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# CITIZEN AIRMAN

Volume 72 No. 1

February 2020

## U.S. SPACE FORCE

Reserve stands ready to support newest service branch

• **AF3** •

Preparing for the future fight while maintaining the Reserve identity

# THE FUTURE BEGINS NOW!



## DIVERSITY MAKES US STRONGER

The Air Force Reserve is one of the greatest military organizations in the world. Our diversity is one of many factors which contribute to our greatness. We are an incredibly diverse command, in terms of our missions and people. This diversity strengthens our organization and enhances our ability to provide combat power.

The word diversity is most commonly associated with diversity of demographics, like race, gender, religion, creed or orientation. However, diversity can refer to any characteristic, including thought, educational and work background, abilities and maybe even pay status.

Not only is the Air Force Reserve rich in demographic diversity, our Airmen bring diversity to our organization through their vast range of knowledge, skills and perspective.

From my perspective, diversity is a force multiplier. Our Airmen come from all walks of life. The majority serve part time, gaining experience on the civilian side they would not acquire serving full time. Some have civilian jobs that are akin to their military specialty, which increases their job proficiency and skills. This is the case for Senior Airman Roman, one of our security force defenders at MacDill Air Force Base, Florida. Although he joined the Air Force Reserve three years ago, Senior Airman Roman's 10 years in civilian law enforcement make him an expert in his military job.

Others work in unrelated fields and can apply their knowledge and the perspectives gained in different professions to their military service. Capt. Speller, a contingency response officer at March Air Reserve Base, California, finds the skills she acquired as an FBI agent very helpful for operational planning.

Collectively, our Reserve Citizen Airmen bring a wealth of knowledge and



Tech. Sgt. Robert Cloys

*Ultimately, our diversity enhances our ability to generate combat power for America.*

experience from the civilian sector to this command, which they use to better execute their mission and improve how we operate as an organization. These individuals are a few of the many talented Airmen who leverage their personal backgrounds to benefit this command.

However, we can only utilize the resources we know exist, to include our airmen's skills and expertise. Fortunately, we can determine what human resources are available to use simply by getting to know our teammates. By learning about your fellow Airmen, you not only discover how they can better serve in your unit, you are also establishing meaningful connections with your brothers and sisters in arms.

Diversity of demographics and experience breeds diversity of thought. A lack of diversity of thought presents a threat to our organizational success. When everyone thinks alike, we risk stagnation, miss opportunities and overlook better solutions to problems.

Diversity of thought fosters creativity, innovation and process improvement. When a group of diverse individuals work as a team, they will be more likely to find optimal solutions to problems and combine their expertise to enhance unit performance.

Although I have served in many duty statuses, all of my time in the Air Force has been commissioned service. So I rely and work with our command chief to ensure we are fully informed with our enlisted perspective. No one can do it alone. The chief gives me insight on how a decision may impact our Airmen and provides critical counsel regarding their needs. His collaboration, and our teamwork, make our Airmen's lives better.

The Air Force Reserve is an amazingly diverse organization, and, by far, the most diverse aspect of our command is our people. By seeking diversity, and respecting individuals with different backgrounds and different perspectives, we are stronger and more effective. Ultimately, our diversity enhances our ability to generate combat power for America. Our strength is you. ■

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

## A SNAPSHOT OF CHANGES ON THE HORIZON

With the recent release of the Air Force Reserve Command E8/E9 Command Key Personnel List and the AFRC Chief Screening Board results, this is a perfect time to expand on my second line of effort I discussed in a previous *Citizen Airman* commentary: Deliberate talent management.

The second half of fiscal year 2019 was extremely challenging due to fiscal constraints. As a result, the boss and I instituted a strategic force development pause which limited several enlisted developmental opportunities.

We took advantage of the pause by completely revamping the officer and enlisted courses offered by the AFRC Professional Development Center. With Col. Harold Linnean at the PDC helm and Chief Master Sgt. Conrad Dawes by his side, we focused our sights on the squadron and wing/group commander courses, along with the chief orientation course. And the feedback has been outstanding!

After personally observing the new chief orientation course, I can attest the PDC is now delivering course content in a manner that allows senior enlisted leaders to better interpret the National Defense Strategy at the strategic level, explain it at the operational level and execute it at the tactical level. We are extremely proud of the combined efforts of the entire PDC team.

I'm also extremely excited about the momentum of the Air Force Reserve Chief's Group. Located within the Pentagon, Chief Master Sgt. Jim Loper has taken the helm, and man ... we are cooking with grease!

The Chief's Group is building on the foundation Chief Master Sgts. Conaway, Herman and Shaw framed, and we are finally executing the vision of deliberate enlisted development and talent management.

We've instituted a full-court press with the Senior Leader Career Management System that will assist us in placing the right faces in the right places. The numbered Air Force chiefs recently pushed out an all-call for chiefs to update their information in the SLCMS. If you haven't updated yours already, please do so soon. As we move forward, SLCMS will be the one-stop shop for opportunities across the enterprise.

Similar to the revamp of our Chief Orientation Course, we are looking to revamp our Senior Noncommissioned Officer Leadership Development Course. The course will probably

take a knee March 1 through the remainder of the fiscal year so we can overhaul and update course content.

We aim to ensure facilitators and content are delivering the most current relevant leadership curricula. Once up and running, I'm confident the feedback will mirror that received about the Chief Orientation Course revamp.

I've also held a series of conversations with my good friends, Chief Master Sgt. Ron Anderson, command chief of the Air National Guard, and Chief Master Sgt. Julie Gudgel, command chief of Air Education and Training Command, about increased professional military education flexibility. We haven't worked out all the kinks, but I am excited about the increased flexibility options potential changes will provide.

Lastly, we are in the process of re-centering our developmental team efforts by decoupling the Reserve Enlisted Development Plan requirement for Enlisted Development Education Board course consideration, and combining the R-EDP process with the Reserve Command Chief Screening Board.

We are looking at decoupling the command E8/E9 developmental team to ensure equal emphasis is placed on functional developmental teams, as with the command developmental team. Our functional managers at AFRC headquarters are the best the Air Force has to offer, and I am in awe of the dedication and commitment they have for their functional communities; and the rock-star Air Reserve Personnel Center force development team is streamlining the entire application process to give back time to our Airmen.

All of these changes are designed to do one thing - develop resilient leaders. Although it may sound like my focus is on the senior enlisted members, my true focus is on the development of Airmen and the junior NCO corps. The more resilient and equipped our senior enlisted leaders are, the more Airmen we grow, develop and retain. That's what really matters.

The boss and I are extremely excited about these and other changes on the horizon, so please stay tuned for more information as changes are implemented. As always, I am honored to serve as your command chief. Please feel free to share your suggestions or concerns 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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*What does the future look like for the Air Force Reserve? In this issue, we take a look at the role Reservists will play in support of the newly established U.S. Space Force (page 8) and the work being done by the Air Force Reserve Future Force Framework team to develop the Air Force Reserve of 2035 and beyond (page 6). (Illustration by Anthony Burns)*



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**Pilot for a Day:** Charles "Payton" Burge listens over his headset to Lt. Col. Sean Cross, 53rd Weather Reconnaissance Squadron deputy director of operations, at Keesler Air Force Base, Mississippi, in December. Burge, who has a heart condition, was chosen to participate in the wing's Pilot for a Day program. (Tech. Sgt. Christopher Carranza)

- Leadership**  
**Gen. David L. Goldfein**  
*Chief of Staff, United States Air Force*
- Lt. Gen. Richard Scobee**  
*Commander, Air Force Reserve Command*
- Col. Beth Horine**  
*Director, Public Affairs, Air Force Reserve Command*
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**Citizen Airmen magazine** (ISSN No. 0887-9680) is published bi-monthly by Headquarters Air Force Reserve Command Office of Public Affairs for the commander of Air Force Reserve Command. Periodical postage paid at Warner Robins, Georgia, and additional mailing offices. Copies are mailed, free of charge, to the homes of all Reservists. Content is normally news articles and features developed for release to commercial media as part of the Air Force Reserve's continuing public affairs program. Opinions of contributors are not necessarily those of the Air Force Reserve. All photos are U.S. Air Force photos unless otherwise indicated. Readers-per-copy ratio: 4-1. Send inquiries and submissions to HQ AFRC/PAOM, 155 Richard Ray Blvd., Robins AFB, GA 31098-1661. Or, email them to hqafrc.pa.citizenairman@us.af.mil. For questions about the magazine or its contents, call (478) 327-1771 or DSN 497-1771.

