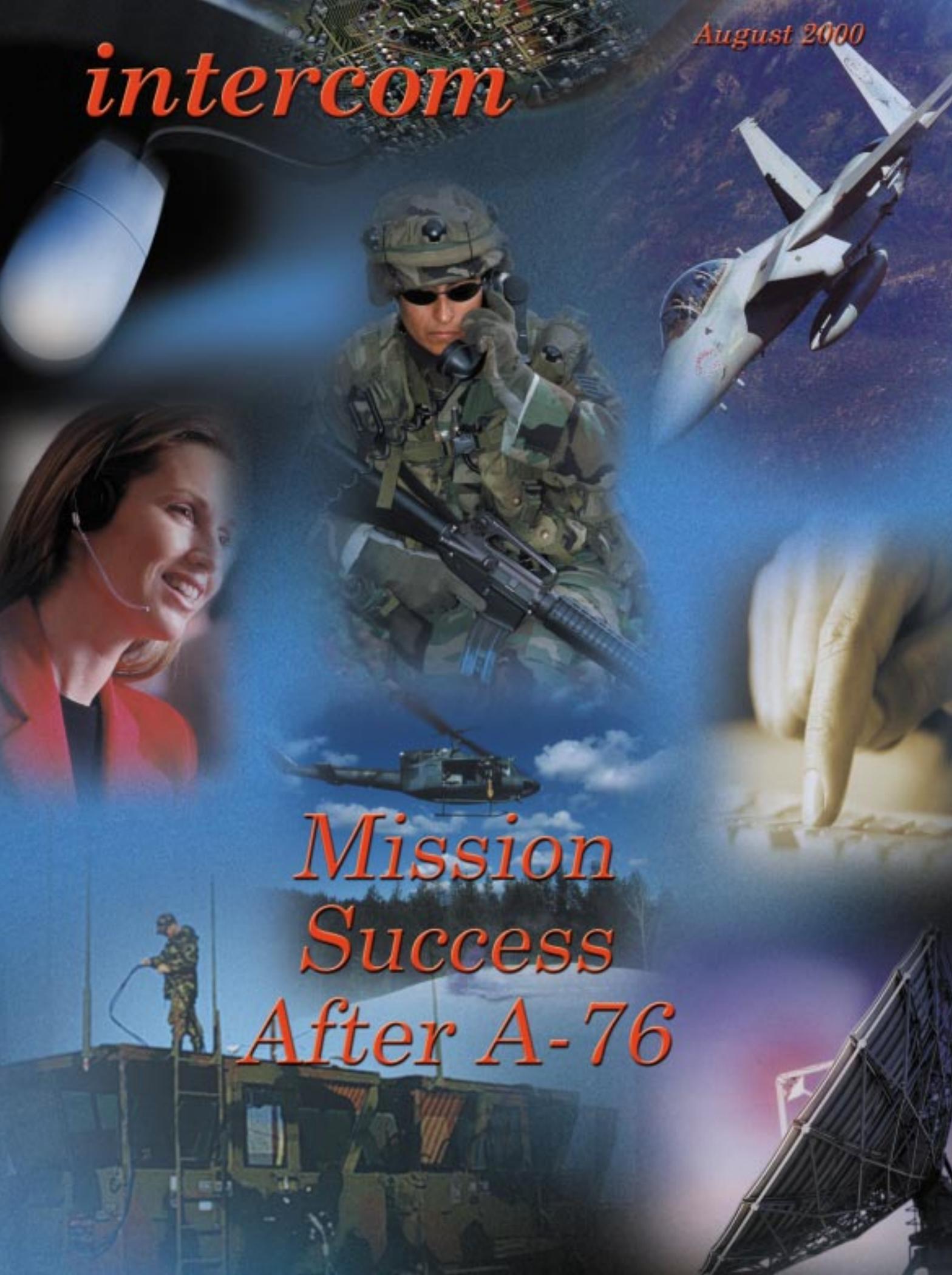


August 2000

intercom



*Mission
Success
After A-76*

intercom

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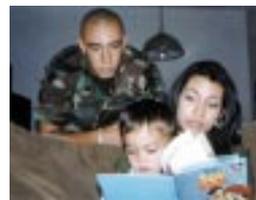


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This month's issue highlights Air Force mission success after CS&P.



Cover by Tech. Sgt. Michael Leonard

Strategic sourcing adds new dimension to CS&P

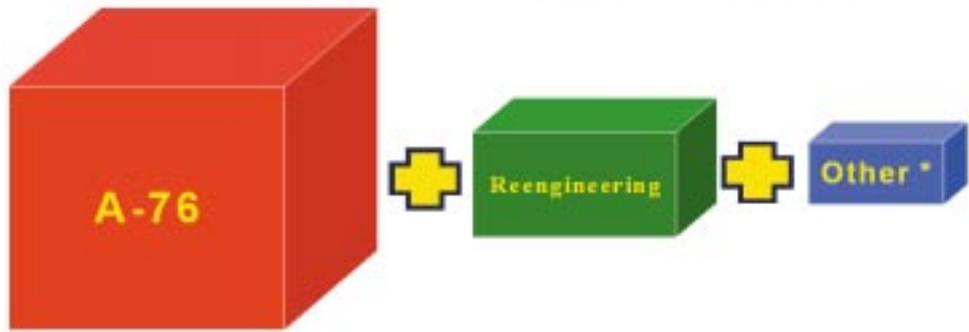
By Lt. Col.
Larry Sampson
Headquarters Air Force
Communications
and Information Center
CS&P Office
Washington

Today's dynamic and challenging Air Force manpower environment calls for innovative solutions to force structure funding problems. On one hand, more people are needed to fill combat positions. On the other hand, additional reductions are required to reach cost savings goals, while recruiting and retention shortfalls leave newly authorized positions unfilled.

In late 1997, the Air Force initiated a plan called Jump Start to address some of these issues and divert more manpower from support (tail) to warfighter (tooth). The primary means chosen to achieve Jump Start goals was competitive sourcing and privatization. At the direction of the Department of Defense, economies realized with existing end-strength reduction tools, such as reengineering, could not be counted. When recent Air Staff analysis determined that CS&P alone would not get the job done, the Air Force initiated a new strategy called strategic sourcing.

Strategic sourcing, simply stated, combines CS&P with reengineering, divestiture and best business practices. While A-76 cost comparison studies and CS&P focus on identifying functions that can be performed more efficiently by commercial entities, strategic sourcing

WHAT IS STRATEGIC SOURCING?



- July 99 DRB Was Strategic Sourcing Catalyst
- A-76 is the Foundation
- Use Reengineering/Other When Competition is Not an Option
- * Includes divestiture, privatization, best business practices, etc.

(Figure 1)

adds the requirement for functional areas to seek efficiencies in their inherently governmental and commercially exempt functions.

While CS&P remains the foundation of the strategic sourcing program (Figure 1), now any manpower savings realized through these internal efficiencies can be counted toward Jump Start goals through FY 2003, as well as manpower and dollar savings through FY 2005. In short, strategic sourcing adds a new dimension to CS&P by expanding the scope of the search for efficiencies to encompass not only external, but also internal, possibilities.

Strategic sourcing became necessary when the past two reviews of commercial activities failed to meet personnel and funding targets. The importance of reemphasizing review of internal functions becomes clearer when you consider that about 20 percent of communications and information authorizations are consid-

ered commercial, while approximately 64 percent are inherently governmental and 16 percent commercially exempt. Strategic sourcing requires Air Force functional communities to consider virtually all approaches to potential savings. This includes taking a closer look at inherently governmental and commercially exempt activities to see whether they could be reclassified as commercial, as well as considering the use of reengineering, divestiture and best business practices.

While major commands await official strategic sourcing guidance, one certainty is CS&P and strategic sourcing will remain complex and demanding issues. When the comm and info community is given its quota under the strategic sourcing game plan, we'll be expected to do our part to help achieve the savings needed for the Air Force to meet its major goals regarding readiness, quality of life and modernization.

AFCIC addresses CS&P questions

By Lt. Col. Larry Sampson
Headquarters Air Force Communications
and Information Center CS&P Office
Washington

Here are answers to some of the more frequently asked questions we receive on competitive sourcing and privatization.

Q. "How successful has CS&P been?"

A. At Air Force level, let's start with a look at why we're doing this. First, the Quadrennial Defense Review set targets for military and civilian end-strengths. Second, Annual Planning and Programming Guidance, which is the Air Force's roadmap to achieving future mission capabilities, drove the need to become more efficient, reduce personnel, and apply savings to force modernization. In that vein, CS&P has succeeded in paying the Expeditionary Air Force manpower bill, while preventing arbitrary manpower reductions.

At field level, there've been mixed signals. CS&P has had some negative impacts on morale, with people asking, "Are we viable?" The answer to that question is a resounding, "Yes!" Regarding performance of contractors and most efficient organizations, several bases have given them a rating of 7 or slightly higher on a scale of 1-to-10. Two other bases gave it a lower rating of 4.5.

Poor performing contractors and MEOs can be avoided by getting involved; understanding the process and language; uncovering problems and causes, and fixing them; and spreading the word. Another key is to ensure good definition of performance work statements, and statements of work. Be sure to specify what you want, because if you don't ask for it, you probably won't get it.

A wealth of training is available to assist you in these areas. For instance, the Air Force Manpower and Innovation Agency, at DSN 487-8238, ext. 3128, offers training at no cost to major commands in PWS, SOW, MEO development and A-76 (studies to compare the projected costs of work performed internally and by contractors).

