after assisting with a vehicle drop at a landing zone near Beja Air Base, Portugal, during Exercise Real Thaw 2019. (Senior Airman Justin Clayvon)*



# Share Your Truth

## Chief uses resiliency to survive tragedy, vows to help others

By Natalie Stanley



Nothing can prepare you for the reality of a knock on your door and hearing your wife has been in a terrible auto accident. Nothing can prepare you for being asked to identify her by her wedding ring as she lies in a coma in the intensive care unit. Nothing can prepare you for becoming a widower and a single dad at the age of 28.

For Nathan Parks, life turned upside down when all of these events happened to him in 2006. The Reserve Citizen Airman had heard the term “resiliency” in some of his military training classes but he was about to quickly learn that resiliency was his vital path to surviving tragedy.

Before that knock on his door, Parks, who is currently a chief master sergeant and serves as the superintendent for the 926th Wing’s 726th Operations Group at Nellis Air Force Base, Nevada, said his life was pretty normal.

He was an Air Force Reservist at the time and he had just finished a deployment. He and his wife had just adopted two special-needs children. He was advancing in his civilian career as a police officer and was running a private investigation business on the side.

After the knock, Parks said he found himself desperately trying to manage the new reality of his life.

“There were days I didn’t even feel like getting out of bed,” he said.

Just months after his wife died, Parks’ dad left his mom after 32 years of marriage. Then, in the spring of 2007, he blew out his knee for the second time.

The overwhelming stress and grief that came from these rapid events in Parks’ life took a dramatic toll on his health.

Thankfully, he went to counseling and quickly realized he had to take back control in his life so he could be there for his children.

“One of the things the counselor said to me was, ‘the best

thing you can do for your kids is to be a healthy you,’” Parks said. “I knew the way I handled things would set the tone for their life on how they handled adversity and challenges.”

The Air Force didn’t adopt the Comprehensive Airman Fitness concept until 2009, but Parks said his journey to wellness began when he started focusing on his mental, physical, social and spiritual health back in 2007.

He got back in the gym and said he was able to find solitude and healing there.

“There was not a lot I could control in my life and I wasn’t winning a lot of battles,” he said. “Being able to win in the weight room started giving me confidence in what I could do and what I could withstand.”

Parks also said he had to acknowledge the anger and betrayal he felt in his spiritual life in order to move forward.

“I started keeping record of all the good things I felt like God had done in my life – all the blessings I probably didn’t deserve and it (the

list) way outweighed this one page of why I was mad,” he said.

While he was progressing on his internal resiliency journey, Parks said having people just being present had a profound impact on his ability to rebuild a healthy life.

“Every other night some military member would show up at my house and bring a meal,” he said. “It was something simple like that.”

Looking back on those years, Parks said his greatest advice for people looking to help a person in need is just to be present.

“There are times where nothing can be said and our presence is where the value is added,” he said. “Just be present.”

In the years following his wife’s death, Parks was able to overcome his physical injury and learn how to be a single father of two special-needs children. He said he also quickly learned surviving a major life event didn’t preclude him from facing another

“There are times where nothing can be said and our presence is where the value is added.”