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**POSTMASTER:** Please send all Forms 3579 to Citizen Airmen, HQ AFRC/PAOM, 155 Richard Ray Blvd., Robins AFB, GA 31098-1661.





## Guiding Where We Are Going Without Forgetting Who We Are

Recently approved by Lt. Gen. Richard Scobee, chief of the Air Force Reserve and commander of Air Force Reserve Command, the concepts of the Air Force Reserve Future Force Framework, AF3, serve as a guidepost to develop the Air Force Reserve of 2035 and beyond.

“The mission of the Air Force Reserve to provide combat ready forces remains unchanged,” Scobee said. “However, transformation in future warfare and society will require adjustments in how the Air Force Reserve recruits, retains and readies the force.”

According to the 2018 National Defense Strategy, strategic competition with revisionist powers is now the primary national security focus, and the Defense Department must evolve for future success. The department is emerging from a period of strategic atrophy that saw heavy reliance on the operational use of Reserve forces.

“Now, in a new era of competition, each service must reevaluate Reserve component utilization,” Scobee said.

For about a year, Reserve staffs at AFRC and the Pentagon worked with more than 50 action officers, technical experts and senior leaders from across the command seeking data and perspectives for AF3. Their core task was to answer the question: “What should the Air Force Reserve look like in the future?”

“The result was a bold statement founded on three evolutionary concepts,” said Col. Tim Voss, chief of the Strategy and Planning Division at Air Force Reserve headquarters at the Pentagon.

The AF3 team concluded that the Air Force Reserve of the future is “all-domain, combat-ready Reserve Citizen Airmen

providing optimized, sustainable strategic depth through tailored training and participation.”

“As the NDS states, warfare of the future will be different than the fight that busied the joint force over the past 25 years,” Voss said. “But just as warfare is changing, so is society. Competition for talent, changing work structures and how people live will impact the Air Force Reserve’s predominately part-time force in unprecedented ways. Therefore, the Reserve must design and field a capable, ready and resilient force that is prepared to support a future joint fight with an eye towards high-end readiness and a changing society.”

“**The Air Force Reserve of the future is “all-domain, combat-ready Reserve Citizen Airmen providing optimized, sustainable strategic depth through tailored training and participation.”**”

Three strategic concepts – mission optimization, tailored training and participation, and Reserve Citizen Airmen branding – work together to serve as a foundation for evolutionary change to design and field that force.

“These concepts acknowledge the Air Force Reserve will remain a predominantly part-time force, focused on maintaining predictability for Airmen, families and civilian employers,” Col. Chris Locke, deputy director of AFRC Plans, Programs, and Requirements, said. “Moreover, the concepts also help shape the Reserve’s contribution to the Total Force by providing an informed assessment of how best to leverage the unique strengths of the Reserve.”

### Mission Optimization

Mission optimization seeks to identify those missions best-suited for the Reserve, accounting for future NDS objectives and the hallmarks of a part-time force. Best-suited missions will not only align with the Air Force of the future but they will also capitalize on the Reserve strengths of experience, private-sector skill sets and credentialing in career fields – medical, logistics and cyber for example.

“Mission optimization does not mean immediate change to Air Force Reserve missions, but it will offer a new lens of analysis as Department of Defense and Air Force missions continue to evolve for great power competition,” said Dr. Rob Laukaitis, AFRC Strategic and Capabilities Based Planning Branch chief.

### Tailored Training and Participation

The tailored training and participation concept preserves the Reserve identity of a predominately part-time force while bolstering readiness for the highly contested environment. A multi-year training roadmap, tailored by mission area, will provide a transparent and predictable schedule for how and when Reserve Citizen Airmen train, while balancing commitments to families and civilian employers.

“Commanders will synchronize in-person and virtual participation, improving efficiency, effectiveness and readiness for the high-end fight – particularly for the part-time force,” Lt. Col. Alison Hamel, AF3 project lead, said.

“In-person participation will be scheduled across functional communities, so operations, maintenance, logistics, personnel, etc... can train together as task-organized teams against higher threat scenarios and build muscle memory beyond what can be accomplished during annual training.”

Leveraging technology, future Reserve Citizen Airmen may accomplish certain administrative requirements on virtual participation days, enabling a mission capability focus during in-person participation.

“When Airmen physically come to their units, they will know their time will be well spent on quality training,” Hamel said.

### Reserve Citizen Airmen Branding

Capitalizing on the unique quality experience of Reserve service, the future Air Force Reserve will evolve its Reserve Citizen Airmen branding. The brand will enable the Reserve to attract,



Three strategic concepts -- mission optimization, tailored training and participation, and Reserve Citizen Airmen branding -- work together to serve as a foundation for evolutionary change to design and field the Air Force Reserve of the future. (Graphic by Anthony Burns)

engage and retain members with the skills, experience and diversity of thought necessary for sustained success.

It will appeal to Airmen leaving the active component, engage civilian accessions with the necessary skills of tomorrow, and inspire Reserve Citizen Airmen to continue serving in the Air Force Reserve.

“Reserve Citizen Airmen branding will convey a strong external and internal identity, clearly distinguishing the Air Force Reserve amongst stiff competition,” Laukaitis said. “The brand will connect every member to a mission in support of national security and symbolize Airmen’s self-image, communicating to themselves and others the type of person they envision themselves to be.”

“The 2018 NDS states that Defense Department-wide change is paramount to continued success, and General Scobee directed us with taking smart risk in reforming the organization to meet NDS objectives, prioritize strategic depth and accelerate readiness for the long-term challenges,” Locke said. “AF3 provides the impetus for cohesive reform at all levels,”

Over the next several months, experts from across the Reserve will delve into the AF3 concepts, developing lines of effort and taking tangible steps toward making these concepts a reality.

Questions, comments and suggestions on AF3, its concepts and building the Air Force Reserve of the future can be sent to AFRC A8XP at [afrc.a8xp@us.af.mil](mailto:afrc.a8xp@us.af.mil). #ReserveReady #ReserveResilient #ReserveReform

(This story was written by Air Force Reserve Strategy and Planning Division and Air Force Reserve Command Strategic Plans and Programs staffs)

# The SPACE FORCE

## Air Force Reservists will continue to support space operations

By Bo Joyner



With the establishment of the U.S. Space Force as the sixth branch of the U.S. military, members of the Air Force Reserve will continue to play an integral role in space operations and provide strategic depth for the Total Force.

"Today marks a landmark achievement as we officially inaugurate the newest branch of the military. This is a very big and important moment," President Donald Trump said as he signed into law Dec. 20 the \$738 billion defense bill that established the Space Force.

The Space Force is the first new service branch in more than 60 years - the first since the U.S. Air Force spun off from the U.S. Army in 1947.

"There are grave threats to our national security," Trump said. "American superiority in space is absolutely vital. The Space Force will help us deter aggression and control the ultimate high ground."

"We are at the dawn of a new era for our nation's Armed Forces," added Secretary of Defense Mark Esper. "The establishment of the U.S. Space Force is a historic event and strategic imperative for our nation. Space has become so important to our way of life, our economy and our national security that we must be prepared as a nation to protect it from hostile actions. Our military services have created the world's best space capabilities. Now is the time for the U.S. Space Force to lead our nation in preparing for emerging threats in an evolving space environment. This new service will help ensure we are

postured to deter aggression, defend our national interests and outpace potential adversaries."

Bringing the Space Force into reality has been a top priority for Secretary of the Air Force Barbara M. Barrett since she assumed her new position in October.