Q. "What are some of the concerns regarding outsourcing?"

A. We must maintain close vigilance of CS&P activities. We've scrutinized communications and information functions we believe are inherently governmental or otherwise exempt from outsourcing in order to maintain mission readiness. Some examples are quality assurance evaluators, two to five government personnel for information protection, and due to unfavorable rotation index concerns, telephone maintenance technicians. We also watch carefully to avoid further

unfavorable rotation indexes within a communications and information AFSC. We need to conduct analysis on completed and on-going outsourcing activities, on a continuing basis, to determine if it's having a negative impact on our EAF responsibilities. Over the past year, we acquired a 950-person communications and information manpower plus-up to meet our EAF tasks. We vigorously monitor the EAF taskings and outsourcing activities to maintain the proper balance.

Q. "What are some of the lessons learned from A-76 activities?"

A. A-76 is complex, difficult, emotional and here to stay. Effective leadership, at all levels, is essential to the development and performance of most efficient organization or contractor support. Functionals must be fully aware of performance work statement maintenance and compliance responsibilities, and develop and use a quality assurance surveillance plan.

Missions should not be allowed to fail trying to stay within a MEO. There are procedures for adjusting workload and the MEO accordingly.

MEOs are expected to work within the PWS requirements. It's not business as usual. MEOs need to stay competitive. Non-compliance will require re-competition. You must think and operate like a contractor.

Planning is important. Develop realistic milestones and stick with them.

Dedicated full-time personnel who can start and finish the PWS is essential. Loss of PWS team members requires retraining new ones and takes time.

Ensure all PWS taskings can be costed out in man-years and dollars. Partnership with employee union members is necessary early on.

Senior leadership must communicate, communicate, communicate!

Be creative and innovative. Think like a contractor in order to be competitive.

Personnel must develop a "can win" attitude.

Early training is essential in the A-76 process, and in MEO and PWS development.

Partner early with the local manpower, civilian personnel and contracting offices.

Ensure security clearance information is clearly stated in the SOW. MEO and contractor must comply on day one of contract start. Remember, "You get what you ask for in your SOW!"

Well-written position descriptions are essential.

Require a 30-90 day orientation period for the contractor and some government employees to work side-by-side until the contractor is up to speed.

Q. "What do you see for CS&P in the future?"

See FAQs Page 6

Force Management Database is CS&P resource for leaders

By Steve Koluch

*Air Force Communications Agency
Scott Air Force Base, Ill.*

The Force Management Database is the Air Force Communications and Information Center's key management tool for identifying effects of A-76 efforts on communications and information career fields. This article describes FMD's evolution, uses and structure.

FMD was originally designed to help Air Force Communications Agency career field executive agents deal with comm and info force structure issues. Today, FMD, which is maintained by AFCA, has evolved into a unique capability to merge manpower, commercial activity, military and civilian personnel data to answer many standard and ad hoc questions. It integrates a variety of data sources, allowing complex analysis of manpower resources and examination of personnel trends.

The primary customers of the CS&P portion of FMD are the Air Force director of comm and info; AFCIC's Force Management Division; and AFCA's Manpower and Unit Support Division, and Force Management Division.

The AFCA Competitive Sourcing and Privatization Branch uses FMD to identify positions in completed and in-progress studies. While position data can be summarized in a number of ways, the most common queries look at the number of comm and info positions in specific studies. Data is summarized and reported to the Air Force quarterly. The information serves as a basis for determining whether to approve proposed study packages.

In addition to quarterly reports, the AFCIC Force Management Division requests a variety of ad hoc queries. During the period a study is being considered for approval by the Air Staff, a rotation index query may be requested, highlighting the effect approval of the study would have on the overseas rotation index. The goal is to have a minimum of 1.8 positions in CONUS for every overseas position.

The AFCA Force Management Division uses FMD query results to perform force mix determinations and project future force requirements for the comm and info

officer, enlisted and civilian specialty structure.

Primary sources of data for FMD are the Commercial Activities Management Information System and the Manpower Data System. CAMIS provides data on study status and the number of positions in all completed and in-progress studies. MDS provides position numbers, AFSC data, and other manpower fields for each authorization. When combined in a query in FMD, a specific position can be identified as being under study. Accurate MAJCOM inputs to CAMIS and MDS are essential for FMD to produce meaningful data.

The Microsoft Access structure of FMD has evolved along with the demands placed on the system. A wealth of information is available in seven major categories:

Manpower Position Data is an extract of all funded and unfunded comm and info military and civilian positions from the master MDS.

Contract Manpower Equivalent Position Data includes comm and info data from the master MDS for functions under contract.

Commercial Activities Study Data outlines authorization records on all completed and in-progress commercial activities studies, including both cost comparisons and direct conversions.

Commercial Activities Study Position Data includes specific positions under study data from MDS, and specific study project IDs from CAMIS. This interface allows AFCA to query all studies for specific information, such as how many of a specified AFSC are involved in specific studies.

Personnel Accounting Symbol Data is organizational data by installation, parent MAJCOM, etc., for units that have or will have personnel assigned.

Hierarchy Data is used with either the Manpower Position Table or the CME Position Table to show the number of positions by organizational level (entire Air Force, numbered air force, group, etc.), including all subordinate units.

Defense Civilian Position Description Data extracts comm and info civilian personnel data files from the



See FMD Page 9

AFMIA relies on users to identify A-76 training needs

By Becky Cooper

*Air Force Manpower and Innovation Agency
Operations and Training Branch
Randolph Air Force Base, Texas*

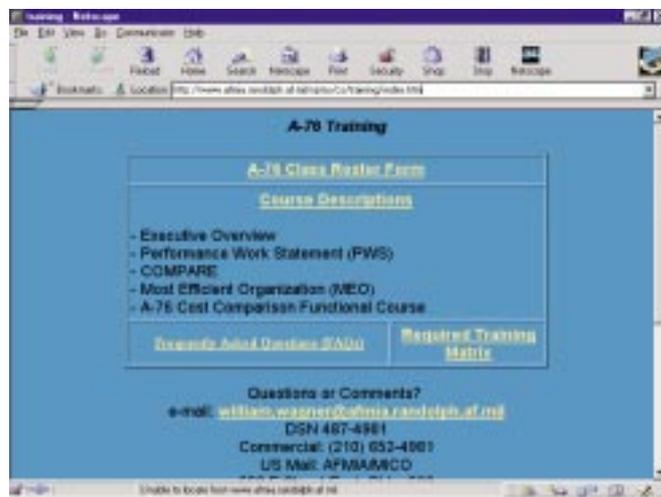
Since April 1997, the Air Force Manpower and Innovation Agency's Operations and Training Branch (MICO) has managed the Air Force A-76 Training Program, including execution of more than \$7.5 million. Civilian contractors have traveled to Air Force installations worldwide to provide on-site training for more than 8,800 Air Force personnel.

The focus for the past three years has been primarily on providing just-in-time training for anyone actively involved in A-76 cost comparison studies. The type of training has changed each year to accommodate field requirements. MICO surveys major commands, field operating agencies and direct reporting units annually to determine requirements for existing courses. Results are consolidated in an Air Force A-76 training plan that provides the basis for the FINPLAN input.

MAJCOMs are also requested to identify training gaps, which helps MICO find potential commercial training sources through a precise evaluation process that ensures optimum training quality, and equal opportunity for civilian trainers to provide the service.

For example, AFMIA is evaluating sources for Technical Performance Plan training, a requirement identified in the FY 2000 survey. In addition, MICO has partnered with SAF/FM to obtain Independent Review Officer training for the financial management functional community. We hope to have these courses available in October.

Program offerings have grown from three to six



courses, including A-76 Executive Overview; Basic A-76 Cost Comparison (Functional); Performance Work Statements and PRD Development; Most Efficient Organization Development; COMPARE Software; and Basic Contracting Overview, our newest course.

To help AFMIA determine training requirements, MAJCOMs, FOAs and DRUs have appointed A-76 training points of contact, who work closely with installations to determine their needs, and then with AFMIA to update the Air Force plan. When funds are received, MICO contracts classes in accordance with the plan. Personnel at base level seeking A-76 training should first contact their Base Manpower Office, who will notify the command POC. It's that simple.

More information on A-76 training is available on our Web site at <http://www.afmia.randolph.af.mil/xpms/cs/training/index.htm>, or by calling Lynn Moussette, DSN 487-8238, ext. 3128.

FAQs

From Page 4

A. CS&P will continue to be a challenge for the foreseeable future. With that in mind, we're committed to doing our fair share to meet Office of the Secretary of Defense-mandated end-strength reductions, potentially involving another 14,000 Air Force manpower losses. While the eventual impact on the communications and information community is unknown, we're determined to keep our career field viable. One

way to minimize unfavorable impacts of force reductions is with proactive career field management. Continued MAJCOM support of CS&P accounting is also essential for effective oversight of CS&P activities.

Our quarterly MAJCOM communications and information video teleconferences focus on lessons learned, CS&P statistics, and guidance to ensure corporate review of CS&P activities. A revised competitive sourcing strategy, called Strategic Sourcing, although maintain-

ing high degree of emphasis on A-76, will place more emphasis on reengineering, divestiture, privatization and best business practices to meet the challenges of readiness, quality of life and modernization.

With or without CS&P, the bottom line is: We retain our mission responsibilities.

If you have questions or concerns regarding CS&P activities at your base, first contact your MAJCOM, which will contact us if further assistance is needed.

It's time to make CS&P a core competency

By Lt. Col. Merrily D. Lallo
Headquarters Air Force Space Command
Peterson Air Force Base, Colo.

It's not leading edge technology, it's not really exciting or glamorous, and it's not even found in *Wired* magazine, but competitive sourcing and privatization is becoming a mainstay in the communications and information community. Accordingly, comm and info professionals must fully embrace the outcomes of CS&P as a community. Once commercially sourced, we can't easily go back. Our only options lie in re-competitions, which then continue indefinitely. So we must make CS&P a comm and info core competency.