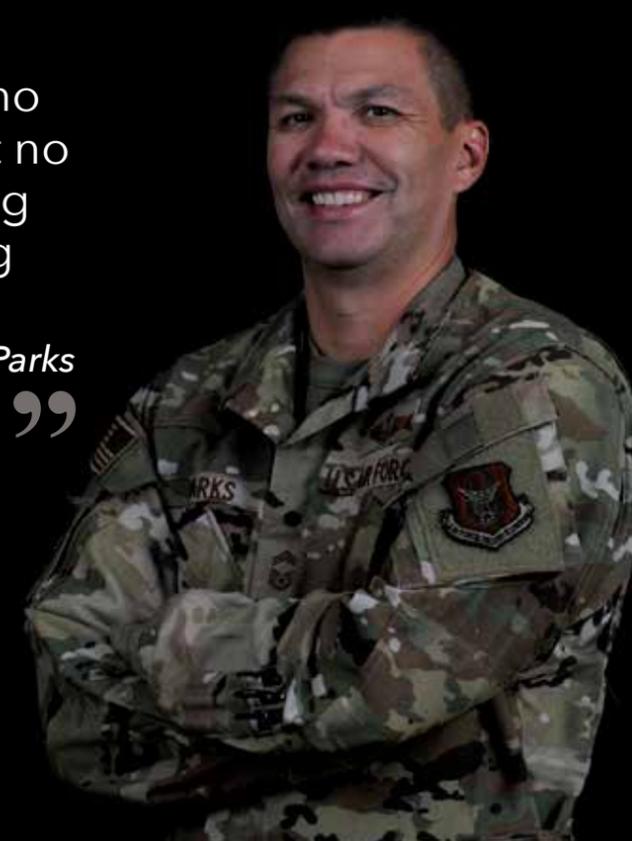
- Chief Master Sgt Nathan Parks

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“It was those people who really let me know that no matter what I was going through, I wasn’t going through it alone.”

- Chief Master Sgt Nathan Parks

”



Chief Master Sgt. Nathan Parks, 726th Operations Group superintendent, Nellis Air Force Base, Nevada, hopes telling his story will help equip, empower or inspire other people in their own resiliency journey. (Airman 1st Class William Rosado)

tragedy nor did it preclude him from dealing with everyday life stressors.

“Life doesn’t keep score on tragedy and stress. It doesn’t care who you are, what job title you have, what you’ve been through in the past or what you’ll go through in the future,” he said. “Stress and life know no bias.”

Shortly after he was promoted to chief master sergeant, he received another knock on his door. This time it was a police officer telling him it was no longer safe for his oldest daughter to live in his family home because of her mental illness.

With that one knock, his life drastically changed again. He said he felt guilt and shame at being a leader trying to give advice while his life had been turned upside down and he had no way of fixing it.

“Sometimes as leaders we get put on a pedestal for having life figured out and on the surface it may seem that way,” he said. “But on the inside leaders are still dealing with their own issues.”

The guilt and shame changed for Parks when he found the courage to open up with coworkers who noticed a change in his behavior.

“It was those people who really let me know that no matter what I was going through, I wasn’t going through it alone,” he said.

He encourages supervisors, friends and family members to

always be present in one another’s lives enough to notice when someone is not his or herself.

“The small pieces and the little steps matter,” he said. “We underestimate what 20 seconds can do. We underestimate what those little questions can do.”

Parks stressed his faith has been the foundation of his resiliency through major and minor life events, but he encourages everyone to ask themselves how they can make every day a success.

“It’s worth the time and effort to figure out what adds value to your life, to figure out now what makes every day successful,” he said.

The chief said the final piece of the grieving puzzle for him was realizing that sharing his story helped others through their own healing process.

“I hated telling my story,” he said. “I hated people feeling sorry for me and not knowing what to say.”

Despite his reluctance to share his story, the chief has learned that when he sees people grieving or needing resiliency, his story may help equip, empower or inspire them to be the hero in their own resiliency journey. #ReserveResilient

(Stanley is assigned to the 926th Wing’s public affairs office.)

# Ready to Go

## First Reserve group completes Ground Surgical Team training course

By Bo Joyner



Left to Right, Lt. Col. (Dr.) Sean Martin, Maj. Jason Vallot, Lt. Col. (Dr.) Jesse Wells, Capt. Llewellyn Rimular, Lt. Col. Jessica Arcilla and Tech Sgt. MaryLou Ancheta of the 349th Medical Squadron, Travis Air Force Base, California, comprise the first team of Air Force Reservists to complete the Air Force's new Ground Surgical Team training course. (Courtesy photos)

When American service members are injured in combat, Ground Surgical Teams are there to provide life-saving medical care close to the action. Working out of tents, cargo trailers or in the back of a truck, the six-member teams are trained to quickly set up a mobile operating room and perform life-saving surgeries designed to stabilize patients until they can be transported to a more permanent medical facility.

Teamwork is critical for GSTs as well as continually practicing the skills they will use to save lives on the front lines of combat. Recently, the first team of Reserve Citizen Airmen completed both phases of the Air Force's new 21-day GST training course.