"The launch of an independent U.S. Space Force propels us into a new era dedicated to protecting U.S. national interests and security in space," Barrett said. "We will work with (Department of Defense) leaders, Congress, our joint military teammates, industry and our national security partners as we establish the Space Force to ensure continued American leadership in space."

"What an opportunity to be here at the creation of this new service," said Air Force Chief of Staff Gen. David L. Goldfein. "Now we must get to work building a service focused on space operations,



*Senior Airman Hannah Nguyen and Capt. Cuyler Gembol, Reserve Citizen Airmen assigned to the 6th Space Operations Squadron, monitor satellite activity at Schriever Air Force Base, Colorado. (File photo by Senior Airman Laura Turner)*

created on a foundation of trust and confidence and with its own unique space culture. I am honored to be part of this historic moment and eager to work with my teammate and fellow joint chief, the chief of space operations."

While only Congress can establish a Space Guard and Space Reserve as new reserve components of the armed forces, the Air Force Reserve remains critical to the space mission and stands ready to support the newest branch of service.

"While there are still details we need to work through, the Air Force Reserve is 100% committed to actively support this branch of the military," said Lt. Gen. Richard Scobee, chief of the Air Force Reserve and commander of Air Force Reserve Command.

"It certainly is an exciting time to be an Airman and to be a space operator," said Col. Darren Buck, deputy director



*President Donald Trump signs the National Defense Authorization Act for Fiscal Year 2020 as senior leaders look on at Joint Base Andrews, Maryland in December. The act established the U.S. Space Force, the first new service branch in more than 60 years -- the first since the U.S. Air Force spun off from the U.S. Army in 1947. (Airman 1st Class Spencer Slocum)*

of Air, Space and Information Operations at AFRC headquarters, Robins Air Force Base, Georgia. Buck is one of three operations deputies at the headquarters, attesting to the full spectrum of operational missions in AFRC's multi-domain portfolio, spanning combat air forces, mobility air forces and space.

A career space operations professional, he is the senior space operator on the HQ staff and the AFRC space operations career field manager.

"Specific future Reserve structures and relationships remain to-be-determined, but our Air Force Reserve members remain vital to the space mission," he said. "At any given moment, on any given day, our members comprise 15-25%, and oftentimes more, of the overall crew force providing combat power and enabling capabilities from space. We're in the mission. Our mission will continue. And AFRC is investing in these Airmen and the mission for the future."

The Space Force will initially be comprised of active-component members and civilian personnel who are conducting and supporting space operations today as part of Air Force Space Command, which has now been re-designated as the U.S. Space Force.

Air Force Reserve units will be aligned to the U.S. Space Force as directed by the Secretary of the Air Force. The

Department of the Air Force will provide to the Congressional defense committees a total force management plan in support of the U.S. Space Force no later than 90 days after the establishment of the USSF.

Air Force Reservists currently engaged in space missions for the Air Force will remain in their current status within the Air Force Reserve, providing critical expertise and capabilities to space missions for both the Air and Space Forces. This includes Reservists currently integrated with active-component organizations as well as associated space units, which will remain under AFRC in accordance with current organizational structures.

The Defense Department is currently executing a five-phase, conditions-based campaign that serves as a roadmap to lead the Space Force to full operational capability, tentatively set for 2024. This transition timeline was designed to ensure the Space Force has enough time to develop policies and procedures, build organizations and assign people prior to assuming full responsibility for critical missions as a separate armed service.

By design, the Space Force will be agile, lean and mission focused. It will minimize bureaucratic overhead and maximize focus on operations, intelligence and fielding of advanced capabilities.

In addition, the plan is for the Space Force to leverage the Air Force for more than 75% of its enabling functions to reduce cost and avoid duplication. This will include capabilities ranging from logistics, base operating support, civilian personnel management, business systems, information technology support and audit agencies.

"Today, we have more than 1,500 integrated Air Force Reserve space professionals and supporting staff in 11 associated units throughout Air Combat Command and Air Force Space Command," Scobee said. "Our Reserve Citizen Airmen provide direct, in-garrison support to combatant commander requirements as space, cyber and ISR (Intelligence, Surveillance and Reconnaissance) operators. These Reserve Citizen Airmen have years of military space experience combined with extensive civilian industry experience in the space mission. The Air Force Reserve is all-in on supporting the new U.S. Space Force."

For more information on the U.S. Space Force, visit [www.ussf.mil](http://www.ussf.mil). #ReserveReady #ReserveReform

*(Some information for this article was taken from Secretary of the Air Force Public Affairs news articles.)*

# Total Force Training

## Reservists sharpen skills with Army Special Forces at MacDill

Photos by Airman First Class Ryan C. Grossklag

Reserve Citizen Airmen from the 305th Rescue Squadron, Davis-Monthan Air Force Base, Arizona, teamed up with Army Special Forces soldiers for a deployment readiness exercise at MacDill AFB, Florida, recently.

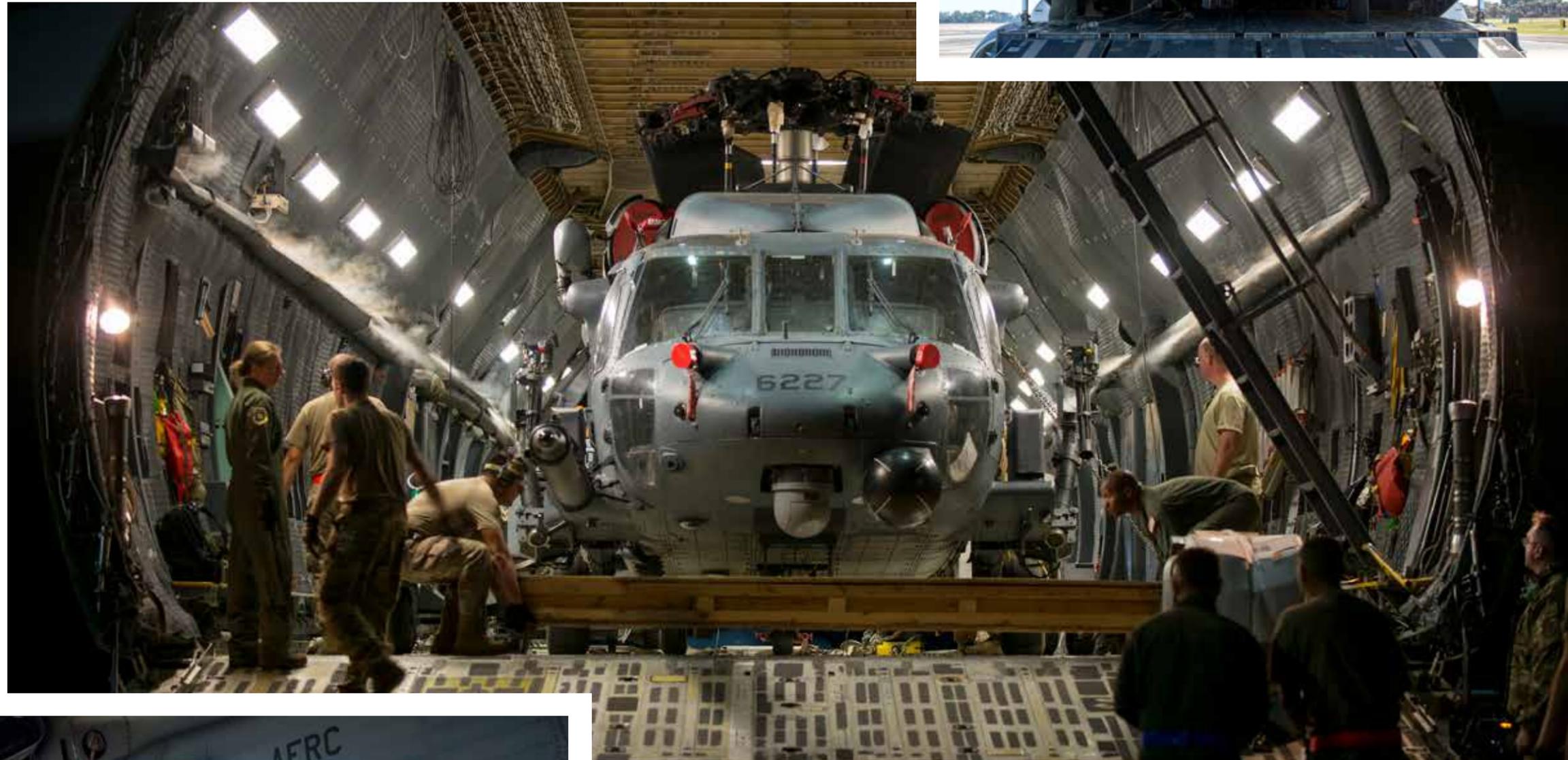
As the Reserve focuses on prioritizing strategic depth and accelerating readiness, the exercise was critical to help the 305th RQS Reservists prepare for future missions.