By 2001, Air Force Space Command will have its eight base-level communications squadrons either under a commercial contract or a government most efficient organization. Five squadrons were completed in 1998, with the 30th CS, Vandenberg AFB, Calif., and the 50th CS and 850th CS, Schriever AFB, Colo., going to contract, and the 45th CS, Patrick AFB, Fla., and 21st CS, Peterson AFB, Colo., going MEO. The remaining three squadrons, including the 341st CS at Malmstrom AFB, Mont.; 721st CS at Cheyenne Mountain, Colo.; and 90th CS at F.E. Warren AFB, Wyo., will send out requests for proposal by year's end. When final numbers are tallied, 60 percent of billets in AFSPC communications squadrons will be competitively sourced.

Not all MAJCOMs will be competitively sourced to the same level as AFSPC, but all MAJCOMs will feel the effects. So we must take a hard look at how this will impact our entire community. Three areas need to be addressed: professional training, management of skill levels, and future perceptions.

Training. Basic acquisition concepts of commercial sourcing must be added to our initial communications training. Our new lieutenants have a strong chance of becoming a quality assurance evaluator in a commercially sourced communications squadron during their first and future assignments, meaning they should be taught the basics in professional development courses. Right now many are not. In addition, there's a strong chance our field grade officers will become commanders of commercially sourced communications squadrons, and they should know acquisition and contracting concepts before they direct and work with contractors on a daily basis. And our MAJCOMs should have staffs familiar with the basic acquisition concepts

before setting policy and guidance in competitive sourcing.

Considering our enlisted force, a short block in 5 and 7 level courses will assist them in the day-to-day working relationships with contractors. As the Air Force continues down the competitive sourcing path, our community must incorporate these principles into comm and info training.

Skill Level. The Expeditionary Aerospace Force concept requires every Air Force individual to have an assignment for potential support of an Aerospace Expeditionary Force. Anyone assigned to commercially sourced communications squadrons must be able to maintain the necessary skills. AFSPC is starting to see an impact, especially within the 3C (communications – computer systems) career field. Functional managers at AFSPC can now only accept generic 3C

CS&P

AEF taskings. The 3Cs in both our commercially sourced and MEO squadrons do not qualify for many of the line remarks common in many taskings. As more MAJCOMs competitively source, we must determine who will take the specialized 3C AEF taskings. Can Air Combat Command, U.S. Air Forces in Europe and Pacific Air Forces accept the lion's share? If not, we have two alternatives: We must either rewrite our contracts to allow our technicians hands-on experience with the equipment, or establish additional specialized training for those scheduled to deploy.

Perceptions. What are the perceptions for comm and info professionals heading into a competitively sourced squadron? Will it be hailed as another challenge, or will it be frowned upon as non-operational? Will command of a competitively sourced squadron potentially hurt an officer's career, or will it be regarded as another desirable set of skills? The bottom line is: In order to be successful today, we must be able to function and flourish in a competitively sourced environment. Leadership must articulate the purpose and benefits of CS&P, and clear up misconceptions to ensure all personnel understand their role in this new environment. Maybe then, future perceptions will not be an issue.

In conclusion, the importance of proficiency in CS&P has continued to grow in recent years. With this in mind, all members of the comm and info community must receive professional training in basic acquisition and contracting principles. Since CS&P is here to stay, we need to fully embrace all aspects of it by incorporating it into our core competencies.

Legal office shares CS&P advice

By Fritz Mihelcic

*Air Force Communications Agency
Scott Air Force Base, Ill.*

Competitive sourcing and privatization involves transfer of work performed by Air Force personnel to a contractor. Under the rules of the game, the contract becomes the controlling document. The ability to have personnel accomplish other duties as assigned goes away, to be replaced by a written description of specific services to be performed. This article outlines questions and ideas for contemplation when dealing with CS&P issues.

Performance Work Statement. This is the cornerstone of the contracting action. It sets the stage for the level of performance you require, and expect, during the life of the contract. How much is enough? You aren't allowed to "gold plate" the PWS, asking for everything under the sun. You must stick to minimum requirements of the government, but include everything the function entails. Leaving something out could cost the government later, if the work must be done and the contract doesn't cover it. Contract modifications are rarely, if ever, cheap.

Here's where new emphasis on performance based contracting comes in. Remember your total quality management class, when you had to flow-chart the "simple" process of getting out of bed in the morning and going to work? When you think about it, that action could take literally hundreds of steps. How many would you include in a PWS? The answer is, "None." You include **what** has to be done, but not **how**. So your PWS could state the requirement as, "Get to work." How it's done is left to the creativity of the doer. It's a tricky balancing act.

Other Duties as Assigned. If you contract out, remember the contractor is only going to do work required in the PWS. There won't be any blue suiters around to take care of other duties, such as a GI party to prepare for a distinguished visitor. Make sure you capture the actual requirements, then take a good look at what's being done by government personnel. Can you afford to lose those "other duties?"

More or Less Work. Military and civilian employees sometimes do more, and at other times less, depending on the circumstances. There are checks and balances that go along with that. However, the contractor's standard of performance is dictated by the PWS alone. If a contractor does more than required to get a project finished, there could be a claim for additional money to cover the extra work, or the effort to go the extra mile.

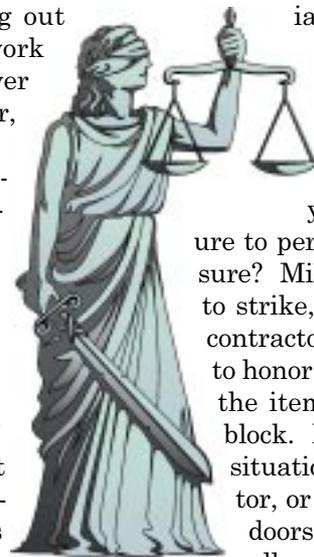
If the contractor provides less than is required, we can't let it go and hope more is done later. A lowered standard of performance could jeopardize the contract, possibly putting it into default. If this happens, you find yourself without a contractor, and have to re-compete the entire contract. And since you won't have additional people, how will the work get done while you're waiting for a new contractor to pick up the baton?

Contractors in the Area of Responsibility. One theme of CS&P is to streamline our work force to retain only those "inherently governmental" duties. Warfighting certainly comes to mind. We wouldn't expect a contractor to bear arms side-by-side with our warfighters, so the brunt of CS&P should theoretically be in the support activities. But what happens when the activity is co-located in the AOR? Contractors can leave if the situation gets hot. What happens when they do leave, and our troops don't have the support they are expecting? In addition, under the Law of Armed Conflict, we're required to protect civilians and keep them out of harm's way. Should we split our forces, so that one part takes on the enemy and the other part protects the contractors? Hardly a way to fight a war!

Strike or Business Failure. Although many people will say it won't happen, can your installation weather a contractor's failure to perform as a result of a strike or business closure? Military and civilian employees aren't allowed to strike, so the issue doesn't come up. However, a contractor's workforce has the right to strike, or even to honor another company's picket line. Think about the items you are putting in the Contracting Out block. Do you have a contingency plan for a strike situation? The same holds for a bankrupt contractor, or one who just decides to close the company's doors. You may have legal remedies to eventually recover your costs, but in the meantime, will you be able to complete your mission? For skeptics, remember that no one ever thought UPS would go on strike, or that it would have such an adverse impact on the nation's businesses.

Day-to-Day Dealings with Contractors. Contractors are not government employees. They operate under different rules and report to different bosses. If you are a supervisor, remember while they work **with** you, they do not work **for** you in the way they would as government personnel. If you direct a contractor to do something not listed in the PWS, not only could the government be on the hook for additional money, but you might be held personally responsible for the cost of the additional work.

What about recognition for a job well done? For your employees, there are medals and awards, and you can share things like appreciation letters with them.



Unfortunately, letters of appreciation to contractors are frowned upon, and in many cases, forbidden. The contractor's rewards for a job well done are payment, a good report to the contracting officer at the end of the contract term, and establishing a favorable record of past performance for future contract competitions. Because PWSs are a different world, you need to know the rules of the game.

Conflicts of Interest and Contracting Out. The key to this issue is whether your participation in an A-76 process is "personal and substantial." If it is, post government employment contacts with potential offerors may not be permitted. Involvement is personal and substantial if you are the contracting officer or source selection authority; on the most efficient organization team; on the PWS team; on the technical evaluation team; or on the cost evaluation team

You are not considered to be personally and substantially participating if your only involvement in the source selection is providing information used by others to create an MEO or PWS; you only provide technical or administrative support; or you have no involvement in the source selection.

Can you be on the source selection evaluation team if it's your job that is being studied? The Comptroller General recently ruled that this is a conflict of interest. Your objectivity could be called into question, since your evaluation of potential contractors could directly affect your continued employment with the government.

What about having the same employees on the PWS team and the MEO team? This may be permissible, according to an opinion of the Judge Advocate General of the Air Force. Members of the PWS team can't influence a decision like source selection evaluators. Of course, there is the risk that being on both teams could lead members to state the government's requirements in a way that only the MEO could meet them. This could create an unfair advantage, or at least the appearance of one. If it did happen, it would surely be noticed by prospective offerors, and they could protest early

in the process. Because the potential for influence is low, you can probably use the same people for both. Given the manpower levels in most organizations, this is a good thing.

Maintaining Good Working Relations. While there are few clear guidelines for working side-by-side with non-federal employees, we can offer you our best common-sense advice. It's appropriate to maintain a cordial, but professional, relationship with contractor personnel. However, being friendly should not include exchanging improper confidences or information.

As human beings thrown together in a work environment, there's often a tendency to split into informal groups. This can prove detrimental, if carried too far. The apparent innocence of taking a coffee break with one contractor might be perceived by another as preferential treatment. At the individual level, this may be nothing more than a minor nuisance. However, at the organizational level, it could be the start of a lawsuit costing much more than hurt feelings. Again, to play it safe, be professional in your dealings with everyone. It's a short stretch to advise against socializing on a personal basis with contractor employees after work.