GSTs are comprised of a trauma surgeon, an emergency medicine physician, a nurse anesthetist, an intensive care nurse, an operating room technician and a medical service corps officer or NCO. Each team packs 14 duffel bags with 1.5 tons of emergency medical equipment. With the full equipment allowance, a GST can perform up to 10 emergency surgeries. With a smaller set of six bags, the GST is much leaner but still able to perform emergency resuscitation and surgery on up to three critically injured service members.

"The GST was developed as the next-generation concept in Air Force forward surgical care," said Lt. Col. (Dr.) Jesse Wells, the emergency medicine physician on the GST from the Air Force Reserve's 349th Medical Squadron, Travis Air Force Base,

California, that completed Ground Surgical Team training in August. "The GST was designed to produce an even smaller footprint and be able to operate in more austere environments. Along with the development of this new capability came the development of a new training pipeline."

In addition to Wells, the 349th MDS Ground Surgical Team includes Lt. Col. (Dr.) Sean Martin, trauma surgeon; Maj. Jason Vallot, intensive care nurse; Capt. Llewellyn Rimular, nurse anesthetist; Lt. Col. Jessica Arcilla, medical services corps officer; and Tech. Sgt. MaryLou Ancheta, operating room technician.

The first two weeks of GST training, held at Wright-Patterson AFB, Ohio, include a combination of lectures and intensive simulation exercises.

"The mannequins used for this specialized training have a pressurized reservoir of simulated blood that allows instructors to create external and internal bleeding," Wells said. "The mannequin's abdominal wall has simulated skin, muscle and fat that surgeons can cut through to reveal anatomically correct internal organs. This challenges GST members to perform emergency surgery with the same techniques used on injured soldiers."

After completing the first phase of training, GST members travel to Camp Bullis, Texas, for phase two – a week-long field exercise. GST members start the week integrating with the Air Force Expeditionary Medical Support course, providing surgical and critical care resuscitation capability. After the EMEDS

students graduate, training accelerates for GST team members. The final three days of phase two consist of intense day and night training in austere field conditions.

"The training was amazing," Martin said. "Throughout the course, we were repeatedly under time pressure to transport all of our equipment to shelters of opportunity, set up an operating room, treat simulated patients and then pack everything up and move to a new location."

Col. Barbara Marchiando, the Air Combat Command GST consultant for the Medical Readiness Training Center at Camp Bullis, said she was impressed with the performance of the first Reserve Ground Surgical Team as they received the training.

"This team worked very well together," she said. "As a team, they had a great attitude throughout the challenging week of training. The fact they all came from the same unit, coupled with two of the team members having extensive trauma and field medicine experience both in their civilian jobs and the deployed setting, helped them become a cohesive team in a very short amount of time."

Wells said Air Force Reserve Command does not have any GST deployments planned at this time, but the team from Travis is ready to go and fully qualified for the mission. For more on Air Force Ground Surgical Teams, check out the video at <https://www.youtube.com/watch?v=SSx9T8y7sMc>. #ReserveReady #ReserveReform

Rimular, Arcilla and Martin repack the Ground Surgical Team bag sets between training missions.



## HQ RIO: Making it Easy to Serve

The Air Force Reserve individual mobilization augmentee forces are part of a global organization comprised of the best Airmen our nation has to offer. As commander of the Headquarters Readiness and Integration Organization, it's an absolute privilege to serve the nearly 8,000 IMAs around the world. My top priority is to ensure every IMA is equipped with the training and resources he or she needs.

Today's Reserve Citizen Airmen have more options to serve than ever before and the correlation between an Airman's desire to serve and the support system in place for him or her is undeniable. With this in mind, HQ RIO has created a new vision: One trusted team making it easy to serve.

This new vision focuses our efforts to reduce the administrative burden placed on our IMAs and is built on a foundation of trust. Just as our IMAs earn the trust of their regular Air Force organizations and agencies, HQ RIO will earn the trust of the IMA force through timely and accurate support and clearly defined processes.

This means reducing the inefficiencies in the orders process, reducing the processing time for travel vouchers and improving the multitude of processes in place to support each individual Reservist. Our steadfast commitment is to provide the administrative support needed while valuing each and every one of our Airmen.

There are numerous resources available to IMAs so they never have to feel alone. The support system begins with the individual Reservist's active-duty Air Force unit and the senior IMAs and base agencies there.