"We don't really get a chance to do a lot of water work in Tucson, so we're here to get water certification and train in an unfamiliar area to help better prepare for deployments," said 1st Lt. Scott Lauth, a 305th RQS HH-60 Pave Hawk helicopter co-pilot.

The event also provided valuable training for some other Reserve units. Reservists from the 512th Airlift Wing, Dover AFB, Delaware, and the 445th AW, Wright-Patterson AFB, Ohio, transported the helicopters and other assets needed by the 305th RQS for the exercise using a C-5 Super Galaxy and two C-17 Globemaster III aircraft. #ReserveReady

*(Grossklag is assigned to the 6th Air Refueling Wing public affairs office at MacDill.)*

*The accompanying photos show Reserve Citizen Airmen unloading one of the 305th Rescue Squadron's HH-60 Pave Hawk helicopters from the back of a 512th Airlift Wing C-5 and Reserve Master Sgt. Jeremy Sutter, a special missions aviator assigned to the 305th RQS, operating the Pave Hawk's .50-caliber weapon over Avon Park Air Force Range, Florida.*





# Bidding Farewell

## 920th Rescue Group getting ready for replacement fleet of HC-130Js

By Tech. Sgt. Kelly Goonan



*As the 920th Rescue Wing switches to the new HC-130J Combat King II aircraft, these photos showcase the wing's rich history with its fleet of HC-130P/N King combat rescue aircraft. Above, local media cover a Cocoa Beach Air Show demonstration (Capt. Cathleen Snow)*

The Air Force Reserve's 920th Rescue Wing, Patrick Air Force Base, Florida, is celebrating the rich history of its fleet of HC-130P/N King combat rescue aircraft as it prepares to receive six new HC-130J Combat King IIs in the spring.

The aircraft is designed to conduct personnel recovery missions, provide a command-and-control platform, in-flight refuel helicopters and carry supplemental fuel for extending range or air refueling.

The arrival of the new J-model C-130s brings with it the elimination of two aviation career fields – flight engineer and airborne mission systems specialist.

"This is the first time in my Air Force career I'm switching jobs," said Senior Master Sgt. Jesus Ulloa, 39th Rescue Squadron airborne mission systems specialist. "We're losing quite a few crew members with the new J model, so the job will be a little more demanding on the rest of us."

To pay homage to the retiring fleet, the wing played host to an HC-130 combat rescue aircraft retirement event in November. Several generations of aviators from around the world attended the event, which included a meet-and-greet social, aircraft static display, aerial demonstration and family-oriented activities.

"Just like with an old car, it's sad to see the old classic go away," said Senior Master Sgt. Michael Decker, 39th RQS flight engineer.

First flown in 1964, the HC-130P/Ns have been deployed to Italy, Kyrgyzstan, Kuwait, Pakistan, Saudi Arabia and Turkey in support of Operations Southern and Northern Watch, Allied Force, Iraqi Freedom and Enduring Freedom. Wing HC-130s also supported continuous alert commitments in Alaska, the Horn of Africa, Vietnam, Grenada and other locations.



*Reserve Citizen Airmen from the 39th Rescue Squadron fly past show center at Miami Beach during the second annual Salute to American Heroes Air and Sea Show in 2018. (Staff Sgt. Jared Trimarchi)*



*Top, Loadmaster Master Sgt. Bob Kurzen helps rescue two German citizens in distress at sea in 2017. (Master Sgt. Mark Borosch) Bottom left, Maj. Rich Moore conducts helicopter air-to-air refueling missions as part of the wing's Hurricane Harvey relief efforts in 2017. (Tech. Sgt. Lindsey Maurice) A 920th Rescue Wing patch on Master Sgt. Mark Victor, 39th Rescue Squadron instructor loadmaster, highlights the pararescue motto: "That Others May Live." (Staff Sgt. Keith James)*

*Staff Sgt. Raphael Tavernier walks away from an HC-130P/N King after a flight in 2018. (Staff Sgt. Jared Trimarchi)*



The Air Force's HC/MC-130 recapitalization program is providing HC-130Js as the dedicated fixed-wing personnel recovery platform in the Air Force inventory. The HC-130J is a four-engine turboprop tactical aircraft with hose-and-drogue aerial refueling, airdrop, and command and control capabilities.

Modifications include the ability to receive fuel in-flight, a nose-mounted electro-optical, infrared sensor and a combat systems operator flight deck station.

The HC/MC-130J brings additional countermeasure dispensers, high-altitude ramp and door hydraulics, an additional (fourth) flight deck crew member station, crash-worthy loadmaster scanner position seats, provisions for large aircraft infrared countermeasures and more.

Because the J model brings so many changes, nearly every Reservist in the 39th RQS will undergo either a transition education course or initial qualification course before they'll be fully qualified to fly the new aircraft. These courses take five to 10 months to complete, depending on which one the member requires.

"The first aircrew will complete mission qualification in February 2020," said Lt. Col. Ellis Garner, 39th RQS commander.

The first HC-130J Combat King II in the Air Force was delivered to the 79th Rescue Squadron at Davis-Monthan AFB, Arizona, in September 2011. #ReserveReady

*(Goonan is assigned to the 920th RQW public affairs office.)*

# Team Players

Intelligence Reservists stand out on the job, in the community

Story and Photos by Tech. Sgt. Darnell T. Cannady



There's an Air Force Reserve intelligence squadron at Joint Base Langley-Eustis, Virginia, making valuable contributions to both the mission and the community on a daily basis.

The 718th Intelligence Squadron, aligned under the 497th Intelligence, Surveillance and Reconnaissance Group, provides combat mission-ready ISR Airmen in support of the Air Force Distributed Common Ground System mission. Additionally, the squadron provides fully qualified cyber support personnel to sustain and maintain the robust communications and computer network required to fully integrate into the DCGS world-wide enterprise.

DCGS is a complex system which provides military intelligence for multiple military branches.

"Our intel professionals sit mission every month, fully integrated with the active-duty personnel," said Maj. Katherine Hasty, 718th IS director of operations. "Our communications and cyber experts are leading projects to improve the (DCGS) architecture."

The 718th IS has logged more than 139,000 mission hours since 2014 as an integral part of continuous operations supporting various customers. Additionally, 16 718th IS Reserve Citizen Airmen deployed in 2019 in support of Operations Inherent Resolve and Freedom's Sentinel and a variety of missions aimed at improving the lives of locals throughout Africa.

"My flight and I come in on drill weekend to relieve the active duty," said 718th IS Staff Sgt. Peter Roberts. "We hone our skills to be prepared for deployment or to augment active-duty Airmen as needed."

"I impact the mission by directly working with intelligence officers and intelligence communities downrange," said Senior Airman Brittany Williams. "I provide intelligence to support troops on the ground and I was able to see the first-hand efforts that critically and positively affected the mission during a deployment."

"Where we work, you can't always tell who is active, Guard or Reserve," said Capt. Corrine Lamberson. "That lends itself well to accomplishing true Total Force integration."

The Reserve Citizen Airmen of the 718th IS continuously bring their passion and experience from their civilian careers to improve what they do in uniform.