When disputes or issues arise among contractor employees or their employers, avoid getting involved, offering opinions or taking sides. Contractors can solve their own problems, and attempts by you to mediate could be regarded as undue government interference.

Bottom line: The key to maintaining good working relations is to avoid any appearance of impropriety.

Hopefully, these questions have raised your legal awareness of the A-76 process and CS&P. While you aren't expected to know all the answers, you need to be aware these questions exist. When they come up, you should contact your local judge advocate or contracting office for assistance. Successful PWS efforts demand teamwork (you, contracting and legal) before, and during, contract performance. (*Editor's Note: Fritz Mihelcic can be reached at AFCA.JA@scott.af.mil or DSN 576-3271.*)



FMD

From Page 5

Defense Civilian Personnel Data System.

The latest FMD enhancement is a MILPERS table for military personnel records, providing authorized vs. assigned figures for comm and info AFSCs. Future plans include an online application processing software, giving users a variety of modeling tools. Upcoming changes to the structure of CAMIS and MDS systems will allow further streamlining of FMD structure and more precise query results.

With more Air Force level emphasis on validating savings and costs of the A-76 process, additional fields from CAMIS will be routinely used in FMD queries.

As with all data systems, as the accuracy and standardization of MAJCOM inputs increase, so will the value of the information available through FMD.

In conclusion, FMD provides the "big picture" of both A-76 activity and force management for the comm and info community. FMD gives senior comm and info leaders more timely and accurate information on which to base decisions that will ensure our community continues to provide optimum integrated comm and info support to warfighters.

Reserve provides lessons learned from an enterprise approach to comm and info CS&P

By Dan Wedmore and Lance Wilson
Headquarters Air Force Reserve Command
Robins Air Force Base, Ga.

In 1996, Air Force Reserve Command announced A-76 cost comparison studies at all of its 13 host bases. As base operations support evaluations, these efforts included many support areas, combined with the communications and information management functions. The studies were delayed by the Small Business Administration appeal to designate potential contracts as small business set-asides. (*Lesson: SBA will also target A-76 studies.*)

AFRC comm and info units are manned with civilians. Civilian position descriptions and grades of these impacted civilian authorizations could not be changed, based on AFRC policy once studies are announced. (*Lesson: A-76 studies can affect ability to change civilian positions and PDs.*)

Since multi-functional studies are congressionally allowed four years for completion, this impact affected AFRC base comm and info support. (*Lesson: Temporary contractor support for base network operations is necessary to mitigate operations tempo.*)

In 1997, the HQ AFRC director of comm and info orchestrated an enterprise approach A-76 strategy for

comm and info, and advocated it through the command's A-76 Steering Group. It then obtained approval from AFRC/CC, AF/SC and AF/

XP to withdraw eligible AFRC comm and info functions from the BOS studies and reannounce a single enterprise-wide comm and info functions A-76 study, completed in March 1999. This effort also withdrew certain duties as inherently governmental. (*Lesson: If it makes sense, change is possible.*)

While awaiting approval, two AFRC bases completed their BOS studies and were sourced to contractors, so the enterprise study only captured the remain-

ing 11 base comm and info units under a single function, enterprise-wide statement of work, with two years allowed by congress for completion. Les-

sons learned from development of the SOW led to updated performance work statements for the two previously contracted bases. (*Lessons: Assure contracting understands the dynamic nature of the comm and info function and the possible need for contract modifications. Attempt to develop the best possible PWS and SOW to minimize modifications. Consult contracting early to take advantage of their expertise.*)

A review of current Air Force comm and info CS&P efforts found many study types, a variety of implementation methods (embedded separate base-level studies of all, part, or various combinations of the function), and a mix of results with unique contracts and in-house most efficient organizations for each location.

Given the dynamics of the comm and info function, it's important to be able to make command-wide changes, rather than having to modify separate contracts. Mixed or multiple contracts, and in-house MEOs, will increase oversight responsibilities and create nonstandard comm and info environments among bases. If included in a BOS study, other functional areas can cloud visibility of comm and info issues and relegate the "comm and info weapon system" to a relatively low level of significance. (*Lesson: If comm and info is part of a BOS study, ensure full visibility of the process and appropriate weighting of comm and info requirements vs. other functional issues when selecting a contractor.*)

For AFRC's comm and info community, the benefits of an enterprise-wide A-76 implementation include a single SOW, a single service provider, a single headquarters POC, a single POM/budget effort, and a uni-

*Lesson:
Consult contracting early to take advantage of their expertise.*



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Competitive sourcing and privatization: The tough decision

By Maj. Paula M. Lane
Air Force Space Command
Peterson Air Force Base, Colo.

Constantly decreasing military funding threatens to undermine the Air Force's ability to face future threats. The Air Force finds itself with aging weapon systems and not enough acquisition dollars to replace them. Air Force senior leaders must find ways to modernize and sustain existing weapon systems, while struggling to meet mandatory end-strength reductions.

The competitive sourcing and privatization program was established to address these issues simultaneously, with 20 percent of manpower dollars reprogrammed into force modernization. Leadership has to make the tough decision of which forces to sacrifice for the benefit of the whole. Although everyone plays a vital role in the success and prestige of creating the world's premier Air Force, cuts are absolutely essential ... in fact, mandatory!

Communications and information professionals can prove the sacrifice meaningful by ensuring mission success in this new environment. How we define our role will affect retention, our ability to maintain core competencies, and combat readiness.

It's easy to jump to the conclusion that because we in the communications and information business were chosen for outsourcing, the Air Force believes we are unnecessary, our contributions are meaningless, or that contractors can do the job better.

My work with the CS&P program over the past several years made it clear that those directly affected by CS&P studies often jump to this conclusion. Being assigned to AFSPC provides insight into the impact of CS&P on morale and retention.

Since 1997, we outsourced much of our communications and information workload at AFSPC bases. By 2004, we will replace nearly 60 percent of our active duty manpower in AFSPC communications squadrons. The impact is just as significant in other support functions throughout the command. This fact drove AFSPC to include two CS&P-specific items in the latest Air Force Chief of Staff Quality of Life Survey, with telling results:

Statement: *CS&P activities at my installation have impacted my decision to make the Air Force a career.*

Response: 60% of AFSPC respondents agreed (56

percent of officers, 61 percent of enlisted, 65 percent of civilians).

Statement: *I believe CS&P activities have limited my opportunities for career progression in tomorrow's Air Force.*

Response: 68 percent of AFSPC respondents agreed (59 percent of officers, 70 percent of enlisted, 77 percent of civilians).

These results made it clear that CS&P, regardless of its intent, has affected morale and retention, at least in AFSPC. This fact presents a unique challenge to AFSPC commanders and supervisors, especially in the communications and information arena. The same could ring true Air Force-wide as CS&P becomes more widespread.

We often assert that people don't enter or stay in the Air Force for the money. They stay for reasons far

We often assert that people don't enter or stay in the Air Force for the money. They stay for reasons far less tangible, such as sense of purpose, pride in the profession of arms, and a belief they're contributing to maintaining the strength of our nation.

less tangible, such as sense of purpose, pride in the profession of arms, and a belief they're contributing to maintaining the strength of our nation. If they lose the feeling of direct mission impact, and feel like they are easily replaced, then the incentive

to bail out into industry becomes significantly greater.

With CS&P, the risk is great that support for these intangibles will be lost. In addition, industry growth in our area of expertise has provided more exposure to outside opportunities that often sound more enticing than those afforded by the Air Force. Furthermore, there's no foreseeable technical slow down in the short-term, and industry is on the leading edge.

Compounding these circumstances is the perception that there's only "hard duty" left (such as deployments and combat communications). Without question, our people are highly motivated and dedicated, and have always gone the extra mile to support the mission; however, CS&P, combined with these other factors, can create an illusion of expendability. So, how do we re-install a sense of pride and purpose?

Obviously, we can't compete financially with civilian information technology firms. Instead, can we influence retention by redefining intangibles in the context of this new CS&P environment? I believe we can.

Contrary to popular belief, our role in a comm squadron after CS&P is not just as a quality assurance evaluator or program manager. In fact, our contribu-

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tion will be very challenging and exciting, and our impact on the mission just as significant. It's still our responsibility to understand and articulate mission requirements. Only now, we must find effective ways to inject them into the acquisition process. This involves:

1. Understanding the mission and prioritizing communications and information elements. The opportunity exists now more than ever to view the mission through the eyes of the operators, identify the dependence and relative priority of comm services to the wing's mission, and offer new and better ways to do business based on our functional expertise.

2. Understanding industry and business fundamentals because they are becoming a vital link. Through the acquisition process, industry becomes our customer, since we need to understand their paradigms in order to give them the information they need to create a common understanding of our warfighting mission requirements.

3. Understanding the acquisition process because it has become a new mechanism for mission accomplishment. This is vital to ensure the right decisions are made, and that we can still execute our responsibility of communication and information mission support—a new way of doing business.

The tough decision has been made to sacrifice in the short term to gain stability in the long term. The next "tough decision" rests with you. Will you stay or go? As for me, I've decided to stay, strive to make a difference, and make the tough decision meaningful.

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form approach to comm and info operations. This approach is expected to aid management oversight responsibilities, and improve comm and info staff effectiveness and support to the command.