Beyond these immediate resources, our detachments found worldwide, Reserve advisors, mobilization assistants and I are always standing by to help.

Thank you for your continued service and all you do! For more information, check out the RIO Connect app; the HQ RIO website, <http://www.arpc.afrc.af.mil/Home/HQRIO.aspx>; our Facebook page, [www.facebook.com/HQRIO](http://www.facebook.com/HQRIO); or our Twitter feed, [www.twitter.com/HQRIO](http://www.twitter.com/HQRIO). #ReserveReform

Col. Amy J. Boehle  
Commander, HQ RIO

# Air, Space and Cyber Space

## Total Force family has all the bases covered

By Staff Sgt. Laura Turner



*Above: Maj. Scott Hollister's brothers, Taylor (left) and Ryan (right) pin on his new rank during Scott's promotion ceremony in September. (Staff Sgt. Laura Turner) Left: Scott's family members help put on his new rank. (Staff Sgt. Laura Turner)*

Newly promoted Maj. Scott Hollister looked out at the audience during his promotion ceremony at the Air Force Reserve 26th Space Aggressor Squadron at Schriever Air Force Base, Colorado, with tears in his eyes and a smile on his face. Focusing on his family in the front row, his voice broke as he spoke to his brothers, Capt. Ryan Hollister and 1st Lt. Taylor Hollister.

"This means a lot to me because of my two brothers," Scott said. "Ryan, he's prior enlisted like me, and what's cool about this is that he's cyber, I'm space and Taylor is on his way to pilot school. You've got air, space and cyber space." Ryan is currently assigned to Air Force Global Strike Command headquarters, Barksdale AFB, Louisiana, and Taylor is in pilot training at Columbus AFB, Mississippi.

The three Hollister brothers share a special bond, one that was forged during long hours spent outdoors when they were young.

"We've always been outdoor enthusiasts," Scott said. "We grew up in the Boy Scout program and each of us went on to earn our Eagle Scout. We have fond

memories of our father taking us out on awesome camping, caving and hiking trips."

Scott recalled one particular incident he felt drew them closer together as brothers.

"We decided to go to Aspen, Colorado, and hike the Maroon Bells," he said. "We made our way up the first peak and realized the traverse to the next peak was going to require actual rock climbing gear. Taylor and I were not prepared and decided to make our way back down to camp. Before we started our descent, we

handed Ryan one of our two-way radios."

While Scott and Taylor were napping at the campground, they heard Ryan call for help over the radio. Scott said their adrenaline was pumping as they prepared for a worst-case scenario.

"We realized he was safely down from the mountain, but was very dehydrated and could not make it the rest of the way to the camp," Scott said. "Taylor, who was a high school cross country athlete at the time, packed some water and started running up the trail to help Ryan. Once they arrived back at camp, Ryan told us his

experience from the traverse and it turns out he truly thought he wasn't going to make it. This was an eye-opening experience and an important lesson learned – never go alone while doing high-risk activities."

The brothers' adventures didn't stop there. When Scott was a junior in high school he decided to enlist in the Air

Force right after the Sept. 11, 2001, attacks. His older brother, Ryan, enlisted shortly after him.

"Taylor, after seeing his two older brothers join, decided he wanted to fly for the Air Force at a very young age," Scott said. "We all had a desire to do something bigger than simply going to school and getting a job after college. I think we have all motivated each other in a sense."

After sewing on the rank of technical sergeant, Scott commissioned through the Deserving Airman Commissioning program. He left his position as the noncommissioned officer in charge of training at the 310th Space Wing's 19th Space Operations Squadron and went to the 380th Space Control Squadron as a new lieutenant. He then moved to the 379th Space Range Squadron working as a range control officer and is now a traditional Reservist with the 26th Space Aggressor Squadron at Schriever.

"Ryan and I always had leadership qualities growing up," Scott said. "Once we realized what it took to be an officer, we knew it was our calling. We both learned so much from being enlisted Reserve Citizen Airmen and truly believe we were the backbone of the Air Force. There's no doubt we took the qualities we learned and are using them to be the best officers we can be."

Ryan said it was humbling to see his

brother pin on the rank of major, especially a year ahead of the curve.