"We see the benefits of this experience in the leadership and management skills, the cutting-edge technological skills, the analysis skills and the strategic vision our Airmen bring to the



*Senior Airman Erin Laurent and Staff Sgt. Daniel Rue, both assigned to the 718th Intelligence Squadron, collect intelligence at Joint Base Langley-Eustis, Virginia. The 718th IS has logged more than 139,000 mission hours since 2014 as an integral part of continuous operations around the world.*

mission," Hasty said. "Collectively, our squadron has decades of experience in intelligence analysis, cyber security and business management. We also benefit from the fresh perspective of our Airmen who work in totally different career fields on the civilian side. This combination of depth and breadth allows our team to bring innovative solutions to the most complex security challenges."

Senior Airman Scott Thomas is just one example of a 718th IS traditional Reservist who works in a different career field in his civilian job. He is a physics teacher and varsity golf and softball coach at Riverbend High School in Fredericksburg, Virginia.

To make sure his teams and classes didn't fall behind while he was fulfilling military requirements after initially joining the



*Staff Sgt. Jacob Gann provides an intelligence report to Tech. Sgt. Ashlee Harper-Johnson. The 718th IS is a unit aligned to the 497th Intelligence, Surveillance and Reconnaissance Group which provides combat mission ready ISR Airmen in support of the Air Force Distributed Common Ground System mission.*

Reserve, he recorded six months of physics lessons, answered questions through e-mails, used Skype to virtually attend softball practices and passed his technical school course test ahead of time to graduate two and a half weeks early.

He was named his district's softball coach of year after leading his team to a 19-2 record, the district championship and the first regional playoff game in school history.

Reservists assigned to the 718th IS are actively involved in a variety of community service efforts, including the Adopt-a-Spot beach cleanup program, Habitat for Humanity, the Mayor's Book Club, the Kids Bash fitness event, Meals on Wheels, YMCA Bright Beginnings and support to local Veterans Administration hospitals.

Recently, a 718th IS Reservist helped save the life of unconscious man at a local event.

"We were walking back from the event when we found a guy who wasn't breathing so we flipped him over and with help from a driver who stopped to help, we performed CPR," said Senior Airman Ashley Gibbs. "I called later and found out he made it to the hospital."

"I just took a CPR class because I thought it would be a good skill to learn, and I could become a physical training leader afterwards, and it really helped out. Being in the military we have an effect on everybody because of the community we're in. It's cool to be there to help other people because they are always there for us."

Whether it's helping out in the community or contributing to the mission, the 718th IS is always ready.

"Most of us get advanced training (in our civilian jobs). It not only saves the Air Force a ton of money as far as training, but we can leverage this experience and skillset to resolve issues that the active duty may have difficulty with," said Master Sgt. Jason Houghtelling. "A lot of our folks have experience with being engineers with corporations. We can hit the ground running right away. There aren't any huge technical gaps so we can come right in, get our task listing and execute." #ReserveReady #ReserveResilient

*(Cannady is assigned to the 480th ISRW public affairs office.)*

“We have decades of experience in intelligence analysis, cyber security and business management.

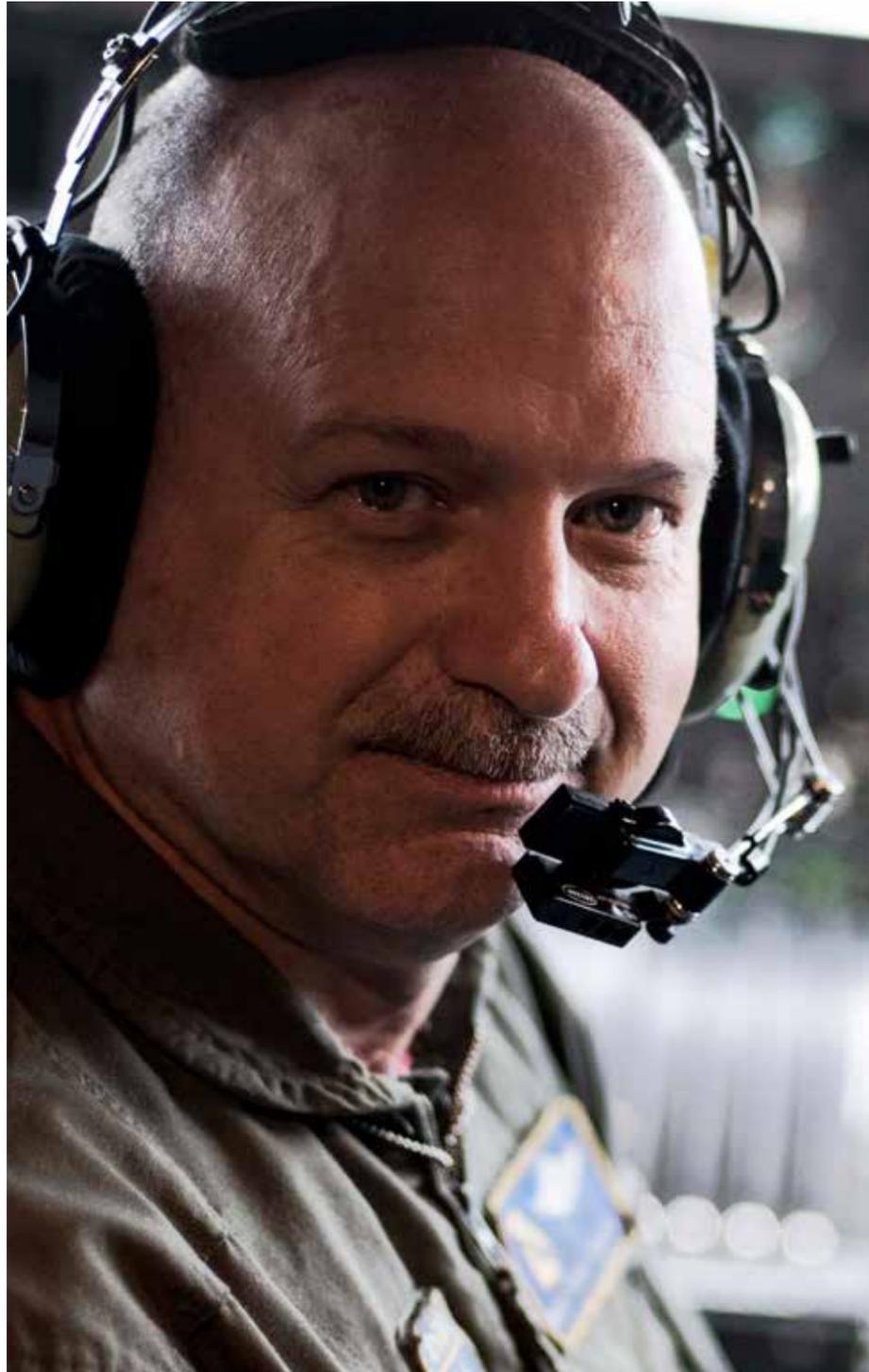
- Maj. Katherine Hasty

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# Major Milestone

## Dobbins chief reaches 10,000 hours flying helicopters, C-130s

Story and Photos by Tech. Sgt. Andrew Park



If Chief Master Sgt. Terry Studstill took all of his flight hours and flew them in one trip it would last approximately one year, one month and 21 days.

Studstill, flight engineer superintendent with the 94th Airlift Wing's 700th Airlift Squadron at Dobbins Air Reserve Base, Georgia, completed 10,000 flight hours on a C-130H3 Hercules bound for Key West, Florida, in late November.

"When I started flying as a helicopter flight engineer, the max we flew was around two and a half hours," Studstill said. "After seven and a half years, I had only flown a little bit more than 1,400 hours. I had no idea I'd ever make it to 10,000 hours."

In the strategic airlift world of KC-10s, C-5s and C-17s, it's not that uncommon for aircrew members to reach 10,000 hours. It's a rare feat for someone flying C-130s and helicopters.

Studstill reached the 8,000-hour mark during a deployment with the 440th Airlift Wing, Pope Army Airfield, North Carolina, in 2011. It took him eight years to obtain the remaining 2,000 hours.