Without a template to follow for an enterprise study, and with a lack of trained staff in comm and info CS&P, our comm and info staff members were assigned to various aspects of the study. (*Lesson: It takes an appropriately sized, dedicated staff. "Part-time" does not work.*)

The MAJCOM and base-level members of the A-76 team developed a SOW that captured commonality of comm and info support in the body of the document, and base specifics in separate technical exhibits, while coordinating a single level of service for all bases. A single service delivery summary defined minimum deliverable thresholds by focusing on major activities and key processes. (*Lessons: Start early on developing the SOW to allow time to coordinate with multiple locations and develop a single level of service. Include experts in all affected skill areas. Train comm and info staff on CS&P, and hire commercial expertise for independent submission and assessment to aid validation. Base-level inclusion in the process fosters wing buy-in. Breaking down A-76 macro-level milestones into micro-level milestones greatly enhances command efforts to keep the study on track.*)

After SOW completion, the team divided into three groups: technical evaluation; in-house MEO development; and study oversight, SOW issues, and liaison to the command's

Lesson:
Team member selection is critical to achieve a positive outcome.



A-76 Steering Group. The first two groups were not permitted to discuss the study with each other or anyone else, so information on that work remained close-hold until study completion. In most cases, bases were represented by their command, control, communications, and computer systems officer. (*Lessons: Team member selection is critical to achieve a positive outcome. Treat the in-house bid like a contract proposal in order to provide equal comparisons. Include access to reservists through incorporation of training requirements in the SOW. Start early considering how to announce study results, including such factors as strategy, defining criteria, multiple announcements, and cost. Develop in-house civilian PDs from an enterprise view, with standard duties and PDs to facilitate emergency use across the command.*)

In-house bid MEO teams came from multiple locations, necessitating four team workshops: study kickoff and SOW familiarization; brainstorming innovations; bottom-up look for baseline development; and top-down sanity check. The technical evaluation team consisted of headquarters personnel representing various skills within the SOW. (*Lessons: Multiple work sessions ensure common viewpoint and understanding of base and MAJCOM experts. Use checklists to ensure consistency during technical review.*)

Though our study's results won't be known until FY 2001, we anticipate the enterprise approach will prove to be a win-win situation for the Air Force, the command and the service provider.

New commander takes reins at AFCA

SCOTT AIR FORCE BASE, Ill. – Air Force Communications Agency received a new leader July 18, when Col. Thomas J. Verbeck succeeded Col. Gilbert R. Hawk. Officiating at a change of command ceremony in the Scott Club was Lt. Gen. John L. “Jack” Woodward Jr., director of Communications and Information, Headquarters U.S. Air Force, Washington.

Verbeck’s most recent assignment was as director of staff for Central Command Air Forces and 9th Air Force, Shaw Air Force Base, S.C.

Hawk had served as AFCA commander since April 1997. He was promoted to brigadier general and reassigned as director of Command, Control, Communications and Computer Systems (J6), for U.S. Transportation Command, at Scott.

During the ceremony, Woodward praised Hawk and his wife Kathy for their record and accomplishments. He characterized Verbeck as a man of vision, thrills, experience and aerospace talent, with a knack for accomplishing the seemingly impossible.

“I am deeply grateful to be given the opportunity to lead this great communications and information command,” Verbeck said. “I pledge to sustain the great momentum of Brig. Gen. Gil Hawk. Deanita and I are excited to have the opportunity to join this success-oriented team, and I look forward as an airman to continue the great work of General Hawk, as we enable our Air Force to achieve information superiority in air and space.”

Lt. Gen. John L. “Jack” Woodward Jr., AFCA commander, pins the Legion of Merit on Col. Gilbert R. Hawk, outgoing AFCA commander, during a change of command ceremony July 18.

Photo by Master Sgt. Ed Ferguson



Photo by Senior Airman Lisa Lauck

Lt. Gen. John L. “Jack” Woodward Jr., Air Force Communications and Information Center commander, (left) passes the Air Force Communications Agency flag to incoming commander Col. Thomas J. Verbeck as Master Sgt. Andy Kaiser, AFCA first sergeant, looks on.

Prior to relinquishing command, Hawk praised the men and women of AFCA. “Words can’t express how proud I am to have been a member of your team,” he said. “You’ve aggressively tackled every challenge thrown your way. You’ve shaped the future through innovation and creativity. You’ve been unyielding in your search for excellence. You’ve made great sacrifices to ensure ours is the most respected aerospace force in the world. You’re truly comm warriors. I can never thank you enough for your loyalty, your dedication, your support. I’m so proud of the AFCA comm warriors and what you’ve accomplished.”

Born in Philadelphia, Pa., Verbeck entered the Air Force in 1974 through the ROTC program at Virginia Polytechnic Institute. His career combines command, control systems and communications assignments, highlighted by service as Joint Task Force director of Command, Control, Communications and Computers; Joint Staff and Air Staff tours; command of two squadrons and one group; and service as chief of Communications and Information at a numbered air force. He wears the master communications badge and the senior air traffic control badge. His awards include the Defense Superior Service Medal and the Meritorious Service Medal with seven oak leaf clusters. He and his wife, Deanita, have a daughter, DeAnn, and a son, John.

TechNet shows off tools for tech-enabled warriors

WASHINGTON – Air Force communications and information capabilities were on display at TechNet 2000, hosted by the Armed Forces Communications and Electronics Association.

The international exposition was held June 20-22 in the Washington Convention Center. Its theme was “Coalition Operations in the New Millennium.”

AFCEA TechNet is a gathering place for the information technology community and a showplace of latest high-tech solutions and applications to meet government requirements.

The Air Force booth, along with the Air Force Communications Agency exhibit, demonstrated to the public how IT capabilities can enhance the reachback concept for Aerospace Expeditionary Force requirements of forward and rear operations centers.

The larger Air Force booth represented a sampling of Air Operations Center-Forward functions. The smaller booth, provided by AFCA, represented a sampling of Air Operations Center-Rear functions.

The Air Force booth was able to collaborate with other services and agencies represented at the exposition through network connections. The Air Force Pentagon Communications Agency helped with communications connectivity.

The Air Force booth scenario emphasized a humanitarian disaster relief operation. Theater Deployable Communications and Joint Broadcast System demonstrations of voice, data and video capabilities provided the primary communications. Hammer ACE (Adaptive Communications Element) equipment was also demonstrated as rapidly deployable communications capability.

Each day of the expo began with a wake-up from a different military service vice chief, presenting top-level



Capt. Curtis Evans demonstrates the Joint Applications of Speech Technology to Gen. John W. Handy, Air Force vice chief of staff, and Lt. Gen. John L. “Jack” Woodward Jr., Air Force Communications and Information Center commander, at TechNet.

perspectives on the military’s future. Technical panels during the week provided information and insight on today’s hot issues.

After VCSAF Gen. John W. Handy’s breakfast speech on June 22, attendees were led to the Air Force booth for demonstrations. Capt. Chad LeMaire, Aerospace Command and Control, Intelligence, Surveillance and Reconnaissance Center, kicked off the presentations, after opening comments by Lt. Gen. John L. “Jack” Woodward Jr., Air Force director of Communications and Information.

Woodward, in his Joint Staff J6 role, also led the J6 luncheon panel, joined by service counterparts. Their session focused on interoperability as the key to Network Centric Warfare.

Air Force demonstrations of deployable workstations and video distributions focused on commercial off-the-shelf technologies that offer smaller, easier to operate systems for the warfighter, helping to make the Expeditionary Aerospace Force light, lean and lethal.

Air Force exhibitors and presenters

Deployable Rapid Assembly Shelter - 621st Air Mobility Group

Deployment Personnel Accountability and Readiness Tool - AEF Battlelab

Aerospace Expeditionary Force Battlelab/Joint Applications of Speech Technology - C2 Battlelab

Expeditionary Aerospace Force Online - Air Combat Command/SCWX

Theater Deployable Communications, Lightweight Multiband Satellite Terminal, Integrated Comm Access Package Suite - 1st CS/SCMW and Harris Corp.

Deployable Defense Message System - DMS-AF Program Office

ACCWAY, Electronic Business/Electronic Commerce - ACC/SCWO

Air Force Research Lab Data Wall - AFRL/IFSB

XML-JBI (eXtensible Markup Language-Joint Battlespace Infosphere) - AC2ISRC/JWID

JBS Streaming Video - AFCA/TCI

Hammer ACE - AFCA/SYH



Photo by Janet Moreiko-Gagen

Master Sergeants Paul Kester (left) and Tom Kinney, Air Force Communications Agency’s Hammer ACE, discuss their unit’s capabilities with TechNet 2000 attendees in Washington.

AF uses EB/EC success stories to increase understanding, promote use

By Richard L. Jolly
Air Force Communications Agency
Scott Air Force Base, Ill.

We constantly hear and read about the power of electronic commerce and electronic business to improve our business practices and personal lives. Technology and industry continue to deliver an ever-increasing variety of capabilities and products. The Department of Defense and the Air Force are using these new tools to streamline business practices, make more efficient use of resources, and ultimately support the warfighter mission. A key ingredient in harnessing the power of EB/EC is disseminating success stories to increase understanding and promote use.

The third annual EC Day sponsored by the DOD Joint Electronic Commerce Program Office was held June 4-5 in Washington to bring together military services and agencies to interface ideas and successes in applying new technologies to improve business processes. The event provides three forums for sharing success stories:

- * Service and industry booth displays and demonstrations
- * Awards for best EB/EC implementations
- * Discussion panels

The Air Force booth was hosted by AFCA and focused on the partnership of Air Force EB/EC and the Global Combat Support System—Air Force, and highlighted operational EB/EC in field units. It also allowed one-on-one discussions with industry and government personnel on Air Force EB/EC strategy. The booth showcased two outstanding Air Force initiatives: HQ Air Combat Command's ACCWAY, a web-based information technology acquisition and lifecycle management system; and the Air Force Medical Service's Web enabled applications, featuring the Suicide Event Surveillance System, IT Wellness, and the Air Force Medical Service Knowledge Center

JECPO selected two Air Force EB/EC initiatives for awards:

EC Pioneer Award

The Supply Asset Tracking System, developed by the Automatic Identification Technology Office, Wright-Patterson AFB, Ohio, is a pilot program for the Air Force Standard Base Supply System. SATS provides source data automation at the receipt dock, in the warehouse, and at the delivery point to reduce data entry errors, speed data flow, and provide real-time access to SBSS information. This is accomplished with radio frequency data collection, portable data collection device printers, bar coding and smart cards.