"It's a testament to his dedication, hard work and patriotism," Ryan said. "I know he's worked hard and sacrificed a lot to get where he is now. He's a great example to his family and those he leads. For him, it's all about the people he serves."

Even through the successes the brothers have experienced in their military careers, Scott said they have each encountered difficulties that taught them to be resilient leaders.

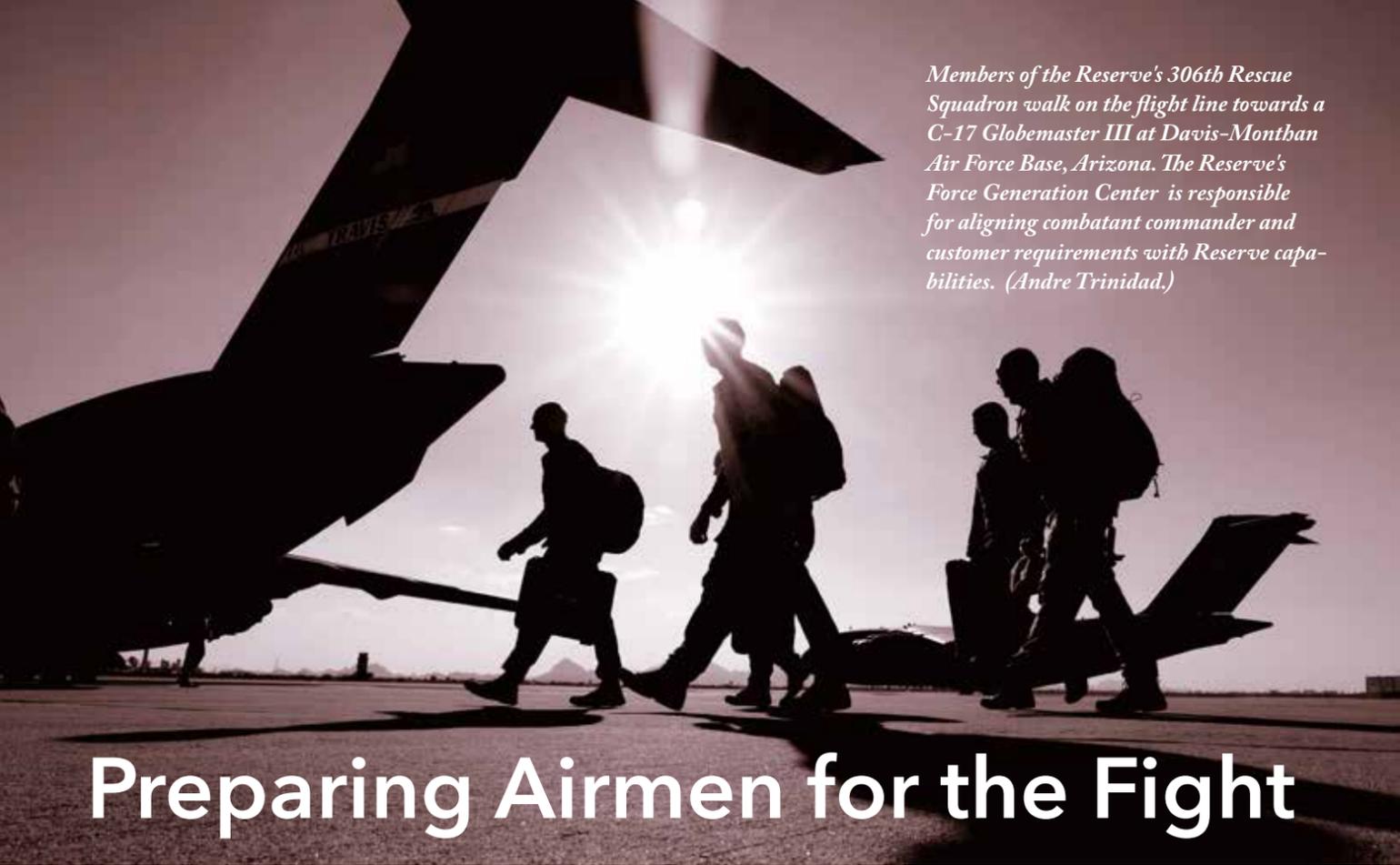
"I believe this is what has made us who we are today," Scott said. "We realized everyone around us has their own personal issues and are dealing with things we couldn't possibly understand. Because of this, we have come to learn what servant leadership really is. Taking care of people will always be our priority."