"This is a monumental accomplishment," said Col. Patrick Campbell, 94th Operations Group commander. "Very few Air Force aviators will ever meet this milestone. This is a reflection of the chief's dedication and commitment to our country and to the U.S. Air Force. I can honestly say I have not met anyone more passionate about our Airmen and our mission than Chief Studstill."

Studstill is widely known around Dobbins as an old-school chief. He holds his Airmen to a high standard and readily provides guidance along the way.

"I always try to treat everyone fairly," he said. "To me, it's the right thing to do."



Chief Master Sgt. Terry Studstill, 700th Airlift Squadron flight engineer superintendent, poses with his new patch and a sign showing the time and location where he attained 10,000 flight hours. He accomplished this major milestone in November on a C-130H3 Hercules bound for Key West, Florida.

Treat each Airman in your section equally across the board."

The chief credited the work of the aircraft maintainers as a crucial part of his reaching 10,000 hours of flying.

"Reaching 10,000 hours is impossible without maintenance," he said. "Whether it's back shop maintenance or line maintenance, I couldn't fly at all without them. I attribute this accomplishment to every maintenance organization I've ever worked with because without them I never would have attained 10,000 hours."

Throughout his 37-year career, Studstill served as both a rotary-wing and fixed-wing flight engineer. He began his career on the MH-60G in 1987 and went on to fly AC-130s, HC-130s, MC-130s and WC-130s before landing at Dobbins in 2000. He has flown on the C-130H Hercules ever since.

"Those 10,000 hours include combat, aeromedical evacuation, humanitarian relief, higher headquarters taskings,

routine training and instructional sorties," Campbell said. "He has done it all. We are all fortunate to be serving with a true American hero."

"I enjoyed the mission of the MH-60G," the chief said. "I liked the low flying in the helicopter and also the customers we supported: Army rangers, Delta Force, Green Berets, Air Force pararescuemen, combat controllers. I also enjoyed being able to do hoist missions and shoot the guns off the helicopter as a defensive weapon to protect the aircraft."

Studstill has his sights set on retiring early in 2020, settling down in his wife's hometown of Greensboro, North Carolina, and using his degree in education to teach part time.

He said it will be difficult to leave behind his wingmen and said he'll miss the camaraderie; but he's looking forward to beginning the next chapter in his life and taking a shot at reaching new milestones in the classroom.

"What I'll miss the most is the camaraderie and the friendships I've gained over the years in active duty and the Reserve," he said. "A fellow flight engineer from a unit I was in back in 1987 is coming to my retirement ceremony. I've kept in touch with him over the years. Having friendships from that far back – more than 32 year ago – and being able to stay friends and keep in touch is certainly a great part of being in the military."

When asked if he'll aim for 10,000 hours in the classroom, he replied with a smile, "probably not." #ReserveResilient (Park is assigned to the 94th Airlift Wing public affairs office.)

# Embedded Reserve Medics

## Citizen Airmen help provide care throughout the newest numbered Air Force

By Bo Joyner



Placing a high priority on the physical, mental and spiritual health of its team of professional Airmen, the Air Force's newest numbered Air Force is embedding dedicated medical, mental health and religious affairs personnel in its operational units. And Reserve Citizen Airmen are an important part of these new embedded teams.

16th Air Force was created on Oct. 11, 2019, when the Air Force integrated two existing numbered Air Forces, 24th AF and 25th AF. This first-of-its-kind numbered Air Force is known as the Air Force's information warfare numbered Air Force. It joins the capabilities of intelligence, surveillance, reconnaissance, cyber warfare, electronic warfare and information operations across the conflict continuum to ensure the Air Force is fast, lethal and fully integrated in both competition and in war.

More than 32,000 16th AF Airmen perform highly advanced tactical and operational duties at the cutting edge of technological innovation and directly support the fight in air, space and cyber battlespaces around the clock.

Recent research studies by the Rand Corporation, the 711th Human Performance Wing and the Air Force Research Laboratory found higher levels of stress among ISR and cyber operators when compared to other segments of the Air Force population.

From this research came a recommendation for dedicated medical, mental health and religious affairs personnel embedded in operational units, consistent with the Air Force recognition of the value of its most important weapon system - the human system.

The 363rd Intelligence, Surveillance and Reconnaissance Wing, Joint Base Langley-Eustis, Virginia, is one of a growing number of units utilizing these embedded teams.

"The Airman Resilience Team is genuine, deeply passionate and invested in the lives of the 363rd ISR Airmen and it shows," said Staff Sgt. Opal Kocher, 363rd ISRW target systems analyst, in a recent Air Combat Command news article. "They have an integrated, whole-person approach and seek to help every person in every way possible."

Embedded care also makes it easier for Airmen to develop trusting relationships with support staff, leading them to open up and seek care earlier, Col. Timothy Butler, ACC command chaplain, said in the article.

As Col. Robert Kent, 16th AF command surgeon, and his team work to develop and staff these 16th AF embedded medical teams, they are looking to Reserve Citizen Airmen individual mobilization augmentees for help. Kent's own IMA, Col. Julie Clement, who recently retired, was critical in helping integrate IMAs into the embedded teams.

"The benefit she brought to my team was her ability to understand the Reserve in an effort to maximize the benefit Reservists provide to 16th AF, as well as the unique demands of Reservist IMAs working within active-duty operational units," Kent said.

Clement also provided strong continuity in the transition between Kent's predecessor and his arrival on the job, ensuring momentum of this critical effort was maintained.

"Overall, IMAs bring great expertise and great background," Kent said. "Most of the IMAs assigned to these squadrons have prior-service experience. This, coupled with civilian clinical and operational provider experience, gives them a very unique skill set that is a great benefit to these wings."

The 70th ISRW, based at Fort George G. Meade, Maryland, is one organization using IMAs - like Maj. Lea Johansen - on its embedded medical team. Johansen, a psychologist, transitioned from active duty to become an IMA in 2017. Her work



Airmen from 16th Air Force's 33rd Network Warfare Squadron conduct cyber operations at Joint Base San Antonio-Lackland, Texas, in August. Reserve Citizen Airmen are an integral part of 16th AF's initiative to embed dedicated medical, mental health and religious affairs personnel in its operational units. (Tech. Sgt. R.J. Biermann)

with the 70th ISRW was not her first experience as an embedded medic providing operational medicine support. During her active-duty service, she was assigned to the White House where she performed a similar role.

"Reservists do a great job of augmenting the full-time staff, providing needed support to the Airmen of this wing," she said. When asked about a typical day for her, she said, "We really follow a 'hallway medicine model,' holding casual conversations and building trust with the Airmen in the organization."

Johansen said being embedded helps eliminate barriers to seeking care.

"In the ISR world, Airmen are working in secure spaces and their job requirements make it difficult to leave their building," she said. "By being embedded in the wing, Airmen open up and interventions occur much quicker."

She added there is a sense of trust operators may not get without embedded support.

"When we can bring services to them it gets them back on the mission quicker," she said.

Maj. Terrance Walker is another IMA psychologist supporting resiliency within the 70th ISRW. Like Johansen, Walker came to this position with prior active-duty service. He has been an IMA for about two and a half years.

In addition to his active-duty service, where one of his previous positions was chief of a mental health clinic, he brings additional unique experience from his private practice to his embedded medical team.

"Although IMAs are not full-time resources, they are regular faces the Airmen of the ISR wings see on a regular basis,"

Walker said. "This places the IMAs on these teams in the great position to serve these Airmen in performing consultations and evaluations."