Best EC Team Award (Small Business)

The Wide Area Workflow, Receipts and Acceptance Team, developed by Air Force Acquisitions, is a cross-functional paperless contracting initiative. It is the first successful use of this process in DOD, having the first vendor to submit an electronic receipt, have it accepted by the government, and receive an electronic payment via electronic funds transfer. It is also the first DOD-wide application with public key infrastructure.

Two other Air Force EB/EC initiatives were selected as finalists:

The Deployment Personnel Accountability and Readiness Tool was developed by the Aerospace Expeditionary Force Battlelab, Mt. Home AFB, Idaho, to improve readiness and responsiveness of AEFs by consolidating stovepiped personnel deployment information onto a central database, and integrating smart cards into Air Force readiness and deployment processing.

The Cargo Management Operations System Program Office, Maxwell AFB-Gunter Annex, Ala., was the Air Force transportation system selected to implement commercial practices using automated government bills of lading under DOD Management Reform Initiative 15. The initiative eliminated GBLs and established commercial movement procedures, to include maximum use of EC to transfer shipping and billing information. The capability reduces the payment process from an average of 90 days to 3-5 days.

EC Day breakout sessions provided the Air Force more opportunities to present ideas, demonstrate improvements, and get industry and services feedback. JECPO selected ACCWAY and CMOS for presentation.

These success stories are just a few of many being implemented throughout the Air Force. More information on AF EB/EC is on-line at <http://ecommerce.af.mil>.

Reengineered unit is lean and quick

By 2nd Lt. Lance J. Willoughby
738th Engineering Installation Squadron
Keesler Air Force Base, Miss.

Imagine being assigned to a unit with one of the highest operations tempos in the Air Force, where more than 50 percent of its members are always deployed and the others can be called on to deploy at a moment's notice. A unit that has gone through downsizing, reengineering and restructuring more than once in the past few years. A unit with close to 200 professional military and civilian warriors, who are committed to providing absolute excellence in all that they do. A unit whose motto, "With Pride ...Worldwide," is not just said, but lived by its members every day. Imagine now being assigned to the 738th Engineering Installation Squadron at Keesler AFB, Miss. Some may have thought active duty "EI" had disappeared or been assigned to the Air National Guard or even contractors. However, the 738th will soon remain as the lone active duty EI unit after the 838th EIS, Kelly AFB, Texas, and 938th EIS, McClellan AFB, Calif., deactivate later this year.

Although its mission has changed, the 738th is still as important to the Air Force and Department of Defense as it's always been. The 738th is committed to providing deployable, rapid response communications and information systems, as well as engineering and installation capabilities, to the warfighter during any type of contingency.

While the changes may be discouraging to some, the 738th had to engulf a new way of thinking. The EI unit could no longer sit back and passively respond to taskings and then go out and install equipment. Now circumstances



Senior Airmen Gerard Boulay (foreground) and Ryan Anson splice cables at the Keesler AFB telephone maintenance center.

dictate that the unit be more proactive, grab projects, engineer them within the unit, and provide installation services to the customer. This calls for streamlining processes, working more closely with their Air National Guard partners, and identifying other areas for improvement.

The result is a tightly knit unit that is simply lean and quick.

Lean, in that it has been downsized. Its abilities have not dwindled, but rather increased. Where engineers had once been in one unit and installers in another, project packages and their processes are now together in the same unit. Installation team chiefs are involved with engineering, engineers are involved with installations, and both contribute to the



James Sulver explains the HEMP simulator generator to Lt. Col. Michael Harper, 738th Engineering Installation Squadron commander, and Hugh Hanna.

completion of the whole project in every aspect.

Quick, in that the process has been streamlined, reducing both completion time and cost to the customer. In the past, a project package may have taken up to two years to engineer, create and coordinate. Now the process takes only a month or two. Having the process contained within a single unit speeds up not only the coordination procedure, but also the entire design and engineering process, because all the experts are collocated.

These new processes are not confined to typical EI projects, such as airfield operations equipment or inside and outside cable installations. Specialized engineering has also been restructured, and still plays a major role in 738th activities. The specialized engineers will remain as experts on radio frequency radiation hazards and interference investigations, as well as high-



James Laylock, 738th Engineering Installation Squadron RF Systems, detects levels of RF radiation from the Phased Array antenna.

altitude electromagnetic pulse protection, testing and problem resolution.

In conjunction with these new processes, the need to maintain a tight bond with Air National Guard EI units has remained an important goal. The 19 ANG units are composed of the same type of professionals and teamwork as their active duty counterparts. Absolute interaction between the ANG units and the 738th is critical. Therefore, the 738th is a major force in the effort to standardize practices within the EI units. This includes how project packages are created and assembled, how teams install equipment, and how the background support players operate (for example, in orders processing, training or funding). The goal is to ensure that the source of the installation accomplished by EI units, whether active duty or ANG, is indistinguishable.

Today many of these changes come from strategic planning meetings that continue to shape the 738th and how it does business. Other initiatives are always being brought to the table in order to maintain a state of continuous improvement within the unit. Concentration on professional development, unit cohesiveness and mission support, in addition to other subordinate areas, is vital to new ways of doing business for the 738th. This approach will ensure active and Guard units cohesively maintain their status as the first choice for engineering and installing DOD contingency communications, and for engineering new methods and incorporating state-of-the-art testing.

The 738th Engineering Installation Squadron continues today as it has for many years: prepared to handle any type of contingency. Whether installing a radar system in a war-torn country, placing fiber-optic cable in the ground at some deployed location, or providing cutting edge testing of HEMP systems, the 738th is committed to do it, with pride ... worldwide.



A radar team installs an AN/GPN-20 Airport Surveillance Radar antenna.



Keeping Air Force secrets

SECRET

By Master Sgt. Daryl Mayer

*Electronic Systems Center Public Affairs
Hanscom Air Force Base, Mass.*

Imagine you told an F-16 Fighting Falcon pilot to attack a target 550 miles away, and then learned the plane's maximum range was only 500 miles.

Or suppose you ordered a C-5 to deliver cargo to an airport where the runway was too short for the plane to land.

Couldn't happen? Well, the Air Force isn't taking any chances.

Today's mission planners use the Global Command and Control System, a computer application that is run on a Department of Defense secure network, to plan missions and issue air tasking orders, according to Capt. John Casebolt, GCCS engineer for Electronic Systems Center's Command and Control Centers and Applications Product Area Directorate. The system ensures units aren't asked to perform two missions at the same

time, or given jobs that are impossible to complete.

But can you imagine a hacker breaking into the system and making a few subtle changes? What if he added an extra 10 percent to the maximum range of an F-16? Or how about changing the runway length needed to land a C-5 from 1,493 meters to 1,493 feet?

The results could be catastrophic.

And that's exactly why the directorate, which is a division of the Defense Information Infrastructure Systems Program Office, is working to add even more beef to an already secure network.

"In recent years there've been enough incidents to give the Joint Chiefs of Staff pause," said Casebolt.

Rather than take any chances, "The Joint Staff mandated installation of intrusion detection software to provide a secure environment for our command and control customers," said Lt. Col. Howard Gans, GCCS program manager.

Instead of spending valuable resources developing a security program from the ground up, the directorate sought an existing solution from the vast commercial network security market.

The answer was the Computer Misuse Detection System, a product developed by Intrusion.com, a company based in Richardson, Texas.

"This is a perfect example of a commercial off-the-shelf product being used for military applications," said Tech. Sgt. Tim Craig, GCCS information systems security officer.

To date, the program has been purchased and is being successfully used by several other government and industry customers, according to Davee Webb, who works at Intrusion.com's Security Division in San Diego, Calif.

Unlike an anti-virus program, which looks for known pieces of malicious computer code, CMDS is designed to detect someone trying to break into or otherwise misuse the system.

"CMDS collects audit records and breaks them down into readable network reports," said Craig. "These reports can be used to get an overview on potential attacks against the system by an inside or outside threat."

Once the program is running on the system, it starts watching for certain indicators of an attack. "It tells you what are the most critical events," said Webb.

When one of these events is detected, the software flags the activity and issues a warning to the network administrators.

"CMDS gives us the ability not only to see unknown folks trying to come in, but also detect unusual activi-



When the software detects a predetermined event, it sends an alert message to the system administrator. If an actual attack or penetration is suspected, the system administrator can instantly secure the network with a single mouse click.



The Computer Misuse Detection System collects a wide variety of information and presents it in easy-to-read formats, such as this Behavior Bar Graph.

ties by known users,” said Casebolt.

This is an important feature, considering the growth rate of the secure network. As more tasks become automated, additional people find a need to access the network.

“The user community is growing. Right now, it’s fairly easy to track user activity, but over time that will get worse,” said Master Sgt. Tony Collins, an Air National Guard systems administrator assigned to the 186th Air Refueling Wing at Key Field in Meridian, Miss. “CMDS makes tracking that activity manageable.”

“You can actually profile what a specific user is doing,” said Craig.

Because GCCS operates on a secure network, watching for attacks from within is particularly important.

“Since it’s a classified system, potential intruders would need some inside help to get in,” said Casebolt. Help could come in the form of poor entry control procedures for secure areas, or improper password control.

Recent events, such as the theft of a laptop loaded with classified information from a State Department conference room, highlight the need for security.

“Even if someone could gain access to a terminal and somehow steal a password, CMDS will record the location and every action taken, and will sound the alarm so network administrators can shut that system down,” said Casebolt.