Scott's son, Trey, is currently in the Air Force Junior Reserve Officer Training Corps and plans to attend college while sticking with the program. His goal is to commission and follow his passion for building and architecture as a civil engineer officer, continuing the family's legacy of service. #ReserveResilient

(Turner is assigned to the 310th Space Wing's public affairs office.)

*Left: The three Hollister brothers and Scott's son, Trey, pose for a photo together during Scott's promotion ceremony. (Staff Sgt. Laura Turner) Right: The Hollister brothers in 2005. Maj. Scott Hollister, 26th Space Aggressor Squadron, Capt. Ryan Hollister, Air Force Global Strike Command, and 1st Lieutenant Taylor Hollister, 13th Fighter Squadron, create a Total Force family of Reserve Citizen Airmen – air, space and cyber space. (Courtesy Photo)*





*Members of the Reserve's 306th Rescue Squadron walk on the flight line towards a C-17 Globemaster III at Davis-Monthan Air Force Base, Arizona. The Reserve's Force Generation Center is responsible for aligning combatant commander and customer requirements with Reserve capabilities. (Andre Trinidad.)*

# Preparing Airmen for the Fight

## Force Generation Center makes major process improvements

By Lt. Col. Becky McCord



Air Force Reserve Command's Force Generation Center implemented significant changes recently to ensure transparency, increase efficiency, improve communication and directly benefit Reserve Citizen Airmen across the command.

The FGC, located at Robins Air Force Base, Georgia, is entrusted by the commander of Air Force Reserve Command to synchronize the employment and provide visibility of combat-ready forces within the command. It is the single point of fusion for AFRC, trusted to align customer requirements with Reserve capabilities and recognized as the authoritative source for utilization and disposition of Reserve forces.

There are four divisions within the FGC: Operations, Forces, Systems, and Security Cooperation and Exercises. All divisions contribute directly to the mission of providing visibility and synchronizing employment and all have recently participated in separate Continuous Process Improvement events that have led to positive changes in the way the center operates.

The Security Cooperation and Exercises Division held an internal CPI event in April to generate a new Deliberate Planning Exercise Process.

"In the past, AFRC participants in combatant command or major command exercises were either selected through FGC subject matter experts, requested

by the gaining command or identified in other ways," said Lt. Col. Wayne Johnson, chief of the Security Cooperation and Exercises Division. "The lack of a formal request process for exercises presented challenges in miscommunication, missed training opportunities for specific units and funding issues."

The new DPEX now starts the planning for exercises 18 to 24 months prior to execution. DPEX prioritizes units preparing for their Reserve component period as well as units with training deficiencies to boost their overall readiness.

Additionally, necessary mission essential tasks are identified by the functional area managers and the units to ensure the right unit gets the right readiness training

at the right time. The updated process provides for transparency and increased communication between the combatant or major command, the AFRC functional area manager, the FGC subject matter expert, the numbered Air Force, and wing and group commanders.

DPEX also ensures funding is projected 12 to 18 months prior to the exercise execution to assist with proper budget forecasting and to prevent shortfalls as much as possible.

As Reserve Citizen Airmen become eligible for deployment after obtaining the right training at the right time, the FGC Forces Division ensures they are mobilized more efficiently and effectively, with the benefits they have earned, thanks to a recent CPI event that changes the way Airmen are mobilized.

In March 2018, representatives from Headquarters Air Force, the Air National Guard and AFRC met in Washington, D.C., to conduct a CPI event to modernize the mobilization process. The event resulted in a test to the reformed mobilization process in August 2018, and was further developed and tailored.

Eventually this new process was approved as the Agile Mobilization Process by the assistant secretary of the Air Force for Manpower and Reserve Affairs in June of this year.

AMP replaces a lengthy and bureaucratic legacy mobilization process used to mobilize Reserve Citizen Airmen in accordance with Department of Defense Instruction 1235.12 and Congressional guidance.

"AMP creates a more agile staffing process by reducing the number of steps required to mobilize a Reserve Airman and alleviates the lengthy approval process for individual name swaps and other administrative changes," said Col. Laura Radley, chief of the FGC Forces Division.