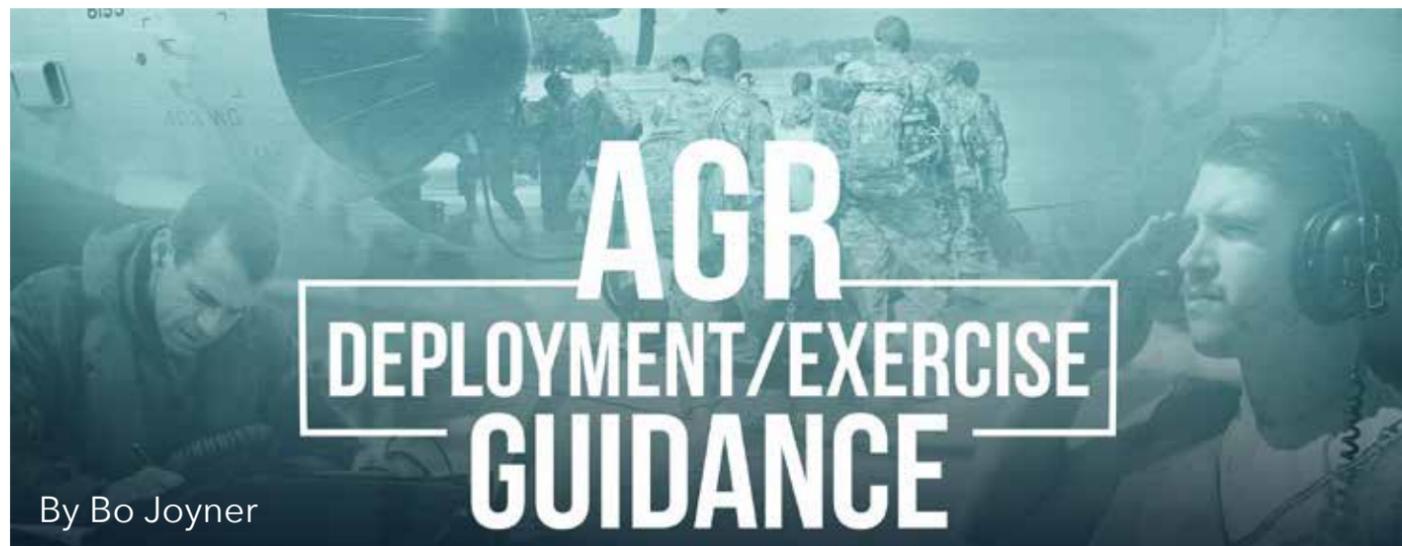
Lt. Col. Robert Baltzer is the wing surgeon for the 70th ISRW. He is the senior active-duty medical representative for his organization and leads the medics on these embedded teams.

"We provide small 'c' counseling and small 'c' care, meaning more informal support of Airmen in the wing in an attempt to build trust and rapport with the wing Airmen to better address their needs," Baltzer said.

When asked about the benefits of having Reserve medics working for him, he said they contribute directly to the readiness and deployability of Airmen due to the relationships they have built, getting people out the door when called.

Success in any effort cannot be accomplished without strong leadership support. Brig Gen. Sharon Bannister, command surgeon for Air Combat Command, provided feedback on serving Airmen through operational medical support.

"The Air Force Medical Service is committed to transforming to meet the challenges of those we serve," she said. "Operational medical support, whether it be through embedded medics or creation of operation medical readiness squadrons, is intended to provide readiness-focused care to our uniformed personnel regardless of where they work to ensure the mission. Our goal is health through prevention which is best achieved through patient/provider partnerships. This effort is best achieved by leveraging our Reserve and Guard components as we are stronger when we work together." #ReserveReady #ReserveResilient #ReserveReform



## Command issues guidance regarding deployments, exercises for AGRs



Air Force Reserve senior leaders have clarified guidance for Reserve Citizen Airmen filling an Active Guard Reserve billet tasked to deploy or participate in a military exercise.

There are three categories of AGR Reservists – headquarters, recruiters and unit. Each category of AGR is called into federal active-duty status under Title 10 of the U.S. Code.

With Air Reserve Technician-to-AGR conversions occurring in Reserve wings, there are many more Reserve Airmen occupying unit-level positions as unit AGRs who are expected to be tasked for combatant commander requirements.

Unit AGRs provide full-time support to Reserve organizations, similar to the unit-level ARTs, for the purpose of organizing, administering, recruiting, instructing or training Reservists. Their duties may include being part of a Unit Tasking Code tasking, meaning they are expected to deploy in support of a combatant commander requirement. In that event, unit AGRs may, from time to time, be tasked to deploy or participate in a military exercise. Headquarters AGRs and recruiters typically are not encumbering a position that may be expected to deploy, but they can volunteer for deployment.

Reserve Airmen in AGR billets have deployed and participated in exercises for more than a decade.

“There has been some confusion in the past about the status of AGRs when they either deploy or participate in exercises and who should pay for the AGR’s participation,” said Brig. Gen. Stacey Scarisbrick, commander of AFRC’s Force Generation Center.

Reserve senior leaders expect the following guidance will clarify the AGR deployment/exercise process.

### AGR Deployments

“We deploy members who are serving in AGR billets after repurposing them.” Lt. Gen. Richard Scobee, chief of the Air

Force Reserve and commander of Air Force Reserve Command, said in a recent memo to senior leaders.

Airmen serving in AGR billets who go on to deploy will have their initial order which called them to active duty amended to include a repurposing statement for the time they are deployed. The FGC, AFRC’s Manpower, Personnel and Services Directorate (A1), Air Reserve Personnel Center and Financial Management Directorate are all involved with ensuring the amended AGR order reflects the time an AGR is repurposed.

Members occupying an AGR billet who are called to support a validated combatant commander requirement, including missions like cyber, remotely piloted aircraft or space, which is supported by a contingency, exercise deployment (CED) order, regardless of location, will have their AGR orders amended.

This change repurposes the order from “organize, administer, recruit, instruct and train” to a call to active duty in support of the named contingency operation or other validated requirement.

“The deployment process remains the same despite personnel status. Combatant commander requirements are paired with our Reservists during the mobilization process in order to meet mission requirements” Scarisbrick said.

“This amendment ensures there is not a break in the AGR order to avoid disruptions to the member’s pay and entitlements,” Scobee said. “Finally, it serves as the source document for the active-duty Air Force to track funding of these operational requirements for audit purposes.”

### AGR Exercise Participation

“We have received several questions as to whether AGR exercise participation follows the same guidance as outlined for AGR deployments,” said Brig. Gen. Anne Gunter, director of personnel for Headquarters Air Force Reserve. “It does not.”

## AIR RESERVE PERSONNEL CENTER

### ARPC introduces online retirement application tracker

By Maj. Joe Simms

Headquarters Air Reserve Personnel Center recently introduced a virtual tracking status bar for Guard and Reserve members to monitor the status of their submitted retirement application.

The status bar provides the applicant a real-time snapshot of the status of their application. The status begins with “Coordination” following a successfully submitted application, to “Sent to DFAS” for initiation of retirement pay, and finally “Completed” at the conclusion of all retirement actions.

To view the status bar, applicants must navigate to the Action Request tab in the Virtual Personnel Center and select the Retirement Application Status link in the Retirements section.

“The virtual status bar was created to meet the needs of our customers,” said Rob Poe, Headquarters ARPC retirement supervisor. “We see a large amount of calls to the Total Force Service Center and myPers inquiries regarding the status of retirement orders. This status bar will allow retirees to get immediate updates on their application and provides an element of transparency to the process.”

The retirements section at Headquarters ARPC processes more than 10,000 retirement orders annually. These include orders for Airmen eligible for Reduced Retired Pay Age, active duty and AGR retirements, and retirements for Reservists and Guardsmen approaching age 60.

The first step for Airmen to apply for retirement pay is to submit DD Form 2656 through the automated system found in myPers. The completed form is then submitted to a retirements technician who conducts an audit on the member’s service history and other contributing factors relevant to retirement pay.

Once the audit is complete and the retirement order is produced, the retiree is able to download a copy of the retirement orders from myPers while Headquarters ARPC forwards a copy to DFAS for processing of payment.

“One of the great features the tracker provides is not only status updates here at HQARPC, but updates as the application passes through the system at DFAS,” Poe said. “Once the application is approved and is sent to DFAS, the tracker

provides an ‘Ask DFAS’ reference number enabling the retiree to inquire with DFAS on the status of their retired pay.”