“It can tell if someone who is supposed to be away

on leave tries to log on,” said Craig. Network administrators can then investigate the cause of the unusual activity.

“It could be that either the person’s account or the individual has been compromised,” said Casebolt. “At that point, we can come in and take appropriate action, such as shutting off the account if necessary.”

Once the CMDS software was selected, the directorate took on the monumental task of getting it accredited. “We’ve spent a lot of time to ensure it would work with all our hardware and software, and that it was DII-COE (Defense Information Infrastructure and Common Operating Environment) compliant,” said Casebolt. “Now we’re going for an Air Force level accreditation.”

“It has passed compliance testing, and the accreditation package is being reviewed by the Air Staff,” said Craig.

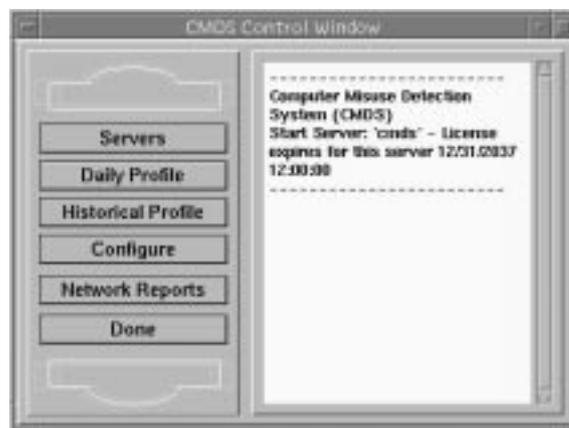
In the meantime, the directorate has been working with Intrusion.com representatives to get the software operational worldwide.

On recent trips to Ramstein AB, Germany, and Hickam AFB, Hawaii, company representatives trained system administrators and security managers for both USAFE and PACAF. “We even brought installers with us, so when we left it was up and running,” said Ralph Osofsky, GCCS logistics and training manager.

In a recent class, they trained representatives from the six National Guard regions and National Guard headquarters in Washington. Trainees received the CMDS software to install on their systems.

“Overall, we’ve trained about 70 system administrators and security managers,” said Osofsky. The training necessary to implement the software across the Air Force should soon be complete.

Bringing this software online is the equivalent of having a digital watchdog sitting on the perimeter of the network. Ensuring that when air planners use the GCCS to issue orders to put bombs on target, they send the right planes to the right place at the right time. (*Air Force Print News*)



The CMDS employs a simple graphic user interface as a starting point for all activities.

GI Mail 2000 enhances e-mail services

By Capt. Everett Shaver

*Network Operations and Security Center
Headquarters Air Mobility Command
Scott Air Force Base, Ill.*

GI Mail 2000 – a new Internet based e-mail system – has been launched by Air Mobility Command. It offers the same features as most commercially provided e-mail services, with some added convenience and security features.

A ribbon cutting was held June 23, officiated by Col. William T. Lord, AMC's director of Communications and Information.

Here's a brief rundown on GI Mail 2000:

- * Service members may access their e-mail through any Internet connection or service provider (that is, ".com"), even while at home or on temporary duty.

- * Service members and their families may forward correspondence from their home or office to the member's GI Mail 2000 account while the member is TDY.

- * GI Mail 2000 is protected with firewalls to block hackers.

- * Delivery speed is increased, and annoying commercial advertisements are eliminated.

- * GI Mail 2000 is approved for official, unclassified use while TDY.

GI Mail 2000 has quickly grown in popularity over the past few months, and was recently designated the official morale e-mail system for Southwest Asia.



Photo by Senior Airman Lisa Lauck

From left: Lt. Col. Andy Anderson, Air Mobility Command Computer Systems Squadron commander; Senior Airman Lisa Seavers, AMC CSS; Col. William Lord, AMC director of Communications and Information; and 1st Lt. Jason Paraiso, AMC CSS, participate in a ribbon cutting ceremony.

“With Aerospace Expeditionary Forces ushering in a new era of deployments and contingencies, it's comforting to know our folks can communicate with their families wherever and whenever they can get to the Internet,” Lord said.

For more information, log in at <https://www.gimail.af.mil> or contact AMC CSS/NOSS at DSN 576-8160, or (618) 256-8160.

[Communications and Information Career Program](#)

Funds available to help further college education

By Bea Ramirez

*CICP Program Administrator
Air Force Personnel Center
Randolph Air Force Base, Texas*

If you're considering earning an undergraduate or graduate degree, did you know that the Air Force has a Civilian Tuition Assistance Program to help employees attain education goals? The program mirrors military tuition assistance, but differs in that employees – rather than management – identify requirements. Civil service employees initiate requests for specific courses at institutions of their choice, share in the cost of tuition, and attend on a voluntary off-duty basis.

The Air Force will provide up to

75 percent of tuition, laboratory and other required instructional fees up to \$187.50 per semester hour, or \$124.50 per quarter hour. The maximum is \$3,500 per fiscal year per employee, and is managed under a funds-availability concept.

To be eligible for tuition assistance, applicants must be registered with the Communications and Information Career Program. Undergraduate or graduate degrees in telecommunications-computer systems are strongly encouraged, and classes in these areas are given the highest funding priority. Application deadlines are July 1 and Dec. 1, with out-of-cycle requests handled on a case-by-case basis.

Requests are submitted on DD

Form 1556. CICP must validate courses as mission-related and give funds approval authority prior to class start date.

Successful completion is essential. To receive tuition assistance, students must obtain a grade of C or better for undergraduate courses, B or better for graduate courses, and “satisfactory” for courses with no letter grade. Students must provide a copy of their course grade report within 30 days of completion.

If you are interested, you can download a tuition assistance application package at <http://www.afpc.randolph.af.mil/cp/cicp/docs.htm>. You can also reach the CICP office at DSN 665-3691, or (210) 565-3691.

Airman's injury doesn't hamper desire to serve

Story and photos by Karen Edge
San Antonio Air Logistics Center
Public Affairs
Kelly Air Force Base, Texas

With the "What's in it for me?" attitude second nature to many nowadays, it wouldn't be unexpected for Airman 1st Class Brian Coles to cut his losses and walk away ... on his one leg.

Instead, Coles is fighting for permission to stay in the Air Force and fulfill what he calls his destiny.

Working in the 76th Communications Squadron, Coles was involved in an industrial accident Jan. 21 that resulted in his right leg being amputated below the knee. Now he's waiting to find out if he'll lose his career as well.

Coles, 21, has been around the Air Force his entire life. His father is retired Air Force, and both brothers are active-duty Air Force. It's all he knows and, according to him, all he wants.

"The Air Force has always been my future," Coles said. "I've known since I was a little boy that I would one day wear a uniform like my dad's. It's everything to me, and I'll do anything to continue wearing it."

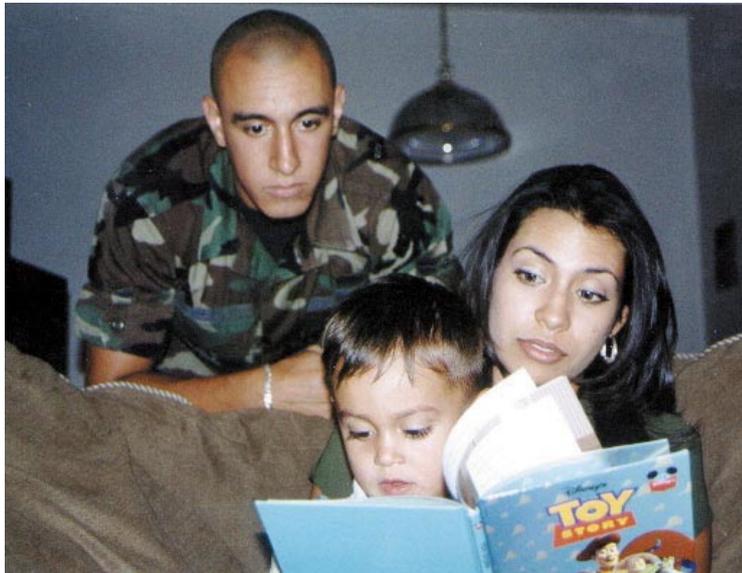
"The Air Force has always been my future. I've known since I was a little boy that I would one day wear a uniform like my dad's. It's everything to me, and I'll do anything to continue wearing it."

That desire to wear America's blue suit is evident in everything about Coles, especially his personal appearance. In fact, his co-workers nicknamed him "Pretty Boy Jenkins."

"Everyone here has a nickname — it's always 'something' Jenkins. We called Brian 'Pretty Boy' because his boots were always shiny and his uniforms always looked good," fellow worker Senior Airman Brian Talbot said. "He holds himself to a higher standard. Now we're going to name him Flamingo, because they're pretty birds, graceful, and usually stand on one leg."

Assuming he'll be allowed to continue serving his country, Coles began the physical therapy necessary to get back to life as "normal" as possible. He works out at least four times a week at a gym, where he does the exercises and weight lifting his doctor prescribed.

"Everything happens for a reason, and I think God



Airman 1st Class Brian Coles looks on as wife, Desiree, reads a story to their 2-year-old son, Xavier.

used this to open my eyes to what is really important in life," Coles said, matter-of-factly. "The accident brought me and my wife closer together. It was like God showed us how much we do need each other and that we're meant to be."

His wife, Desiree, and their son Xavier, are his biggest fans. Desiree is always lending words of encouragement and the strength her husband needs to keep going. And, Xavier has been there to cheer him on while he learns to walk again with a new leg.

Coles, who could have lost his life in the accident, said he's happy to be alive and thankful for the support of his family and his extended military family. But now he's ready to get back to work.

He's been manning a desk for about three months, waiting to find out if he'll be allowed to stay in the Air Force. According to his wife, he's been waiting to find out since he went into surgery.

"Before Brian went into surgery, he said, 'Desiree, this is my career,'" she said. "When he came out, he didn't know they had taken his leg.