The new process empowers squadron commanders to make the decisions necessary to meet the combatant commander's requirements while taking care of their Airmen.

The reconfigured AMP contains key milestones that ensure Airmen are receiving clear communication regarding



*Reserve Citizen Airmen participating in the Patriot Warrior exercise conduct a training scenario in August at Fort McCoy, Wisconsin. Patriot Warrior is Air Force Reserve Command's premier exercise providing Airmen an opportunity to train with joint and international partners in airlift, aeromedical evacuation and mobility support. The FGC has made a host of improvements to ensure Reservists get the right readiness training at the right time. (Tech. Sgt. Gregory Brook)*

upcoming mobilization, informs leadership at all levels of changes and guarantees a process where Airmen are provided orders in hand no later than 180 days prior to the mobilization employment period start date.

A follow-up CPI event was held at the FGC in September to address how to accelerate the mobilization process and get deploying Airmen their orders as quickly as possible, given current delays in Global Force Management Allocation Plan approval.

This CPI event focused on improving internal FGC/AFRC/unit communication, improving FGC processes to increase efficiency and orders visibility while providing feedback to leadership at all levels. Included in this CPI were the other two FGC divisions, Operations and Systems.

The Operations Division focused on targeted engagement with deploying units as well as the HQ AFRC Directorate of Manpower, Personnel and Services to ensure all transportation needs were met to and from the area of responsibility, focusing on rapidly resolving any potential snags in the transportation pipeline.

The Systems Division tailored its analytical processes to provide commanders, up and down the chain, with real-time, precise data to help them make decisions on filling deployment requirements while providing deployer visibility throughout the mobilization process, from the time they enter their Reserve component period until they return home to their families.

"The Force Generation Center works diligently with the Air Force Reserve Command staff, the numbered Air Forces and our wings to ensure Airmen within AFRC have the best training opportunities and are ready for mobilization," said Brig. Gen. Stacey Scarisbrick, FGC commander. "The FGC strives to build upon its past successes with a laser focus on constant improvement to ensure AFRC's Airmen are ready for the fight – anytime, anywhere."

For people who need help with mobilization or exercises issues, the FGC is open 24/7 through the FGC Battle Watch – DSN 497-1234.

#ReserveReform

(Fox is assigned to the FGC's Security Cooperation and Exercises Division.)

# NEWS

you may have missed

## New financial readiness training required

By Bo Joyner



Financial readiness training is now required for all Reserve Citizen Airmen at defined touchpoints throughout their military career.

“In an effort to improve or sustain the financial readiness and literacy of all Airmen, the Air Force has directed that all military members will receive financial readiness training at key points throughout their career,” said Brande Newsome, chief of the Integrated Resilience Branch at Headquarters Air Force Reserve Command at Robins Air Force Base, Georgia.

“We’ve learned over the years there are events in a person’s military and personal life that can possibly have a negative impact on that person’s financial readiness. We’re hoping that short training events at these key points will help our people avoid the financial pitfalls that might be out there,” she added.

The Air Force defines financial readiness as “the state in which successful management of personal financial responsibilities supports an Airman’s ability to perform his or wartime responsibilities.” Financial literacy is defined as “possessing skills and knowledge that allow Airmen to make informed and effective personal financial decisions.”

The career touchpoints that will trigger required financial readiness training are:

- Initial entry training
- Arrival at first duty station
- Arrival at subsequent duty station (E-4/O-3 and below)
- Promotion (E-5/O-4 and below)
- Vests in Thrift Savings Plan
- Continuation pay

- Transition to Reserve component, separation or retirement
- Leadership training
- Pre-deployment
- Post-deployment
- Birth of child
- Marriage
- Divorce
- Disabling sickness or condition

Newsome said training for some of these touchpoints, including initial entry, first duty station, continuation pay, and transition to Reserve component, separation or retirement, are already in place and will not change. Financial training for pre-deployment is available online in the Air Force Distance Learning System or in person from the Airman and Family Readiness Center.

For the remaining events, Reserve Citizen Airmen will be notified that training is required via MyVector and will be able to complete the online training in MyVector or receive in-person training from their local Airman and Family Readiness Center.