The visual tracking status bar is the latest in a number of innovative programs Headquarters ARPC has developed with the customer in mind.

“Applying for retirement pay is a once-in-a-lifetime event. We cannot expect the customer to be the expert so we’re working to make the process as user-friendly as possible,” said Col. Ashley Heyen, director of Personnel and Total Force Services Directorate. “The automated application process, the reduced retirement pay age application, and now the status bar are all examples of how (Headquarters) ARPC is creating innovative solutions to provide outstanding customer service for retirees.”

For additional information on the retirement pay tracker, visit the retirements sections on myPers. The ARPC website also provides resources for individuals approaching retirement pay age.

*(Simms is assigned to the ARPC public affairs office.)*

When the active-duty Air Force requests AGRs to support an exercise, active-duty Air Force appropriations may be used to cover the travel and per diem costs of participation.

“Therefore, while performing this duty, they will remain on their current AGR order,” Gunter said. “AGR order amendment is not required since the exercise participation does not rise to the level where it will interfere with their primary ‘organize, administer, recruit, instruct and train’ responsibilities. As such, their military pay will continue to be funded by the Air Force Reserve. However, the active-duty Air Force may pay for operations and maintenance, travel and per diem costs for exercises hosted by the active-duty.”

This policy aligns with the guidance in Air Force Manual

65-605, Vol. 1, which provides guidance for sourcing appropriations for Air Reserve component activities.

“The FGC Security Cooperation and Exercise Division will ensure our AGRs and all Reserve personnel execute exercises in the appropriate status in line with the overall goal of the right units receiving the right training at the right time,” Scarisbrick said.

For all other statuses – traditional Reservist, individual mobilization augmentee and ART – deployment/exercise orders and requirements have not changed.

Reserve Citizen Airmen with questions should contact their Installation Personnel Readiness office or the AFRC/A1RR work flow at [afrc.a1rr@us.af.mil](mailto:afrc.a1rr@us.af.mil). #ReserveReady #ReserveReform

# NEWS

you may have missed

## Employee Assistance Program has new phone number, website

By Bo Joyner



The Air Force Employee Assistance Program, EAP, has a new phone number and website.

EAP is a professional service that provides information, consultation, problem-solving counseling, resource identification and support to all Air Force civilian employees and their immediate family members.

“EAP will continue to provide the same services and same access to care provided in the past 24/7 via telephone, website or in person,” said Lisa Matney, Air Force Reserve Command’s community support coordinator. “What has changed is how to access the program.”

The new number is 1-866-580-9078. The new web address is [www.AFPC.af.mil/EAP](http://www.AFPC.af.mil/EAP). Once on the website, civilians and their family members will need to scroll to the bottom of the page and click on the Civilian Employee Assistance tab to access EAP services.

“Life can be hard and sometimes we need to ask for help,” Matney said. “EAP has experts available to help with any of the

challenges life may throw at you, whether it’s family problems, loss of a family member, mental health, work tempo or any of the other personal challenges that might knock us off balance.”

EAP’s mission is to enhance employee and workplace effectiveness through prevention, identification, and resolution of personal and productivity issues.

All support is provided on a confidential basis and can be done via telephone or face to face with a local provider.

“I encourage civilian employees to save this new number and website,” Matney said. “Share them with your family members and co-workers and use it when you need it. It was created to help you.”

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## ARPC fax services have ended

The Directorate of Personnel and Total Force Services at HQ Air Reserve Personnel Center, Buckley Air Force Base, Colorado, eliminated all inbound fax (short for facsimile) services Jan. 30. Programs managed by the following work centers will be affected by this change:

- Retirements
- Separations
- Evaluations
- Education
- Career Management
- DD214 Creations
- Awards & Decorations
- ARC Separations
- Points

In lieu of using facsimile services, please visit <https://myPers.af.mil> to request assistance and/or submit documents via the ‘Contact Us’ link.

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## Air Force Aid Society Education Grant Program opens for upcoming academic year

Secretary of the Air Force Public Affairs



The Air Force Aid Society's General Henry “Hap” Arnold Education Grant application window is now open for the 2020-2021 academic year. Eligible recipients have until April 30, 2020, to submit applications.

The General Henry H. Arnold Education Grant program dates back to 1988. Since the program’s inception, 111,654 students have received more than \$172 million in education assistance through grants ranging from \$500 to \$4,000 based on need. Eligible recipients include dependent children of Air Force members currently on active duty (including Title 10 reservists and Title 32 guard), in retired status or deceased. Spouses of active duty service members and surviving spouses of active or retired service members are also eligible.

All applicants must be enrolled as full-time undergraduates at an accredited college or university during the 2020-2021 academic year and are required to maintain a minimum 2.0 grade-point average.

“Our Hap Arnold education grants are the centerpiece and gateway to all of our education programs at AFAS,” said retired Lt. Gen. John D. Hopper Jr., Air Force Aid Society CEO. “Applying for the grant program opens the door to our scholarship program and no-interest education loans.”

A select group of incoming college and university freshmen who complete the General Henry “Hap” Arnold Education Grant application with a 4.0 GPA will be notified to apply for the AFAS merit-based, \$5,000 achievement scholarships. A minimum of 10 scholarships is awarded annually. To date, AFAS has awarded 275 merit scholarships totaling more than \$1 million. Eligible students can also apply for up to \$1,000 to help fund reimbursable out-of-pocket education expenses.

For more information on eligibility for all of these programs and to access the Arnold Education Grant application, please visit [www.afas.org](http://www.afas.org). The application submission deadline is April. Students are encouraged to apply early.

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## Avoid these common awards and decorations mistakes

HQ ARPC Public Affairs

Awards and decorations are one way senior leaders recognize outstanding performance and play an important role in an Airman’s career progression.

In order to ensure seamless and expedient processing by HQ Air Reserve Personnel Center, members are encouraged to avoid these four common errors.

### \* Digital signatures do not match the signature block

The approving official, or delegated designated official who meets the conditions set forth in Air Force Manual 36-2306, must digitally sign the decoration in vPC, and the same individual’s signature must appear at the bottom of the certificate.

The approving official must also prepare the certificate, citation and special orders, sign the certificate, distribute the original and copies of the certificate, citation and special orders, and retains and disposes of the recommendation file. (Ref. AFMAN 36-2806 para A.4.1)

### \* The use of acronyms

Abbreviations and acronyms are not to be included in the citation. (Ref. AFMAN 36-2806 para. A3.4.3.3.1)

### \* Operations, rank, titles and names mistakes

The use of commonly identified code names is acceptable in citations, such as Red Flag or Operation Enduring Freedom.

Do not use any abbreviations other than Jr., Sr., II, III, etc. following the member’s name.

For compound grade titles, such as First Lieutenant, Master Sergeant, Lieutenant Colonel, spell out the complete grade title in the opening sentence and then use the short title in the body of the citation. Short titles include Lieutenant, Sergeant and Colonel for the previous examples.

Reflect the title “Chaplain” as “Chaplain, full grade, full name” such as Chaplain, Lieutenant Colonel Frederick Thompson in the opening sentence. Thereafter, the recipient may be referred to as Chaplain Thompson.

Ensure the common identified code name and/or the award recipient’s name is not split on two separate lines in the citation. (Ref: AFMAN 36-2806 para A5.1.6)

### \* Numeric designators not used or incorrectly used

Numeric designators of units should read like these examples: 315th Airlift Wing, 23rd Wing or 4th Air Force. Not 315 Airlift Wing, 23d Wing, or 4 Air Force. (Ref: AFMAN 36-2806 para A5.1.7)



**Combat Power:** *The active duty 388th and Reserve 419th Fighter Wings conducted an F-35A combat power exercise at Hill Air Force Base, Utah, in January, launching 52 F-35A Lightning IIs in rapid succession. As the Air Force's only combat-capable F-35A units, the wings must be prepared to launch any number of aircraft to support the national defense mission at a moment's notice.*  
(R. Nial Bradshaw)