"He looked at me and asked what had happened to it. I didn't know what to say to him. I was trying to be strong, trying not to cry and hoping he'd know by the look on my face so I wouldn't have to tell him."

Brian did know, by looking into his wife's eyes, that he'd lost his leg. He cried "a little," and Desiree waited

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for him to break down emotionally. For months after the accident she continued to wait for depression to set in, but it never did.

"I didn't think he could handle this," she said. "He was always so athletic, so self-conscious about his appearance that I didn't think he'd be able to deal with this."

But he did. The couple has made a pact to focus on the present and the positives.

"Brian does get discouraged occasionally, and so do I," Desiree said. "But I keep telling him he'll be able to do all the things he did before the accident, just as well as he used to do them."

And that's just what he's done. Coles has exceeded his doctor's expectations every time that he's been given a challenge. He's meeting his own personal goals and, equally important to him, he's meeting his career goals.

"I enjoy working in the office — don't get me wrong. Just like everything I do, I give it 110 percent. But I miss my job," he said. "I want to continue learning and get back in the field doing my real job."

So after a physical to determine what he is currently capable of doing, doctors decided to let him back out there with his crew. He knows he won't be digging trenches anytime soon, which is what he was doing when he lost his leg.

But Coles said he's happy just standing on the sidelines, learning. And that he must be doing in grand fashion, because his squadron recently selected the airman to compete for senior airman below-the-zone at base level. If selected, he'll get his third stripe six months ahead of normal schedule.

"Coles may have been off duty for eight weeks after the accident, but he used the time well. He studied constantly and is even about to get his five-level qualifications," said Master Sgt. Pete Henderson, 76th CS first sergeant. "Coles is the best airman in our squadron to compete for BTZ."

In addition to studying for promotion and job training, Coles is also learning how to do the things he used to, just a little differently. He's learned to shower while balancing on one leg, play table tennis and get around short distances. With the aid of his prosthetic, he's learned how to carry Xavier, how to bench-press weights, how to do most of his job requirements and, to the excitement of himself and his wife, how to dance again.

Setting short-term goals for himself keeps him focused on his long-term goal of walking without a limp.

"I've never been in a wheelchair," the airman said. "I walked out of the hospital on crutches and was determined to be walking without them in a couple of months. Now I want to walk without a limp."

The first day with his prosthetic, he walked without help and the first thing he did was pick up his son,

something he'd missed being able to do. Soon he'll be fitted for a personalized prosthetic that fits him better and will allow him to do more.

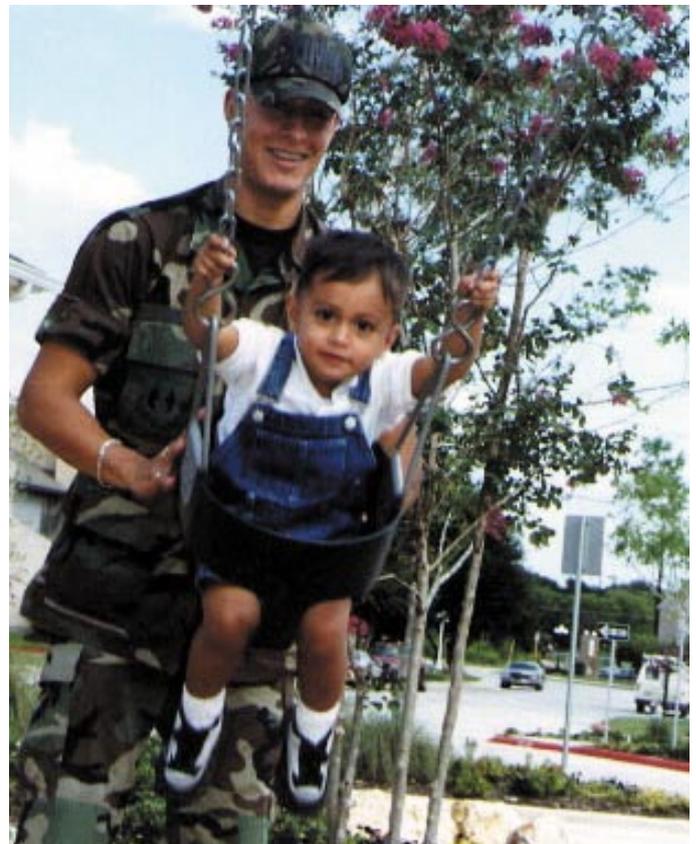
He can currently walk without crutches, but he carries one with him to "help with the stairs." And he climbs a lot of stairs nowadays. Each one takes him closer to finding out the fate of his Air Force career, which a Medical Evaluation Board is reviewing.

In hopes of helping the MEB's outcome, Cole's doctor recommended to the board that he be allowed to stay in the Air Force.

"I see people with lesser injuries who don't do as well as Brian has with his recovery, and I think he can stay on active duty. There are already set precedents," his doctor said. "Brian can run a marathon if he wants to. He is highly motivated. I tell most patients it will take about one year before they're back to normal. I think Brian will be there in only six months."

The doctor also said Cole could pass most physicals without doctors knowing he has a prosthetic, unless he showed them. But the only thing Coles has been showing anyone lately is how to overcome adversity and whether he's on the job or on the dance floor he's getting back in the swing of things.

According to Coles, the board can take as long as it needs to make its decision, because every day the verdict's out is one more day he's in uniform. (*Air Force Print News*)



Airman 1st Class Brian Coles pushes his son, Xavier, on the swing set outside his apartment where the two share time together daily.

S&S to host info technology conference

MAXWELL AIR FORCE BASE, GUNTER ANNEX, Ala.

— Industry chief executive officers and senior Air Force leaders will convene in Montgomery Aug. 28 – 31 for the annual Air Force Information Technology Conference.

The conference is open to all Department of Defense personnel and is designed to bring computer users up to date with the efforts of industry and government agencies.

“Combating Computer Terrorism” is the theme of the 14th AFITC, hosted each year by the Headquarters Standard Systems Group and the City of Montgomery.

Among industry leaders confirmed to attend are CEOs Carl Yankowski, Palm, Inc.; John Becker, AXENT Technologies; and James Adams, iDEFENSE. Air Force keynote speakers are Carol DiBattiste, Under Secretary of the Air Force; Lt. Gen. John Woodward, commander of Air Force Communications and Information Center; and Lt. Gen. Lance Lord, commander of Air University.

Government and industry leaders will present more than 160 in-depth technical seminars and workshops, and a vendor exhibition hall consisting of more than 150 participants will showcase the latest technologies.

More than 3,500 people attended last year’s conference with more than 4,000 expected this year. Name tags will be available for pick up at the Civic Center after Aug. 27.

For more information, contact Capt. Bobby King at 416-1075 or 1st Lt. Aly Vrosh at 416-1376.

AF transitions UHF SATCOM management to Navy

By Capt. Brian Wilkey
Headquarters Air Force Space Command
Peterson Air Force Base, Colo.

NORFOLK NAVAL AIR STATION, Va. – The last of four Air Force Ultra-High Frequency Satellite Communications Management Centers has officially transitioned to Navy control. The milestone marked the end of the Air Force’s role in UHF SATCOM management, which began in the late 1960s with the Air Force Communications Service’s primary control stations. The legacy later passed from the PCSs to primary control centers, and then to SATCOM management centers.

Air Force PCCs were originally located at March AFB, Calif.; Brandywine AFB, Md.; and Kadena AB, Japan; with a master control center at Offutt AFB, Neb. Their mission included UHF channel management, radio frequency interference resolution, and other support as needed. The Navy performed a parallel mission through its fleet telecommunications operations centers.

When the Joint Staff directed stand-up of the SMCs in December 1996, Air Force PCCs and Navy FTOCs combined operations at the Naval Computer and Telecommunications Area master stations at Norfolk, Va.; Wahiawa, Hawaii; and Naples, Italy. The Naval Computer and Telecommunications Station at Guam provided an equipment backup for the Hawaii and Italy SMCs.

In October 1998, Chairman of the Joint Chiefs of Staff Instruction 6250.01 designated U.S. Space Command as the single DOD SATCOM operational manager. USSPACECOM, in turn, assigned SATCOM system responsibilities to

the various military services. UHF follow-on, Fleet SATCOM, and Demand Assigned Multiple Access were assigned to the Navy. Milstar, Air Force SATCOM, and the Single Channel Transponder System were assigned to the Air Force. As a result of this distribution of system responsibilities, UHF SATCOM management and the SMC mission subsequently moved to the Navy.

The SMC role in UHF channel management includes network control station operations to provide UHF DAMA communications. DAMA enhances warfighter support of UHF SATCOM by allowing multiple users on one channel at the same time. The SMCs manage the USSPACECOM UHF Web Page, RFI resolution, and other customer support as needed.

A January 1999 Air Force and Navy memorandum of agreement established a joint working group, and generation of transition and implementation plans, to convey UHF SATCOM management to the Navy. The MOA also provided for resources to support global and regional SATCOM support centers. Air Force personnel freed by the transition to the Navy provided manpower to stand up the GSSC and RSSCs, which provide one-stop satellite communications support to the commanders-in-chief. Norfolk SMC’s AFSAT and SCTS mission transitioned to the GSSC, including scheduling, testing and training support, troubleshooting, and communications security management.

Under the Air Force and Navy MOA, the SMCs transitioned in a phased process last year, starting with Guam in June, Naples in September, and Hawaii in December. The last SMC going to full Navy responsibility was at NCTAMS LANT, Norfolk NAS, Va., with a formal ceremony.

"Every time we conduct A-76 competitions, we figure out better ways to do business. Whether the government or private sector is chosen to provide the service, there is always a reduction in cost averaging between 30 to 40 percent."

*F. Whitten Peters
Secretary of the Air Force*