For more information, contact your local Airman and Family Readiness Center.

## Air Force looking for Reserve Citizen Airmen with computer language skills

By Jessica Dupree

Reserve Citizen Airmen with computer language knowledge now have the opportunity to put their coding skills to use for the Air Force.

After completing the Computer Language Self-Assessment on myPers, qualified Airmen may be selected for temporary duty assignments across the Air Force.

“Reservists bring the warrior ethos we need to ensure we can aggressively achieve the missions we have in front of us faster and better than our adversaries today and into the future,” said Maj. Gen. Kimberly Crider, mobilization assistant to the commander of Air Force Space Command. “They also bring additional skillsets that ensure we’re doing this with the latest technologies and methodologies.”

The CLSA is designed to identify Airmen with the right skills to perform various software development and computer programming. Regardless of their Air Force Specialty Code, Airmen with proficiencies in Python, SPARK or other computer languages can work with various organizations throughout the Air Force to improve operations using data and programming.

“We have lots of Reservists currently supporting these kinds of activities,” Crider said.

One of the organizations Reservists chosen for this initiative may get to work with is the Air Force Chief Data Office, SAF/CO. SAF/CO was established to lead data culture, drive data capabilities and act as the catalyst for making Air Force data visible, accessible, understandable, linked and trusted.

SAF/CO’s mission is to harness the power of Air Force data for timely decision making and mission success.

Airmen working at SAF/CO may assist in the execution of short-term projects in which Air Force data is analyzed to solve problems and drive mission innovation across the Air Force.

Past short-term projects include optimizing and improving manning and readiness across the Air Force and finding solutions for conditions-based maintenance to decrease preventative maintenance costs while ensuring zero downtime for aircraft.

“All functional areas have data and therefore have the opportunities for operational improvement or enhancement,” said Col. Charles Destefani, SAF/CO’s deputy chief data officer. “We would allow an Airman to work with a specific unit and harness that data to make it function better.”

Crider said the ideal candidate for this initiative has the required technical skills and is innovative, agile and collaborative.

“Reservists bring a unique perspective to problem solving because they bring experience from their civilian life,” she said. “They’ve walked in both camps. They understand what operators need and they understand the technical approaches we can apply to solve those problems. They can really be great translators between what’s required and how to get capability delivered faster and more reliably.”

Visit <https://mypers.af.mil> to take the online self-assessment. #Reserve Ready #Reserve Reform  
(Dupree is assigned to the HQ AFRC public affairs office)



## Air Force releases criteria for Remote Combat Effects Campaign Medal

Secretary of the Air Force Public Affairs



Air Force officials announced nomination criteria for the new Remote Combat Effects Campaign Medal following the official establishment of the decoration May 22.

The new medal is part of a continuing effort to recognize Air Force military members in a non-deployed status who directly participated in a Department of Defense combat operation from a remote location.

“Our remote operations community makes vital contributions to our national security and the security of our allies,” said Air Force Chief of Staff Gen. David L. Goldfein. “These Airmen play a crucial role in every campaign we undertake, and this medal is for them.”

The RCECM will be awarded to Airmen serving in remotely piloted aircraft; cyber; space; and intelligence, surveillance and reconnaissance career fields, who create direct combat effects from remote locations and lead to strategic outcomes or the delivery of lethal force. In some circumstances, Airmen from other career fields may be considered for the RCECM, which will be considered on a case-by-case basis.

Service members may be awarded the RCECM for actions completed on or after Sept. 11, 2001, while also serving under the following conditions:

- Was assigned or attached to a unit directly in support of a DOD combat operation as approved by the chief of staff of the Air Force
- Was serving in a remotely piloted aircraft; cyber; space; or intelligence, surveillance and reconnaissance career field
- Personally provided hands-on employment of a weapon system that has direct and immediate impact on combat operations
- Was not physically exposed to hostile actions or at risk of exposure to hostile action

Airmen who have received a DOD or Air Force campaign or expeditionary medal or ribbon for the same period of service are not eligible to receive the RCECM.

For more information and full eligibility criteria or submission procedures, go to the myPers website at <https://mypers.af.mil> and enter “RCECM” in the search window.

A fact sheet is also available at the Air Force Personnel Center website.



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